Understanding and assessing Quality Culture in Social Services



Lessons learned from the anthropologic studies and EU Leonardo Da Vinci projects.

Guus van Beek eQuass conference Vilnius,22 February 2017

Core Questions

What is a quality culture ?

How to assess quality culture ?





Monkey experiment



Definition

The way we are doing things around here.

Quality Culture

A mental construct Shared by the staff Partly visible, partly invisible Durable, stable and difficult to influence The core values are the binder Expresses the identity of the organization

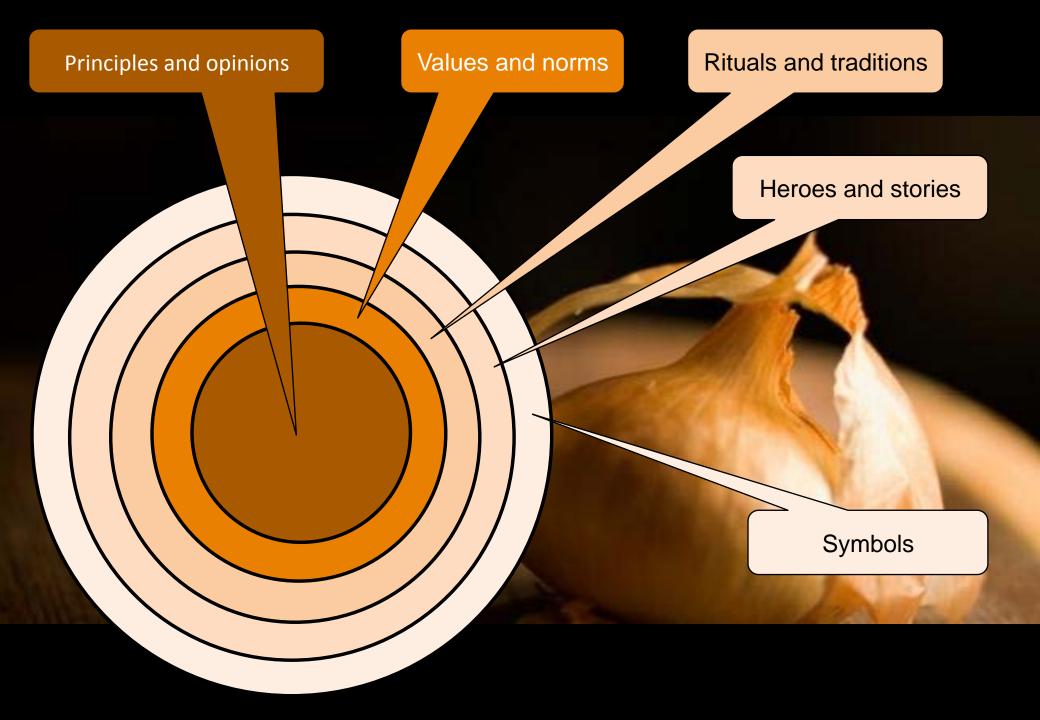
What we say how we work

How we really work

- Aims and objectives
- Structures and systems
- Policies and procedures
- Processes
- Services / Products
- Costs

Quality Culture

- Leading principles
- Our opinions
- Our perceptions and interpretations
- Attitude and behaviour of employees
- Our feelings (fear, anger...)
- Our values and norms
- Our rituals and traditions
- Our heroes and stories



How to assess Quality Culture ?



The model



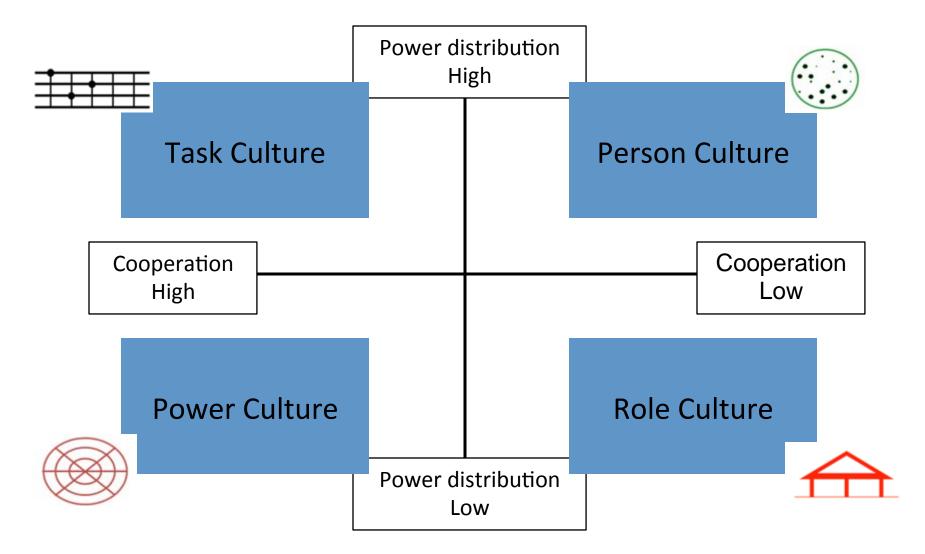






Organisational Culture Model

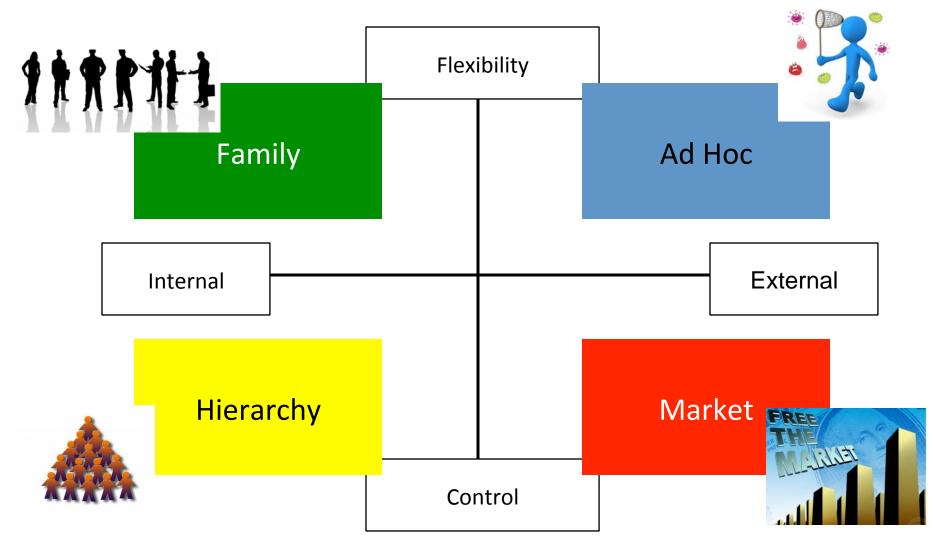
Perspectives: Power and cooperation (by Handy)





Organisational Culture Model

Perspectives: orientation (by Robert Quin)



Fl	exible	

Involvement

Building human capability and creating a shared sense of ownership and responsibility throughout the organization.

Adaptability

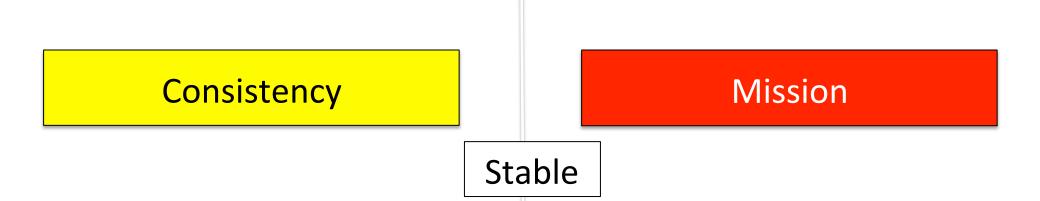
Translating the demands of the external environment into action.

Internal

Defining the values and systems that are the basis of the culture.

Defining a meaningful long-term direction for the organization.

External



Flexible

Involvement

- Empowerment
- Capability development
- Team orientation

Adaptability

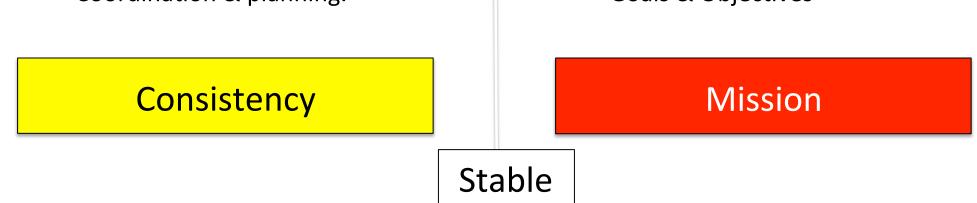
- Creating change
- Customer focus
- Learning organisation.

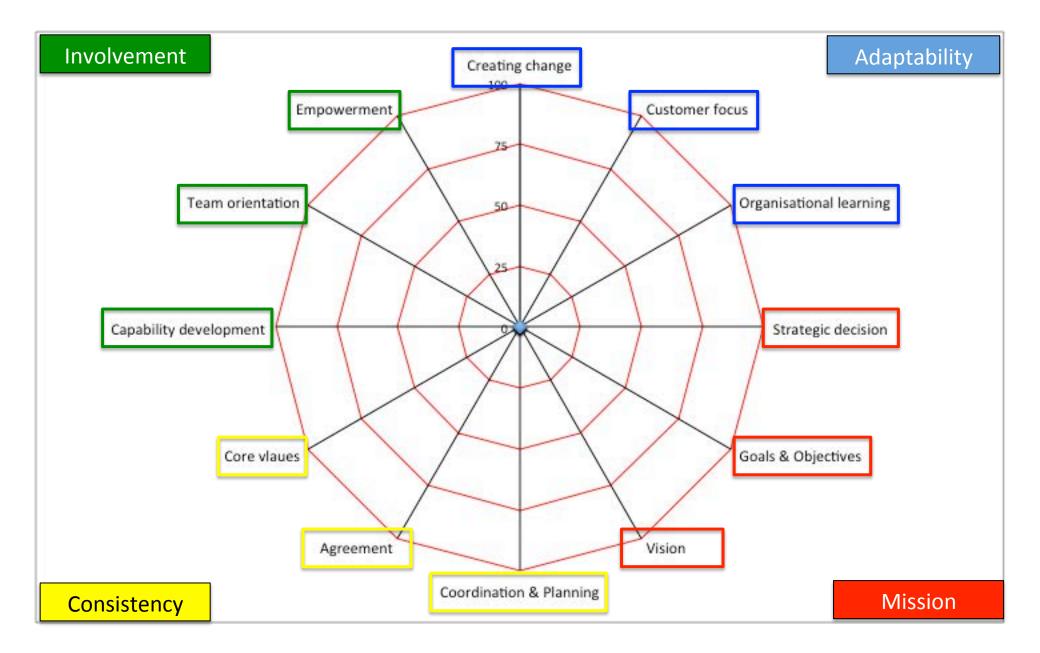
External

Internal

- Core values
- Agreement
- Coordination & planning.

- Vision
- Strategic orientation
- Goals & Objectives



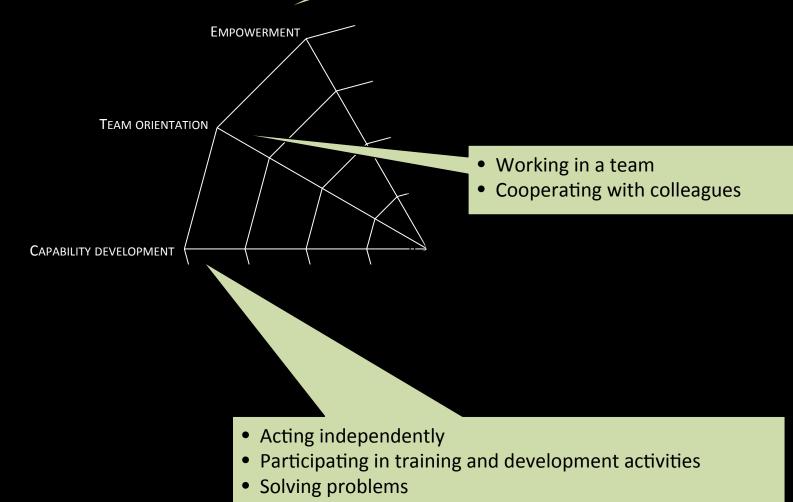


Involvement

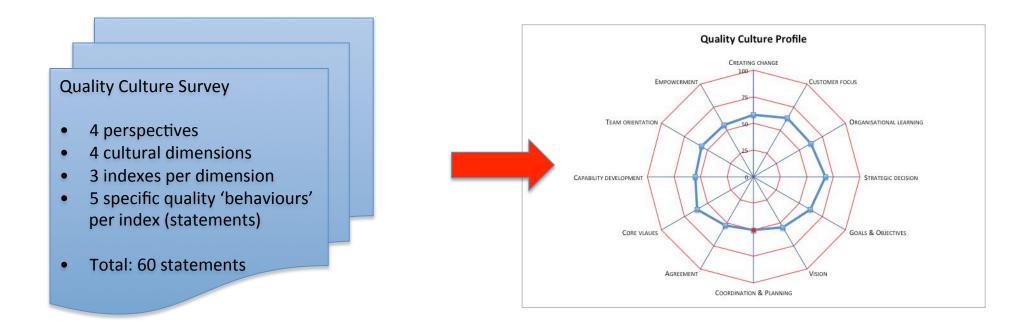
• Participating in decision making process

Input improvement activities

5 behaviour Indicators for each aspect



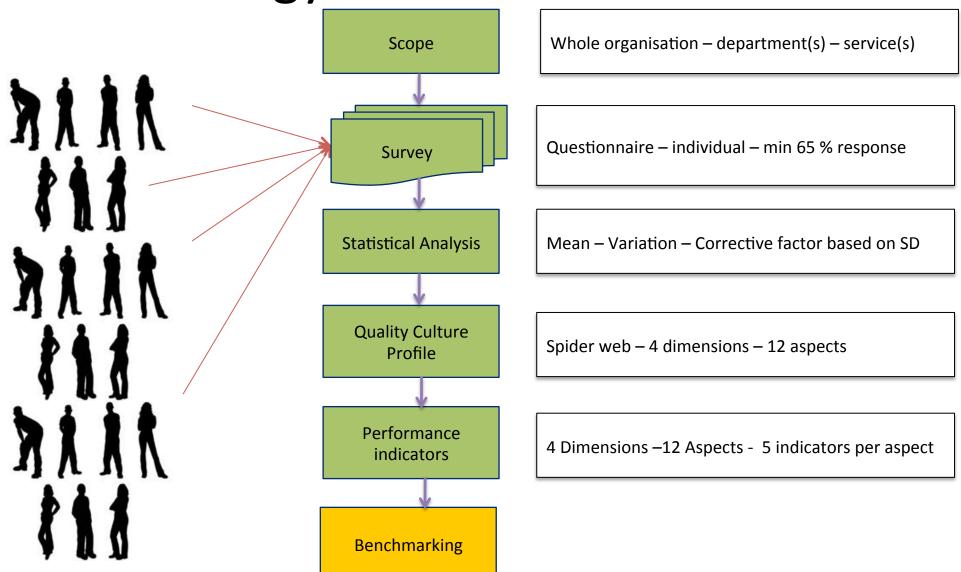
Quality Culture Survey



Results:

- 1. Profile on performance (spider web diagram)
- 2. Profile per dimension (bar diagram)
- 3. Strengths of quality culture
- 4. Prioritising aspects of quality culture improvement
- 5. Opportunity for benchmarking (comparing quality culture performance)

Methodology



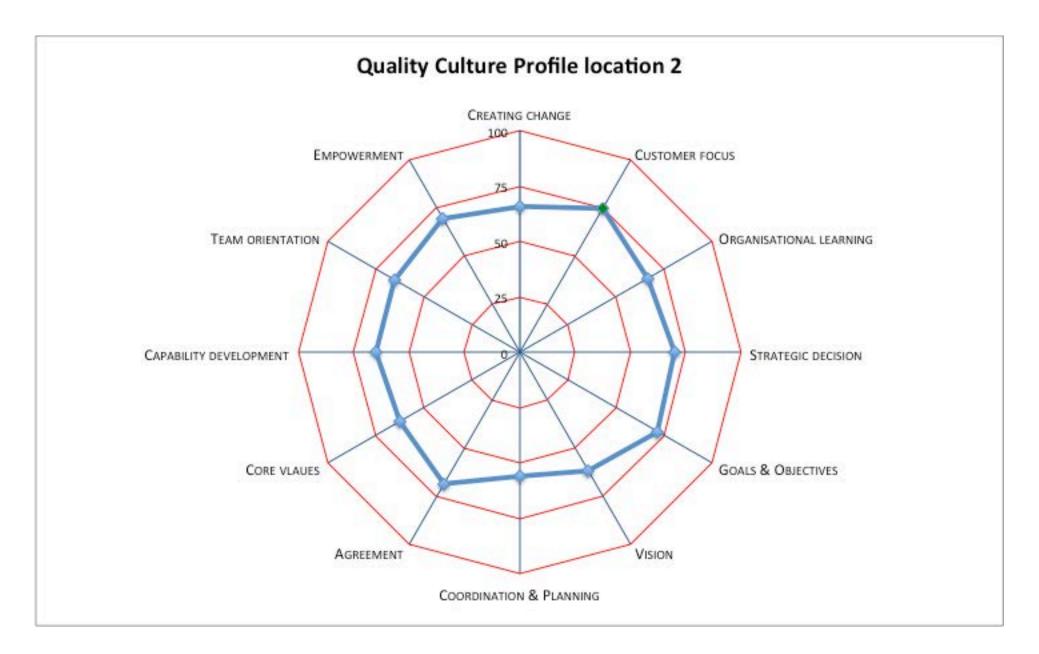
Example

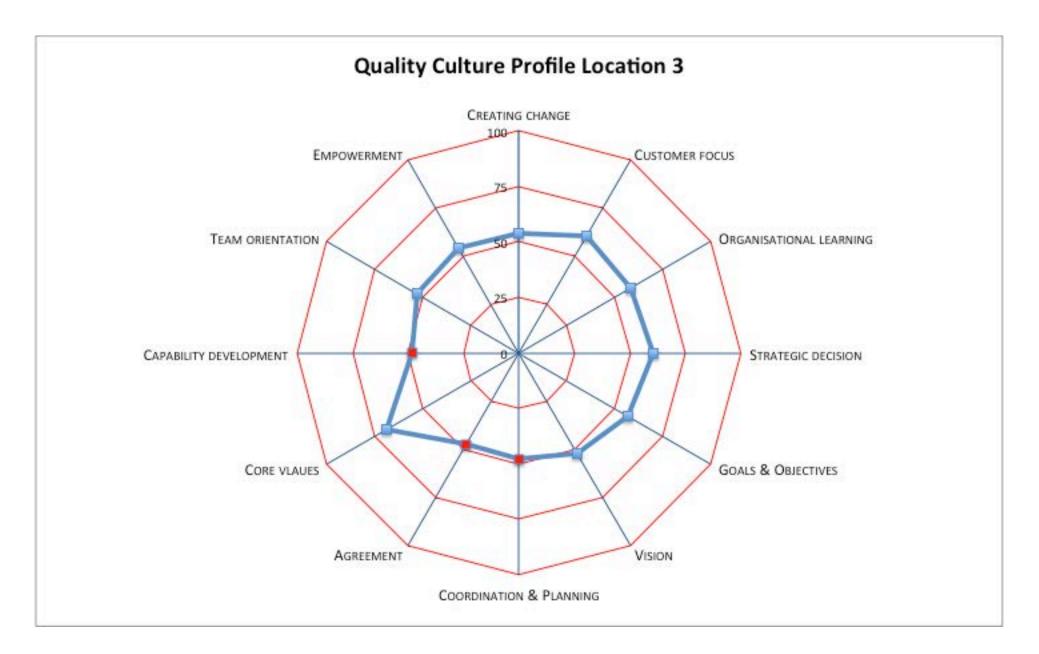


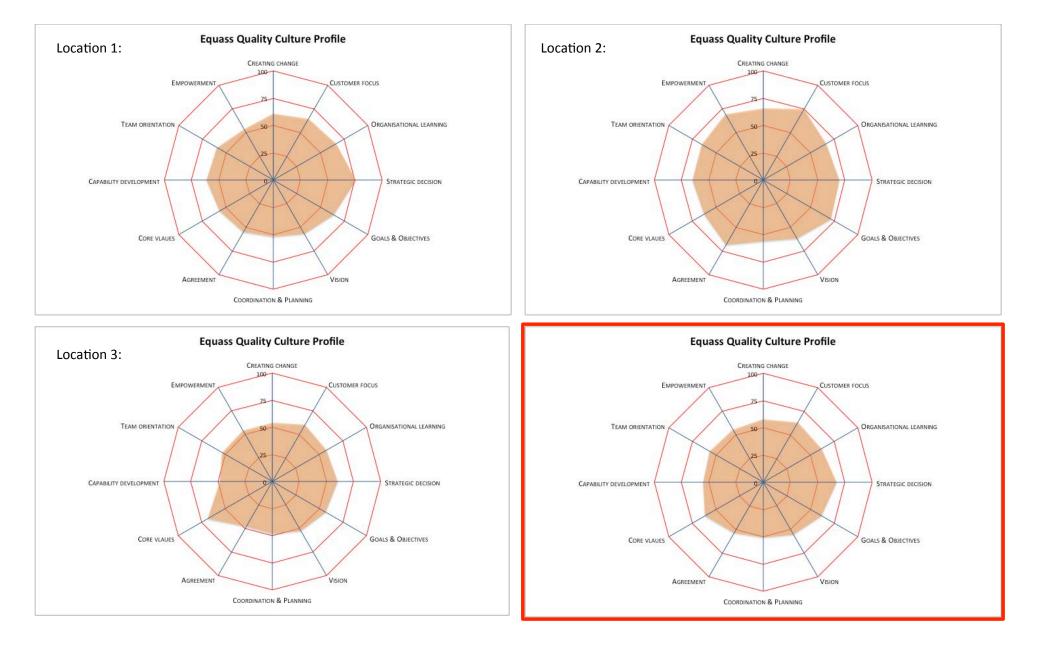


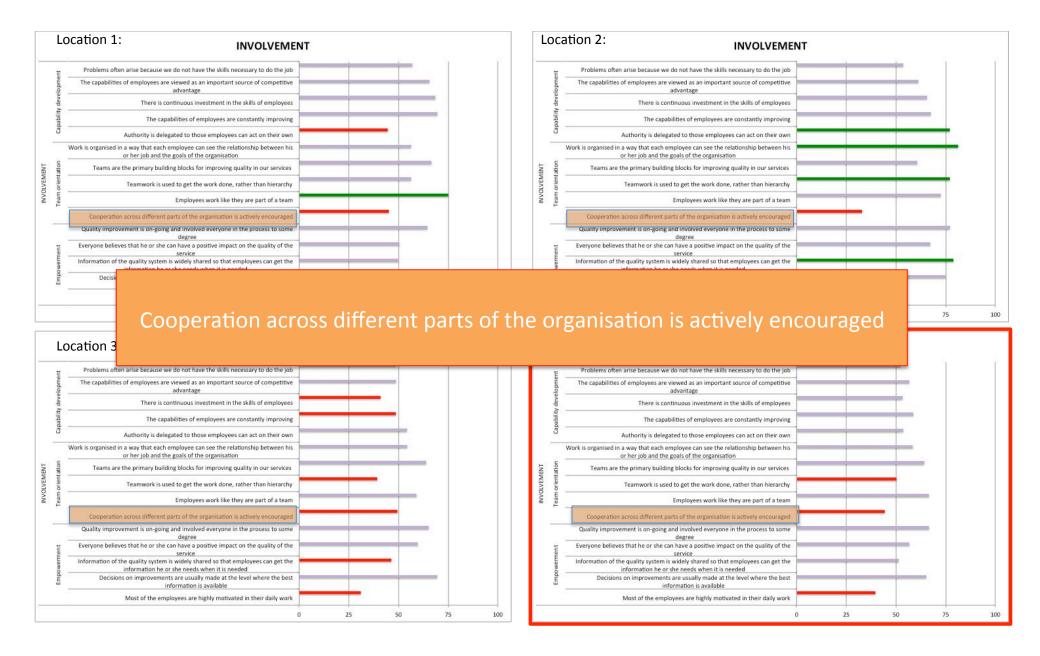
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Capability development	The capabilities of employees are viewed as an important source of competitive advantage					
y deve	There is continuous investment in the skills of employees	6 million				
pabilit	The capabilities of employees are constantly improving					
S	Authority is delegated to those employees can act on their own		-	-		
	Work is organised in a way that each employee can see the relationship between his or her job and the goals of the organisation				-	
eam orientation	Teams are the primary building blocks for improving quality in our services			The second se		
Team orientation	Teamwork is used to get the work done, rather than hierarchy			_		
Team	Employees work like they are part of a team					
	Cooperation across different parts of the organisation is actively encouraged			_		
	Quality improvement is on-going and involved everyone in the process to some degree					
tent	Everyone believes that he or she can have a positive impact on the quality of the service					
Empowerment	Information of the quality system is widely shared so that employees can get the information he or she needs when it is needed					
Empo	Decisions on improvements are usually made at the level where the best information is available				_	
	Most of the employees are highly motivated in their daily work	_	-	-		













2	Problems often arise because we do not have the skills necessary to do the job					
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INVOLVEMENT

Case study



The VET provider





		ADAPTABI	.11 T				
	80	We make certain that the "right hand knows what the left hand is doing"			_		
	learnit	Learning is an important objective in out day-to-day work					
	tional	Lots of things have been started without having finished properly					
	ganisa	Innovation and risk taking are encouraged and rewarded					
	ō	We view failure as an opportunity for learning and improvement					
		We encourage direct contact with all our key customers by all employees		1.0	-		
È	focus	The interest of the service users often get ignored in our decisions				-	
ADAPTEBILITY	Customer focus	All employees have a deep understanding of service users needs and expectations				-	
ADV	Cust	Input from external stakeholders directly influence our decisions			_		
		Comments and recommendations from service users often lead to changes		110.00			
		Different parts of the organisation often cooperate to create changes					
	change	Attempts to create change usually meet with resistance					
	eating ch	New and improved ways of working are continually adopted					
	Crea	We respond well to competitors and other changes in the social sector					
		The way things are done is very flexible and easy to change					

Objective: Increasing awareness of needs and expectations of service users & external stakeholders.





Brain stroming and planning with staff

Discussion with staff about an event with the purpose to understand the needs and expectations of service users and external stakeholders



Service user consultation

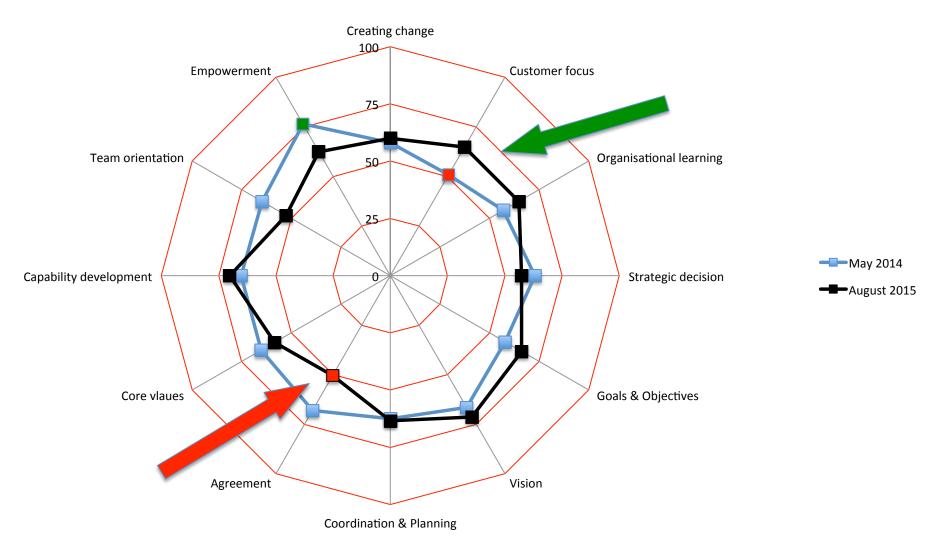
Meetings with service users about their needs and expectations towards offered services.



Stakeholder consultation

One day seminar on "needs and expectations" with staff, key partners and external stakeholders

Quality Culture Profile 2014 and 2015



Consistency

Assignment for working groups

- 1. Discuss organisational profile (August 2014) and the details for the aspect "Agreement".
- Formulate objectives and 3 concrete actions for the team to improve the performance on the Quality Culture aspect "Agreement".
- 3. Record the objectives and improvement actions on the collect sheet.



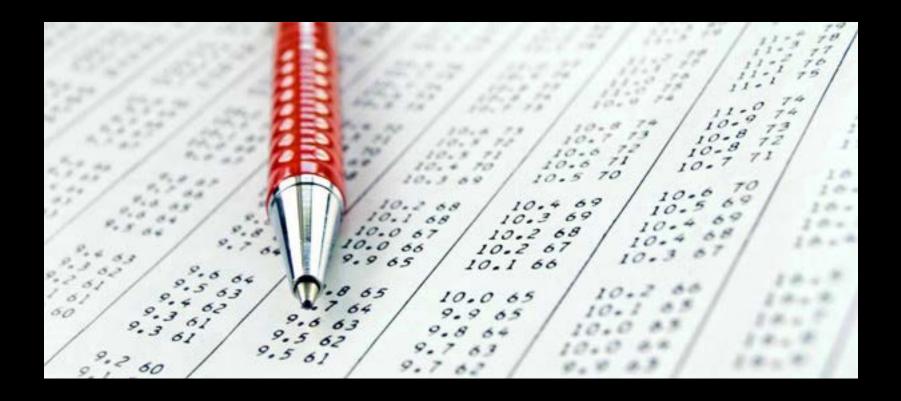
Objective

Action

Working groups



Feedback of working groups





Objective Action

Meeting the manager



- The manager is part of culture and therefore part of the problem.
- Manager want to 'fix' problem with staff.
- Cultural problem: many emotions "in the air".

Detailled analysis



- Lack of communication
- Lack of trust (between individuals, departments and management/staff)

Competence building

- New experiences:
 - knowledge and skills
 - Workshops:
 - Organizational knowledge
 - How to listen to each other?
 - How to work as a team?



• Practicing knowledge and skills in daily work

Plan for the future



- Mission
- Vision
- Values
- Strategy
- Goals
- Tasks and resposibilities
- Activities
- Ways of working

2-days strategy seminar with all staff, management and the board to develop a plan for the future



After 12 months of systematic interventions

