PQA Criteria for Performance Excellence: A Helping Hand to Manage the COVID-19 Crisis

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OUTLINE

The REALITY
What is Crisis Management?
How can PQA Criteria Help address the Crisis?
Reflections
The REALITY:

Today, we are in the midst of the coronavirus pandemic, the effect of which is difficult to bear. There may be difficult days ahead, still with disruption and uncertainty.

BUT, there is an opportunity to learn from this experience and to recover, show resilience, and move forward...

Change is only scary until it becomes your new normal. Keep going.

There is always HOPE!
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COVID-19 CRISIS

PQA???

PQA CAN HELP? HOW???
Ms. Angie, We have COVID Crisis! LET US FIRST STOP PQA. WE DO NOT HAVE TIME FOR PQA. WE HAVE OTHER PRIORITIES!!!

If your PQA FOCUS has just been on an application report preparation, a site visit, and winning an award – a RECOGNITION level. Well, PQA may not be in your TO DO LIST in this time of COVID-19 crisis, PQA IS MORE THAN THIS!!!
Winning This Fight Against Covid-19 Depends On Excellent Leadership, Strategies, Customer Care, Data Management, Employee Engagement and Robust Processes, which Is The PQA Criteria For Performance Excellence.

Key Points:

✓ How can PQA Framework Help You Manage the Crisis

- Organizational Profile – WHO WE ARE
- Category 1 – Visionary LEADERSHIP through the Crisis
- Category 2 – Have a Relevant STRATEGY
- Category 3 – Think about your CUSTOMER
- Category 4 – Use of MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT
- Category 5 – Care for the WORKFORCE
- Category 6 – Robust OPERATIONS
- Category 7 – Achieve RESULTS
FACEBOOK POST:
February and 1st week March, 2020
Sharpening the saw but taking all the precautionary measures to prevent COVID-19. Shown below conducting training, but with all participants wearing mask. Wherein face masks, alcohol, sanitizers, etc. were all provided by the organization. Still life must go on with all the support to take care of employees, customers and other stakeholders are provided by the organization. — feeling hopeful in Makati City, Metro Manila Philippines.

What is CRISIS MANAGEMENT?
What is CRISIS MANAGEMENT?

the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders, such as COVID-19

What is CRISIS MANAGEMENT?

the application of strategies designed to help an organization deal with a sudden and significant negative event
Phases of Crisis Management?

- **PRE-CRISIS**
  - Prevention and Preparation

- **CRISIS RESPONSE**
  - Management must actually respond to a crisis

- **POST-CRISIS**
  - Learning and prevention

**GENERAL APPROACH TO CRISIS MANAGEMENT FROM VARIOUS AUTHORS**

1. Form a Crisis Management Team.
2. Gather facts and formulate plans, including guidelines, procedures based on best practices and regulatory bodies.
3. Train employees.
4. Over-communicate plans to employees and other stakeholders.
5. Review status of supply chains to ensure enough resources.
6. Ensure employee well-being, and that health is maintained.
7. Own responsibility
8. Be present
9. Evaluate
10. Refresh Goals
What will the new normal be? How do we plan for this new normal?

“To address the crisis, we have confidence that the systems perspective of the Baldrige Excellence Framework is still the best model for ensuring that all the critical aspects of an organization are evaluated and improved in concert with one another and for reinforcing the mission, vision, values, and culture.”

-Baldrige Coach

IN TIMES OF UNCERTAINTY, FRAMEWORKS HELP. THEY PROVIDE A STRUCTURED WAY TO THINK AND BECOME A FOUNDATION FOR ACTION.
Visionary leadership
Customer-focused excellence
Valuing Human Resources and Partners
Organizational learning and agility
Focus on success
Managing for innovation
Management by fact
Societal responsibility
Ethics and transparency
Delivering value and results
Systems perspective
ORGANIZATIONAL PROFILE
A snapshot of the organization. The key influences on how it operates, and your competitive environment.

- Product/Service offerings
- Mission, Vision and Values
- Workforce Profile
- Assets
- Regulatory requirements
- Organizational Structure
- Customers and Stakeholders
- Suppliers and Partners
- Competitive Environment
- Strategic Context
- Performance Improvement

Leadership

1.1 Senior Leadership
✓ Vision, Values and Mission
✓ Communication
✓ Organizational Performance

1.2 Governance & Societal Responsibilities
✓ Organizational Governance
✓ Legal and Ethical Behavior
✓ Societal Responsibilities and Support of Key Communities

"INSPIRING, MOTIVATING and HELPING other people achieve things they never thought were possible;
SETTING A GOOD EXAMPLE, basically - that's what leadership means to me."
“How do senior leaders lead the organization through the coronavirus crisis?”

7 Cs of Leadership in this time of crisis:
1. Calm
2. Confidence
3. Communication
4. Collaboration
5. Community
6. Compassion
7. Cash

Effective senior leaders are focused on clarity, calm, and communication.
With family members being unable to visit loved ones in skilled nursing facilities, their need and desire for communication with staff have dramatically increased.
Remember to connect with your peers and support system - Community Strategy COE 2020
How do you recognize and respond when circumstances require a shift in action plans and rapid execution of new plans?”

This process has become a key to winning the war you are in.
Strategy

2.1 Strategy Development

2.2 Strategy Implementation

✓ Some of new challenges:
  ✓ job displacements and unemployment,
  ✓ community transportation needs,
  ✓ a community disaster plan that is not solely local government managed,
  ✓ the need for a strategic plan that is jointly conceived by government, business leaders, public sector organizations, nonprofits, and key resident demographic groups

Strategy

2.1 Strategy Development

2.2 Strategy Implementation

✓ How do you consider your core competencies?

✓ How do you ensure the financial & other resources are available to support achievement of action plans and to meet current obligations?
Customers

3.1 Voice of the Customers

- Listening to Customers
- Determination of Customer Satisfaction and Engagement

3.2 Customer Engagement

- Customer Support
- Building Relationships

Even though your time has enormous demands, how you listen to and interact with customers are critical. (3.1.a(1))
- How do you enable customers to seek information & support?
- How do you determine products and service offerings?
- How do you manage complaints?
4.1 Measurement, Analysis and Improvement of Organizational Performance

4.2 Management of Information, Knowledge and Information Technology

- Performance Measurement
- Performance Analysis and Review
- Performance Improvement
- Data, Information, and Knowledge Management
- Management of Information Resources and Technology

- Value in benchmarking against other organizations outside of their own industry or sector.
- Having “organizational humility” to learn from other organizations in the pursuit of excellence amidst the pandemic crisis
- Learning from our Neighborhood
The most pervasive insight across all communities (rural, urban, suburban) is the need in the new "normal" to develop a community strategy for broadband access.

- Broadband issues arose in houses with existing access and parents working while children were attending online school.
- In rural locations with no broadband access, it placed emphasis on socio-economic disadvantages within a school district, when some students had excellent access and others no access at all.

How do you ensure that your performance measurement system can respond to rapid or unexpected changes?

How do you review your organization’s performance and capabilities to assess organizational success, financial health, progress on strategic objectives, and to respond rapidly to changing organizational needs and challenges in your operating environment?

How do you ensure that hardware and software systems & data & information continue to be secure and available to effectively serve customers?
5.1 Workforce Environment

- Workforce Capability and Capacity
- Workforce Climate

5.2 Workforce Engagement

- Workforce Performance
- Assessment of Workforce Engagement
- Workforce and Leader Development

5.1b(1) asks, “How do you ensure workplace health?” This is certainly a top priority to ensure workforce continuity and also because we owe it to our employees.
- Everyone, stay safe, stay well, and help protect others with social distancing, by wearing masks, and practicing frequent handwashing.
Workforce

5.1 Workforce Environment

- How do you assess your workforce capability and capacity needs?
- How do you ensure workplace health, security and accessibility for the workforce?
- How do you assess workforce engagement and satisfaction?

5.2 Workforce Engagement

Operations

6.1 Work Processes

- Resilience
  - The ability to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. Activities, such as disaster preparedness—which includes prevention, protection, mitigation, response and recovery—are key steps to resilience.
Operations

6.1 Work Processes

- How do you design your products, workforce & services to meet requirements?
- How do you manage for innovation?
- How do you discontinue pursuing opportunities at the appropriate time to enhance support for higher-priority opportunities?
- How do you control the overall cost of your operation?
- How do you manage your supply chain?
- How do you provide safe operating environment?

6.2 Operational Effectiveness
Results

7.1 Product and Process Results
7.2 Customer-Focused Results
7.3 Workforce-Focused Results
7.4 Leadership and Governance Results
7.5 Financial and Market Outcomes

REFLECTIONS: Lessons Learned from COVID-19

➢ A valuable leadership trait in good times, the learning mindset becomes even more important in times of crisis. With an open mind and willingness to learn from experience, leaders can help their companies come out of the coronavirus crisis stronger.
  ➢ Managing by trusting and enabling others.
  ➢ Active listening.
  ➢ Willingness to show vulnerability. The new world is less certain, and you as a leader won’t have all the answers.
REFLECTIONS: Lessons Learned from COVID-19

- Acting on behalf of the greater good. Covid-19 has prompted many capable leaders to reassess their own purpose and that of their companies. What makes us distinctive for our customers, for our employees and for the society in which we operate?

- Ask ourselves these questions:
  - How do we reestablish customer relevance?
  - How do we reactivate our supply chains?
  - What will be the best approach to mobilizing our people?

REFLECTIONS: Lessons Learned from COVID-19

In times of uncertainty, frameworks help. They provide a structured way to think and become a foundation for action.

USE THE PQA CRITERIA FOR PERFORMANCE EXCELLENCE
The CHALLENGE

This kind of experience offers lessons not only in what to do today to combat the immediate effects of Covid-19, but what to do afterwards as well.

How about you, what leadership lessons have you learned from your Covid-19 experience that you’ll take beyond the crisis?

Concluding Message: Food for Spiritual Nourishment

"Be still and have faith even if there is a storm."
THANK YOU

Angie
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