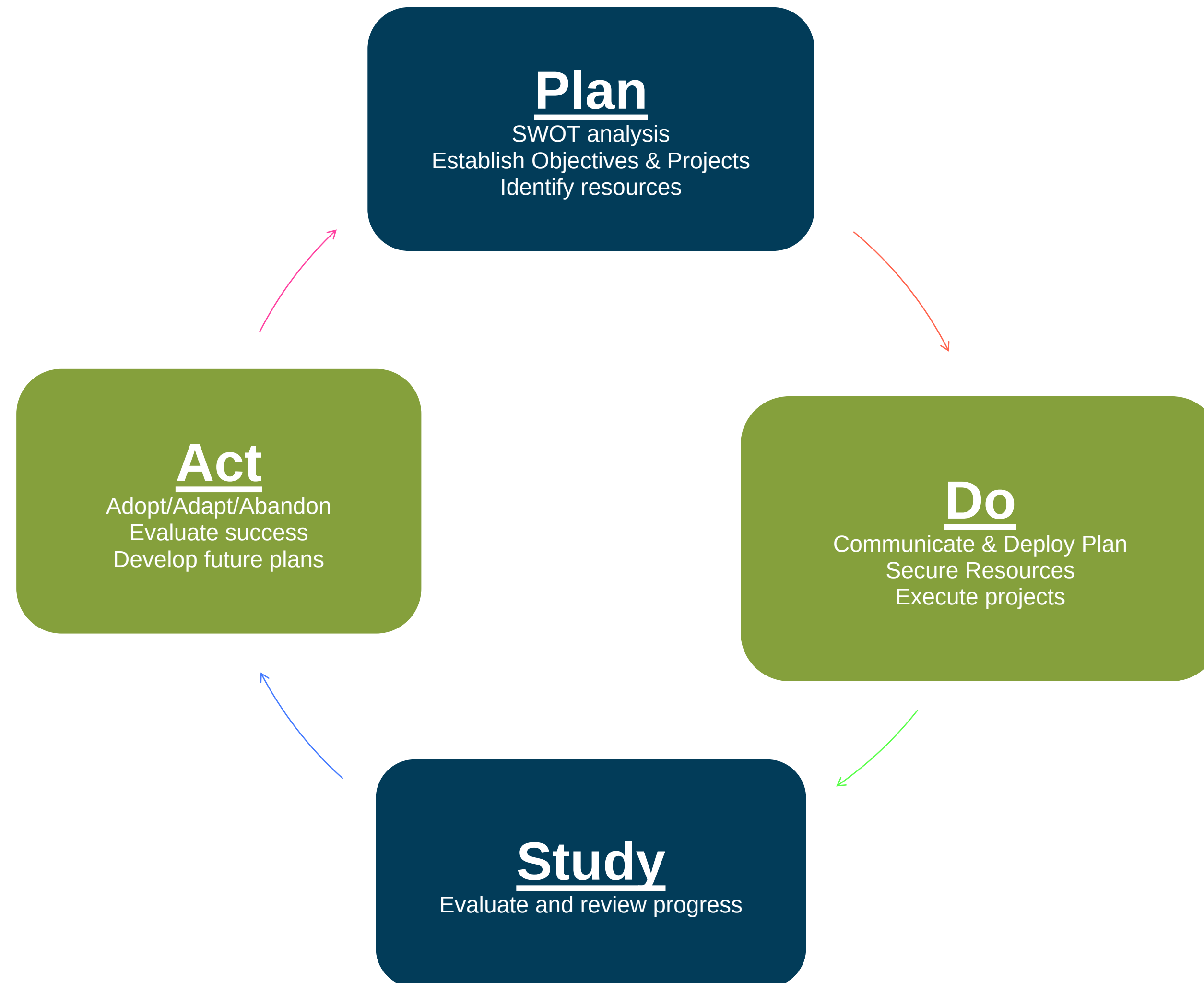


Continual Improvement Practices

AWRPC Summit

June 6, 2024

The PDOSA Cycle

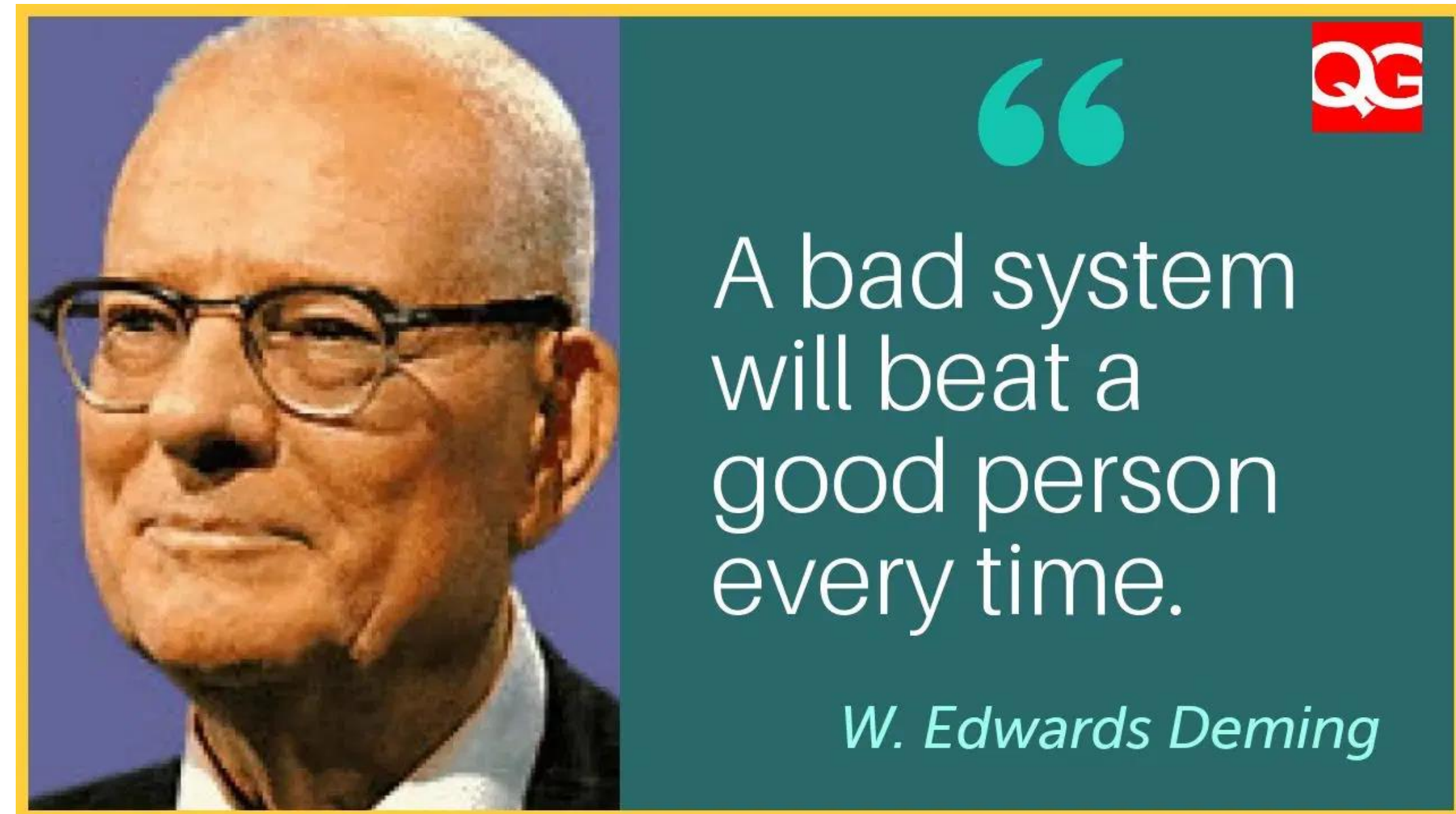
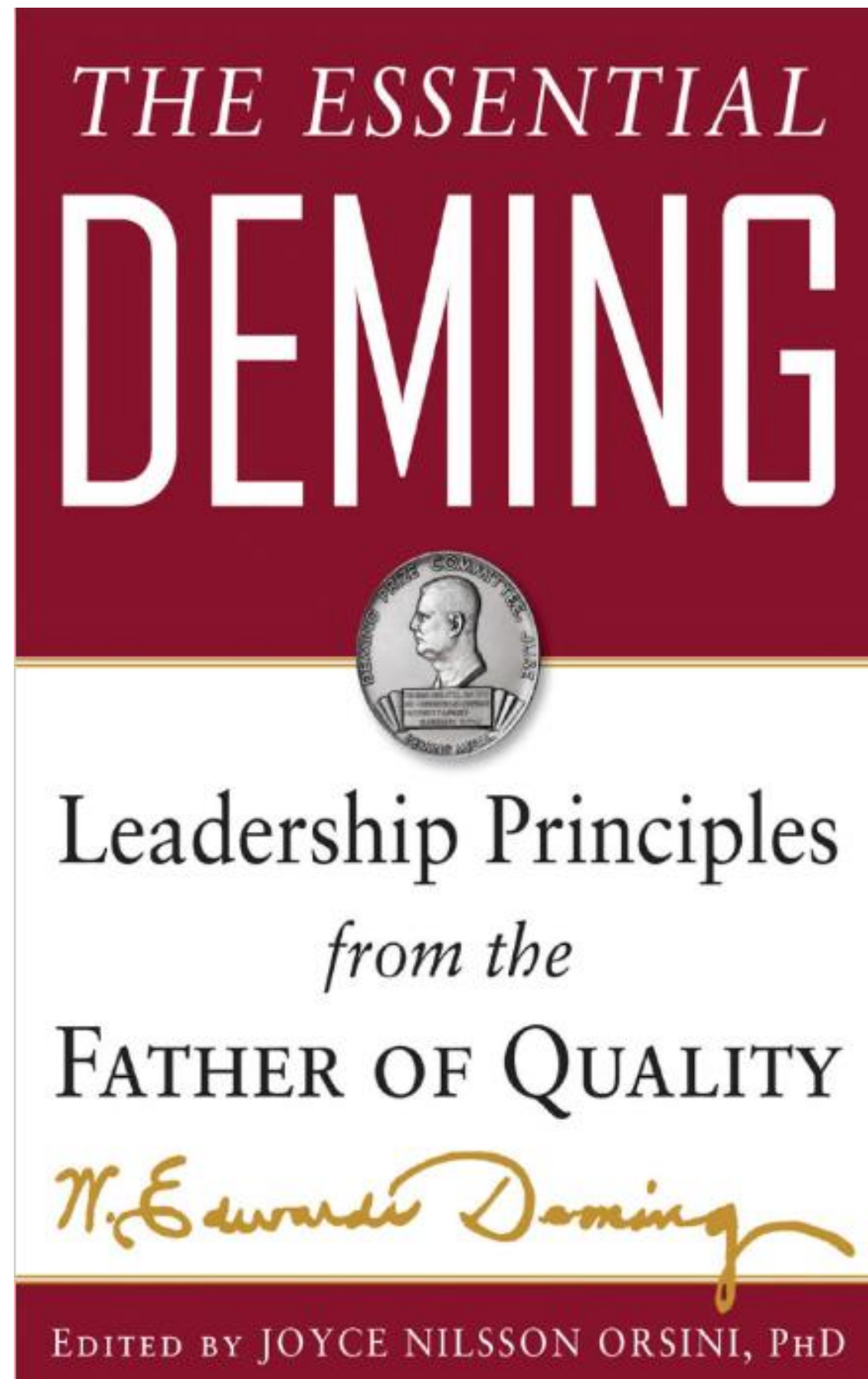


Action-oriented

- *Adopt* the practice that works
- *Adapt* the practice to make it better / fit the situation
- *Abandon* the practice that isn't working

Language

- *Continual*, not *continuous*
- *PDSA*, not *PDCA*



Deming's teachings:

- 14 Points for Total Quality Management (TQM)
- 7 Deadly Diseases of Management (Disease)

Why does it matter?

- Build (or build upon) life-long learners
- Disseminate institutional knowledge
- Innovation (Disruptive and Sustaining)

Operationalize PDOSA:

- Organization
- Project
- Personnel

Operationalize PDOSA:

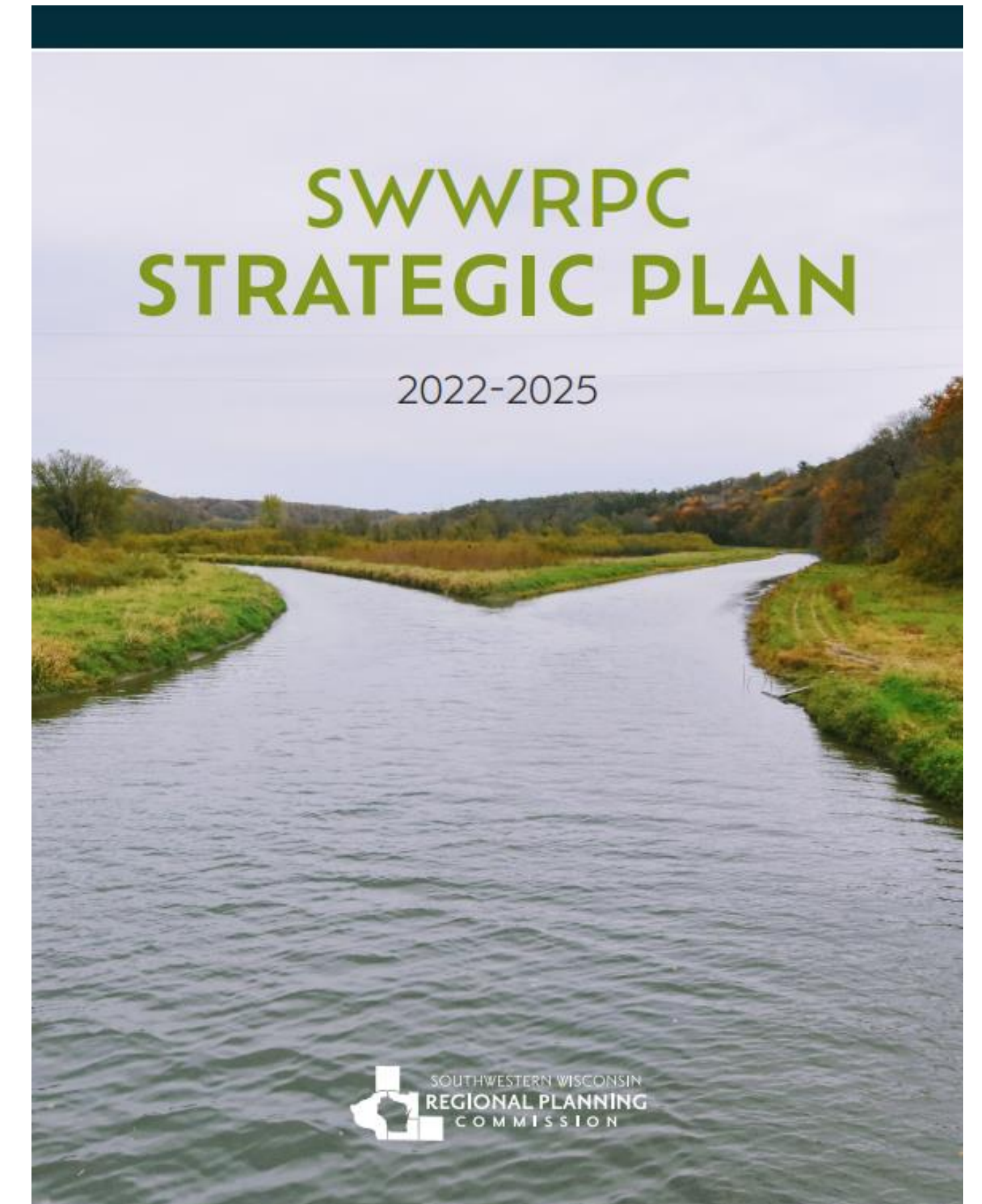
- Organization
- Project
- Personnel

Organization: Strategic Plan

- TQM #1: Create consistency of Purpose
- Disease #1: Lack of consistency of Purpose

Organization: Strategic Plan

- Set the vision
- Outline success
- Evaluate the Executive Director
- Include in staff Annual Reviews



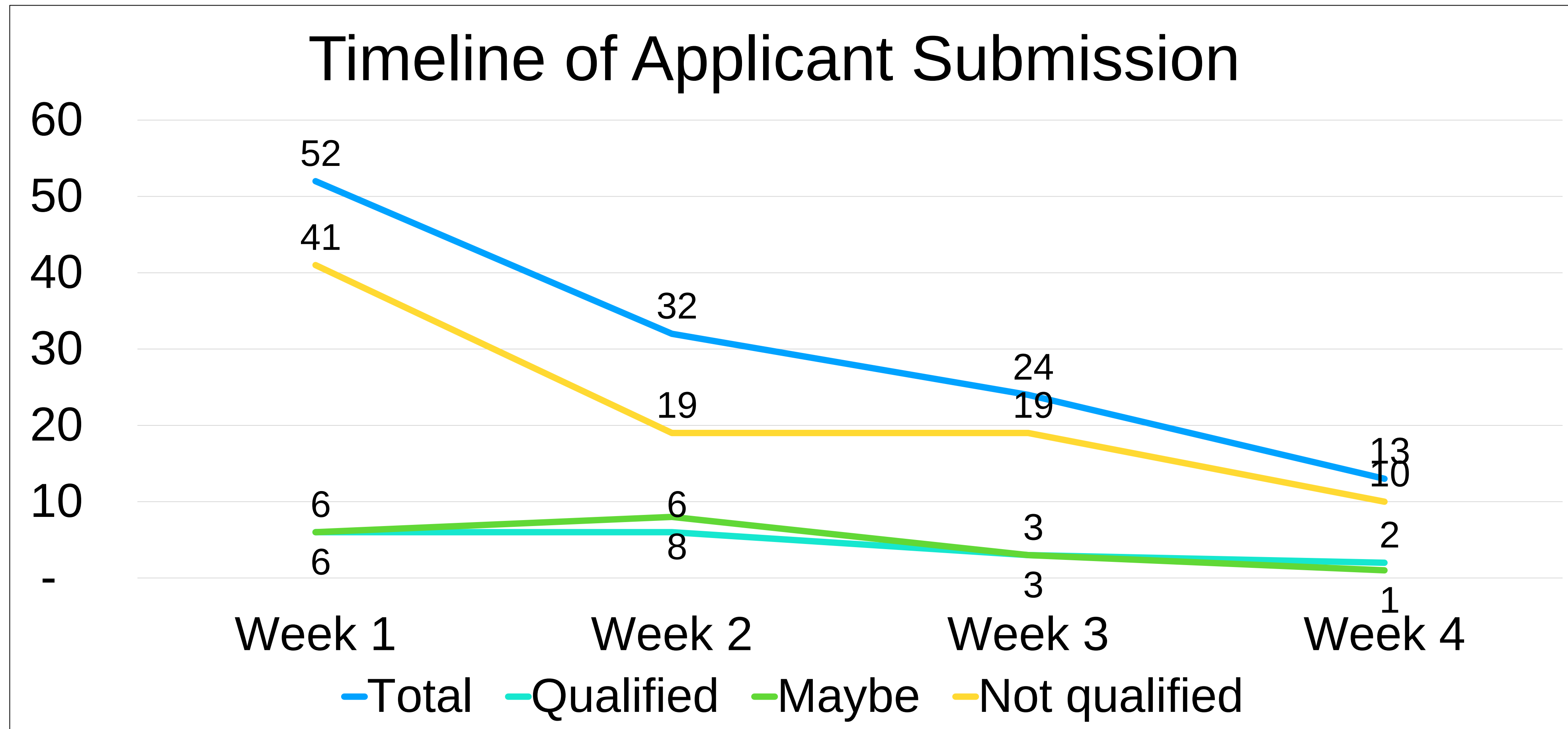
Organization: Team Building

- TQM #9: Break down barriers between staff areas
- TQM #6: Institute training on the job
- Disease #7: Mobility of management; job hopping

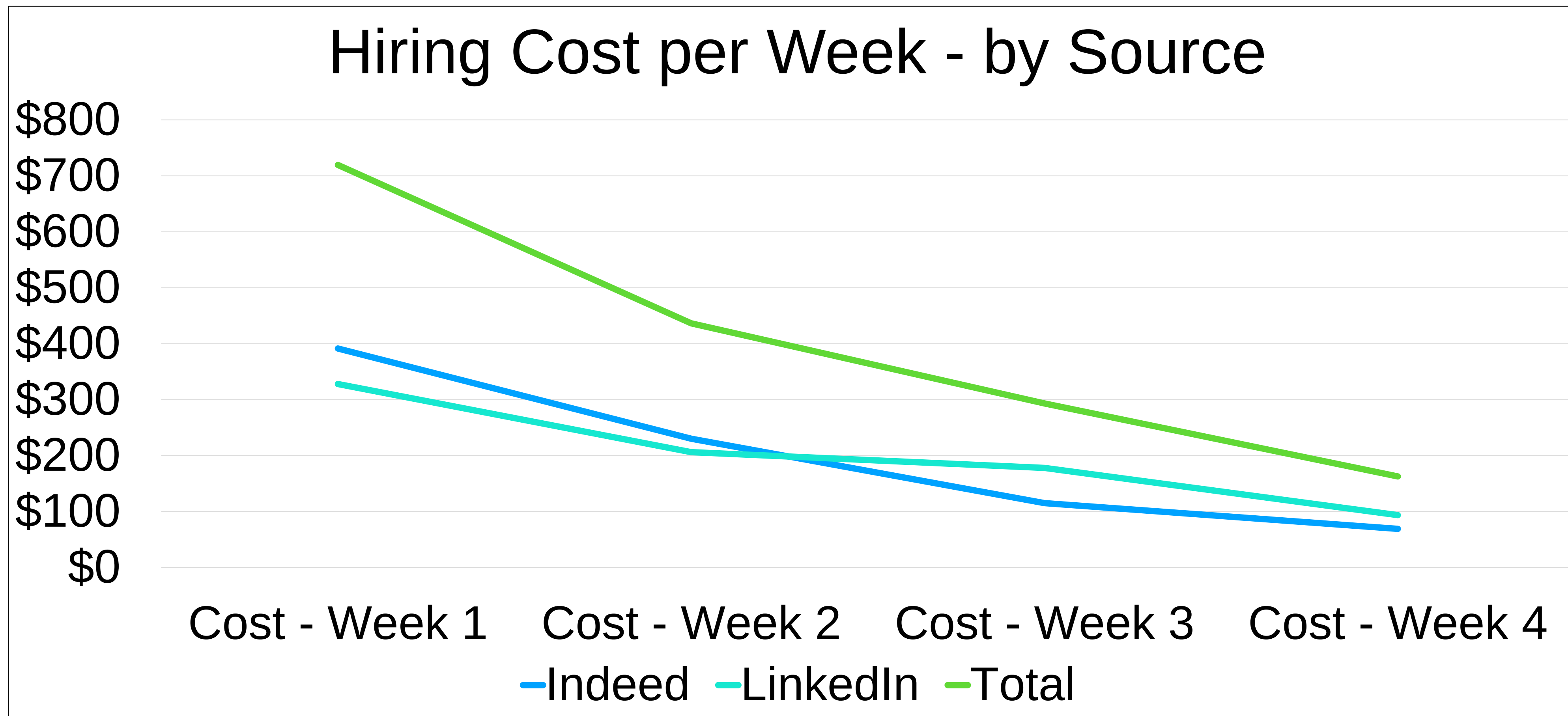
Organization: Team Building



Organization: Recruitment



Organization: Recruitment



Organization: Recruitment

Number and Source of Applicants				
Qualified	Email	Indeed	LinkedIn	Total
Total	1	88	40	129
Qualified	1	25	5	31
	100.0%	28.4%	12.5%	24.0%
Maybe	0	19	1	20
	0.0%	21.6%	2.5%	15.5%
Not qualified	0	44	34	78
	0.0%	50.0%	85.0%	60.5%

Organization: Recruitment

Time-to-Hire	Date	Days
2 week notice	5/15/2023	
Vacancy Starts	5/26/2023	11
Job posted	5/25/2023	-1
Application deadline	6/23/2023	29
First round start	6/27/2023	4
First round ends	6/29/2023	2
Second round starts	7/5/2023	6
Second round ends	7/10/2023	5
Offer made	7/11/2023	1
Offer accepted	7/12/2023	1
Start date	7/24/2023	12
Total Time-to-Hire		70

Operationalize PDOSA:

- Organization
- Project
- Personnel

Project: Public engagement

- TQM #5: Improve constantly and forever every process for planning, production, and service.

Project: Public engagement

- TQM #5: Improve constantly and forever every process for planning, production, and service.

Outreach Process	Develop timeline	Develop exhibits and materials	Team review of exhibits	Staff walk-through	Engagement events	Day-after Debrief	Incorporate edits to process			
Project Manager										
RPC Team										

Project: Public engagement

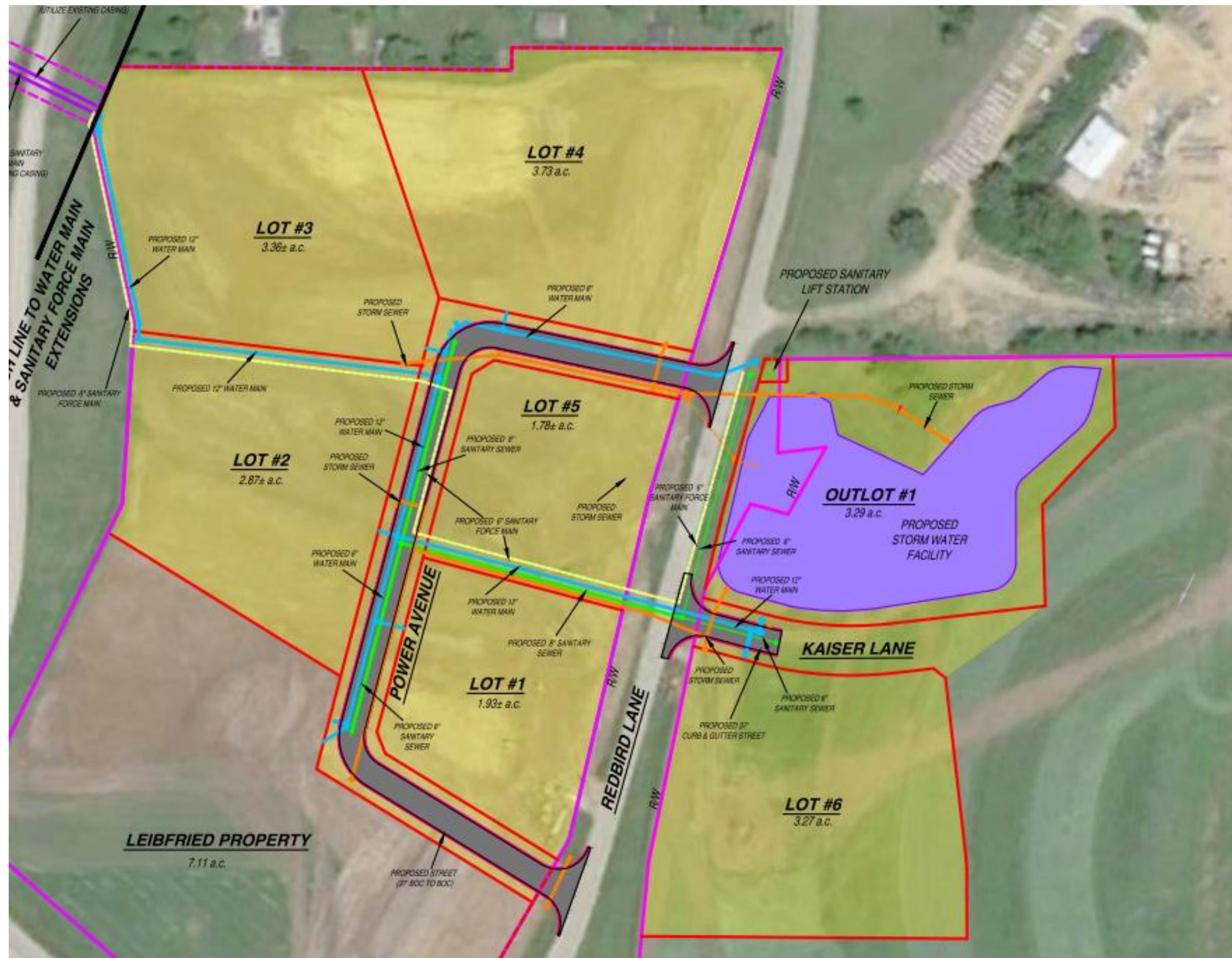
- TQM #5: Improve constantly and forever every process for planning, production, and service.

Outreach Process	Develop timeline	Develop exhibits and materials	Team review of exhibits	Staff walk-through	Engagement events	Day-after Debrief	Incorporate edits to process			
Project Manager										
RPC Team										

Project: EDA Grant Writing

- TQM #3: Adopt the new philosophy.
- Disease #3: Evaluation of performance

Project: EDA Grant Writing



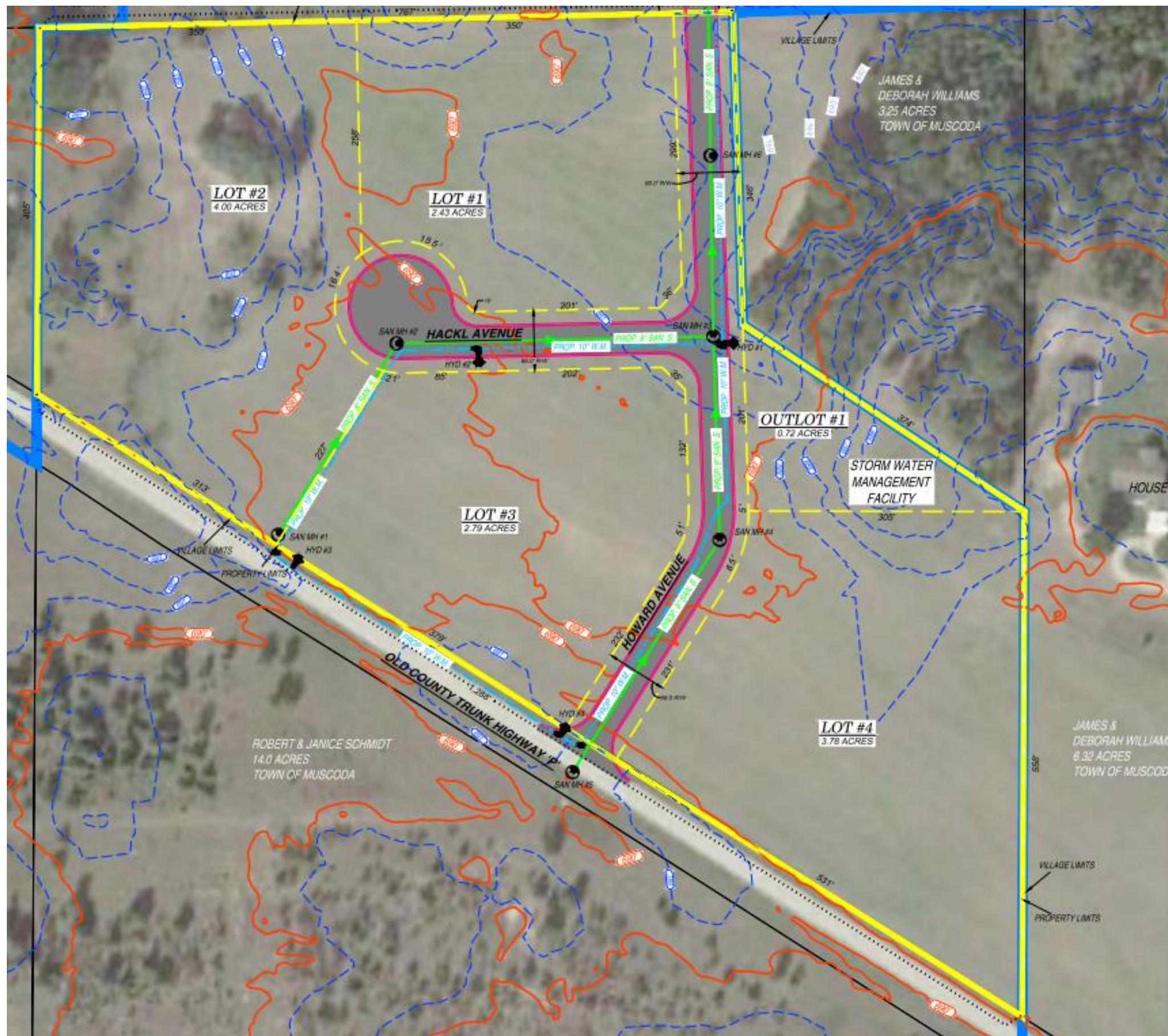
Dickeyville,
2021

- Maintain large, contiguous lots
- Pre-platted lots

Project: EDA Grant Writing

Muscoda, 2023

- Utilities through sites (again)
- Pre-platted lots
- Wasted land due to cul-de-sac



Operationalizing PDSA:

- Organization
- Project
- Personnel

Personnel: Annual Evaluations

- TQM #14: Put everybody in the company to work accomplishing the transformation.
- Disease #3: Evaluation of performance

Personnel: Annual Evaluations

6. How have you helped implement or further the SWWRPC Strategic Plan this past year?

EMPLOYEE RESPONSE:

Personnel: After Action Reports



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AFTER ACTION REVIEW (AAR)

PURPOSE: Review projects or processes that need improvement through the evaluation of instances in which one or more staff had work products that negatively impacted clients, timelines, colleagues, or other stakeholders. Through this process, we will define the problem, identify its causes, and set forth ways to learn from the issue and avoid similar issues in the future.

DATE:

STAFF RESPONSIBLE:

SUBJECT:

CLIENTS / STAKEHOLDERS IMPACTED:

A. What was the issue?

a. Describe the problem(s) or issue(s).

b. What events led up to this issue? What factors were in your control, and what were out of your control?

c. What were the impacts of this issue?

Other PDSA initiatives

- Plan drafting, review, editing
- Staff and Commission meetings
- EDA engineer procurement
- Personnel policy development
- Conference and Training reports

The PDOSA Cycle

