Quality Culture

A Complete Guide - 2019 Edition

Diagnose projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices

Implement evidence-based best practice strategies aligned with overall goals

Integrate recent advances and process design strategies into practice according to best practice guidelines

Use the Self-Assessment tool Scorecard and develop a clear picture of which areas need attention

The Art of Service

Quality Culture
Complete Self-Assessment Guide

The guidance in this Self-Assessment is based on Quality Culture best practices and standards in business process architecture, design and quality management. The guidance is also based on the professional judgment of the individual collaborators listed in the Acknowledgments.

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About The Art of Service

The Art of Service, Business Process Architects since 2000, is dedicated to helping stakeholders achieve excellence.

Defining, designing, creating, and implementing a process to solve a stakeholders challenge or meet an objective is the most valuable role… In EVERY group, company, organization and department.

Unless you're talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions.

Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?'

With The Art of Service's Standard Requirements Self-Assessments, we empower people who can do just that — whether their title is marketer, entrepreneur, manager, salesperson, consultant, Business Process Manager, executive assistant, IT Manager, CIO etc... —they are the people who rule the future. They are people who watch the process as it happens, and ask the right questions to make the process work better.

Contact us when you need any support with this Self-Assessment and any help with templates, blue-prints and examples of standard documents you might need:

http://theartofservice.com
service@theartofservice.com

Included Resources - how to access

Included with your purchase of the book is the Quality Culture Self-Assessment Spreadsheet Dashboard which contains all questions and Self-Assessment areas and auto-generates insights, graphs, and project RACI planning - all with examples to get you started right away.

How? Simply send an email to
access@theartofservice.com
with this books' title in the subject to get the Quality Culture Self Assessment Tool right away.

You will receive the following contents with New and Updated specific criteria:
- The latest quick edition of the book in PDF
- The latest complete edition of the book in PDF, which criteria correspond to the criteria in...
- The Self-Assessment Excel Dashboard, and...
- Example pre-filled Self-Assessment Excel Dashboard to get familiar with results generation
- In-depth specific Checklists covering the topic
- Project management checklists and templates to assist with implementation

Purpose of this Self-Assessment

This Self-Assessment has been developed to improve understanding of the requirements and elements of Quality Culture, based on best practices and standards in business process architecture, design and quality management.

It is designed to allow for a rapid Self-Assessment to determine how closely existing management practices and procedures correspond to the elements of the Self-Assessment.

The criteria of requirements and elements of Quality Culture have been rephrased in the format of a Self-Assessment questionnaire, with a seven-criterion scoring system, as explained in this document.

In this format, even with limited background knowledge of Quality Culture, a manager can quickly review existing operations to determine how they measure up to the standards. This in turn can serve as the starting point of a 'gap analysis' to identify management tools or system elements that might usefully be implemented in the organization to help improve overall performance.

How to use the Self-Assessment

On the following pages are a series of questions to identify to what extent your Quality Culture initiative is complete in comparison to the requirements set in standards.

To facilitate answering the questions, there is a space in front of each question to enter a score on a scale of '1' to '5'.

1 Strongly Disagree
2 Disagree
3 Neutral
4 Agree
5 Strongly Agree

Read the question and rate it with the following in front of mind:

'In my belief,
the answer to this question is clearly defined'.

There are two ways in which you can choose to interpret this statement;
1. how aware are you that the answer to the question is clearly defined
2. for more in-depth analysis you can choose to gather evidence and confirm the answer to the question. This obviously will take more time, most Self-Assessment users opt for the first way to interpret the question and dig

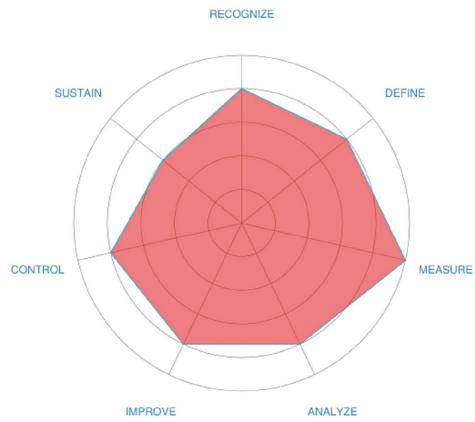deeper later on based on the outcome of the overall Self-Assessment.

A score of '1' would mean that the answer is not clear at all, where a '5' would mean the answer is crystal clear and defined. Leave emtpy when the question is not applicable or you don't want to answer it, you can skip it without affecting your score. Write your score in the space provided.

After you have responded to all the appropriate statements in each section, compute your average score for that section, using the formula provided, and round to the nearest tenth. Then transfer to the corresponding spoke in the Quality Culture Scorecard on the second next page of the Self-Assessment.

Your completed Quality Culture Scorecard will give you a clear presentation of which Quality Culture areas need attention.
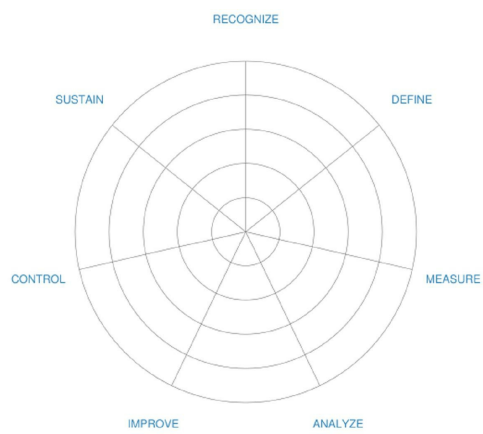
Quality Culture
Scorecard Example

Example of how the finalized Scorecard can look like:

Quality Culture Scorecard

Your Scores:

BEGINNING OF THE SELF-ASSESSMENT:

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CRITERION #1: RECOGNIZE

INTENT: Be aware of the need for change. Recognize that there is an unfavorable variation, problem or symptom.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Are controls defined to recognize and contain problems?
<--- Score

2. To what extent would your organization benefit from being recognized as a award recipient?
<--- Score

3. Are you dealing with any of the same issues today as yesterday? What can you do about this?
<--- Score

4. Do you have/need 24-hour access to key personnel?
<--- Score

5. Are your goals realistic? Do you need to redefine your problem? Perhaps the problem has changed or maybe you have reached your goal and need to set a new one?
<--- Score

6. Would you recognize a threat from the inside?
<--- Score

7. What information do users need?

<--- Score

8. Is it needed?
<--- Score

9. What are the minority interests and what amount of minority interests can be recognized?
<--- Score

10. What should be considered when identifying available resources, constraints, and deadlines?
<--- Score

11. What would happen if quality culture weren't done?
<--- Score

12. Which issues are too important to ignore?
<--- Score

13. What is the extent or complexity of the quality culture problem?
<--- Score

14. Will it solve real problems?
<--- Score

15. Do you need different information or graphics?
<--- Score

16. Looking at each person individually – does every one have the qualities which are needed to work in this group?
<--- Score

17. What needs to stay?
<--- Score

18. Does quality culture create potential expectations in other areas that need to be recognized and considered?
<--- Score

19. When a quality culture manager recognizes a problem, what options are available?
<--- Score

20. Who else hopes to benefit from it?
<--- Score

21. What quality culture capabilities do you need?
<--- Score

22. Is the need for organizational change recognized?
<--- Score

23. Are there quality culture problems defined?
<--- Score

24. How can auditing be a preventative security measure?
<--- Score

25. Is the quality assurance team identified?
<--- Score

26. Why is this needed?
<--- Score

27. Think about the people you identified for your quality culture project and the project responsibilities you would assign to them, what kind of training do you think they would need to perform these responsibilities effectively?
<--- Score

28. What are the timeframes required to resolve each of the issues/problems?
<--- Score

29. What are the stakeholder objectives to be achieved with quality culture?
<--- Score

30. What is the smallest subset of the problem you can usefully solve?
<--- Score

31. To what extent does each concerned units management team recognize quality culture as an effective investment?
<--- Score

32. What do you need to start doing?
<--- Score

33. What activities does the governance board need to consider?
<--- Score

34. Where is training needed?
<--- Score

35. Are there recognized quality culture problems?
<--- Score

36. Who should resolve the quality culture issues?
<--- Score

37. How are you going to measure success?
<--- Score

38. What do employees need in the short term?
<--- Score

39. How do you recognize an objection?
<--- Score

40. Will quality culture deliverables need to be tested and, if so, by whom?
<--- Score

41. Will new equipment/products be required to facilitate quality culture delivery, for example is new software needed?
<--- Score

42. What are the clients issues and concerns?
<--- Score

43. What quality culture problem should be solved?
<--- Score

44. What is the problem and/or vulnerability?
<--- Score

45. Which needs are not included or involved?
<--- Score

46. What else needs to be measured?
<--- Score

47. What does quality culture success mean to the stakeholders?
<--- Score

48. How many trainings, in total, are needed?
<--- Score

49. What prevents you from making the changes you know will make you a more effective quality culture leader?

<--- Score

50. Are there any specific expectations or concerns about the quality culture team, quality culture itself?
<--- Score

51. What quality culture events should you attend?
<--- Score

52. What are your needs in relation to quality culture skills, labor, equipment, and markets?
<--- Score

53. Consider your own quality culture project, what types of organizational problems do you think might be causing or affecting your problem, based on the work done so far?
<--- Score

54. Does your organization need more quality culture education?
<--- Score

55. What needs to be done?
<--- Score

56. Are employees recognized or rewarded for performance that demonstrates the highest levels of integrity?
<--- Score

57. What resources or support might you need?
<--- Score

58. What training and capacity building actions are needed to implement proposed reforms?
<--- Score

59. What is the problem or issue?
<--- Score

60. What is the recognized need?
<--- Score

61. Who defines the rules in relation to any given issue?
<--- Score

62. Does the problem have ethical dimensions?
<--- Score

63. Are losses recognized in a timely manner?

<--- Score

64. For your quality culture project, identify and describe the business environment, is there more than one layer to the business environment?

<--- Score

65. How are the quality culture's objectives aligned to the group's overall stakeholder strategy?

<--- Score

66. What problems are you facing and how do you consider quality culture will circumvent those obstacles?

<--- Score

67. Do you know what you need to know about quality culture?

<--- Score

68. How does it fit into your organizational needs and tasks?

<--- Score

69. How much are sponsors, customers, partners, stakeholders involved in quality culture? In other words, what are the risks, if quality culture does not deliver successfully?

<--- Score

70. How do you take a forward-looking perspective in identifying quality culture research related to market response and models?

<--- Score

71. What is the quality culture problem definition? What do you need to resolve?

<--- Score

72. Are there any revenue recognition issues?

<--- Score

73. Which information does the quality culture business case need to include?

<--- Score

74. Whom do you really need or want to serve?

<--- Score

75. As a sponsor, customer or management, how important is it to meet goals, objectives?

<--- Score

76. How do you identify subcontractor relationships?
<--- Score

77. Do you recognize quality culture achievements?
<--- Score

78. How do you identify the kinds of information that you will need?
<--- Score

79. What situation(s) led to this quality culture Self Assessment?
<--- Score

80. Is it clear when you think of the day ahead of you what activities and tasks you need to complete?
<--- Score

81. How are training requirements identified?
<--- Score

82. What are the expected benefits of quality culture to the stakeholder?
<--- Score

83. Where do you need to exercise leadership?
<--- Score

84. What are the quality culture resources needed?
<--- Score

85. How do you assess your quality culture workforce capability and capacity needs, including skills, competencies, and staffing levels?
<--- Score

86. Have you identified your quality culture key performance indicators?
<--- Score

87. Are problem definition and motivation clearly presented?
<--- Score

88. What extra resources will you need?
<--- Score

89. What quality culture coordination do you need?
<--- Score

90. Who are your key stakeholders who need to sign off?

<--- Score

91. Why the need?
<--- Score

92. Do you need to avoid or amend any quality culture activities?
<--- Score

93. Who needs what information?
<--- Score

94. Are employees recognized for desired behaviors?
<--- Score

95. Did you miss any major quality culture issues?
<--- Score

96. What vendors make products that address the quality culture needs?
<--- Score

97. What tools and technologies are needed for a custom quality culture project?
<--- Score

98. Who needs to know about quality culture?
<--- Score

99. What creative shifts do you need to take?
<--- Score

100. Who needs to know?
<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the quality culture Index at the beginning of the Self-Assessment.

CRITERION #2: DEFINE:

INTENT: Formulate the stakeholder problem. Define the problem, needs and objectives.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Where can you gather more information?
<--- Score

2. What are the requirements for audit information?
<--- Score

3. What are (control) requirements for quality culture Information?
<--- Score

4. How does the quality culture manager ensure against scope creep?
<--- Score

5. How is the team tracking and documenting its work?
<--- Score

6. What customer feedback methods were used to solicit their input?
<--- Score

7. What system do you use for gathering quality culture information?
<--- Score

8. Who is gathering quality culture information?
<--- Score

9. Will a quality culture production readiness review be required?
<--- Score

10. What information should you gather?
<--- Score

11. What sort of initial information to gather?
<--- Score

12. What happens if quality culture's scope changes?
<--- Score

13. Has a team charter been developed and communicated?
<--- Score

14. What would be the goal or target for a quality culture's improvement team?
<--- Score

15. What is the worst case scenario?
<--- Score

16. What scope do you want your strategy to cover?
<--- Score

17. Are different versions of process maps needed to account for the different types of inputs?
<--- Score

18. Are audit criteria, scope, frequency and methods defined?
<--- Score

19. What specifically is the problem? Where does it occur? When does it occur? What is its extent?
<--- Score

20. What are the compelling stakeholder reasons for embarking on quality culture?
<--- Score

21. Are the quality culture requirements testable?
<--- Score

22. Is there regularly 100% attendance at the team meetings? If not, have appointed

substitutes attended to preserve cross-functionality and full representation?
<--- Score

23. Are there any constraints known that bear on the ability to perform quality culture work? How is the team addressing them?
<--- Score

24. Is there a clear quality culture case definition?
<--- Score

25. Have all basic functions of quality culture been defined?
<--- Score

26. How would you define quality culture leadership?
<--- Score

27. How was the 'as is' process map developed, reviewed, verified and validated?
<--- Score

28. Is the team formed and are team leaders (Coaches and Management Leads) assigned?
<--- Score

29. How do you catch quality culture definition inconsistencies?
<--- Score

30. Are team charters developed?
<--- Score

31. The political context: who holds power?
<--- Score

32. What are the rough order estimates on cost savings/opportunities that quality culture brings?
<--- Score

33. What is out-of-scope initially?
<--- Score

34. What are the core elements of the quality culture business case?
<--- Score

35. How do you build the right business case?
<--- Score

36. Are resources adequate for the scope?

<--- Score

37. How will the quality culture team and the group measure complete success of quality culture?
<--- Score

38. Is the quality culture scope complete and appropriately sized?
<--- Score

39. What sources do you use to gather information for a quality culture study?
<--- Score

40. Is quality culture linked to key stakeholder goals and objectives?
<--- Score

41. What quality culture services do you require?
<--- Score

42. Why are you doing quality culture and what is the scope?
<--- Score

43. Is there a completed SIPOC representation, describing the Suppliers, Inputs, Process, Outputs, and Customers?
<--- Score

44. Has a high-level 'as is' process map been completed, verified and validated?
<--- Score

45. How would you define the culture at your organization, how susceptible is it to quality culture changes?
<--- Score

46. Is scope creep really all bad news?
<--- Score

47. What are the quality culture tasks and definitions?
<--- Score

48. What knowledge or experience is required?
<--- Score

49. When is/was the quality culture start date?
<--- Score

50. How often are the team meetings?

<--- Score

51. Do you all define quality culture in the same way?
<--- Score

52. How do you manage unclear quality culture requirements?
<--- Score

53. How do you keep key subject matter experts in the loop?
<--- Score

54. What defines best in class?
<--- Score

55. Are accountability and ownership for quality culture clearly defined?
<--- Score

56. Do you have a quality culture success story or case study ready to tell and share?
<--- Score

57. Scope of sensitive information?
<--- Score

58. Is the scope of quality culture defined?
<--- Score

59. What quality culture requirements should be gathered?
<--- Score

60. How do you manage changes in quality culture requirements?
<--- Score

61. Is quality culture required?
<--- Score

62. Is the current 'as is' process being followed? If not, what are the discrepancies?
<--- Score

63. Has the quality culture work been fairly and/or equitably divided and delegated among team members who are qualified and capable to perform the work? Has everyone contributed?
<--- Score

64. Is the quality culture scope manageable?
<--- Score

65. What is in the scope and what is not in scope?
<--- Score

66. Do you have organizational privacy requirements?
<--- Score

67. Who are the quality culture improvement team members, including Management Leads and Coaches?
<--- Score

68. How will variation in the actual durations of each activity be dealt with to ensure that the expected quality culture results are met?
<--- Score

69. How do you manage scope?
<--- Score

70. Are all requirements met?
<--- Score

71. Are roles and responsibilities formally defined?
<--- Score

72. When are meeting minutes sent out? Who is on the distribution list?
<--- Score

73. How have you defined all quality culture requirements first?
<--- Score

74. Has anyone else (internal or external to the group) attempted to solve this problem or a similar one before? If so, what knowledge can be leveraged from these previous efforts?
<--- Score

75. Who approved the quality culture scope?
<--- Score

76. Is data collected and displayed to better understand customer(s) critical needs and requirements.
<--- Score

77. Is the improvement team aware of the different versions of a process: what they think it is vs. what it actually is vs. what it should be vs. what it could be?
<--- Score

78. What are the dynamics of the communication plan?
<--- Score

79. Do the problem and goal statements meet the SMART criteria (specific, measurable, attainable, relevant, and time-bound)?
<--- Score

80. Is full participation by members in regularly held team meetings guaranteed?
<--- Score

81. What was the context?
<--- Score

82. Has a quality culture requirement not been met?
<--- Score

83. Will team members regularly document their quality culture work?
<--- Score

84. How do you hand over quality culture context?
<--- Score

85. Have all of the relationships been defined properly?
<--- Score

86. Who is gathering information?
<--- Score

87. Has your scope been defined?
<--- Score

88. What are the Roles and Responsibilities for each team member and its leadership? Where is this documented?
<--- Score

89. Does the team have regular meetings?
<--- Score

90. What is the scope of the quality culture work?
<--- Score

91. Will team members perform quality culture work when assigned and in a timely fashion?
<--- Score

92. Has the direction changed at all during the course of quality culture? If so, when did it change and why?
<--- Score

93. What scope to assess?
<--- Score

94. What critical content must be communicated – who, what, when, where, and how?
<--- Score

95. Are stakeholder processes mapped?
<--- Score

96. What are the quality culture use cases?
<--- Score

97. What is the definition of success?
<--- Score

98. What is the context?
<--- Score

99. In what way can you redefine the criteria of choice clients have in your category in your favor?
<--- Score

100. When is the estimated completion date?
<--- Score

101. Does the scope remain the same?
<--- Score

102. How do you gather the stories?
<--- Score

103. What is the definition of quality culture excellence?
<--- Score

104. What is a worst-case scenario for losses?
<--- Score

105. What is the scope of quality culture?
<--- Score

106. Are task requirements clearly defined?

<--- Score

107. How did the quality culture manager receive input to the development of a quality culture improvement plan and the estimated completion dates/times of each activity?
<--- Score

108. Is the team adequately staffed with the desired cross-functionality? If not, what additional resources are available to the team?
<--- Score

109. Is quality culture currently on schedule according to the plan?
<--- Score

110. Is there a completed, verified, and validated high-level 'as is' (not 'should be' or 'could be') stakeholder process map?
<--- Score

111. How can the value of quality culture be defined?
<--- Score

112. Is there a quality culture management charter, including stakeholder case, problem and goal statements, scope, milestones, roles and responsibilities, communication plan?
<--- Score

113. How are consistent quality culture definitions important?
<--- Score

114. Are approval levels defined for contracts and supplements to contracts?
<--- Score

115. Is special quality culture user knowledge required?
<--- Score

116. Are improvement team members fully trained on quality culture?
<--- Score

117. Has the improvement team collected the 'voice of the customer' (obtained feedback – qualitative and quantitative)?
<--- Score

118. Has a project plan, Gantt chart, or similar been developed/completed?
<--- Score

119. If substitutes have been appointed, have they been briefed on the quality culture goals and received regular communications as to the progress to date?

<--- Score

120. Has/have the customer(s) been identified?
<--- Score

121. How do you gather quality culture requirements?
<--- Score

122. Have the customer needs been translated into specific, measurable requirements? How?
<--- Score

123. What are the record-keeping requirements of quality culture activities?
<--- Score

124. How do you gather requirements?
<--- Score

125. What is the scope of the quality culture effort?
<--- Score

126. Have specific policy objectives been defined?
<--- Score

127. Is the work to date meeting requirements?
<--- Score

128. Has everyone on the team, including the team leaders, been properly trained?
<--- Score

129. What are the boundaries of the scope? What is in bounds and what is not? What is the start point? What is the stop point?
<--- Score

130. What constraints exist that might impact the team?
<--- Score

131. How and when will the baselines be defined?
<--- Score

132. Are required metrics defined, what are they?
<--- Score

133. Is the team equipped with available and reliable resources?
<--- Score

134. What information do you gather?
<--- Score

135. Are there different segments of customers?
<--- Score

136. What key stakeholder process output measure(s) does quality culture leverage and how?
<--- Score

137. What baselines are required to be defined and managed?
<--- Score

138. Is there a critical path to deliver quality culture results?
<--- Score

139. Are customer(s) identified and segmented according to their different needs and requirements?
<--- Score

140. Who defines (or who defined) the rules and roles?
<--- Score

141. Is the team sponsored by a champion or stakeholder leader?
<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the quality culture Index at the beginning of the Self-Assessment.

CRITERION #3: MEASURE:

INTENT: Gather the correct data. Measure the current performance and evolution of the situation.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Are indirect costs charged to the quality culture program?
<--- Score

2. What are the quality culture investment costs?
<--- Score

3. Why do you expend time and effort to implement measurement, for whom?
<--- Score

4. Do you verify that corrective actions were taken?
<--- Score

5. Are you taking your company in the direction of better and revenue or cheaper and cost?
<--- Score

6. What are the operational costs after quality culture deployment?
<--- Score

7. What are the costs and benefits?
<--- Score

8. How do you verify and develop ideas and innovations?

<--- Score

9. Will quality culture have an impact on current business continuity, disaster recovery processes and/or infrastructure?

<--- Score

10. What is the total cost related to deploying quality culture, including any consulting or professional services?

<--- Score

11. Do you have an issue in getting priority?

<--- Score

12. How do you verify if quality culture is built right?

<--- Score

13. How can you measure the performance?

<--- Score

14. How will you measure your quality culture effectiveness?

<--- Score

15. Are the measurements objective?

<--- Score

16. Where can you go to verify the info?

<--- Score

17. What are your key quality culture organizational performance measures, including key short and longer-term financial measures?

<--- Score

18. What is an unallowable cost?

<--- Score

19. Where is it measured?

<--- Score

20. What would be a real cause for concern?

<--- Score

21. Do you have a flow diagram of what happens?

<--- Score

22. Who is involved in verifying compliance?
<--- Score

23. Are missed quality culture opportunities costing your organization money?
<--- Score

24. What are the types and number of measures to use?
<--- Score

25. What is your decision requirements diagram?
<--- Score

26. Does the quality culture task fit the client's priorities?
<--- Score

27. Did you tackle the cause or the symptom?
<--- Score

28. How are costs allocated?
<--- Score

29. Are you able to realize any cost savings?
<--- Score

30. When are costs are incurred?
<--- Score

31. What does verifying compliance entail?
<--- Score

32. How do your measurements capture actionable quality culture information for use in exceeding your customers expectations and securing your customers engagement?
<--- Score

33. How do you verify the authenticity of the data and information used?
<--- Score

34. How do you measure efficient delivery of quality culture services?
<--- Score

35. What measurements are possible, practicable and meaningful?
<--- Score

36. What are the costs?

<--- Score

37. How will effects be measured?
<--- Score

38. Has a cost center been established?
<--- Score

39. How do you verify performance?
<--- Score

40. How do you verify the quality culture requirements quality?
<--- Score

41. What methods are feasible and acceptable to estimate the impact of reforms?
<--- Score

42. How can a quality culture test verify your ideas or assumptions?
<--- Score

43. Do the benefits outweigh the costs?
<--- Score

44. When a disaster occurs, who gets priority?
<--- Score

45. What are your primary costs, revenues, assets?
<--- Score

46. What are allowable costs?
<--- Score

47. Do you aggressively reward and promote the people who have the biggest impact on creating excellent quality culture services/products?
<--- Score

48. What do you measure and why?
<--- Score

49. How do you quantify and qualify impacts?
<--- Score

50. Which quality culture impacts are significant?
<--- Score

51. What is the total fixed cost?
<--- Score

52. Are you aware of what could cause a problem?
<--- Score

53. What would it cost to replace your technology?
<--- Score

54. Does a quality culture quantification method exist?
<--- Score

55. What could cause you to change course?
<--- Score

56. What are the uncertainties surrounding estimates of impact?
<--- Score

57. How frequently do you track quality culture measures?
<--- Score

58. What causes mismanagement?
<--- Score

59. How do you control the overall costs of your work processes?
<--- Score

60. Are quality culture vulnerabilities categorized and prioritized?
<--- Score

61. Was a business case (cost/benefit) developed?
<--- Score

62. Why do the measurements/indicators matter?
<--- Score

63. What causes innovation to fail or succeed in your organization?
<--- Score

64. What are you verifying?
<--- Score

65. Who should receive measurement reports?
<--- Score

66. What drives O&M cost?
<--- Score

67. How can you reduce the costs of obtaining inputs?
<--- Score

68. How long to keep data and how to manage retention costs?
<--- Score

69. Have you included everything in your quality culture cost models?
<--- Score

70. Are there competing quality culture priorities?
<--- Score

71. What is measured? Why?
<--- Score

72. What is your quality culture quality cost segregation study?
<--- Score

73. How can you measure quality culture in a systematic way?
<--- Score

74. How is the value delivered by quality culture being measured?
<--- Score

75. What evidence is there and what is measured?
<--- Score

76. What could cause delays in the schedule?
<--- Score

77. How will measures be used to manage and adapt?
<--- Score

78. How do you prevent mis-estimating cost?
<--- Score

79. What happens if cost savings do not materialize?
<--- Score

80. Are there any easy-to-implement alternatives to quality culture? Sometimes other solutions are available that do not require the cost implications of a full-blown project?
<--- Score

81. When should you bother with diagrams?
<--- Score

82. How is performance measured?
<--- Score

83. What are hidden quality culture quality costs?
<--- Score

84. What are your operating costs?
<--- Score

85. Are the quality culture benefits worth its costs?
<--- Score

86. What are the current costs of the quality culture process?
<--- Score

87. What disadvantage does this cause for the user?
<--- Score

88. Do you effectively measure and reward individual and team performance?
<--- Score

89. What relevant entities could be measured?
<--- Score

90. How do you verify your resources?
<--- Score

91. What are your customers expectations and measures?
<--- Score

92. How to cause the change?
<--- Score

93. Is the cost worth the quality culture effort ?
<--- Score

94. At what cost?
<--- Score

95. What does your operating model cost?
<--- Score

96. What users will be impacted?
<--- Score

97. Are there measurements based on task performance?
<--- Score

98. What measurements are being captured?
<--- Score

99. Does management have the right priorities among projects?
<--- Score

100. What tests verify requirements?
<--- Score

101. What is the cost of rework?
<--- Score

102. What details are required of the quality culture cost structure?
<--- Score

103. What are the costs of delaying quality culture action?
<--- Score

104. Have you made assumptions about the shape of the future, particularly its impact on your customers and competitors?
<--- Score

105. Which costs should be taken into account?
<--- Score

106. What does losing customers cost your organization?
<--- Score

107. How are measurements made?
<--- Score

108. What is the cause of any quality culture gaps?
<--- Score

109. How do you measure success?
<--- Score

110. How do you aggregate measures across priorities?

<--- Score

111. Are actual costs in line with budgeted costs?
<--- Score

112. What causes extra work or rework?
<--- Score

113. Have design-to-cost goals been established?
<--- Score

114. How sensitive must the quality culture strategy be to cost?
<--- Score

115. Which measures and indicators matter?
<--- Score

116. What is the quality culture business impact?
<--- Score

117. Are the units of measure consistent?
<--- Score

118. What potential environmental factors impact the quality culture effort?
<--- Score

119. Is there an opportunity to verify requirements?
<--- Score

120. What does a Test Case verify?
<--- Score

121. What are the quality culture key cost drivers?
<--- Score

122. How will costs be allocated?
<--- Score

123. How do you verify and validate the quality culture data?
<--- Score

124. How will your organization measure success?
<--- Score

125. Are supply costs steady or fluctuating?

<--- Score

126. Among the quality culture product and service cost to be estimated, which is considered hardest to estimate?
<--- Score

127. Do you have any cost quality culture limitation requirements?
<--- Score

128. How is progress measured?
<--- Score

129. What are the costs of reform?
<--- Score

130. How do you measure variability?
<--- Score

131. How much does it cost?
<--- Score

132. What causes investor action?
<--- Score

133. What harm might be caused?
<--- Score

134. How will success or failure be measured?
<--- Score

135. How will you measure success?
<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the quality culture Index at the beginning of the Self-Assessment.

CRITERION #4: ANALYZE:

INTENT: Analyze causes, assumptions and hypotheses.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Do your employees have the opportunity to do what they do best everyday?
<--- Score

2. Was a detailed process map created to amplify critical steps of the 'as is' stakeholder process?
<--- Score

3. What qualifies as competition?
<--- Score

4. Who will gather what data?
<--- Score

5. Do quality systems drive continuous improvement?
<--- Score

6. What is the cost of poor quality as supported by the team's analysis?
<--- Score

7. Has an output goal been set?
<--- Score

8. Are you missing quality culture opportunities?
<--- Score

9. What will drive quality culture change?
<--- Score

10. What are your current levels and trends in key measures or indicators of quality culture product and process performance that are important to and directly serve your customers? How do these results compare with the performance of your competitors and other organizations with similar offerings?
<--- Score

11. Is there a strict change management process?
<--- Score

12. How do you promote understanding that opportunity for improvement is not criticism of the status quo, or the people who created the status quo?
<--- Score

13. What are your key performance measures or indicators and in-process measures for the control and improvement of your quality culture processes?
<--- Score

14. How has the quality culture data been gathered?
<--- Score

15. Is the gap/opportunity displayed and communicated in financial terms?
<--- Score

16. What process should you select for improvement?
<--- Score

17. How many input/output points does it require?
<--- Score

18. Is data and process analysis, root cause analysis and quantifying the gap/opportunity in place?
<--- Score

19. What training and qualifications will you need?
<--- Score

20. Do you have the authority to produce the output?
<--- Score

21. How was the detailed process map generated, verified, and validated?
<--- Score

22. An organizationally feasible system request is one that considers the mission, goals and objectives of the organization, key questions are: is the quality culture solution request practical and will it solve a problem or take advantage of an opportunity to achieve company goals?
<--- Score

23. What are your outputs?
<--- Score

24. How do you measure the operational performance of your key work systems and processes, including productivity, cycle time, and other appropriate measures of process effectiveness, efficiency, and innovation?
<--- Score

25. How do your work systems and key work processes relate to and capitalize on your core competencies?
<--- Score

26. What do you need to qualify?
<--- Score

27. What does the data say about the performance of the stakeholder process?
<--- Score

28. Should you invest in industry-recognized qualifications?
<--- Score

29. What information qualified as important?
<--- Score

30. What is the output?
<--- Score

31. Do several people in different organizational units assist with the quality culture process?
<--- Score

32. Do staff qualifications match your project?
<--- Score

33. How is data used for program management and improvement?

<--- Score

34. What is your organizations process which leads to recognition of value generation?
<--- Score

35. What data is gathered?
<--- Score

36. What qualifications are needed?
<--- Score

37. Can you add value to the current quality culture decision-making process (largely qualitative) by incorporating uncertainty modeling (more quantitative)?
<--- Score

38. What is your organizations system for selecting qualified vendors?
<--- Score

39. What quality tools were used to get through the analyze phase?
<--- Score

40. Who owns what data?
<--- Score

41. How do you implement and manage your work processes to ensure that they meet design requirements?
<--- Score

42. What are your quality culture processes?
<--- Score

43. How is quality culture data gathered?
<--- Score

44. What quality culture data should be managed?
<--- Score

45. Has data output been validated?
<--- Score

46. What qualifications and skills do you need?
<--- Score

47. How will corresponding data be collected?
<--- Score

48. How do mission and objectives affect the quality culture processes of your organization?
<--- Score

49. Have you defined which data is gathered how?
<--- Score

50. Think about the functions involved in your quality culture project, what processes flow from these functions?
<--- Score

51. What resources go in to get the desired output?
<--- Score

52. Have any additional benefits been identified that will result from closing all or most of the gaps?
<--- Score

53. What, related to, quality culture processes does your organization outsource?
<--- Score

54. How will the change process be managed?
<--- Score

55. Are your outputs consistent?
<--- Score

56. What are the best opportunities for value improvement?
<--- Score

57. Is pre-qualification of suppliers carried out?
<--- Score

58. What qualifications do quality culture leaders need?
<--- Score

59. Who will facilitate the team and process?
<--- Score

60. What systems/processes must you excel at?
<--- Score

61. How will the data be checked for quality?
<--- Score

62. What kind of crime could a potential new hire have committed that would not only not disqualify him/her from being hired by your organization, but would actually indicate that he/she might be a particularly good fit?
<--- Score

63. Who is involved in the management review process?
<--- Score

64. Is there an established change management process?
<--- Score

65. How will the quality culture data be captured?
<--- Score

66. What methods do you use to gather quality culture data?
<--- Score

67. Are all staff in core quality culture subjects Highly Qualified?
<--- Score

68. What are the processes for audit reporting and management?
<--- Score

69. What are your current levels and trends in key quality culture measures or indicators of product and process performance that are important to and directly serve your customers?
<--- Score

70. What other organizational variables, such as reward systems or communication systems, affect the performance of this quality culture process?
<--- Score

71. Were there any improvement opportunities identified from the process analysis?
<--- Score

72. What were the crucial 'moments of truth' on the process map?
<--- Score

73. What are the quality culture design outputs?
<--- Score

74. Is the suppliers process defined and controlled?
<--- Score

75. How do you identify specific quality culture investment opportunities and emerging trends?
<--- Score

76. What data do you need to collect?
<--- Score

77. What controls do you have in place to protect data?
<--- Score

78. How does the organization define, manage, and improve its quality culture processes?
<--- Score

79. How is the way you as the leader think and process information affecting your organizational culture?
<--- Score

80. Who qualifies to gain access to data?
<--- Score

81. How much data can be collected in the given timeframe?
<--- Score

82. What successful thing are you doing today that may be blinding you to new growth opportunities?
<--- Score

83. Is the required quality culture data gathered?
<--- Score

84. What other jobs or tasks affect the performance of the steps in the quality culture process?
<--- Score

85. How are outputs preserved and protected?
<--- Score

86. Was a cause-and-effect diagram used to explore the different types of causes (or sources of variation)?
<--- Score

87. Is the quality culture process severely broken such that a re-design is necessary?
<--- Score

88. When should a process be art not science?

<--- Score

89. Who gets your output?
<--- Score

90. What tools were used to narrow the list of possible causes?
<--- Score

91. Is the final output clearly identified?
<--- Score

92. Were any designed experiments used to generate additional insight into the data analysis?
<--- Score

93. What is the quality culture Driver?
<--- Score

94. Are all team members qualified for all tasks?
<--- Score

95. Do you, as a leader, bounce back quickly from setbacks?
<--- Score

96. Think about some of the processes you undertake within your organization, which do you own?
<--- Score

97. What output to create?
<--- Score

98. Is there any way to speed up the process?
<--- Score

99. What are the personnel training and qualifications required?
<--- Score

100. How is the data gathered?
<--- Score

101. What were the financial benefits resulting from any 'ground fruit or low-hanging fruit' (quick fixes)?
<--- Score

102. What are the quality culture business drivers?

<--- Score

103. Do you understand your management processes today?
<--- Score

104. What is the Value Stream Mapping?
<--- Score

105. What quality culture data will be collected?
<--- Score

106. How often will data be collected for measures?
<--- Score

107. What are evaluation criteria for the output?
<--- Score

108. Record-keeping requirements flow from the records needed as inputs, outputs, controls and for transformation of a quality culture process, are the records needed as inputs to the quality culture process available?
<--- Score

109. Who is involved with workflow mapping?
<--- Score

110. How can risk management be tied procedurally to process elements?
<--- Score

111. Identify an operational issue in your organization, for example, could a particular task be done more quickly or more efficiently by quality culture?
<--- Score

112. How difficult is it to qualify what quality culture ROI is?
<--- Score

113. What are the revised rough estimates of the financial savings/opportunity for quality culture improvements?
<--- Score

114. What internal processes need improvement?
<--- Score

115. What conclusions were drawn from the team's data collection and analysis? How did the team reach these conclusions?
<--- Score

116. What are your best practices for minimizing quality culture project risk, while demonstrating incremental value and quick wins throughout the quality culture project lifecycle?
<--- Score

117. Where is quality culture data gathered?
<--- Score

118. What qualifications are necessary?
<--- Score

119. Is the performance gap determined?
<--- Score

120. What quality culture data do you gather or use now?
<--- Score

121. Do your leaders quickly bounce back from setbacks?
<--- Score

122. Which quality culture data should be retained?
<--- Score

123. What is the complexity of the output produced?
<--- Score

124. A compounding model resolution with available relevant data can often provide insight towards a solution methodology; which quality culture models, tools and techniques are necessary?
<--- Score

125. Were Pareto charts (or similar) used to portray the 'heavy hitters' (or key sources of variation)?
<--- Score

126. What is the oversight process?
<--- Score

127. What quality culture metrics are outputs of the process?
<--- Score

128. What are the disruptive quality culture technologies that enable your organization to radically change your business processes?
<--- Score

129. What did the team gain from developing a sub-process map?
<--- Score

130. Have the problem and goal statements been updated to reflect the additional knowledge gained from the analyze phase?
<--- Score

131. How do you ensure that the quality culture opportunity is realistic?
<--- Score

132. What process improvements will be needed?
<--- Score

133. What tools were used to generate the list of possible causes?
<--- Score

134. What types of data do your quality culture indicators require?
<--- Score

135. How is the quality culture Value Stream Mapping managed?
<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the quality culture Index at the beginning of the Self-Assessment.

CRITERION #5: IMPROVE:

INTENT: Develop a practical solution. Innovate, establish and test the solution and to measure the results.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Do you need to do a usability evaluation?
<--- Score

2. Have you achieved quality culture improvements?
<--- Score

3. How can skill-level changes improve quality culture?
<--- Score

4. quality culture risk decisions: whose call Is It?
<--- Score

5. What tools do you use once you have decided on a quality culture strategy and more importantly how do you choose?
<--- Score

6. At what point will vulnerability assessments be performed once quality culture is put into production (e.g., ongoing Risk Management after implementation)?
<--- Score

7. How will you know when its improved?

<--- Score

8. Are the most efficient solutions problem-specific?
<--- Score

9. How do you manage and improve your quality culture work systems to deliver customer value and achieve organizational success and sustainability?
<--- Score

10. What is quality culture risk?
<--- Score

11. What were the underlying assumptions on the cost-benefit analysis?
<--- Score

12. Who are the quality culture decision-makers?
<--- Score

13. In the past few months, what is the smallest change you have made that has had the biggest positive result? What was it about that small change that produced the large return?
<--- Score

14. Who will be responsible for documenting the quality culture requirements in detail?
<--- Score

15. What error proofing will be done to address some of the discrepancies observed in the 'as is' process?
<--- Score

16. Is the scope clearly documented?
<--- Score

17. What resources are required for the improvement efforts?
<--- Score

18. What attendant changes will need to be made to ensure that the solution is successful?
<--- Score

19. What are the expected quality culture results?
<--- Score

20. Who manages supplier risk management in your organization?
<--- Score

21. How do you measure improved quality culture service perception, and satisfaction?
<--- Score

22. What communications are necessary to support the implementation of the solution?
<--- Score

23. How can you better manage risk?
<--- Score

24. What is quality culture's impact on utilizing the best solution(s)?
<--- Score

25. How do you decide how much to remunerate an employee?
<--- Score

26. Was a pilot designed for the proposed solution(s)?
<--- Score

27. Does a good decision guarantee a good outcome?
<--- Score

28. What actually has to improve and by how much?
<--- Score

29. What is the quality culture's sustainability risk?
<--- Score

30. What tools were most useful during the improve phase?
<--- Score

31. What is the risk?
<--- Score

32. When you map the key players in your own work and the types/domains of relationships with them, which relationships do you find easy and which challenging, and why?
<--- Score

33. How do you improve productivity?
<--- Score

34. Who makes the quality culture decisions in your organization?
<--- Score

35. How do you measure progress and evaluate training effectiveness?
<--- Score

36. Who are the key stakeholders for the quality culture evaluation?
<--- Score

37. How do you improve your likelihood of success ?
<--- Score

38. Do you cover the five essential competencies: Communication, Collaboration,Innovation, Adaptability, and Leadership that improve an organizations ability to leverage the new quality culture in a volatile global economy?
<--- Score

39. Who are the people involved in developing and implementing quality culture?
<--- Score

40. Who manages quality culture risk?
<--- Score

41. How is knowledge sharing about risk management improved?
<--- Score

42. Why improve in the first place?
<--- Score

43. How do you mitigate quality culture risk?
<--- Score

44. How are policy decisions made and where?
<--- Score

45. How does the team improve its work?
<--- Score

46. How do you improve quality culture service perception, and satisfaction?
<--- Score

47. What current systems have to be understood and/or changed?
<--- Score

48. Which of the recognised risks out of all risks can be most likely transferred?
<--- Score

49. What to do with the results or outcomes of measurements?

<--- Score

50. Who controls the risk?
<--- Score

51. Who should make the quality culture decisions?
<--- Score

52. Is the measure of success for quality culture understandable to a variety of people?
<--- Score

53. Where do the quality culture decisions reside?
<--- Score

54. To what extent does management recognize quality culture as a tool to increase the results?
<--- Score

55. What risks do you need to manage?
<--- Score

56. Can you identify any significant risks or exposures to quality culture third- parties (vendors, service providers, alliance partners etc) that concern you?
<--- Score

57. Was a quality culture charter developed?
<--- Score

58. What practices helps your organization to develop its capacity to recognize patterns?
<--- Score

59. Who controls key decisions that will be made?
<--- Score

60. How do you develop and embed a quality culture?
<--- Score

61. Are events managed to resolution?
<--- Score

62. What lessons, if any, from a pilot were incorporated into the design of the full-scale solution?
<--- Score

63. Is the quality culture documentation thorough?

<--- Score

64. Which quality culture solution is appropriate?
<--- Score

65. What is the magnitude of the improvements?
<--- Score

66. How can you improve quality culture?
<--- Score

67. How can the phases of quality culture development be identified?
<--- Score

68. Is the quality culture risk managed?
<--- Score

69. Is there a high likelihood that any recommendations will achieve their intended results?
<--- Score

70. Are risk management tasks balanced centrally and locally?
<--- Score

71. How do you define the solutions' scope?
<--- Score

72. What went well, what should change, what can improve?
<--- Score

73. Is there any other quality culture solution?
<--- Score

74. How do you manage quality culture risk?
<--- Score

75. Is the quality culture solution sustainable?
<--- Score

76. Have you identified breakpoints and/or risk tolerances that will trigger broad consideration of a potential need for intervention or modification of strategy?
<--- Score

77. What are the implications of the one critical quality culture decision 10 minutes, 10 months, and 10 years from now?

<--- Score

78. What needs improvement? Why?
<--- Score

79. How do you deal with quality culture risk?
<--- Score

80. How will you measure the results?
<--- Score

81. Can you integrate quality management and risk management?
<--- Score

82. Can the solution be designed and implemented within an acceptable time period?
<--- Score

83. Are you assessing quality culture and risk?
<--- Score

84. How can you improve performance?
<--- Score

85. What assumptions are made about the solution and approach?
<--- Score

86. How do you keep improving quality culture?
<--- Score

87. Risk factors: what are the characteristics of quality culture that make it risky?
<--- Score

88. What can you do to improve?
<--- Score

89. Is any quality culture documentation required?
<--- Score

90. Are procedures documented for managing quality culture risks?
<--- Score

91. How do you go about comparing quality culture approaches/solutions?
<--- Score

92. How will you recognize and celebrate results?

<--- Score

93. Do you have the optimal project management team structure?
<--- Score

94. Who will be responsible for making the decisions to include or exclude requested changes once quality culture is underway?
<--- Score

95. Do vendor agreements bring new compliance risk ?
<--- Score

96. Who do you report quality culture results to?
<--- Score

97. Were any criteria developed to assist the team in testing and evaluating potential solutions?
<--- Score

98. How is continuous improvement applied to risk management?
<--- Score

99. Does the goal represent a desired result that can be measured?
<--- Score

100. What are your current levels and trends in key measures or indicators of workforce and leader development?
<--- Score

101. Explorations of the frontiers of quality culture will help you build influence, improve quality culture, optimize decision making, and sustain change, what is your approach?
<--- Score

102. What should a proof of concept or pilot accomplish?
<--- Score

103. Where do you need quality culture improvement?
<--- Score

104. How do you link measurement and risk?
<--- Score

105. What tools were used to tap into the creativity and encourage 'outside the box' thinking?
<--- Score

106. How risky is your organization?
<--- Score

107. Is supporting quality culture documentation required?
<--- Score

108. What does the 'should be' process map/design look like?
<--- Score

109. How will you know that a change is an improvement?
<--- Score

110. How are quality culture risks managed?
<--- Score

111. What are the concrete quality culture results?
<--- Score

112. Are decisions made in a timely manner?
<--- Score

113. Who will be using the results of the measurement activities?
<--- Score

114. Who are the quality culture decision makers?
<--- Score

115. What tools were used to evaluate the potential solutions?
<--- Score

116. How scalable is your quality culture solution?
<--- Score

117. Will the controls trigger any other risks?
<--- Score

118. Risk events: what are the things that could go wrong?
<--- Score

119. How do the quality culture results compare with the performance of your competitors and other organizations with similar offerings?
<--- Score

120. What is the team's contingency plan for potential problems occurring in

implementation?

<--- Score

121. For estimation problems, how do you develop an estimation statement?

<--- Score

122. How does your organization evaluate strategic quality culture success?

<--- Score

123. What are the quality culture security risks?

<--- Score

124. Would you develop a quality culture Communication Strategy?

<--- Score

125. What were the criteria for evaluating a quality culture pilot?

<--- Score

126. Is risk periodically assessed?

<--- Score

127. Do you combine technical expertise with business knowledge and quality culture Key topics include lifecycles, development approaches, requirements and how to make a business case?

<--- Score

128. Do those selected for the quality culture team have a good general understanding of what quality culture is all about?

<--- Score

129. What are the affordable quality culture risks?

<--- Score

130. What do you want to improve?

<--- Score

131. What criteria will you use to assess your quality culture risks?

<--- Score

132. What alternative responses are available to manage risk?

<--- Score

133. Are the risks fully understood, reasonable and manageable?

<--- Score

134. What is the implementation plan?
<--- Score

135. Is quality culture documentation maintained?
<--- Score

136. Are the key business and technology risks being managed?
<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the quality culture Index at the beginning of the Self-Assessment.

CRITERION #6: CONTROL:

INTENT: Implement the practical solution. Maintain the performance and correct possible complications.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. What key inputs and outputs are being measured on an ongoing basis?
<--- Score

2. Does the response plan contain a definite closed loop continual improvement scheme (e.g., plan-do-check-act)?
<--- Score

3. Are you measuring, monitoring and predicting quality culture activities to optimize operations and profitability, and enhancing outcomes?
<--- Score

4. How do you encourage people to take control and responsibility?
<--- Score

5. Are there documented procedures?
<--- Score

6. How can you best use all of your knowledge repositories to enhance learning and sharing?
<--- Score

7. What do you stand for--and what are you against?
<--- Score

8. What is your theory of human motivation, and how does your compensation plan fit with that view?
<--- Score

9. Does job training on the documented procedures need to be part of the process team's education and training?
<--- Score

10. Who controls critical resources?
<--- Score

11. How do you plan for the cost of succession?
<--- Score

12. What other systems, operations, processes, and infrastructures (hiring practices, staffing, training, incentives/rewards, metrics/dashboards/scorecards, etc.) need updates, additions, changes, or deletions in order to facilitate knowledge transfer and improvements?
<--- Score

13. Are the quality culture standards challenging?
<--- Score

14. How likely is the current quality culture plan to come in on schedule or on budget?
<--- Score

15. Can support from partners be adjusted?
<--- Score

16. What are the key elements of your quality culture performance improvement system, including your evaluation, organizational learning, and innovation processes?
<--- Score

17. How will new or emerging customer needs/requirements be checked/communicated to orient the process toward meeting the new specifications and continually reducing variation?
<--- Score

18. How do senior leaders actions reflect a commitment to the organizations quality culture values?
<--- Score

19. How will the day-to-day responsibilities for monitoring and continual improvement be transferred from the improvement team to the process owner?
<--- Score

20. Is there documentation that will support the successful operation of the improvement?
<--- Score

21. What do your reports reflect?
<--- Score

22. How do you plan on providing proper recognition and disclosure of supporting companies?
<--- Score

23. What other areas of the group might benefit from the quality culture team's improvements, knowledge, and learning?
<--- Score

24. How might the group capture best practices and lessons learned so as to leverage improvements?
<--- Score

25. Has the quality culture value of standards been quantified?
<--- Score

26. Does a troubleshooting guide exist or is it needed?
<--- Score

27. Is there a recommended audit plan for routine surveillance inspections of quality culture's gains?
<--- Score

28. How do you spread information?
<--- Score

29. What is the recommended frequency of auditing?
<--- Score

30. Has the improved process and its steps been standardized?
<--- Score

31. How will you measure your QA plan's effectiveness?
<--- Score

32. Are new process steps, standards, and documentation ingrained into normal operations?

<--- Score

33. Who is going to spread your message?

<--- Score

34. Is a response plan established and deployed?

<--- Score

35. What should you measure to verify efficiency gains?

<--- Score

36. How will the process owner verify improvement in present and future sigma levels, process capabilities?

<--- Score

37. Are the planned controls in place?

<--- Score

38. Who has control over resources?

<--- Score

39. Is there an action plan in case of emergencies?

<--- Score

40. How will input, process, and output variables be checked to detect for sub-optimal conditions?

<--- Score

41. Where do ideas that reach policy makers and planners as proposals for quality culture strengthening and reform actually originate?

<--- Score

42. Is there a quality culture Communication plan covering who needs to get what information when?

<--- Score

43. You may have created your quality measures at a time when you lacked resources, technology wasn't up to the required standard, or low service levels were the industry norm. Have those circumstances changed?

<--- Score

44. Will any special training be provided for results interpretation?

<--- Score

45. How widespread is its use?
<--- Score

46. Do you monitor the effectiveness of your quality culture activities?
<--- Score

47. Are suggested corrective/restorative actions indicated on the response plan for known causes to problems that might surface?
<--- Score

48. How will the process owner and team be able to hold the gains?
<--- Score

49. Have new or revised work instructions resulted?
<--- Score

50. Who is the quality culture process owner?
<--- Score

51. What are your results for key measures or indicators of the accomplishment of your quality culture strategy and action plans, including building and strengthening core competencies?
<--- Score

52. How do you establish and deploy modified action plans if circumstances require a shift in plans and rapid execution of new plans?
<--- Score

53. What are customers monitoring?
<--- Score

54. How is change control managed?
<--- Score

55. Do you monitor the quality culture decisions made and fine tune them as they evolve?
<--- Score

56. Implementation Planning: is a pilot needed to test the changes before a full roll out occurs?
<--- Score

57. Will existing staff require re-training, for example, to learn new business processes?
<--- Score

58. Do the viable solutions scale to future needs?
<--- Score

59. Does the quality culture performance meet the customer's requirements?
<--- Score

60. Is the quality culture test/monitoring cost justified?
<--- Score

61. Is there a control plan in place for sustaining improvements (short and long-term)?
<--- Score

62. Is knowledge gained on process shared and institutionalized?
<--- Score

63. Will the team be available to assist members in planning investigations?
<--- Score

64. Is new knowledge gained imbedded in the response plan?
<--- Score

65. Are documented procedures clear and easy to follow for the operators?
<--- Score

66. What adjustments to the strategies are needed?
<--- Score

67. Are operating procedures consistent?
<--- Score

68. Will your goals reflect your program budget?
<--- Score

69. What are the performance and scale of the quality culture tools?
<--- Score

70. Are the planned controls working?
<--- Score

71. How will quality culture decisions be made and monitored?
<--- Score

72. What is the best design framework for quality culture organization now that, in a post industrial-age if the top-down, command and control model is no longer relevant?
<--- Score

73. What are the known security controls?
<--- Score

74. What do you measure to verify effectiveness gains?
<--- Score

75. Is there a transfer of ownership and knowledge to process owner and process team tasked with the responsibilities.
<--- Score

76. Can you adapt and adjust to changing quality culture situations?
<--- Score

77. What are the critical parameters to watch?
<--- Score

78. How do controls support value?
<--- Score

79. How do you monitor usage and cost?
<--- Score

80. What quality culture standards are applicable?
<--- Score

81. Against what alternative is success being measured?
<--- Score

82. How do your controls stack up?
<--- Score

83. What should the next improvement project be that is related to quality culture?
<--- Score

84. Is a response plan in place for when the input, process, or output measures indicate an 'out-of-control' condition?
<--- Score

85. Is reporting being used or needed?
<--- Score

86. Are controls in place and consistently applied?
<--- Score

87. Is there a documented and implemented monitoring plan?
<--- Score

88. Does quality culture appropriately measure and monitor risk?
<--- Score

89. What quality tools were useful in the control phase?
<--- Score

90. What is the control/monitoring plan?
<--- Score

91. Act/Adjust: What Do you Need to Do Differently?
<--- Score

92. Is there a standardized process?
<--- Score

93. Who will be in control?
<--- Score

94. How will report readings be checked to effectively monitor performance?
<--- Score

95. What can you control?
<--- Score

96. What are you attempting to measure/monitor?
<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the quality culture Index at the beginning of the Self-Assessment.

CRITERION #7: SUSTAIN:

INTENT: Retain the benefits.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. What are you trying to prove to yourself, and how might it be hijacking your life and business success?
<--- Score

2. Whom among your colleagues do you trust, and for what?
<--- Score

3. Think of your quality culture project, what are the main functions?
<--- Score

4. Did your employees make progress today?
<--- Score

5. When information truly is ubiquitous, when reach and connectivity are completely global, when computing resources are infinite, and when a whole new set of impossibilities are not only possible, but happening, what will that do to your business?
<--- Score

6. How do you create buy-in?
<--- Score

7. What happens at your organization when people fail?

<--- Score

8. What could happen if you do not do it?
<--- Score

9. What is the purpose of quality culture in relation to the mission?
<--- Score

10. Are you relevant? Will you be relevant five years from now? Ten?
<--- Score

11. What happens when a new employee joins the organization?
<--- Score

12. What is the overall talent health of your organization as a whole at senior levels, and for each organization reporting to a member of the Senior Leadership Team?
<--- Score

13. What is something you believe that nearly no one agrees with you on?
<--- Score

14. If there were zero limitations, what would you do differently?
<--- Score

15. What is your quality culture strategy?
<--- Score

16. At what moment would you think; Will I get fired?
<--- Score

17. Who uses your product in ways you never expected?
<--- Score

18. What is the overall business strategy?
<--- Score

19. How important is quality culture to the user organizations mission?
<--- Score

20. What is your competitive advantage?
<--- Score

21. How do you keep the momentum going?
<--- Score

22. Why should people listen to you?
<--- Score

23. Do you have the right capabilities and capacities?
<--- Score

24. Is the impact that quality culture has shown?
<--- Score

25. How does your organization, in practice, create and sustain a quality culture within your organization?
<--- Score

26. How do you know if you are successful?
<--- Score

27. What is an unauthorized commitment?
<--- Score

28. Which models, tools and techniques are necessary?
<--- Score

29. How can you incorporate support to ensure safe and effective use of quality culture into the services that you provide?
<--- Score

30. What is the craziest thing you can do?
<--- Score

31. Marketing budgets are tighter, consumers are more skeptical, and social media has changed forever the way we talk about quality culture, how do you gain traction?
<--- Score

32. Is a quality culture team work effort in place?
<--- Score

33. How do you determine the key elements that affect quality culture workforce satisfaction, how are these elements determined for different workforce groups and segments?
<--- Score

34. Are new benefits received and understood?
<--- Score

35. How will you ensure you get what you expected?

<--- Score

36. Who is on the team?
<--- Score

37. What are the gaps in your knowledge and experience?
<--- Score

38. Have benefits been optimized with all key stakeholders?
<--- Score

39. Do you know who is a friend or a foe?
<--- Score

40. How do you ensure that implementations of quality culture products are done in a way that ensures safety?
<--- Score

41. Who do you think the world wants your organization to be?
<--- Score

42. How do you manage quality culture Knowledge Management (KM)?
<--- Score

43. What are the rules and assumptions your industry operates under? What if the opposite were true?
<--- Score

44. What are the business goals quality culture is aiming to achieve?
<--- Score

45. Why is quality culture important for you now?
<--- Score

46. In a project to restructure quality culture outcomes, which stakeholders would you involve?
<--- Score

47. Who will be responsible for deciding whether quality culture goes ahead or not after the initial investigations?
<--- Score

48. What may be the consequences for the performance of an organization if all stakeholders are not consulted regarding quality culture?
<--- Score

49. How do you transition from the baseline to the target?
<--- Score

50. Who else should you help?
<--- Score

51. Do you think quality culture accomplishes the goals you expect it to accomplish?
<--- Score

52. What are the top 3 things at the forefront of your quality culture agendas for the next 3 years?
<--- Score

53. What must you excel at?
<--- Score

54. What have been your experiences in defining long range quality culture goals?
<--- Score

55. Are you satisfied with your current role? If not, what is missing from it?
<--- Score

56. Are you using a design thinking approach and integrating Innovation, quality culture Experience, and Brand Value?
<--- Score

57. What counts that you are not counting?
<--- Score

58. How do you listen to customers to obtain actionable information?
<--- Score

59. What trouble can you get into?
<--- Score

60. How can you become the company that would put you out of business?
<--- Score

61. Do you feel that more should be done in the quality culture area?
<--- Score

62. What would you recommend your friend do if he/she were facing this dilemma?
<--- Score

63. Who will determine interim and final deadlines?

<--- Score

64. What are the usability implications of quality culture actions?

<--- Score

65. Will it be accepted by users?

<--- Score

66. Who do we want your customers to become?

<--- Score

67. Are all key stakeholders present at all Structured Walkthroughs?

<--- Score

68. What do we do when new problems arise?

<--- Score

69. What are the barriers to increased quality culture production?

<--- Score

70. How do you track customer value, profitability or financial return, organizational success, and sustainability?

<--- Score

71. How do customers see your organization?

<--- Score

72. How does quality culture integrate with other stakeholder initiatives?

<--- Score

73. What quality culture modifications can you make work for you?

<--- Score

74. Political -is anyone trying to undermine this project?

<--- Score

75. If you weren't already in this business, would you enter it today? And if not, what are you going to do about it?

<--- Score

76. How much contingency will be available in the budget?

<--- Score

77. Who have you, as a company, historically been when you've been at your best?

<--- Score

78. What are current quality culture paradigms?
<--- Score

79. Are you changing as fast as the world around you?
<--- Score

80. What are the essentials of internal quality culture management?
<--- Score

81. What are the challenges?
<--- Score

82. How do you lead with quality culture in mind?
<--- Score

83. What one word do you want to own in the minds of your customers, employees, and partners?
<--- Score

84. What are the potential basics of quality culture fraud?
<--- Score

85. What would have to be true for the option on the table to be the best possible choice?
<--- Score

86. How will you motivate the stakeholders with the least vested interest?
<--- Score

87. Is maximizing quality culture protection the same as minimizing quality culture loss?
<--- Score

88. What will be the consequences to the stakeholder (financial, reputation etc) if quality culture does not go ahead or fails to deliver the objectives?
<--- Score

89. How do you assess the quality culture pitfalls that are inherent in implementing it?
<--- Score

90. What is effective quality culture?
<--- Score

91. What are the short and long-term quality culture goals?
<--- Score

92. What are the key enablers to make this quality culture move?
<--- Score

93. Is quality culture dependent on the successful delivery of a current project?
<--- Score

94. If you do not follow, then how to lead?
<--- Score

95. To whom do you add value?
<--- Score

96. Were lessons learned captured and communicated?
<--- Score

97. What is a quality culture?
<--- Score

98. Are you paying enough attention to the partners your company depends on to succeed?
<--- Score

99. What are strategies for increasing support and reducing opposition?
<--- Score

100. Are you maintaining a past–present–future perspective throughout the quality culture discussion?
<--- Score

101. What is the role of technology in building a quality culture in your organization?
<--- Score

102. What is the source of the strategies for quality culture strengthening and reform?
<--- Score

103. Which individuals, teams or departments will be involved in quality culture?
<--- Score

104. Are you / should you be revolutionary or evolutionary?
<--- Score

105. How do you stay inspired?
<--- Score

106. What is the kind of project structure that would be appropriate for your quality culture project, should it be formal and complex, or can it be less formal and relatively simple?
<--- Score

107. How do you foster innovation?
<--- Score

108. Do you think you know, or do you know you know ?
<--- Score

109. Do you say no to customers for no reason?
<--- Score

110. What knowledge, skills and characteristics mark a good quality culture project manager?
<--- Score

111. What stupid rule would you most like to kill?
<--- Score

112. Why do and why don't your customers like your organization?
<--- Score

113. How long will it take to change?
<--- Score

114. Is your strategy driving your strategy? Or is the way in which you allocate resources driving your strategy?
<--- Score

115. Why not do quality culture?
<--- Score

116. What are you challenging?
<--- Score

117. What you are going to do to affect the numbers?
<--- Score

118. Have new benefits been realized?
<--- Score

119. If you had to leave your organization for a year and the only communication you

could have with employees/colleagues was a single paragraph, what would you write?
<--- Score

120. Assessment for quality: Is there a quality culture?
<--- Score

121. What does your signature ensure?
<--- Score

122. Is a quality culture breakthrough on the horizon?
<--- Score

123. How is implementation research currently incorporated into each of your goals?
<--- Score

124. How are you doing compared to your industry?
<--- Score

125. What management system can you use to leverage the quality culture experience, ideas, and concerns of the people closest to the work to be done?
<--- Score

126. How do you keep records, of what?
<--- Score

127. How do you govern and fulfill your societal responsibilities?
<--- Score

128. Who will manage the integration of tools?
<--- Score

129. What are specific quality culture rules to follow?
<--- Score

130. How do you foster the skills, knowledge, talents, attributes, and characteristics you want to have?
<--- Score

131. What is the estimated value of the project?
<--- Score

132. Are there any activities that you can take off your to do list?
<--- Score

133. In retrospect, of the projects that you pulled the plug on, what percent do you wish

had been allowed to keep going, and what percent do you wish had ended earlier?
<--- Score

134. Where can you break convention?
<--- Score

135. What threat is quality culture addressing?
<--- Score

136. Do you see more potential in people than they do in themselves?
<--- Score

137. If you find that you havent accomplished one of the goals for one of the steps of the quality culture strategy, what will you do to fix it?
<--- Score

138. What is your question? Why?
<--- Score

139. What unique value proposition (UVP) do you offer?
<--- Score

140. What have you done to protect your business from competitive encroachment?
<--- Score

141. How do you go about securing quality culture?
<--- Score

142. Can you maintain your growth without detracting from the factors that have contributed to your success?
<--- Score

143. What is your formula for success in quality culture ?
<--- Score

144. How do you provide a safe environment -physically and emotionally?
<--- Score

145. Will there be any necessary staff changes (redundancies or new hires)?
<--- Score

146. How much does quality culture help?
<--- Score

147. How do you set quality culture stretch targets and how do you get people to not

only participate in setting these stretch targets but also that they strive to achieve these?
<--- Score

148. Who are the key stakeholders?
<--- Score

149. Is your basic point _____ or _____?
<--- Score

150. How do you accomplish your long range quality culture goals?
<--- Score

151. Would you rather sell to knowledgeable and informed customers or to uninformed customers?
<--- Score

152. Is quality culture realistic, or are you setting yourself up for failure?
<--- Score

153. Do quality culture rules make a reasonable demand on a users capabilities?
<--- Score

154. What information is critical to your organization that your executives are ignoring?
<--- Score

155. If you were responsible for initiating and implementing major changes in your organization, what steps might you take to ensure acceptance of those changes?
<--- Score

156. How do senior leaders deploy your organizations vision and values through your leadership system, to the workforce, to key suppliers and partners, and to customers and other stakeholders, as appropriate?
<--- Score

157. What did you miss in the interview for the worst hire you ever made?
<--- Score

158. Instead of going to current contacts for new ideas, what if you reconnected with dormant contacts--the people you used to know? If you were going reactivate a dormant tie, who would it be?
<--- Score

159. Can you break it down?
<--- Score

160. How do you cross-sell and up-sell your quality culture success?
<--- Score

161. How do you proactively clarify deliverables and quality culture quality expectations?
<--- Score

162. What are internal and external quality culture relations?
<--- Score

163. Who is responsible for ensuring appropriate resources (time, people and money) are allocated to quality culture?
<--- Score

164. If your customer were your grandmother, would you tell her to buy what you're selling?
<--- Score

165. What relationships among quality culture trends do you perceive?
<--- Score

166. Which quality culture goals are the most important?
<--- Score

167. Who is responsible for errors?
<--- Score

168. Is the quality culture organization completing tasks effectively and efficiently?
<--- Score

169. What trophy do you want on your mantle?
<--- Score

170. What is your BATNA (best alternative to a negotiated agreement)?
<--- Score

171. What is the big quality culture idea?
<--- Score

172. Are your responses positive or negative?
<--- Score

173. What is the range of capabilities?
<--- Score

174. How do you make it meaningful in connecting quality culture with what users do

day-to-day?
<--- Score

175. How do you engage the workforce, in addition to satisfying them?
<--- Score

176. If your company went out of business tomorrow, would anyone who doesn't get a paycheck here care?
<--- Score

177. What should you stop doing?
<--- Score

178. Why will customers want to buy your organizations products/services?
<--- Score

179. Why is it important to have senior management support for a quality culture project?
<--- Score

180. Who, on the executive team or the board, has spoken to a customer recently?
<--- Score

181. If you had to rebuild your organization without any traditional competitive advantages (i.e., no killer technology, promising research, innovative product/service delivery model, etcetera), how would your people have to approach their work and collaborate together in order to create the necessary conditions for success?
<--- Score

182. In the past year, what have you done (or could you have done) to increase the accurate perception of your company/brand as ethical and honest?
<--- Score

183. What is it like to work for you?
<--- Score

184. What role does communication play in the success or failure of a quality culture project?
<--- Score

185. Who are your customers?
<--- Score

186. What new services of functionality will be implemented next with quality culture ?
<--- Score

187. Do you have past quality culture successes?
<--- Score

188. How will you insure seamless interoperability of quality culture moving forward?
<--- Score

189. Why should you adopt a quality culture framework?
<--- Score

190. Whose voice (department, ethnic group, women, older workers, etc) might you have missed hearing from in your company, and how might you amplify this voice to create positive momentum for your business?
<--- Score

191. Does the project have a Quality Culture ?
<--- Score

192. Are the assumptions believable and achievable?
<--- Score

193. If you got fired and a new hire took your place, what would she do different?
<--- Score

194. What goals did you miss?
<--- Score

195. Which functions and people interact with the supplier and or customer?
<--- Score

196. What are your personal philosophies regarding quality culture and how do they influence your work?
<--- Score

197. Are assumptions made in quality culture stated explicitly?
<--- Score

198. How will you know that the quality culture project has been successful?
<--- Score

199. Is the safety and quality culture assessed annually?
<--- Score

200. Do you have an implicit bias for capital investments over people investments?
<--- Score

201. Is there any existing quality culture governance structure?
<--- Score

202. Are you making progress, and are you making progress as quality culture leaders?
<--- Score

203. What are your most important goals for the strategic quality culture objectives?
<--- Score

204. Do you have enough freaky customers in your portfolio pushing you to the limit day in and day out?
<--- Score

205. If no one would ever find out about your accomplishments, how would you lead differently?
<--- Score

206. Is there a work around that you can use?
<--- Score

207. How can you become more high-tech but still be high touch?
<--- Score

208. Are the criteria for selecting recommendations stated?
<--- Score

209. Do you know what you are doing? And who do you call if you don't?
<--- Score

210. What happens if you do not have enough funding?
<--- Score

211. How can you negotiate quality culture successfully with a stubborn boss, an irate client, or a deceitful coworker?
<--- Score

212. Do you have the right people on the bus?
<--- Score

213. What was the last experiment you ran?
<--- Score

214. What is the funding source for this project?
<--- Score

215. What potential megatrends could make your business model obsolete?
<--- Score

216. What are the success criteria that will indicate that quality culture objectives have been met and the benefits delivered?
<--- Score

217. Has implementation been effective in reaching specified objectives so far?
<--- Score

Add up total points for this section: _____ = Total points for this section

Divided by: _____ (number of statements answered) = _____ Average score for this section

Transfer your score to the quality culture Index at the beginning of the Self-Assessment.

Quality Culture and Managing Projects, Criteria for Project Managers:

1.0 Initiating Process Group: Quality Culture

1. What areas were overlooked on this Quality Culture project?

2. What were things that you did very well and want to do the same again on the next Quality Culture project?

3. How will it affect me?

4. What are the pressing issues of the hour?

5. What will be the pressing issues of tomorrow?

6. What are the constraints?

7. Were escalated issues resolved promptly?

8. Who is behind the Quality Culture project?

9. First of all, should any action be taken?

10. The Quality Culture project managers have maximum authority in which type of organization?

11. Do you know the roles & responsibilities required for this Quality Culture project?

12. What must be done?

13. The process to Manage Stakeholders is part of which process group?

14. Are stakeholders properly informed about the status of the Quality Culture project?

15. How will you do it?

16. How do you help others satisfy needs?

17. How to control and approve each phase?

18. Realistic - are the desired results expressed in a way that the team will be motivated and believe that the required level of involvement will be obtained?

19. Are the Quality Culture project team and stakeholders meeting regularly and using a meeting agenda and taking notes to accurately document what is being covered and

what happened in the weekly meetings?

20. Based on your Quality Culture project communication management plan, what worked well?

1.1 Project Charter: Quality Culture

21. Why executive support?

22. What ideas do you have for initial tests of change (PDSA cycles)?

23. Who ise input and support will this Quality Culture project require?

24. Why do you manage integration?

25. Who manages integration?

26. What outcome, in measureable terms, are you hoping to accomplish?

27. Market – identify products market, including whether it is outside of the objective: what is the purpose of the program or Quality Culture project?

28. How high should you set your goals?

29. What date will the task finish?

30. Who is the sponsor?

31. How will you know a change is an improvement?

32. For whom?

33. Who are the stakeholders?

34. Why Outsource?

35. What is the most common tool for helping define the detail?

36. What are the assumptions?

37. What are some examples of a business case?

38. Does the Quality Culture project need to consider any special capacity or capability issues?

39. Why use a Quality Culture project charter?

1.2 Stakeholder Register: Quality Culture

40. How should employers make voices heard?

41. What are the major Quality Culture project milestones requiring communications or providing communications opportunities?

42. What is the power of the stakeholder?

43. How big is the gap?

44. Who wants to talk about Security?

45. How will reports be created?

46. What & Why?

47. Is your organization ready for change?

48. What opportunities exist to provide communications?

49. Who is managing stakeholder engagement?

50. How much influence do they have on the Quality Culture project?

1.3 Stakeholder Analysis Matrix: Quality Culture

51. Are there different rules or organizational models for men and women?

52. Why is it important to identify them?

53. What unique or lowest-cost resources does the Quality Culture project have access to?

54. What could your organization improve?

55. Accreditations, etc?

56. Who is most dependent on the resources at stake?

57. Where are mitigation costs factored in?

58. Market developments?

59. How are the threatened Quality Culture project targets being used?

60. Organizational Applicability?

61. Partnership opportunities/synergies?

62. What is social & public accountability ?

63. What should thwe organizations stakeholders avoid?

64. Would it be fair to say that cost is a controlling criteria?

65. Are you going to weigh the stakeholders?

66. What can the stakeholder prevent from happening?

67. Competitors vulnerabilities?

68. What actions can be taken to reduce or mitigate risk?

69. Innovative aspects?

70. Which conditions out of the control of the management are crucial to contribute for the achievement of the development objective?

2.0 Planning Process Group: Quality Culture

71. Explanation: is what the Quality Culture project intents to solve a hard question?

72. To what extent have the target population and participants made the activities own, taking an active role in it?

73. Professionals want to know what is expected from them; what are the deliverables?

74. What do they need to know about the Quality Culture project?

75. How can you make your needs known?

76. How many days can task X be late in starting without affecting the Quality Culture project completion date?

77. Does the program have follow-up mechanisms (to verify the quality of the products, punctuality of delivery, etc.) to measure progress in the achievement of the envisaged results?

78. Will the products created live up to the necessary quality?

79. What is the critical path for this Quality Culture project, and what is the duration of the critical path?

80. Are work methodologies, financial instruments, etc. shared among departments, organizations and Quality Culture projects?

81. To what extent and in what ways are the Quality Culture project contributing to progress towards organizational reform?

82. How are the principles of aid effectiveness (ownership, alignment, management for development results and mutual responsibility) being applied in the Quality Culture project?

83. What factors are contributing to progress or delay in the achievement of products and results?

84. Are the follow-up indicators relevant and do they meet the quality needed to measure the outputs and outcomes of the Quality Culture project?

85. To what extent is the program helping to influence your organizations policy

framework?

86. Are you just doing busywork to pass the time?

87. In what ways can the governance of the Quality Culture project be improved so that it has greater likelihood of achieving future sustainability?

88. Is the pace of implementing the products of the program ensuring the completeness of the results of the Quality Culture project?

89. How will you know you did it?

2.1 Project Management Plan: Quality Culture

90. When is a Quality Culture project management plan created?

91. Are there any Client staffing expectations?

92. What did not work so well?

93. What would you do differently what did not work?

94. Are alternatives safe, functional, constructible, economical, reasonable and sustainable?

95. What are the assigned resources?

96. Are cost risk analysis methods applied to develop contingencies for the estimated total Quality Culture project costs?

97. Where does all this information come from?

98. What data/reports/tools/etc. do your PMs need?

99. Development trends and opportunities. What if the positive direction and vision of your organization causes expected trends to change?

100. When is the Quality Culture project management plan created?

101. What are the training needs?

102. Are calculations and results of analyzes essentially correct?

103. What are the known stakeholder requirements?

104. Are there any windfall benefits that would accrue to the Quality Culture project sponsor or other parties?

105. What should you drop in order to add something new?

106. Has the selected plan been formulated using cost effectiveness and incremental analysis techniques?

107. How do you manage time?

2.2 Scope Management Plan: Quality Culture

108. Does the Quality Culture project have a Quality Culture?

109. For which criterion is it tolerable not to meet the original parameters?

110. Do you have funding for Quality Culture project and product development, implementation and on-going support?

111. Is the quality assurance team identified?

112. Have adequate resources been provided by management to ensure Quality Culture project success?

113. The greatest degree of uncertainty is encountered during which phase of the Quality Culture project life cycle?

114. Does the Quality Culture project team have the skills necessary to successfully complete current Quality Culture project(s) and support the application?

115. Product – what are you trying to accomplish and how will you know when you are finished?

116. Describe how the deliverables will be verified against the Quality Culture project scope. To whom will the deliverables be first presented for inspection and verification?

117. Is mitigation authorized or recommended?

118. Is an industry recognized mechanized support tool(s) being used for Quality Culture project scheduling & tracking?

119. Has adequate time for orientation & training of Quality Culture project staff been provided for in relation to technical nature of the application and the experience levels of Quality Culture project personnel?

120. Are the Quality Culture project plans updated on a frequent basis?

121. Is it possible to track all classes of Quality Culture project work (e.g. scheduled, un-scheduled, defect repair, etc.)?

122. Are cause and effect determined for risks when they occur?

123. Does the business case include how the Quality Culture project aligns with your organizations strategic goals & objectives?

124. How will scope changes be identified and classified?

2.3 Requirements Management Plan: Quality Culture

125. Is there formal agreement on who has authority to approve a change in requirements?

126. Will the product release be stable and mature enough to be deployed in the user community?

127. When and how will a requirements baseline be established in this Quality Culture project?

128. Who will approve the requirements (and if multiple approvers, in what order)?

129. Is there formal agreement on who has authority to request a change in requirements?

130. Who is responsible for monitoring and tracking the Quality Culture project requirements?

131. Did you get proper approvals?

132. Who will perform the analysis?

133. Have stakeholders been instructed in the Change Control process?

134. What is a problem?

135. Who is responsible for quantifying the Quality Culture project requirements?

136. What cost metrics will be used?

137. Did you provide clear and concise specifications?

138. How detailed should the Quality Culture project get?

139. Will you have access to stakeholders when you need them?

140. Do you understand the role that each stakeholder will play in the requirements process?

141. How will bidders price evaluations be done, by deliverables, phases, or in a big bang?

142. Do you have an agreed upon process for alerting the Quality Culture project Manager if a request for change in requirements leads to a product scope change?

143. How will the information be distributed?

144. After the requirements are gathered and set forth on the requirements register, theyre little more than a laundry list of items. Some may be duplicates, some might conflict with others and some will be too broad or too vague to understand. Describe how the requirements will be analyzed. Who will perform the analysis?

2.4 Requirements Documentation: Quality Culture

145. How do you know when a Requirement is accurate enough?

146. How to document system requirements?

147. What images does it conjure?

148. Where do system and software requirements come from, what are sources?

149. What facilities must be supported by the system?

150. How much testing do you need to do to prove that your system is safe?

151. How much does requirements engineering cost?

152. What is the risk associated with cost and schedule?

153. What kind of entity is a problem ?

154. Can the requirement be changed without a large impact on other requirements?

155. Who is interacting with the system?

156. Completeness. are all functions required by the customer included?

157. Is the origin of the requirement clearly stated?

158. Are there legal issues?

159. How do you get the user to tell you what they want?

160. How will the proposed Quality Culture project help?

161. Is the requirement realistically testable?

162. Where do you define what is a customer, what are the attributes of customer?

163. Where are business rules being captured?

2.5 Requirements Traceability Matrix: Quality Culture

164. Do you have a clear understanding of all subcontracts in place?

165. Why do you manage scope?

166. Why use a WBS?

167. What percentage of Quality Culture projects are producing traceability matrices between requirements and other work products?

168. How will it affect the stakeholders personally in career?

169. What are the chronologies, contingencies, consequences, criteria?

170. Is there a requirements traceability process in place?

171. Describe the process for approving requirements so they can be added to the traceability matrix and Quality Culture project work can be performed. Will the Quality Culture project requirements become approved in writing?

172. How do you manage scope?

173. How small is small enough?

174. Will you use a Requirements Traceability Matrix?

175. What is the WBS?

2.6 Project Scope Statement: Quality Culture

176. Is the change control process documented and on file?

177. If there are vendors, have they signed off on the Quality Culture project Plan?

178. Elements that deal with providing the detail?

179. What went wrong?

180. Will the Quality Culture project risks be managed according to the Quality Culture projects risk management process?

181. Is the plan for Quality Culture project resources adequate?

182. What is the product of this Quality Culture project?

183. Will the risk status be reported to management on a regular and frequent basis?

184. Have the configuration management functions been assigned?

185. Is the Quality Culture project organization documented and on file?

186. Has the Quality Culture project scope statement been reviewed as part of the baseline process?

187. Does the scope statement still need some clarity?

188. Is this process communicated to the customer and team members?

189. Risks?

190. Are there backup strategies for key members of the Quality Culture project?

191. What is a process you might recommend to verify the accuracy of the research deliverable?

192. If you were to write a list of what should not be included in the scope statement, what are the things that you would recommend be described as out-of-scope?

193. Will there be a Change Control Process in place?

194. Is the Quality Culture project manager qualified and experienced in Quality Culture project management?

2.7 Assumption and Constraint Log: Quality Culture

195. Are processes for release management of new development from coding and unit testing, to integration testing, to training, and production defined and followed?

196. What if failure during recovery?

197. Is there adequate stakeholder participation for the vetting of requirements definition, changes and management?

198. Is this model reasonable?

199. Would known impacts serve as impediments?

200. Is the definition of the Quality Culture project scope clear; what needs to be accomplished?

201. Are formal code reviews conducted?

202. Should factors be unpredictable over time?

203. What do you audit?

204. What worked well?

205. Contradictory information between different documents?

206. Are there standards for code development?

207. No superfluous information or marketing narrative?

208. Does a specific action and/or state that is known to violate security policy occur?

209. After observing execution of process, is it in compliance with the documented Plan?

210. Do documented requirements exist for all critical components and areas, including technical, business, interfaces, performance, security and conversion requirements?

211. What is positive about the current process?

212. Is the amount of effort justified by the anticipated value of forming a new process?

213. How relevant is this attribute to this Quality Culture project or audit?

2.8 Work Breakdown Structure: Quality Culture

214. When do you stop?

215. Is it still viable?

216. What is the probability of completing the Quality Culture project in less that xx days?

217. Who has to do it?

218. How much detail?

219. How far down?

220. How big is a work-package?

221. When would you develop a Work Breakdown Structure?

222. When does it have to be done?

223. What has to be done?

224. What is the probability that the Quality Culture project duration will exceed xx weeks?

225. How many levels?

226. Where does it take place?

227. Can you make it?

228. Why is it useful?

229. Do you need another level?

2.9 WBS Dictionary: Quality Culture

230. Are overhead budgets and costs being handled according to the disclosure statement when applicable, or otherwise properly classified (for example, engineering overhead, IR&D)?

231. Knowledgeable Quality Culture projections of future performance?

232. Are all affected work authorizations, budgeting, and scheduling documents amended to properly reflect the effects of authorized changes?

233. Are meaningful indicators identified for use in measuring the status of cost and schedule performance?

234. Is work properly classified as measured effort, LOE, or apportioned effort and appropriately separated?

235. Are current budgets resulting from changes to the authorized work and/or internal replanning, reconcilable to original budgets for specified reporting items?

236. What are you counting on?

237. Are internal budgets for authorized, and not priced changes based on the contractors resource plan for accomplishing the work?

238. Major functional areas of contract effort?

239. The anticipated business volume?

240. Are control accounts opened and closed based on the start and completion of work contained therein?

241. Are authorized changes being incorporated in a timely manner?

242. Are records maintained to show full accountability for all material purchased for the contract, including the residual inventory?

243. Does the contractors system description or procedures require that the performance measurement baseline plus management reserve equal the contract budget base?

244. Software specification, development, integration, and testing, licenses ?

245. Is future work which cannot be planned in detail subdivided to the extent practicable for budgeting and scheduling purposes?

246. Does the contractor require sufficient detailed planning of control accounts to constrain the application of budget initially allocated for future effort to current effort?

247. Evaluate the performance of operating organizations?

248. Does the contractors system include procedures for measuring the performance of critical subcontractors?

2.10 Schedule Management Plan: Quality Culture

249. Are right task and resource calendars used in the IMS?

250. Are the schedule estimates reasonable given the Quality Culture project?

251. Is a process defined for baseline approval and control?

252. Sensitivity analysis?

253. Are scheduled deliverables actually delivered?

254. What weaknesses do you have?

255. Is the ims development and management approach described?

256. Have the key elements of a coherent Quality Culture project management strategy been established?

257. Staffing Requirements?

258. Is there a formal set of procedures supporting Issues Management?

259. Do Quality Culture project managers participating in the Quality Culture project know the Quality Culture projects true status first hand?

260. Is there general agreement & acceptance of the current status and progress of the Quality Culture project?

261. Is the ims used by all levels of management for Quality Culture project implementation and control?

262. What tools and techniques will be used to estimate activity resources?

263. Does the Quality Culture project have a Statement of Work?

264. Does the detailed work plan match the complexity of tasks with the capabilities of personnel?

265. Is the communication plan being followed?

266. Have stakeholder accountabilities & responsibilities been clearly defined?

267. Is your organization certified as a supplier, wholesaler and/or regular dealer?

268. Is the development plan and/or process documented?

2.11 Activity List: Quality Culture

269. How can the Quality Culture project be displayed graphically to better visualize the activities?

270. What is the probability the Quality Culture project can be completed in xx weeks?

271. When will the work be performed?

272. What is your organizations history in doing similar activities?

273. When do the individual activities need to start and finish?

274. Where will it be performed?

275. How difficult will it be to do specific activities on this Quality Culture project?

276. What did not go as well?

277. Can you determine the activity that must finish, before this activity can start?

278. What will be performed?

279. The wbs is developed as part of a joint planning session. and how do you know that youhave done this right?

280. What is the LF and LS for each activity?

281. What went right?

282. What is the total time required to complete the Quality Culture project if no delays occur?

283. For other activities, how much delay can be tolerated?

284. How much slack is available in the Quality Culture project?

285. How detailed should a Quality Culture project get?

286. Is infrastructure setup part of your Quality Culture project?

2.12 Activity Attributes: Quality Culture

287. Would you consider either of corresponding activities an outlier?

288. Can more resources be added?

289. How many resources do you need to complete the work scope within a limit of X number of days?

290. What is missing?

291. Resource is assigned to?

292. Has management defined a definite timeframe for the turnaround or Quality Culture project window?

293. Is there anything planned that does not need to be here?

294. Time for overtime?

295. How difficult will it be to complete specific activities on this Quality Culture project?

296. Resources to accomplish the work?

297. How many days do you need to complete the work scope with a limit of X number of resources?

298. Activity: what is In the Bag?

299. Can you re-assign any activities to another resource to resolve an over-allocation?

300. Are the required resources available?

301. What conclusions/generalizations can you draw from this?

302. What activity do you think you should spend the most time on?

303. What is the general pattern here?

2.13 Milestone List: Quality Culture

304. Describe the industry you are in and the market growth opportunities. What is the market for your technology, product or service?

305. Gaps in capabilities?

306. Milestone pages should display the UserID of the person who added the milestone. Does a report or query exist that provides this audit information?

307. What has been done so far?

308. What are your competitors vulnerabilities?

309. What would happen if a delivery of material was one week late?

310. Continuity, supply chain robustness?

311. How late can the activity start?

312. Level of the Innovation?

313. Vital contracts and partners?

314. What is the market for your technology, product or service?

315. Do you foresee any technical risks or developmental challenges?

316. Identify critical paths (one or more) and which activities are on the critical path?

317. Insurmountable weaknesses?

318. Loss of key staff?

319. Competitive advantages?

320. Marketing - reach, distribution, awareness?

321. Sustaining internal capabilities?

322. Usps (unique selling points)?

323. What specific improvements did you make to the Quality Culture project proposal since the previous time?

2.14 Network Diagram: Quality Culture

324. What are the tools?

325. How difficult will it be to do specific activities on this Quality Culture project?

326. Are you on time?

327. Review the logical flow of the network diagram. Take a look at which activities you have first and then sequence the activities. Do they make sense?

328. What to do and When?

329. What activity must be completed immediately before this activity can start?

330. What is the probability of completing the Quality Culture project in less that xx days?

331. Are the gantt chart and/or network diagram updated periodically and used to assess the overall Quality Culture project timetable?

332. Exercise: what is the probability that the Quality Culture project duration will exceed xx weeks?

333. What must be completed before an activity can be started?

334. If x is long, what would be the completion time if you break x into two parallel parts of y weeks and z weeks?

335. Why must you schedule milestones, such as reviews, throughout the Quality Culture project?

336. Will crashing x weeks return more in benefits than it costs?

337. Where do you schedule uncertainty time?

338. What job or jobs could run concurrently?

339. Can you calculate the confidence level?

340. If the Quality Culture project network diagram cannot change and you have extra personnel resources, what is the BEST thing to do?

341. What can be done concurrently?

2.15 Activity Resource Requirements: Quality Culture

342. What are constraints that you might find during the Human Resource Planning process?

343. Why do you do that?

344. What is the Work Plan Standard?

345. When does monitoring begin?

346. Which logical relationship does the PDM use most often?

347. Do you use tools like decomposition and rolling-wave planning to produce the activity list and other outputs?

348. Anything else?

349. How many signatures do you require on a check and does this match what is in your policy and procedures?

350. Other support in specific areas?

351. How do you handle petty cash?

352. Are there unresolved issues that need to be addressed?

2.16 Resource Breakdown Structure: Quality Culture

353. What is the primary purpose of the human resource plan?

354. What are the requirements for resource data?

355. The list could probably go on, but, the thing that you would most like to know is, How long & How much?

356. What is Quality Culture project communication management?

357. What is the purpose of assigning and documenting responsibility?

358. Why is this important?

359. Which resources should be in the resource pool?

360. Changes based on input from stakeholders?

361. Goals for the Quality Culture project. What is each stakeholders desired outcome for the Quality Culture project?

362. How should the information be delivered?

363. What is the difference between % Complete and % work?

364. How can this help you with team building?

365. Which resource planning tool provides information on resource responsibility and accountability?

366. Any changes from stakeholders?

367. Why time management?

368. How difficult will it be to do specific activities on this Quality Culture project?

2.17 Activity Duration Estimates: Quality Culture

369. What steps did your organization take to earn this prestigious quality award?

370. Are procurement documents used to solicit accurate and complete proposals from prospective sellers?

371. What time management activity should you do NEXT?

372. What questions do you have about the sample documents provided?

373. Which types of reports would help provide summary information to senior management?

374. Who will be the main sponsor for it?

375. What functions does this software provide that cannot be done easily using other tools such as a spreadsheet or database?

376. What is the duration of a milestone?

377. Are updates on work results collected and used as inputs to the performance reporting process?

378. How do you enter durations, link tasks, and view critical path information?

379. Do they make sense?

380. What tasks can take place concurrently?

381. Are measurement techniques employed to determine the potential impact of proposed changes?

382. How can you use Microsoft Quality Culture project and Excel to assist in Quality Culture project risk management?

383. What type of contract was used and why?

384. What Quality Culture project was the first to use modern Quality Culture project management?

385. What is the difference between conceptual, application, and evaluative questions?

386. Which type of mathematical analysis is being used?

387. Are procedures followed to ensure information is available to stakeholders in a timely manner?

388. Write a oneto two-page paper describing your dream team for this Quality Culture project. What type of people would you want on your team?

2.18 Duration Estimating Worksheet: Quality Culture

389. What utility impacts are there?

390. Science = process: remember the scientific method?

391. What is next?

392. What is the total time required to complete the Quality Culture project if no delays occur?

393. Is the Quality Culture project responsive to community need?

394. Can the Quality Culture project be constructed as planned?

395. What work will be included in the Quality Culture project?

396. What is cost and Quality Culture project cost management?

397. Does the Quality Culture project provide innovative ways for stakeholders to overcome obstacles or deliver better outcomes?

398. How can the Quality Culture project be displayed graphically to better visualize the activities?

399. Small or large Quality Culture project?

400. Done before proceeding with this activity or what can be done concurrently?

401. Why estimate costs?

402. Is this operation cost effective?

403. What is your role?

404. When does your organization expect to be able to complete it?

405. What is an Average Quality Culture project?

406. Do any colleagues have experience with your organization and/or RFPs?

2.19 Project Schedule: Quality Culture

407. Was the Quality Culture project schedule reviewed by all stakeholders and formally accepted?

408. If there are any qualifying green components to this Quality Culture project, what portion of the total Quality Culture project cost is green?

409. Is there a Schedule Management Plan that establishes the criteria and activities for developing, monitoring and controlling the Quality Culture project schedule?

410. How much slack is available in the Quality Culture project?

411. Did the Quality Culture project come in under budget?

412. Are activities connected because logic dictates the order in which others occur?

413. Change management required?

414. Month Quality Culture project take?

415. How do you use schedules?

416. Is the Quality Culture project schedule available for all Quality Culture project team members to review?

417. Activity charts and bar charts are graphical representations of a Quality Culture project schedule ...how do they differ?

418. If you can not fix it, how do you do it differently?

419. Are you working on the right risks?

420. Did the final product meet or exceed user expectations?

421. Should you include sub-activities?

422. How do you manage Quality Culture project Risk?

423. To what degree is do you feel the entire team was committed to the Quality Culture project schedule?

424. How can you address that situation?

2.20 Cost Management Plan: Quality Culture

425. Similar Quality Culture projects?

426. Is an industry recognized mechanized support tool(s) being used for Quality Culture project scheduling & tracking?

427. Are updated Quality Culture project time & resource estimates reasonable based on the current Quality Culture project stage?

428. Have all unresolved risks been documented?

429. Are multiple estimation methods being employed?

430. Are risk triggers captured?

431. Vac -variance at completion, how much over/under budget do you expect to be?

432. For cost control purposes?

433. Exclusions – is there scope to be performed or provided by others?

434. Is pert / critical path or equivalent methodology being used?

435. Are any non-compliance issues that exist due to State practices communicated to your organization?

436. Timeline and milestones?

437. Is documentation created for communication with the suppliers and Vendors?

438. Is there a set of procedures defining the scope, procedures, and deliverables defining quality control?

439. Will the forecasts be based on trend analysis and earned value statistics?

440. Time management – how will the schedule impact of changes be estimated and approved?

441. Progress measurement and control – How will the Quality Culture project measure and control progress?

442. Are Quality Culture project team members committed fulltime?

2.21 Activity Cost Estimates: Quality Culture

443. Which contract type places the most risk on the seller?

444. How do you treat administrative costs in the activity inventory?

445. Does the estimator estimate by task or by person?

446. What makes a good expected result statement?

447. The impact and what actions were taken?

448. What areas were overlooked on this Quality Culture project?

449. How quickly can the task be done with the skills available?

450. How and when do you enter into Quality Culture project Procurement Management?

451. What were things that you did very well and want to do the same again on the next Quality Culture project?

452. What is the activity inventory?

453. How do you allocate indirect costs to activities?

454. What is the Quality Culture projects sustainability strategy that will ensure Quality Culture project results will endure or be sustained?

455. If you are asked to lower your estimate because the price is too high, what are your options?

456. What procedures are put in place regarding bidding and cost comparisons, if any?

457. Can you change your activities?

458. What is Quality Culture project cost management?

459. What is procurement?

460. Is costing method consistent with study goals?

461. Will you need to provide essential services information about activities?

2.22 Cost Estimating Worksheet: Quality Culture

462. What info is needed?

463. Is the Quality Culture project responsive to community need?

464. Identify the timeframe necessary to monitor progress and collect data to determine how the selected measure has changed?

465. What will others want?

466. Is it feasible to establish a control group arrangement?

467. Does the Quality Culture project provide innovative ways for stakeholders to overcome obstacles or deliver better outcomes?

468. What is the purpose of estimating?

469. Ask: are others positioned to know, are others credible, and will others cooperate?

470. Who is best positioned to know and assist in identifying corresponding factors?

471. How will the results be shared and to whom?

472. Value pocket identification & quantification what are value pockets?

473. What can be included?

474. What is the estimated labor cost today based upon this information?

475. What additional Quality Culture project(s) could be initiated as a result of this Quality Culture project?

476. Can a trend be established from historical performance data on the selected measure and are the criteria for using trend analysis or forecasting methods met?

477. What costs are to be estimated?

478. What happens to any remaining funds not used?

479. Will the Quality Culture project collaborate with the local community and leverage resources?

2.23 Cost Baseline: Quality Culture

480. Verify business objectives. Are others appropriate, and well-articulated?

481. What is the consequence?

482. On time?

483. What deliverables come first?

484. What would the life cycle costs be?

485. Does the suggested change request seem to represent a necessary enhancement to the product?

486. What is your organizations history in doing similar tasks?

487. How long are you willing to wait before you find out were late?

488. What is the most important thing to do next to make your Quality Culture project successful?

489. What threats might prevent you from getting there?

490. Have all approved changes to the cost baseline been identified and impact on the Quality Culture project documented?

491. Definition of done can be traced back to the definitions of what are you providing to the customer in terms of deliverables?

492. Eac -estimate at completion, what is the total job expected to cost?

493. Quality Culture project goals -should others be reconsidered?

494. Are there contingencies or conditions related to the acceptance?

495. What can go wrong?

496. What is it ?

2.24 Quality Management Plan: Quality Culture

497. Are you meeting your customers expectations consistently?

498. Who is responsible for writing the qapp?

499. Show/provide copy of procedures for taking field notes?

500. How does your organization perform analyzes to assess overall organizational performance and set priorities?

501. What changes can you make that will result in improvement?

502. How do you decide what information to record?

503. Do you periodically review your data quality system to see that it is up to date and appropriate?

504. How do senior leaders create an environment that encourages learning and innovation?

505. Sampling part of task?

506. Is there a Quality Management Plan?

507. Does the program use modeling in the permitting or decision-making processes?

508. What process do you use to minimize errors, defects, and rework?

509. How are corresponding standards measured?

510. Are there processes in place to ensure internal consistency between the source code components?

511. Is this a Requirement?

512. How do you ensure that your sampling methods and procedures meet your data needs?

513. Who gets results of work?

514. What type of in-house testing do you conduct?

515. How does your organization decide what to measure?

516. What are your organizations current levels and trends for the already stated measures related to employee wellbeing, satisfaction, and development?

2.25 Quality Metrics: Quality Culture

517. Where did complaints, returns and warranty claims come from?

518. Is there a set of procedures to capture, analyze and act on quality metrics?

519. Is a risk containment plan in place?

520. Are there already quality metrics available that detect nonlinear embeddings and trends similar to the users perception?

521. Filter visualizations of interest?

522. What approved evidence based screening tools can be used?

523. Has risk analysis been adequately reviewed?

524. What percentage are outcome-based?

525. How do you know if everyone is trying to improve the right things?

526. What happens if you get an abnormal result?

527. How is it being measured?

528. Which are the right metrics to use?

529. What is the CMS Benchmark?

530. Is material complete (and does it meet the standards)?

531. Is the reporting frequency appropriate?

532. What method of measurement do you use?

533. Have alternatives been defined in the event that failure occurs?

534. Are quality metrics defined?

2.26 Process Improvement Plan: Quality Culture

535. Are you meeting the quality standards?

536. What makes people good SPI coaches?

537. What is the test-cycle concept?

538. Where do you want to be?

539. What lessons have you learned so far?

540. Have storage and access mechanisms and procedures been determined?

541. Are you making progress on the goals?

542. What is quality and how will you ensure it?

543. Everyone agrees on what process improvement is, right?

544. How do you manage quality?

545. What personnel are the coaches for your initiative?

546. Where are you now?

547. Are you making progress on the improvement framework?

548. Are there forms and procedures to collect and record the data?

549. What personnel are the champions for the initiative?

550. Are you following the quality standards?

551. Where do you focus?

552. Are you making progress on your improvement plan?

553. Does your process ensure quality?

2.27 Responsibility Assignment Matrix: Quality Culture

554. Are the actual costs used for variance analysis reconcilable with data from the accounting system?

555. What do people write/say on status/Quality Culture project reports?

556. Ideas for developing soft skills at your organization?

557. How do you manage remotely to staff in other Divisions?

558. How do you assist them to be as productive as possible?

559. Incurrence of actual indirect costs in excess of budgets, by element of expense?

560. Is work progressively subdivided into detailed work packages as requirements are defined?

561. Identify potential or actual budget-based and time-based schedule variances?

562. Contemplated overhead expenditure for each period based on the best information currently available?

563. Past experience – the person or the group worked at something similar in the past?

564. Does the contractors system provide unit or lot costs when applicable?

565. Is the entire contract planned in time-phased control accounts to the extent practicable?

566. Are overhead cost budgets established for each organization which has authority to incur overhead costs?

567. The already stated responsible for the establishment of budgets and assignment of resources for overhead performance?

568. Are estimates of costs at completion generated in a rational, consistent manner?

569. Changes in the direct base to which overhead costs are allocated?

2.28 Roles and Responsibilities: Quality Culture

570. Once the responsibilities are defined for the Quality Culture project, have the deliverables, roles and responsibilities been clearly communicated to every participant?

571. Is there a training program in place for stakeholders covering expectations, roles and responsibilities and any addition knowledge others need to be good stakeholders?

572. Accountabilities: what are the roles and responsibilities of individual team members?

573. Do you take the time to clearly define roles and responsibilities on Quality Culture project tasks?

574. How is your work-life balance?

575. Is feedback clearly communicated and non-judgmental?

576. What expectations were met?

577. Implementation of actions: Who are the responsible units?

578. What should you highlight for improvement?

579. Does your vision/mission support a culture of quality data?

580. Does the team have access to and ability to use data analysis tools?

581. Influence: what areas of organizational decision making are you able to influence when you do not have authority to make the final decision?

582. Are the quality assurance functions and related roles and responsibilities clearly defined?

583. What is working well within your organizations performance management system?

584. What is working well?

585. Do the values and practices inherent in the culture of your organization foster or hinder the process?

586. What expectations were NOT met?

587. What are your major roles and responsibilities in the area of performance measurement and assessment?

2.29 Human Resource Management Plan: Quality Culture

588. What communication items need improvement?

589. Are Quality Culture project leaders committed to this Quality Culture project full time?

590. Have all involved Quality Culture project stakeholders and work groups committed to the Quality Culture project?

591. Alignment to strategic goals & objectives?

592. Were Quality Culture project team members involved in the development of activity & task decomposition?

593. Are Quality Culture project team members involved in detailed estimating and scheduling?

594. Are the results of quality assurance reviews provided to affected groups & individuals?

595. Has the Quality Culture project scope been baselined?

596. Is your organization primarily focused on a specific industry?

597. What were things that you did very well and want to do the same again on the next Quality Culture project?

598. Are enough systems & user personnel assigned to the Quality Culture project?

599. What is the boss?

600. Were stakeholders aware and supportive of the principles and practices of modern cost estimation?

601. Is the schedule updated on a periodic basis?

602. How will the Quality Culture project manage expectations & meet needs and requirements?

603. Does the business case include how the Quality Culture project aligns with your organizations strategic goals & objectives?

604. What were things that you did well, and could improve, and how?

605. Have lessons learned been conducted after each Quality Culture project release?

606. Are there checklists created to determine if all quality processes are followed?

2.30 Communications Management Plan: Quality Culture

607. What is the political influence?

608. Why is stakeholder engagement important?

609. What communications method?

610. Who have you worked with in past, similar initiatives?

611. In your work, how much time is spent on stakeholder identification?

612. Why do you manage communications?

613. Are there too many who have an interest in some aspect of your work?

614. Who is responsible?

615. Which stakeholders can influence others?

616. Is the stakeholder role recognized by your organization?

617. Are others part of the communications management plan?

618. How will the person responsible for executing the communication item be notified?

619. Who will use or be affected by the result of a Quality Culture project?

620. What are the interrelationships?

621. Which team member will work with each stakeholder?

622. Who is involved as you identify stakeholders?

623. Will messages be directly related to the release strategy or phases of the Quality Culture project?

624. Conflict resolution -which method when?

625. Do you feel a register helps?

626. Who is the stakeholder?

2.31 Risk Management Plan: Quality Culture

627. What things might go wrong?

628. Is the number of people on the Quality Culture project team adequate to do the job?

629. How quickly does each item need to be resolved?

630. Management -what contingency plans do you have if the risk becomes a reality?

631. Is the process being followed?

632. Should the risk be taken at all?

633. User involvement: do you have the right users?

634. Are the software tools integrated with each other?

635. Technology risk: is the Quality Culture project technically feasible?

636. Is there additional information that would make you more confident about your analysis?

637. Risk categories: what are the main categories of risks that should be addressed on this Quality Culture project?

638. What would you do?

639. How do you manage Quality Culture project Risk?

640. Financial risk -can your organization afford to undertake the Quality Culture project?

641. How is the audit profession changing?

642. Are you on schedule?

643. Are there risks to human health or the environment that need to be controlled or mitigated?

644. Have top software and customer managers formally committed to support the Quality Culture project?

645. Mitigation -how can you avoid the risk?

646. What should be done with non-critical risks?

2.32 Risk Register: Quality Culture

647. Assume the risk event or situation happens, what would the impact be?

648. Contingency actions - planned actions to reduce the immediate seriousness of the risk when it does occur. What should you do when?

649. What is the reason for current performance gaps and do the risks and opportunities identified previously account for this?

650. What will be done?

651. What are the assumptions and current status that support the assessment of the risk?

652. How are risks graded?

653. Is further information required before making a decision?

654. Severity Prediction?

655. Why would you develop a risk register?

656. Having taken action, how did the responses effect change, and where is the Quality Culture project now?

657. What are you going to do to limit the Quality Culture projects risk exposure due to the identified risks?

658. How could corresponding Risk affect the Quality Culture project in terms of cost and schedule?

659. What should you do when?

660. When would you develop a risk register?

661. Assume the event happens, what is the Most Likely impact?

662. What is the probability and impact of the risk occurring?

663. Are your objectives at risk?

664. Cost/benefit – how much will the proposed mitigations cost and how does this cost

compare with the potential cost of the risk event/situation should it occur?

665. Budget and schedule: what are the estimated costs and schedules for performing risk-related activities?

666. Are corrective measures implemented as planned?

2.33 Probability and Impact Assessment: Quality Culture

667. Have you ascribed a level of confidence to every critical technical objective?

668. What are the current demands of the customer?

669. Are formal technical reviews part of this process?

670. What are the tools and techniques used in managing the challenges faced?

671. Are requirements fully understood by the software engineering team and customers?

672. How much risk do others need to take?

673. What action do you usually take against risks?

674. What should be the gestation period for the Quality Culture project with specific technology?

675. Risk data quality assessment - what is the quality of the data used to determine or assess the risk?

676. What risks are necessary to achieve success?

677. Are there new risks that mitigation strategies might introduce?

678. What is the Quality Culture project managers level of commitment and professionalism?

679. Do you use any methods to analyze risks?

680. Are enough people available?

681. Risk urgency assessment -which of your risks could occur soon, or require a longer planning time?

682. Is the customer willing to commit significant time to the requirements gathering process?

683. Who will be in command to monitor and control the performance of the consortium members (consortium leader/client)?

684. What are the probabilities of chosen technologies being suitable for local conditions?

2.34 Probability and Impact Matrix: Quality Culture

685. Pay attention to the quality of the plans: is the content complete, or does it seem to be lacking detail?

686. Does the software engineering team have the right mix of skills?

687. What will be the likely political environment during the life of the Quality Culture project?

688. Who has experience with this?

689. What should be done with risks on the watch list?

690. Are tools for analysis and design available?

691. Which phase of the Quality Culture project do you take part in?

692. How to prioritize risks?

693. Number of users of the product?

694. Have customers been involved fully in the definition of requirements?

695. Costs associated with late delivery or a defective product?

696. Are some people working on multiple Quality Culture projects?

697. Do you have a consistent repeatable process that is actually used?

698. What lifestyle shifts might occur in society?

699. What can you use the analyzed risks for?

700. Which is an input to the risk management process?

2.35 Risk Data Sheet: Quality Culture

701. What are the main threats to your existence?

702. What will be the consequences if the risk happens?

703. How do you handle product safely?

704. Are new hazards created?

705. What are the main opportunities available to you that you should grab while you can?

706. Whom do you serve (customers)?

707. What is the chance that it will happen?

708. Who has a vested interest in how you perform as your organization (our stakeholders)?

709. What were the Causes that contributed?

710. What are you trying to achieve (Objectives)?

711. What are you weak at and therefore need to do better?

712. What can happen?

713. During work activities could hazards exist?

714. How reliable is the data source?

715. Do effective diagnostic tests exist?

716. How can hazards be reduced?

717. What actions can be taken to eliminate or remove risk?

718. Will revised controls lead to tolerable risk levels?

719. Has a sensitivity analysis been carried out?

2.36 Procurement Management Plan: Quality Culture

720. Was your organizations estimating methodology being used and followed?

721. Has a quality assurance plan been developed for the Quality Culture project?

722. Has the schedule been baselined?

723. Are cause and effect determined for risks when others occur?

724. Are enough systems & user personnel assigned to the Quality Culture project?

725. Pareto diagrams, statistical sampling, flow charting or trend analysis used quality monitoring?

726. Are written status reports provided on a designated frequent basis?

727. Are issues raised, assessed, actioned, and resolved in a timely and efficient manner?

728. Does the business case include how the Quality Culture project aligns with your organizations strategic goals & objectives?

729. Is a pmo (Quality Culture project management office) in place which provides oversight to the Quality Culture project?

730. Is it standard practice to formally commit stakeholders to the Quality Culture project via agreements?

731. How long will it take for the purchase cost to be the same as the lease cost?

732. Are changes in scope (deliverable commitments) agreed to by all affected groups & individuals?

733. Does the Quality Culture project team have the right skills?

734. Have activity relationships and interdependencies within tasks been adequately identified?

735. Is there a procurement management plan in place?

736. Is a stakeholder management plan in place that covers topics?

737. Was the scope definition used in task sequencing?

738. Is there an issues management plan in place?

739. Do Quality Culture project managers participating in the Quality Culture project know the Quality Culture projects true status first hand?

2.37 Source Selection Criteria: Quality Culture

740. What evidence should be provided regarding proposal evaluations?

741. How organization are proposed quotes/prices?

742. Who must be notified?

743. When is it appropriate to conduct a preproposal conference?

744. What are open book debriefings?

745. What are the requirements for publicizing a RFP?

746. What are the most critical evaluation criteria that prove to be tiebreakers in the evaluation of proposals?

747. Is this a cost contract?

748. What documentation is needed for a tradeoff decision?

749. Who should attend debriefings?

750. What is cost analysis and when should it be performed?

751. Have team members been adequately trained?

752. Is a letter of commitment from each proposed team member and key subcontractor included?

753. Can you identify proposed teaming partners and/or subcontractors and consider the nature and extent of proposed involvement in satisfying the Quality Culture project requirements?

754. How should oral presentations be evaluated?

755. When is it appropriate to issue a Draft Request for Proposal (DRFP)?

756. Are evaluators ready to begin this task?

757. How much weight should be placed on past performance information?

758. What risks were identified in the proposals?

759. Will the technical evaluation factor unnecessarily force the acquisition into a higher-priced market segment?

2.38 Stakeholder Management Plan: Quality Culture

760. Are the appropriate IT resources adequate to meet planned commitments?

761. Have key stakeholders been identified?

762. Is there a formal process for updating the Quality Culture project baseline?

763. Was trending evident between reviews?

764. How much information should be collected?

765. Are the payment terms being followed?

766. Are regulatory inspections considered part of quality control?

767. Has a Quality Culture project Communications Plan been developed?

768. Are requirements management tracking tools and procedures in place?

769. What proven methodologies and standards will be used to ensure that materials, products, processes and services are fit for purpose?

770. Do all stakeholders know how to access this repository and where to find the Quality Culture project documentation?

771. Are tasks tracked by hours?

772. Is there a requirements change management processes in place?

773. Are the quality tools and methods identified in the Quality Plan appropriate to the Quality Culture project?

774. How will the equipment be verified?

775. Are mitigation strategies identified?

776. Are procurement deliverables arriving on time and to specification?

2.39 Change Management Plan: Quality Culture

777. Why is the initiative is being undertaken - What are the business drivers?

778. What are the specific target groups/audiences that will be impacted by this change?

779. Have the business unit contacts been briefed by the Quality Culture project team?

780. How frequently should you repeat the message?

781. Do you need a new organizational structure?

782. What are the responsibilities assigned to each role?

783. Do you need new systems?

784. Different application of an existing process?

785. What new behaviours are required?

786. Which relationships will change?

787. What are the essentials of the message?

788. What is going to be done differently?

789. What work practices will be affected?

790. What relationships will change?

791. What risks may occur upfront, during implementation and after implementation?

792. Who will be the change levers?

793. How will you deal with anger about the restricting of communications due to confidentiality considerations?

794. Who in the business it includes?

795. What are the specific target groups / audience that will be impacted by this change?

796. Who might present the most resistance?

3.0 Executing Process Group: Quality Culture

797. What are some crucial elements of a good Quality Culture project plan?

798. What were things that you need to improve?

799. Just how important is your work to the overall success of the Quality Culture project?

800. Were sponsors and decision makers available when needed outside regularly scheduled meetings?

801. Will outside resources be needed to help?

802. What were things that you did very well and want to do the same again on the next Quality Culture project?

803. What areas were overlooked on this Quality Culture project?

804. How can you use Microsoft Quality Culture project and Excel to assist in Quality Culture project risk management?

805. Is the Quality Culture project performing better or worse than planned?

806. When is the appropriate time to bring the scorecard to Board meetings?

807. Why should Quality Culture project managers strive to make jobs look easy?

808. What is the shortest possible time it will take to complete this Quality Culture project?

809. What Quality Culture projects and services are in the portfolio of your organization?

810. What are deliverables of your Quality Culture project?

811. Based on your Quality Culture project communication management plan, what worked well?

812. What business situation is being addressed?

813. In what way has the program come up with innovative measures for problem-solving?

814. Is activity definition the first process involved in Quality Culture project time management?

815. Is the Quality Culture project making progress in helping to achieve the set results?

3.1 Team Member Status Report: Quality Culture

816. How it is to be done?

817. What specific interest groups do you have in place?

818. Does your organization have the means (staff, money, contract, etc.) to produce or to acquire the product, good, or service?

819. Does the product, good, or service already exist within your organization?

820. Does every department have to have a Quality Culture project Manager on staff?

821. Is there evidence that staff is taking a more professional approach toward management of your organizations Quality Culture projects?

822. Why is it to be done?

823. How can you make it practical?

824. The problem with Reward & Recognition Programs is that the truly deserving people all too often get left out. How can you make it practical?

825. Are the attitudes of staff regarding Quality Culture project work improving?

826. Will the staff do training or is that done by a third party?

827. Are the products of your organizations Quality Culture projects meeting customers objectives?

828. Do you have an Enterprise Quality Culture project Management Office (EPMO)?

829. Are your organizations Quality Culture projects more successful over time?

830. How much risk is involved?

831. When a teams productivity and success depend on collaboration and the efficient flow of information, what generally fails them?

832. How does this product, good, or service meet the needs of the Quality Culture project and your organization as a whole?

833. How will resource planning be done?

834. What is to be done?

3.2 Change Request: Quality Culture

835. Will new change requests be acknowledged in a timely manner?

836. Where do changes come from?

837. Change request coordination ?

838. How are changes requested (forms, method of communication)?

839. Will all change requests be unconditionally tracked through this process?

840. What are the basic mechanics of the Change Advisory Board (CAB)?

841. Customer acceptance plan how will the customer verify the change has been implemented successfully?

842. Who is responsible to authorize changes?

843. Does the schedule include Quality Culture project management time and change request analysis time?

844. How do you get changes (code) out in a timely manner?

845. What is the purpose of change control?

846. What are the Impacts to your organization?

847. Who can suggest changes?

848. Are change requests logged and managed?

849. Should a more thorough impact analysis be conducted?

850. How well do experienced software developers predict software change?

851. What are the requirements for urgent changes?

852. Have all related configuration items been properly updated?

853. Are you implementing itil processes?

3.3 Change Log: Quality Culture

854. When was the request submitted?

855. How does this change affect the timeline of the schedule?

856. Is the change request within Quality Culture project scope?

857. How does this change affect scope?

858. Will the Quality Culture project fail if the change request is not executed?

859. How does this relate to the standards developed for specific business processes?

860. Is this a mandatory replacement?

861. Is the change backward compatible without limitations?

862. Is the change request open, closed or pending?

863. Is the submitted change a new change or a modification of a previously approved change?

864. Who initiated the change request?

865. Does the suggested change request represent a desired enhancement to the products functionality?

866. Do the described changes impact on the integrity or security of the system?

867. When was the request approved?

868. Is the requested change request a result of changes in other Quality Culture project(s)?

3.4 Decision Log: Quality Culture

869. What is your overall strategy for quality control / quality assurance procedures?

870. Which variables make a critical difference?

871. Meeting purpose; why does this team meet?

872. How does an increasing emphasis on cost containment influence the strategies and tactics used?

873. Behaviors; what are guidelines that the team has identified that will assist them with getting the most out of team meetings?

874. At what point in time does loss become unacceptable?

875. How effective is maintaining the log at facilitating organizational learning?

876. What is the average size of your matters in an applicable measurement?

877. Who is the decisionmaker?

878. What alternatives/risks were considered?

879. Is everything working as expected?

880. What are the cost implications?

881. With whom was the decision shared or considered?

882. How does provision of information, both in terms of content and presentation, influence acceptance of alternative strategies?

883. It becomes critical to track and periodically revisit both operational effectiveness; Are you noticing all that you need to, and are you interpreting what you see effectively?

884. What is the line where eDiscovery ends and document review begins?

885. How do you know when you are achieving it?

886. Linked to original objective?

887. How does the use a Decision Support System influence the strategies/tactics or costs?

888. How consolidated and comprehensive a story can you tell by capturing currently available incident data in a central location and through a log of key decisions during an incident?

3.5 Quality Audit: Quality Culture

889. How well do you think your organization engages with the outside community?

890. How does your organization know that its support services planning and management systems are appropriately effective and constructive?

891. Does the suppliers quality system have a written procedure for corrective action when a defect occurs?

892. Is there a written corporate quality policy?

893. What are you trying to accomplish with this audit?

894. Is the continuing professional education of key personnel account fored in detail?

895. Is your organizational structure established and each positions responsibility defined?

896. How does the organization know that its system for maintaining and advancing the capabilities of its staff, particularly in relation to the Mission of the organization, is appropriately effective and constructive?

897. Can your organization demonstrate exactly how and why results were achieved?

898. How does your organization know that its advisory services are appropriately effective and constructive?

899. How does your organization know that its promotions system is appropriately effective, constructive and fair?

900. How does your organization know that it provides a safe and healthy environment?

901. How does your organization know that its system for recruiting the best staff possible are appropriately effective and constructive?

902. Are people allowed to contribute ideas?

903. How does your organization know that its system for governing staff behaviour is appropriately effective and constructive?

904. How does your organization know that its system for supporting staff research

capability is appropriately effective and constructive?

905. Are complaint files maintained?

906. How does your organization know that its general support services planning and management systems are appropriately effective and constructive?

907. Are all staff empowered and encouraged to contribute to ongoing improvement efforts?

908. Are adequate and conveniently located toilet facilities available for use by the employees?

3.6 Team Directory: Quality Culture

909. How and in what format should information be presented?

910. Does a Quality Culture project team directory list all resources assigned to the Quality Culture project?

911. Where should the information be distributed?

912. Have you decided when to celebrate the Quality Culture projects completion date?

913. Who should receive information (all stakeholders)?

914. Who will report Quality Culture project status to all stakeholders?

915. Why is the work necessary?

916. Process decisions: are contractors adequately prosecuting the work?

917. Who are the Team Members?

918. How will the team handle changes?

919. Contract requirements complied with?

920. Process decisions: do invoice amounts match accepted work in place?

921. Who are your stakeholders (customers, sponsors, end users, team members)?

922. Decisions: what could be done better to improve the quality of the constructed product?

923. How do unidentified risks impact the outcome of the Quality Culture project?

924. What needs to be communicated?

925. Days from the time the issue is identified?

926. What are you going to deliver or accomplish?

927. Process decisions: is work progressing on schedule and per contract requirements?

928. How does the team resolve conflicts and ensure tasks are completed?

3.7 Team Operating Agreement: Quality Culture

929. Do you upload presentation materials in advance and test the technology?

930. Do you vary your voice pace, tone and pitch to engage participants and gain involvement?

931. What are some potential sources of conflict among team members?

932. Do you brief absent members after they view meeting notes or listen to a recording?

933. Are there influences outside the team that may affect performance, and if so, have you identified and addressed them?

934. Communication protocols: how will the team communicate?

935. To whom do you deliver your services?

936. How will you divide work equitably?

937. Do you ask participants to close laptops and place mobile devices on silent on the table while the meeting is in progress?

938. How does teaming fit in with overall organizational goals and meet organizational needs?

939. What administrative supports will be put in place to support the team and the teams supervisor?

940. Do team members need to frequently communicate as a full group to make timely decisions?

941. What resources can be provided for the team in terms of equipment, space, time for training, protected time and space for meetings, and travel allowances?

942. Have you established procedures that team members can follow to work effectively together, such as a team operating agreement?

943. Do you leverage technology engagement tools group chat, polls, screen sharing, etc.?

944. What is your unique contribution to your organization?

945. Are there more than two native languages represented by your team?

946. Seconds for members to respond?

947. What are the safety issues/risks that need to be addressed and/or that the team needs to consider?

948. What is a Virtual Team?

3.8 Team Performance Assessment: Quality Culture

949. To what degree does the teams purpose contain themes that are particularly meaningful and memorable?

950. What structural changes have you made or are you preparing to make?

951. How much interpersonal friction is there in your team?

952. What are you doing specifically to develop the leaders around you?

953. To what degree can the team ensure that all members are individually and jointly accountable for the teams purpose, goals, approach, and work-products?

954. What is method variance?

955. To what degree does the teams work approach provide opportunity for members to engage in open interaction?

956. To what degree do all members feel responsible for all agreed-upon measures?

957. How do you manage human resources?

958. Effects of crew composition on crew performance: Does the whole equal the sum of its parts?

959. What makes opportunities more or less obvious?

960. Can team performance be reliably measured in simulator and live exercises using the same assessment tool?

961. When does the medium matter?

962. How do you keep key people outside the group informed about its accomplishments?

963. To what degree are the relative importance and priority of the goals clear to all team members?

964. To what degree can team members vigorously define the teams purpose in considerations with others who are not part of the functioning team?

965. Is there a particular method of data analysis that you would recommend as a means of demonstrating that method variance is not of great concern for a given dataset?

966. To what degree can the team measure progress against specific goals?

967. Do you promptly inform members about major developments that may affect them?

3.9 Team Member Performance Assessment: Quality Culture

968. What is the large, desired outcome?

969. What stakeholders must be involved in the development and oversight of the performance plan?

970. What are they responsible for?

971. How do you know that all team members are learning?

972. Is it clear how goals will be accomplished?

973. How do you start collaborating?

974. What makes them effective?

975. How is assessment information achieved, stored?

976. Does statute or regulation require the job responsibility?

977. To what degree does the teams approach to its work allow for modification and improvement over time?

978. To what degree do team members articulate the teams work approach?

979. What steps have you taken to improve performance?

980. Are the draft goals SMART ?

981. What are the evaluation strategies (e.g., reaction, learning, behavior, results) used. What evaluation results did you have?

982. What changes do you need to make to align practices with beliefs?

983. What evidence supports your decision-making?

984. How will they be formed?

985. Does adaptive training work?

986. How was the determination made for which training platforms would be used (i.e.,

media selection)?

987. Where can team members go for more detailed information on performance measurement and assessment?

3.10 Issue Log: Quality Culture

988. Are you constantly rushing from meeting to meeting?

989. How do you manage communications?

990. What is the status of the issue?

991. Can an impact cause deviation beyond team, stage or Quality Culture project tolerances?

992. Who were proponents/opponents?

993. Who reported the issue?

994. What effort will a change need?

995. What approaches do you use?

996. What does the stakeholder need from the team?

997. What is the stakeholders political influence?

998. What steps can you take for positive relationships?

999. Are there potential barriers between the team and the stakeholder?

1000. Is the issue log kept in a safe place?

1001. Are the stakeholders getting the information they need, are they consulted, are concerns addressed?

4.0 Monitoring and Controlling Process Group: Quality Culture

1002. If a risk event occurs, what will you do?

1003. What is the timeline for the Quality Culture project?

1004. When will the Quality Culture project be done?

1005. Purpose: toward what end is the evaluation being conducted?

1006. Contingency planning. if a risk event occurs, what will you do?

1007. Is the schedule for the set products being met?

1008. User: who wants the information and what are they interested in?

1009. How well did the team follow the chosen processes?

1010. Is there undesirable impact on staff or resources?

1011. Propriety: who needs to be involved in the evaluation to be ethical?

1012. Are there areas that need improvement?

1013. Use: how will they use the information?

1014. Change, where should you look for problems?

1015. Mitigate. what will you do to minimize the impact should a risk event occur?

1016. What input will you be required to provide the Quality Culture project team?

1017. How are you doing?

1018. Are the services being delivered?

1019. Specific - is the objective clear in terms of what, how, when, and where the situation will be changed?

1020. Is the program making progress in helping to achieve the set results?

1021. How was the program set-up initiated?

4.1 Project Performance Report: Quality Culture

1022. To what degree will team members, individually and collectively, commit time to help themselves and others learn and develop skills?

1023. To what degree are the skill areas critical to team performance present?

1024. To what degree can all members engage in open and interactive considerations?

1025. To what degree are fresh input and perspectives systematically caught and added (for example, through information and analysis, new members, and senior sponsors)?

1026. To what degree do individual skills and abilities match task demands?

1027. To what degree will new and supplemental skills be introduced as the need is recognized?

1028. To what degree are the structures of the formal organization consistent with the behaviors in the informal organization?

1029. To what degree are sub-teams possible or necessary?

1030. To what degree does the task meet individual needs?

1031. To what degree do team members agree with the goals, relative importance, and the ways in which achievement will be measured?

1032. To what degree does the team possess adequate membership to achieve its ends?

1033. To what degree do members articulate the goals beyond the team membership?

1034. To what degree does the informal organization make use of individual resources and meet individual needs?

1035. To what degree does the information network communicate information relevant to the task?

1036. How is the data used?

1037. To what degree is the team cognizant of small wins to be celebrated along the way?

4.2 Variance Analysis: Quality Culture

1038. What are the actual costs to date?

1039. Budgeted cost for work performed?

1040. How do you evaluate the impact of schedule changes, work around, et?

1041. How do you identify and isolate causes of favorable and unfavorable cost and schedule variances?

1042. Is the anticipated (firm and potential) business base Quality Culture projected in a rational, consistent manner?

1043. Are the bases and rates for allocating costs from each indirect pool consistently applied?

1044. Are there knowledgeable Quality Culture projections of future performance?

1045. Can the relationship with problem customers be restructured so that there is a win-win situation?

1046. What is the budgeted cost for work scheduled?

1047. Did a new competitor enter the market?

1048. Are records maintained to show how undistributed budgets are controlled?

1049. What is the dollar amount of the fluctuation?

1050. Did your organization lose existing customers and/or gain new customers?

1051. Are work packages assigned to performing organizations?

1052. Are the wbs and organizational levels for application of the Quality Culture projected overhead costs identified?

1053. Who is generally responsible for monitoring and taking action on variances?

1054. What can be the cause of an increase in costs?

1055. Are all budgets assigned to control accounts?

4.3 Earned Value Status: Quality Culture

1056. Verification is a process of ensuring that the developed system satisfies the stakeholders agreements and specifications; Are you building the product right? What do you verify?

1057. When is it going to finish?

1058. How does this compare with other Quality Culture projects?

1059. Are you hitting your Quality Culture projects targets?

1060. What is the unit of forecast value?

1061. Where is evidence-based earned value in your organization reported?

1062. If earned value management (EVM) is so good in determining the true status of a Quality Culture project and Quality Culture project its completion, why is it that hardly any one uses it in information systems related Quality Culture projects?

1063. Validation is a process of ensuring that the developed system will actually achieve the stakeholders desired outcomes; Are you building the right product? What do you validate?

1064. How much is it going to cost by the finish?

1065. Where are your problem areas?

1066. Earned value can be used in almost any Quality Culture project situation and in almost any Quality Culture project environment. it may be used on large Quality Culture projects, medium sized Quality Culture projects, tiny Quality Culture projects (in cut-down form), complex and simple Quality Culture projects and in any market sector. some people, of course, know all about earned value, they have used it for years - but perhaps not as effectively as they could have?

4.4 Risk Audit: Quality Culture

1067. For this risk .. what do you need to stop doing, start doing and keep doing?

1068. What does internal control mean in the context of the audit process?

1069. Extending the consideration on the halo effect, to what extent are auditors able to build skepticism in evidence review?

1070. How do you compare to other jurisdictions when managing the risk of ....?

1071. To what extent should analytical procedures be utilized in the risk-assessment process?

1072. Level of preparation and skill?

1073. Is all required equipment available?

1074. Have you considered the health and safety of everyone in your organization and do you meet work health and safety regulations?

1075. What can be measured?

1076. Are procedures developed to respond to foreseeable emergencies and communicated to all involved?

1077. Do you have written and signed agreements/contracts in place for each paid staff member?

1078. Are your rules, by-laws and practices non-discriminatory?

1079. What are the boundaries of the auditors responsibility for policing management fidelity?

1080. How effective are your risk controls?

1081. Does your auditor understand your business?

1082. For paid staff, does your organization comply with the minimum conditions for employment and/or the applicable modern award?

1083. Do you have position descriptions for all office bearers/staff?

1084. Are all participants informed of safety issues?

1085. What programmatic and Fiscal information is being collected and analyzed?

4.5 Contractor Status Report: Quality Culture

1086. What are the minimum and optimal bandwidth requirements for the proposed solution?

1087. Who can list a Quality Culture project as organization experience, your organization or a previous employee of your organization?

1088. How is risk transferred?

1089. What process manages the contracts?

1090. How does the proposed individual meet each requirement?

1091. What is the average response time for answering a support call?

1092. What was the budget or estimated cost for your organizations services?

1093. What was the final actual cost?

1094. What was the overall budget or estimated cost?

1095. Are there contractual transfer concerns?

1096. If applicable; describe your standard schedule for new software version releases. Are new software version releases included in the standard maintenance plan?

1097. Describe how often regular updates are made to the proposed solution. Are corresponding regular updates included in the standard maintenance plan?

1098. What was the actual budget or estimated cost for your organizations services?

1099. How long have you been using the services?

4.6 Formal Acceptance: Quality Culture

1100. Who would use it?

1101. What was done right?

1102. Do you buy-in installation services?

1103. Does it do what client said it would?

1104. General estimate of the costs and times to complete the Quality Culture project?

1105. Have all comments been addressed?

1106. What function(s) does it fill or meet?

1107. Was the Quality Culture project work done on time, within budget, and according to specification?

1108. How does your team plan to obtain formal acceptance on your Quality Culture project?

1109. Do you buy pre-configured systems or build your own configuration?

1110. Was the client satisfied with the Quality Culture project results?

1111. Was the sponsor/customer satisfied?

1112. Is formal acceptance of the Quality Culture project product documented and distributed?

1113. What features, practices, and processes proved to be strengths or weaknesses?

1114. Was the Quality Culture project goal achieved?

1115. Was business value realized?

1116. What are the requirements against which to test, Who will execute?

1117. What can you do better next time?

1118. Does it do what Quality Culture project team said it would?

1119. Did the Quality Culture project achieve its MOV?

5.0 Closing Process Group: Quality Culture

1120. Did the Quality Culture project team have the right skills?

1121. What is an Encumbrance?

1122. Who are the Quality Culture project stakeholders?

1123. What is the overall risk of the Quality Culture project to your organization?

1124. Is this a follow-on to a previous Quality Culture project?

1125. Can the lesson learned be replicated?

1126. Did the Quality Culture project management methodology work?

1127. Is the Quality Culture project funded?

1128. If action is called for, what form should it take?

1129. How dependent is the Quality Culture project on other Quality Culture projects or work efforts?

1130. What were the desired outcomes?

1131. What areas does the group agree are the biggest success on the Quality Culture project?

1132. What areas were overlooked on this Quality Culture project?

1133. Did you do things well?

1134. What was learned?

1135. Were cost budgets met?

5.1 Procurement Audit: Quality Culture

1136. Have guidelines been set up for how the procurement process should be conducted?

1137. Audits: when was your last independent public accountant (ipa) audit and what were the results?

1138. How do you monitor behaviour of procurement staff?

1139. Are the responsibilities for monitoring the execution and performance of contracts clearly assigned?

1140. Did your organization permit tenderers to submit variants, thus offering space for creative solutions and added value?

1141. Was the estimated contract value based on realistic and updated prices?

1142. Are there special emergency purchase order procedures?

1143. Are open purchase orders with a fixed monetary limitation used for local purchases of small dollar value?

1144. Are approval limits definitive as to amount and classification of expenditure?

1145. Have late payment interests been rewarded and could they have been avoided?

1146. Are contract changes after awarding properly justified and executed?

1147. Is authorization required to make changes to the purchase order file?

1148. Does the department evaluate and benchmark the performance of the procurement function/ unit against other comparable procurement functions/units?

1149. Are the internal control systems operational?

1150. Are there complementary rules to be used and are they applied?

1151. Does the approval include approval of prices?

1152. Is there an overall mission for the procurement function/unit and is it determined which tasks the procurement function/unit should carry out?

1153. Has alternatives been considered for the specified procurement Quality Culture project?

1154. Does your organization have a purchasing policy ?

1155. Has the expected benefits from realisation of the procurement Quality Culture project been calculated?

5.2 Contract Close-Out: Quality Culture

1156. Change in circumstances?

1157. Have all acceptance criteria been met prior to final payment to contractors?

1158. How is the contracting office notified of the automatic contract close-out?

1159. What happens to the recipient of services?

1160. Was the contract sufficiently clear so as not to result in numerous disputes and misunderstandings?

1161. Parties: Authorized?

1162. What is capture management?

1163. How/when used ?

1164. Have all contract records been included in the Quality Culture project archives?

1165. Was the contract complete without requiring numerous changes and revisions?

1166. How does it work?

1167. Have all contracts been closed?

1168. Have all contracts been completed?

1169. Parties: who is involved?

1170. Change in attitude or behavior?

1171. Change in knowledge?

1172. Was the contract type appropriate?

1173. Has each contract been audited to verify acceptance and delivery?

1174. Are the signers the authorized officials?

5.3 Project or Phase Close-Out: Quality Culture

1175. What advantages do the an individual interview have over a group meeting, and vice-versa?

1176. What went well?

1177. What is the information level of detail required for each stakeholder?

1178. In preparing the Lessons Learned report, should it reflect a consensus viewpoint, or should the report reflect the different individual viewpoints?

1179. Who controlled key decisions that were made?

1180. What information did each stakeholder need to contribute to the Quality Culture projects success?

1181. What security considerations needed to be addressed during the procurement life cycle?

1182. Were the outcomes different from the already stated planned?

1183. What benefits or impacts does the stakeholder group expect to obtain as a result of the Quality Culture project?

1184. What were the goals and objectives of the communications strategy for the Quality Culture project?

1185. Was the schedule met?

1186. Were messages directly related to the release strategy or phases of the Quality Culture project?

1187. Planned completion date?

1188. What is in it for you?

1189. If you were the Quality Culture project sponsor, how would you determine which Quality Culture project team(s) and/or individuals deserve recognition?

1190. Was the user/client satisfied with the end product?

1191. What were the actual outcomes?

1192. What is a Risk?

1193. Who is responsible for award close-out?

5.4 Lessons Learned: Quality Culture

1194. For the next Quality Culture project, how could you improve on the way Quality Culture project was conducted?

1195. Was there a Quality Culture project Definition document. Was there a Quality Culture project Plan. Were they used during the Quality Culture project?

1196. What is the frequency of personal communications?

1197. Was any formal risk assessment carried out at the start of the Quality Culture project, and was this followed up during the Quality Culture project?

1198. What regulatory regime controlled how your organization head and program manager directed your organization and Quality Culture project?

1199. How well does the product or service the Quality Culture project produced meet your needs?

1200. What could have been improved?

1201. How do individuals resolve conflict?

1202. How do security constraints impact the case?

1203. How well did the scope of the Quality Culture project match what was defined in the Quality Culture project Proposal?

1204. What regulatory constraints impact the case?

1205. How adaptable is the deliverable?

1206. Were risks identified and mitigated?

1207. Who has execution authority?

1208. How effectively and timely was your organizational change impact identified and planned for?

1209. What solutions or recommendations can you offer that would have improved some aspect of the Quality Culture project?

1210. What were the success factors?

1211. What were the main bottlenecks on the process?

1212. How extensive is middle management?

1213. How well does the product or service the Quality Culture project produced meet the defined Quality Culture project requirements?

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