

A QUALITY MANAGEMENT SYSTEM IS...

- ① A structured **framework** of guidelines, policies, processes, and procedures
- ② Used to ensure that products or services **consistently** meet requirements
- ③ Focused on **continuous improvement** and adherence to a standard
- ④ Used as **proactive** approach to identifying and addressing quality issues

LEADING QUALITY MANAGEMENT FOR eLEARNING PRODUCTS

A FORMALIZED PROCESS

- ① Governed by a **mission or goal**
- ② Equipped with **guidelines** to measure against
- ③ Informed by **documented** policies, processes, procedures, and terms
- ④ Designed to be **scalable** and **flexible**
- ⑤ Supported by **tools** and **templates**

LEADING QUALITY MANAGEMENT FOR eLEARNING PRODUCTS

BENEFITS OF FORMALIZING QM

- 1 Encourages you to **document** your processes
- 2 **Legitimizes** and **clarifies** processes to stakeholders
- 3 Helps you **track** the **success** and **value** of the processes

A SIDE NOTE

Wanting a quality management system does not make you...

- 1 “A perfectionist”
- 2 “Fancy”
- 3 “Controlling”

It makes you a professional who understands the value of having a pre-set standard for the design and development process. The time spent developing and engaging in the system is an investment in your organization’s L&D function for today and tomorrow.

QUALITY MANAGEMENT SYSTEM

QUALITY MISSION

QUALITY PLANNING

QUALITY ASSURANCE

QUALITY CONTROL

QUALITY REVIEW

QUALITY

The degree to which service or product satisfies a specified standard.

Example - The degree to which a product supports the organization's performance through learning and development.



QUALITY MISSION

QUALITY PLANNING

Results in the identified, scoped, and documented standard intended to define what quality looks like.

Example - Our standard will consist of guidelines that focus on learning design and development of digital products.



QUALITY ASSURANCE

A set of guidelines created to assure the standard is met.

Example - Standard Guideline LD 4.0 -

Courses are designed using a problem-based approach.



QUALITY CONTROL

Implementing the policies, processes, and procedures that support guidelines.

Example - Guideline Policy: Initial discussions with clients must be centered on the problems they need to solve.



QUALITY REVIEW

A process and procedure designed to identify whether some or all guidelines were met.

Example - Use the review guide to assess whether the course is problem-based.



QUALITY MANAGEMENT SYSTEM

Each layer supports the one above it.

All layers may not be needed, but the more layers in your system, the more stable it will be.

For example, your team may only need guidelines to follow, which is **quality assurance**. BUT, the policies, processes, and procedures that **quality control** provides may be needed if the team is struggling to meet specific guidelines consistently.



The two roles **REQUIRED** to manage the system



PROCESS LEAD

- Lead and inform the system design process
- Manage system resources and documentation
- Support teammates as they adhere to guidelines
- Lead ongoing continuous improvement efforts

Can be split among multiple people

PROCESS OWNER

- Take responsibility for developing, implementing, and sustaining the system
- Provide guidance, support, and advocacy
- Create and enforce policies that support guideline compliance

The learning and development lead is ALWAYS THE PROCESS OWNER. NO EXCEPTIONS.

QUALITY-FIRST MINDSET

The belief that the goal is not only to design and develop learning experiences but to create quality products and to prioritize doing so over everything else.

Embracing this belief is required to build and sustain your system. Use your healthy skepticism to inform your plans, not kill them.

QUALITY-FIRST MINDSET

The belief that quality comes before:

- ① Deadlines, costs, and the need for speed.
- ② The desire to maintain the status quo.
- ③ Your doubts about whether quality management is possible.

Shift your mindset from ***if we can*** implement a formal quality management system to ***how we can*** implement one.

QM SYSTEM DEVELOPMENT TIPS

- 1 Ensure your system is shaped, guided, and managed by a **mindset**
- 2 Create guidelines that reflect **business needs**
- 3 Create guidelines that are **evidenced-based**
- 4 Apply **change management** principles
- 5 Position QM as a **process and learning tool**, not punishment
- 6 Do not use a QM system to teach learning design (it may help identify skill gaps, however)

“ Eighty-five percent of the reasons for failure are deficiencies in the systems and **process rather than the employee**. The role of management is to **change the process** rather than badgering individuals to do better. ”

W. Edwards Deming

American engineer and quality management pioneer