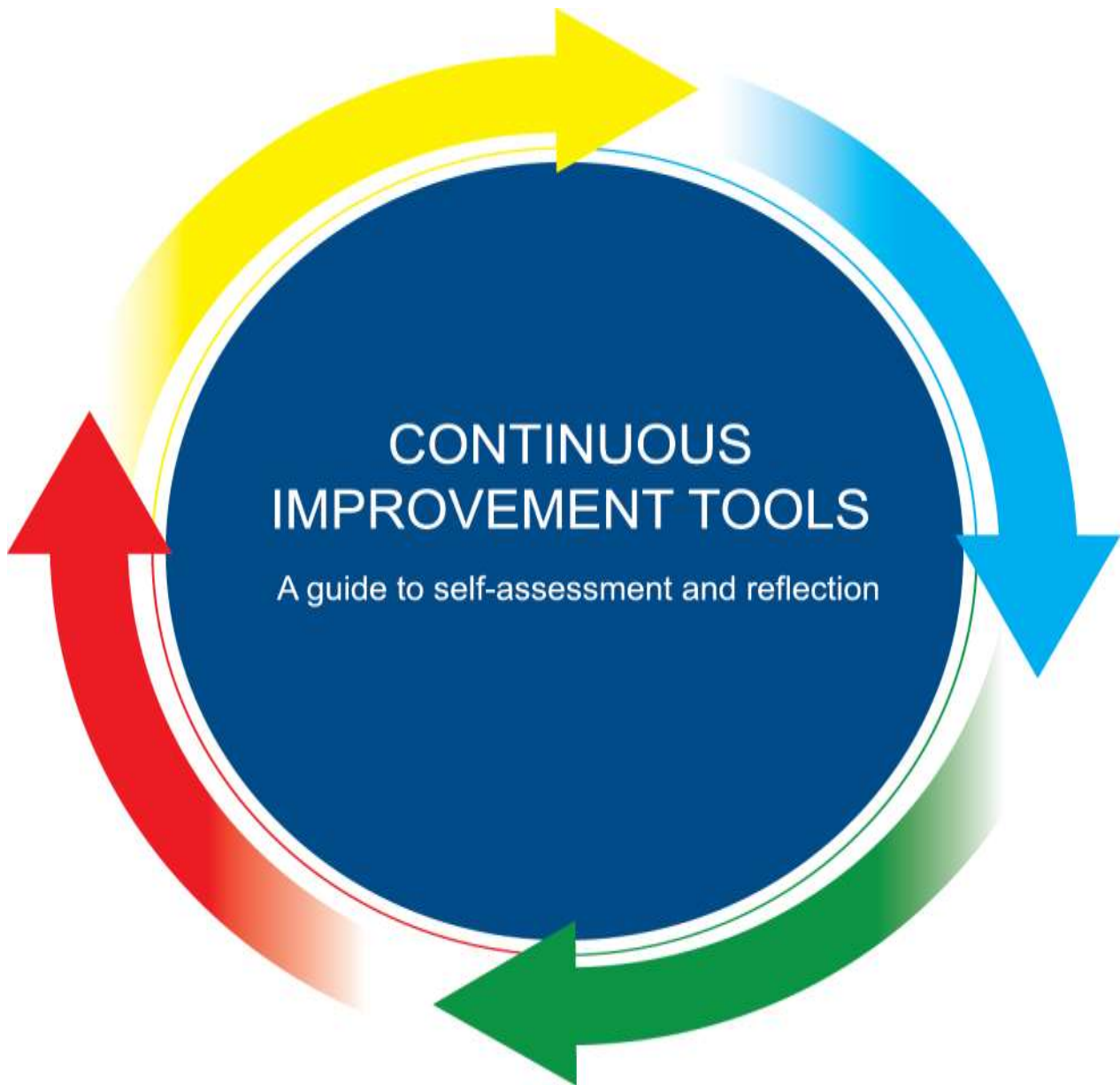




Australian Service Excellence Standards (ASES)



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Foreword

This booklet was created by the Department for Communities and Social Inclusion (DCSI) to support non-government organisations (NGO's) in the Community Services Sector to continuously improve their organisations products, services or processes.

Continuous Improvement involves an extended journey, gradually building up skills and capabilities within an organisation to find and solve problems.

There are many tools that can help with this process but like any tool, it is how we use them that can make all the difference.

The tools included in this booklet are used daily in many organisations around the world. They help us to collect and consider our data, so we are able to make decisions based on evidence rather than habit.

If you would like to recommend a tool for this booklet, or provide any additional tips or feedback, please email serviceexcellence@dcsi.sa.gov.au.

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July 2014



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Team Work Tool

Code of Cooperation

A code of cooperation states the rules, values, ethical principles and vision for your organisation. Having a code of cooperation in your workplace provides staff with clear standards and expectations of how to do their job, acting as an important a point of reference.

Benefits:

- brings people together with a common understanding
- promotes positive feelings between team members
- can be used to identify the means to decision-making within a group
- prevents team dysfunction
- provides a basis for dealing with difficult individuals
- works best if the conduct is clearly described (e.g. listening to others also means not interrupting).



Developing a Code of Cooperation

1. Consider the most common themes to include, such as ethical principles, values, accountability. You can customise the different sections in your code to match your business requirements and the rules and policies you set for your staff.
2. Consult with staff and stakeholders for their input and consider how you will include their contribution.
3. Use simple, clear language that all employees can understand.
4. Use examples of acceptable and unacceptable behaviour to clarify points.
5. Edit the document before finalising it.



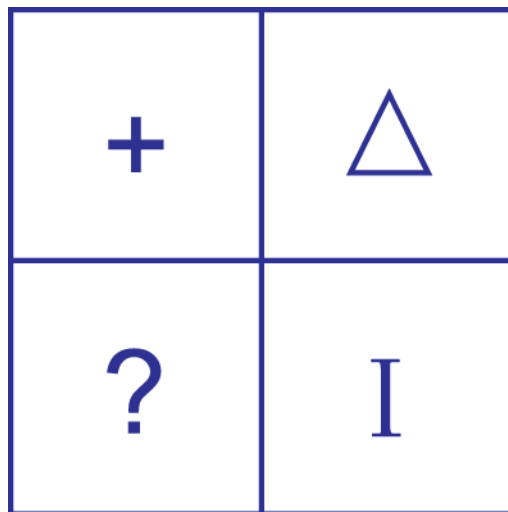
Planning Tool

Parking Lot

Parking Lots are feedback tools, which include four sections: plus, delta, questions and ideas. They can be used to capture ideas for improvement in an anonymous way.

Benefits:

- offers a method for continual improvement of a process
- delivers an opportunity for participants to pose complex or sensitive questions
- provides a place to capture ideas without losing them.



Method:

1. Divide a space into four quadrants and assign each with one of the following titles:

+ = what is going well?
△ = what needs improvement?
? = what are the questions?
I = what are ideas for improvement?

2. Place your Parking Lot in a location where all participants will have access to it, ideally in a relatively private area that will facilitate anonymous participation.
3. Have sticky notes available for people to record comments at their leisure. You could also use note cards or slips of paper and tape.
4. The Parking Lot should be cleared periodically and feedback given to the group on how each improvement, suggestion, question or issue is being addressed.

Note: The Parking Lot should not be used by participants as a forum for raising personal grievances, or for providing negative or critical feedback about other employees or the organisation itself. All comments should be framed in a positive and constructive way that contributes to the goal of continuous improvement.





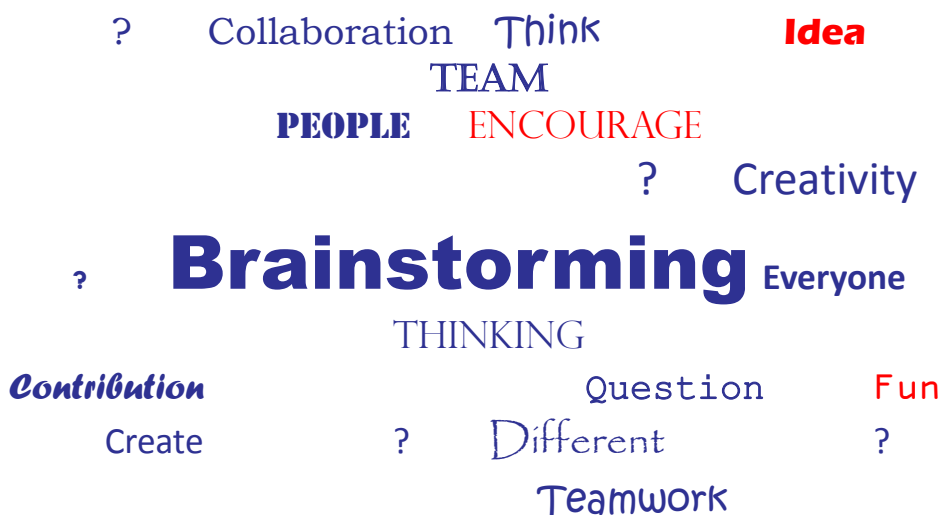
Planning Tool

Brainstorming

Brainstorming is a great way to generate new ideas amongst team members. You can use this tool to develop solutions to issues in a collaborative way.

Benefits:

- serves as a simple and effective catalyst for encouraging new ideas or solutions
- allows everyone's ideas to be valued and considered equally
- promotes a sense of team unity by demonstrating what can be accomplished through positive, collaborative and focussed discussion
- fosters an environment in which individuals feel encouraged to share their ideas.



Process:

1. Clearly define the objective of the brainstorming process.
2. Ensure that each person is given an opportunity to contribute at least one idea. Remember that all ideas are good ideas.
3. Record all ideas and ask for clarification where needed. People can create new ideas based on another person's brainstorming efforts.
4. When completed, review ideas for clarification and make sure that everyone understands each item. At this point, you can eliminate duplications and remove ideas that no longer feel appropriate.



Decision Making Models

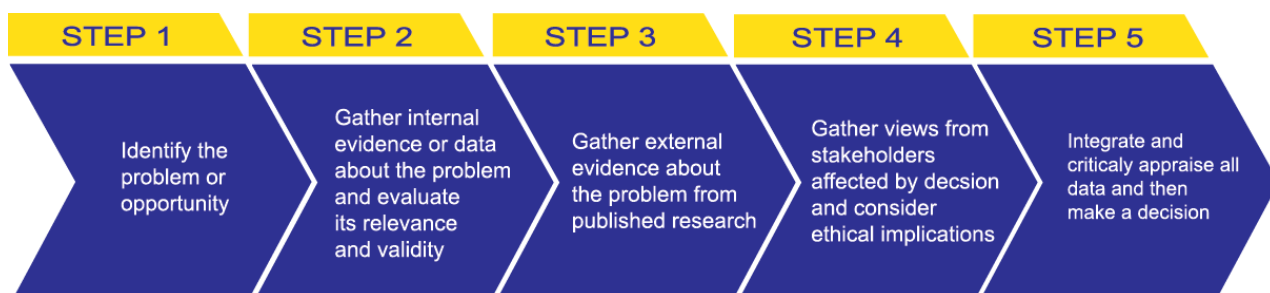
Rational Decision Making

Rational decision making is a structured and methodical process, which uses quantitative data and logic to assess business options and opportunities. When making decisions using this model, there are four steps to take into account, they are:



Evidence-Based Decision Making

Evidence-based decision making is a five-stage process for making decisions using the best available research, evidence from the field and relevant contextual evidence.





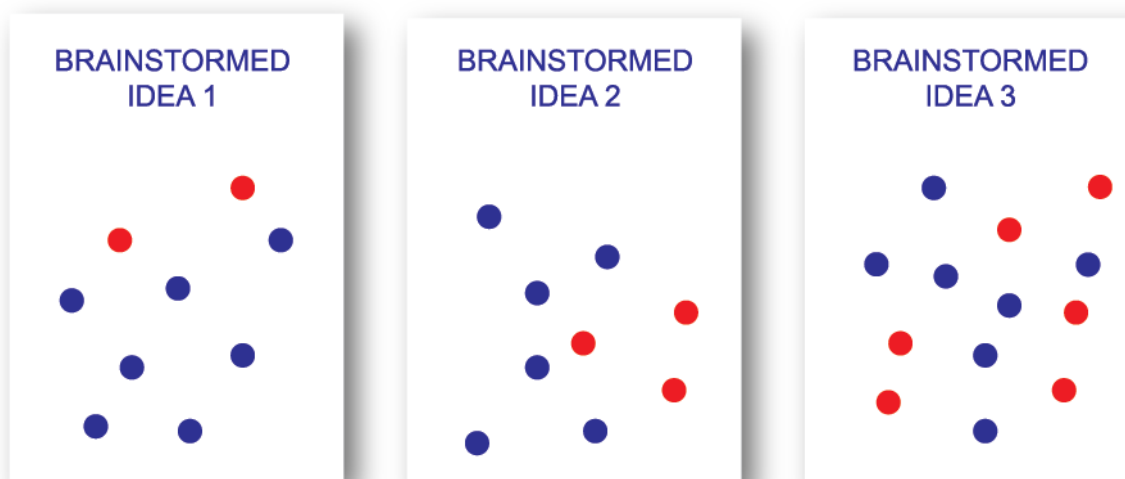
Decision Making Tool

Multi-Voting

Multi-voting is a group decision-making tool used to assess and consolidate a list of brainstormed ideas into a more manageable number through a series of structured votes. It is recommended that multi-voting be used in conjunction with brainstorming to identify key priorities for an organisation or group.

Benefits:

- reduces and prioritises a list of ideas by identifying the most important items
- brings the group to a consensus
- provides each member with equal voting power, fostering a sense of value and inclusion
- simple, quick and effective.



Process:

1. Use predetermined brainstormed ideas to divide a space into sections.
2. Clearly discuss the criteria and values of each item (e.g. are they achievable and realistic).
3. Provide each participant with sticky dots equal to approximately one-third the total number of items.
4. Participants are to place their dots on the item (or items) that they see as a priority. Members can choose place all of their dots on one item. You may also like to designate a single 'hot dot' sticker, usually red, which can be used to distinguish an individual's most important, or 'hot' item.
5. Tally the votes. The final vote is determined by the total number of votes each item received and by the number of 'hot dots' represented for each item. The highest priority may or may not be the issue with the most 'hot dots'.

Hint: Managers should keep a record of items that aren't given a priority status for future use in their improvement efforts.



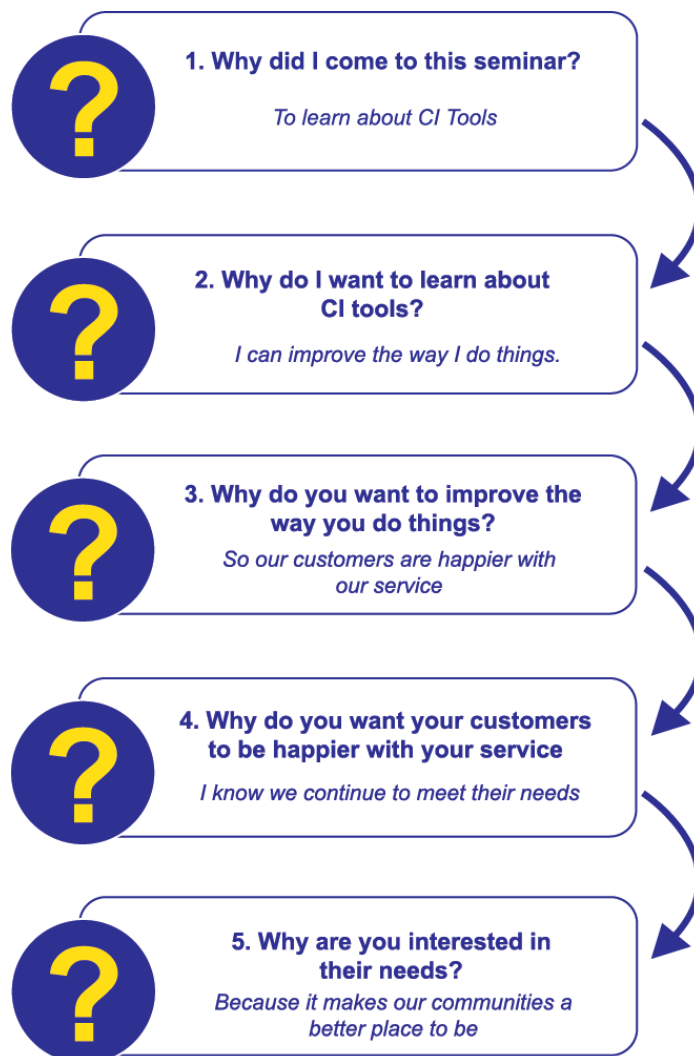
Decision Making Tool

Five Whys

The Five Whys is a simple process of asking 'why' at least five times to get to the root cause of a particular problem or situation. Use this decision-making model in troubleshooting, problem solving and when seeking quality improvement solutions.

Benefits:

- Helps to identify the root cause of a problem
- determines the relationship between different root causes of a problem
- simple and easy to complete without statistical analysis.



Process:

1. Identify a problem, situation or concept to be analysed with your team.
2. Ask yourselves 'why' this particular condition exists.
3. Continue to ask 'why' until everyone agrees that the team has arrived at the root cause.

Hint: Finish with a debriefing session so individuals can relate their own understanding of the outcome with their colleagues.

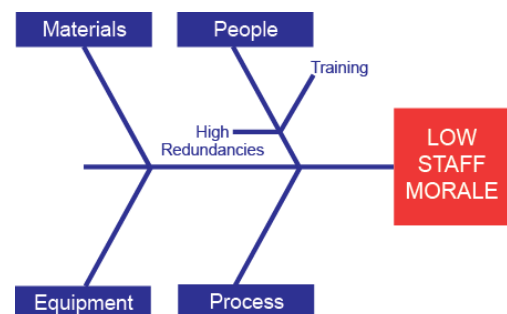
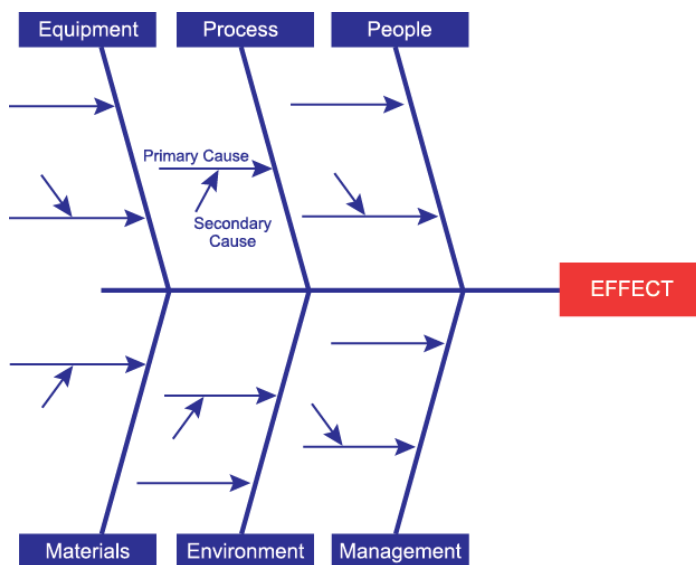


The Fishbone Diagram

The Fishbone Diagram is a tool that helps to create a visual representation of a problem or condition, and the 'causes' that contribute to that 'effect'. It can also be called the *Cause and Effect*, or *Ishikawa Diagram*.

Benefits:

- identifies and sorts the root causes of a problem or condition as a first step in the improvement process
- helps to prevent a team from jumping to poorly thought through, easy-fix solutions
- can help groups analyse causes of potential problem areas, standard examples may include materials, people, equipment and the environment
- encourages everyone in a team to contribute their perspectives



Constructing a Fishbone Diagram:

1. Identify a specific problem or condition to explore.
2. Place it in the box located on the head of the fish. This problem or condition is known as the 'effect'.
3. Brainstorm to find all of the major causes of this effect label each angled 'bone' with these causes. If secondary (minor) causes are suggested, create 'splinters' or 'offshoots' from major backbones.
5. Evaluate and prioritise causes to identify one or two, which are most likely creating the problem or condition.



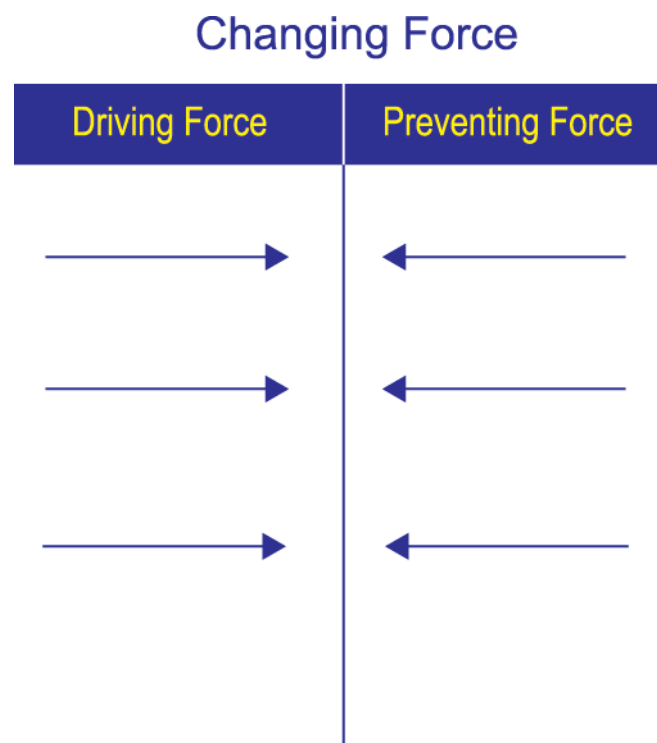
Decision Making Tool

Force Field Analysis

Description: Force Field Analysis is a decision-making tool that helps you make a decision by analysing both the positive and negative forces of a concept, or decision to be made.

Benefits:

- helps you understand the dynamics of the change environment and communicate the reasoning behind your decision
- teaches people to think together
- helps to find a starting point from which the team can take action
- guides action by removing restraining forces to accelerate improvement.



Process:

1. Identify and write the topic (changing force) to be analysed at the top.
2. Draw a line down the centre and another across the top.
3. Title the left column 'Driving Forces' (forces for change) and the right column 'Preventing Forces' (forces against change).
4. Brainstorm with your team and assign a recorder to write each idea down under the applicable heading. Weighting can also be given to each item by assigning a score to each force for example 1 (weak) to 5 (strong).
5. Discuss results when the Force Field is completed. It is advantageous to prioritise and remove preventing forces rather than focus on drivers.



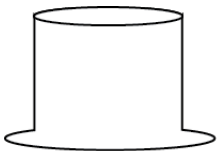
Decision Making Tool

Edward de Bono's Six Thinking Hats

The Six Thinking Hats is a practical thinking tool, which provides a framework to help people think comprehensively by breaking down the thinking process into six components. Each component is identified by a coloured symbolic 'thinking hat'. By mentally wearing and switching 'hats', users of this tool are able to guide their thought processes in one direction at a time to effectively analyse issues, generate new ideas and make better decisions.

Benefits:

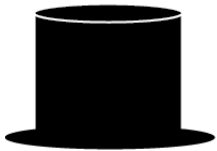
- helps to address issues from a variety of angles, servicing the needs of all individuals concerned
- opens up the opportunity for creativity within decision making
- assists to conduct a richer, more balanced exploration of any subject.



White Hat thinking focuses on data, facts, information known or needed



Red Hat thinking focuses on feelings, hunches, gut instinct from intuition or experience



Black Hat thinking focuses on difficulties, potential problems, and risk assessment



Yellow Hat thinking focuses on values and logical benefits



Green Hat thinking focuses on creativity, alternative solutions and innovation



Blue Hat thinking focuses on organising the sequence, outcomes and action plans

Using the six thinking hats:

- Use one hat at a time within a group
- Use yellow before black to start with why it can work. We recommend the sequence: yellow, black, green, white, red, blue.



Decision Making Tool

Customer Value Tool

Description: The Customer Value Tool helps us to understand and prioritise our customer's values, so we are able to focus our attention on the gap between their needs and our performance. Use this decision making tool to evaluate the relative worth or importance of customer value criteria.

Benefits:

- Encourages identification of enablers or drivers of value, giving consideration to different customer perspectives and criteria.

ISSUES	A	B	C	D
	<i>Importance (weighting % Out of 100)</i>	<i>Satisfaction of Performance Score 1-10</i>	<i>A + B = C Score</i>	<i>A - B = D Gap (effort needed on the highest gap)</i>

TOTAL = 100%



Process

1. List customer issues and needs.
2. Ask customers to give each issue or need a percentage in accordance with its level of importance (total of scores must add up to 100%).
3. Ask customers to score current performance (1-10).
4. Add column A to column B to obtain a score for column C.
5. Subtract column B from column A. To get column D.
6. Level of importance correlated to level of satisfaction can then be mapped.

Hint: When mapping results, remember the y axis is out of 100 percent, and the x axis is a score out of 10. Pay special attention to issues and needs which are mapped highly in the importance quadrant.



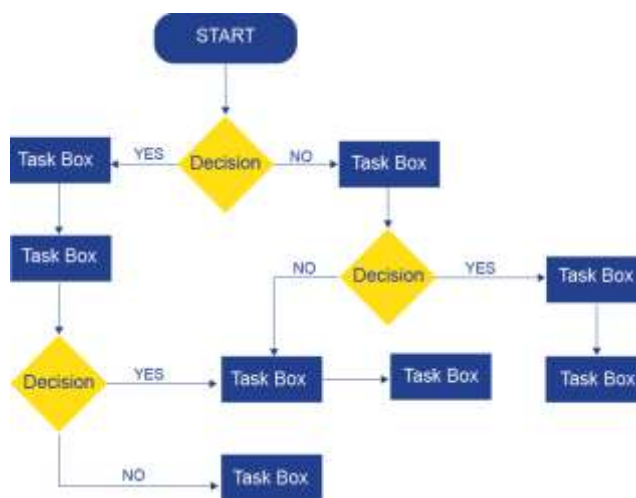
Decision Making Tool

Flowchart Diagram

Flow charts are easy to understand diagrams, which illustrate each step in a process and how they fit together. Mapping a flowchart in the continuous improvement process can assist in pinpointing areas where improvements can be made.

Benefits:

- helps you to think about how a process can be improved
- easy to construct and can be used when communicating about how a process works
- helps the reader to understand a process in a step-by-step manner, without becoming overwhelmed by the process as a whole



Creating a flowchart

1. Name the process and write its name at the top of your page.
2. Clearly define the boundaries and level of detail that you will go into.
3. Use sticky notes to list each major step in the process. Add each step on a separate sticky note and try not to get buried in detail.
4. Use symbols to construct the flow of the process. Sticky notes are a simple way to capture process when starting out. Common symbols used are:

The Task Box

The Decision Diamond

5. Connect the symbols with an arrow in order of your sequence.
6. Study the flowchart and collect data to determine how, where, or when the process can be improved.
7. Tape down the sticky notes if you wish to keep or transport the chart.
8. Transfer the process to a computer for long term use.

Hint: You can use coloured dots to identify different people's roles on the diagram.



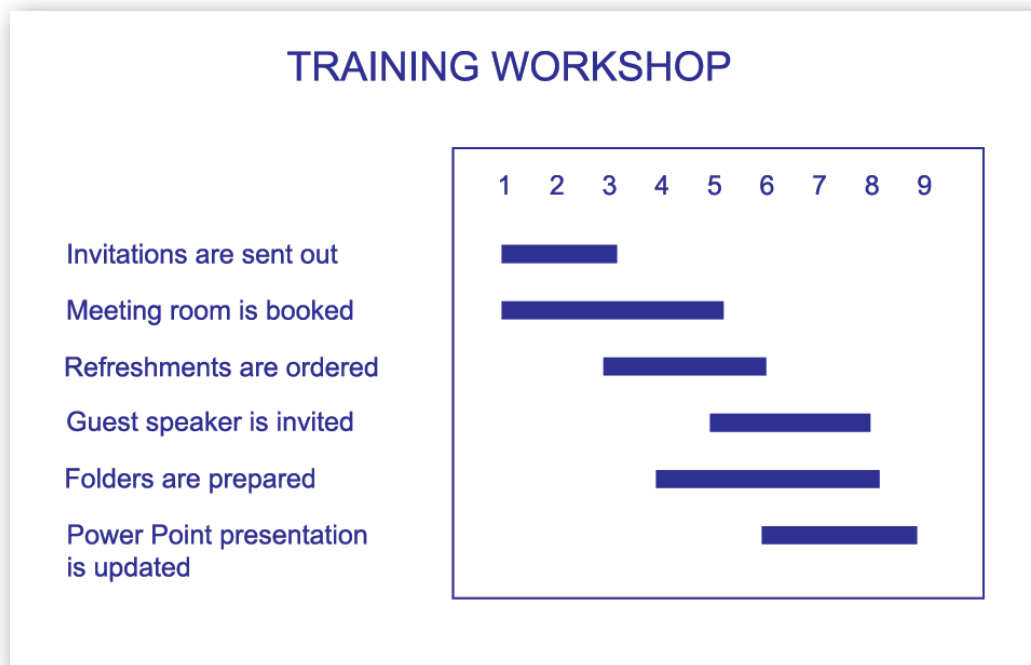
Project Management Tool

Gantt Chart

A Gantt chart is a visual representation of a project schedule, showing the start and finish dates of different elements required throughout the life of a project. You can use this tool to

Benefits:

- helps to plan timing and identify resource requirements
- creates a common vision for the team
- provide a quick and useful snapshot of a whole project
- are training tools for future projects
- save time and money by showing which jobs can be done at the same time.



Process:

1. List the steps of your project in order of execution (these can be from a flowchart or brainstorming session).
2. You can add columns to the right to represent additional information such as who has responsibility, the task's status, or any other useful information. Time duration such as days, weeks or months go across the top of the chart.
3. Draw horizontal bars against each task to indicate start, duration and ending of each. Some tasks can be done simultaneously.

Tip: Search Gantt chart on the web to find examples or templates, you may be able to use a project management tool to populate an existing template.



Planning and Evaluation Tool

Results-Based Accountability

Description: [Results-Based Accountability](#)™ (RBA) is a disciplined way of thinking and taking action that communities can use to improve their quality of life.

RBA can also be used by organisations to improve the performance of their programs, agencies and services. Results-Based Accountability encompasses two kinds of accountability, population and performance accountability. Each has its own set of questions, which are used in the planning and evaluating stage of this continuous improvement tool.

The 7 Population Accountability Questions	
1.	What are the quality of life conditions we want for the children, adults and families who live in our community?
2.	What would these conditions look like if we could see them?
3.	How can we measure these conditions?
4.	How are we doing on the most important of these measures?
5.	Who are the partners that have a role to play in doing better?
6.	What works to do better, including no-cost and low-cost ideas?
7.	What do we propose to do?

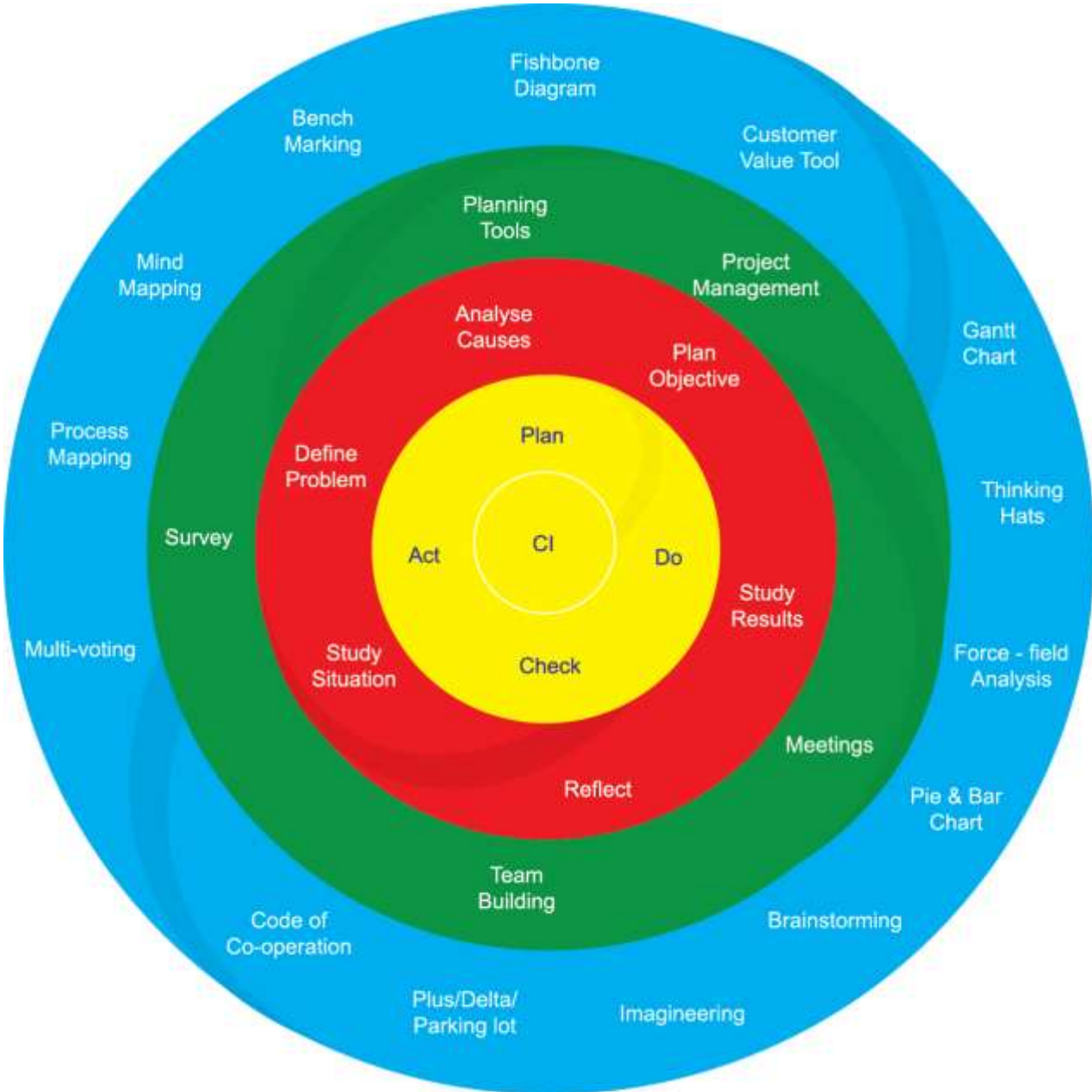
The 7 Performance Accountability Questions	
1.	Who are our customers?
2.	How can we measure if our customers are better off?
3.	How can we measure if we are delivering services well?
4.	How are we doing on the most important of these measures?
5.	Who are the partners that have a role to play in doing better?
6.	What works to do better, including no-cost and low-cost ideas?
7.	What do we propose to do?

RBA looks at performance measures through three key questions, it asks:

- how much did we do?
- how well did we do it?
- is anyone better off?

		Quantity	Quality
		How much did we do?	How well did we do it?
Effort	# clients & activities	Example: # of participants from priority groups # activities Example: # of activities tasks provided on time and as planned # of volunteer hours	% Common measures
	Example: # of participants from priority groups		Example: % of participants from priority groups
	% activity specific measures		Example: % of activities tasks provided on time and as planned
		Is anyone better off?	
Effect	Number better off (#)	# skills knowledge # attitude/opinion # behaviours # circumstance	Proportion better off (%)
	% skills knowledge		% skills knowledge
	% attitude/opinion		% attitude/opinion
	% behaviours		% behaviours
	% circumstance		% circumstance

Continuous Improvement Tools



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