

Steering Committee Survey (June 2006)

5 respondents

1. Please identify any additional training that would have helped you as a steering committee member?
 - Not all sponsors were clear on their responsibilities and therefore left their team adrift.
 - I didn't feel the need for anymore training.
 - I would have liked more 'doing' exercises for training as opposed to 'lecture' training. I learn by doing. Perhaps an example project that the steering committee takes through steps so we know whether or not we are on the right track.

2. What additional information could you have used to be a more effective sponsor?
 - Not all sponsors were clear on their responsibilities and therefore left their team adrift. They did not seem to understand the support role of the sponsor and therefore did not lead the team into the discovery of data and use of data to make recommendations.
 - I'm not sure training would have helped - we just had to go through the process one time to understand what happens.
 - Again, I think going through a 'mock' or example project with real examples from beginning to end would have helped. The Action Team had questions all the time that I do not feel I was equipped to answer. And they are looking to me for the answers and I am not sure I am giving them the right information. I am about to go to the second round of being a sponsor and I still do not feel like I know what I am doing. It will help to have already gone through it once, but I still - after an entire semester - do NOT feel like I have any idea what I am doing. Step-by-step examples would help. Again, not an auditory learner - the lectures for hours do me no good whatsoever.

3. On what process and procedure steps did you need additional information?
 - Clear understanding to the sponsors that they are to meet always with their team.
 - It wasn't clear about the roles and responsibilities after the project was over. I got the understanding that once the team reported out, they were done, which is not true.
 - All of them. It was difficult going through training and sponsoring a team at the same time. A check list would have helped to know where the team should be at each meeting point to help keep them on task. It was hard to do because I didn't know where we were

supposed to be either. Having gone through it once will help for the next time, but a check list of some kind (I think) will help the new people coming in who don't know what they are doing either.

4. What suggestions do you have to improve the Continuous Improvement Process at MCC?

- The process of selecting projects has not used data for the selection of the projects. If we are attempting to model data based decision making than we need to use data. Too much pressure on accomplishing the agenda and not enough on the process model.
- I don't think many people "get it." We are seeped in the process, so it is clear to us. Unfortunately, even those that were prior supporters used CIP as a whipping post during the retirement debacle. Hopefully, as more people participate, the process will be seen as part of the culture and just not something for a few.
- Different kinds / methods of training. I like Stan just fine, but I can not stand to be lectured to for hours on end. I have to DO something, I have to SEE something. We all have different learning styles and my style did not fit with the method of delivery. A time-line and a check-list (on different colored paper so it is easy to find in the three inch binder of white paper we all have)to keep the sponsors on task who can then keep the action team on task. Explain each step in order. Don't move on until everyone grasps the step. I felt like we were jumping all over the place with process mapping and fish diagrams and not knowing what the purpose of using these tools was all about. - and maybe this is just me. I think separate and additional training should take place for people who will be team leaders and scribes. These people take on a huge responsibility that (we learned through the first time)they may not have expected or felt like they were prepared to do.
- More time to actually tackle the challenges. It seemed like we spent more time on the "rules"--getting everything right for the big final report. Make sure that the selection process for future action team projects is really data driven--not just 12 people writing things down on post-its. Continue to use the information collected from all employee surveys. It was handed out to us but not referred to.

5. Additional comments.....

- do something about the overlap of action teams from one semester to the next. The handoff should occur at the end of each semester so that people are not tied up for two semesters.
- The process is time consuming and work loads don't decrease because this is added in. We purposely don't choose some people

because they have too much to do already. While it might be part of people's job, most see it as "add on" duties and NOT part of regular work tasks. Perhaps supervisors could provide some leniency in deadlines when employees are on one of these committees.

- We have learned many things through the first round of action teams and I know we will be and are making the necessary adjustments for the future teams. I, personally (and I know I will be shot by my fellow steering committee members for suggesting this) would appreciate some additional training over the summer before we start with the next action teams as to what my responsibility as a sponsor is and how I can best guide and help my team be successful. I also would appreciate a time-line and check-list (colored paper - easy to find) so I can continue to check myself and keep on task. The enthusiasm of the first round of teams was encouraging and exciting. We are on the right track to instituting a continuous improvement culture at MCC.