

The UCI logo is centered on a white, star-shaped background with a decorative, multi-layered blue border. The background of the entire slide is a solid blue color.

UCI

**Bright Past.
Brilliant Future.**

OIT Cultural Values: Quality

2020 Feb 25

- Definition of Quality
- How to Demonstrate Quality
- Resources Available to You

QUALITY

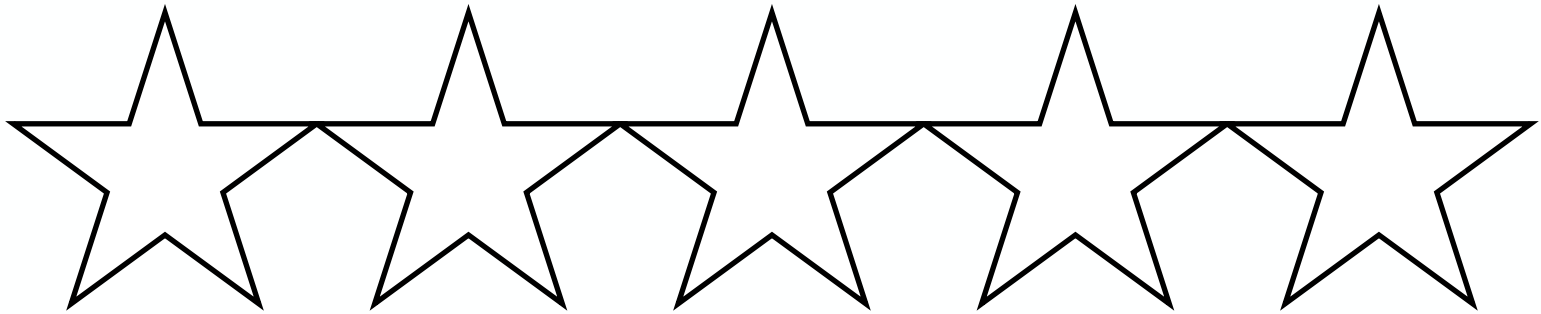
We strive to exceed the status quo in what we deliver and are continuously improving our services for our customers.

- Ensuring quality begins with a solid understanding of the customer or client's explicit and implicit expectations, so you can meet or exceed them. Ask yourself how you can improve communication to ensure that both your team and your client agree on what a quality product is.
- Ensuring that our work is maintained at the highest quality means being open to constructive criticism, even when it requires that employees apply judgment to atypical situations.
- Dive deep into problems to ensure quality solutions. Failing to understand the true needs or issues of a project results in only solving surface problems. This means that mistakes can be repeated and not permanently solved. Have you taken the time to understand the systematic root cause before exploring a solution
- Maintaining high quality standards is always competing with staying on budget or delivering on time – but we must strike a balance. Always communicate to your team and supervisor when making decisions that may compromise quality.

In what ways are you pursuing quality in your work and among your team?

- Share your ideas and best practices on the OIT hype channel dedicated to our culture initiative: Submit Your Feedback/Ideas via <https://bpbs.hr.uci.edu/> and check out our new “inspiration” section where monthly emails and all staff presentations are captured. Be engaged by making comments and submitting ideas and sharing stories.
- For more information on organization culture transformation initiative, visit: OIT Culture Components (Mission, Vision, Values): <https://www.oit.uci.edu/org/oit-culture/>
- Use this slide deck and Kian’s email sent February 3rd @ 5:25pm or so as a reference.

RATE THE QUALITY OF THIS PRESENTATION



OK, I MISSED SOMETHING

LET'S TRY AGAIN

QUALITY

We strive to exceed the **status quo** in what we deliver and are continuously improving our services for our customers.

TWO LENSES OF QUALITY

TECHNICAL

- Does it meet specifications within budget or cost parameters?
- Does it meet service level agreements?
- Does it adhere to policy, procedure, standards and/or practices?
- Will it last as long as it needs to?
- Is it easy to fix when it breaks?

FUNCTIONAL

- Does it solve the problem?
- Is it easy and enjoyable to use?
- Can it be delivered within the needed timeframe?
- Will it be working when I need to use it?
- Will it be improving over time?

IF QUALITY IS ONLY TECHNICAL...

- Does it meet specifications within budget or cost parameters?
- Does it meet service level agreements?
- Does it adhere to policy, procedure, standards and/or practices?
- Will it last as long as it needs to?
- Is it easy to fix when it breaks?



...IT MAKES FOR GREAT ART

IF QUALITY IS ONLY FUNCTIONAL...



- Does it solve the problem?
- Is it easy and enjoyable to use?
- Can it be delivered within the needed timeframe?
- Will it be working when I need to use it?
- Will it be improving over time?

...IT WON'T LAST FOR LONG

QUALITY IS DETERMINED BY CREATORS AND CUSTOMERS



CREATORS



CUSTOMERS

QUALITY IS DETERMINED BY CREATORS AND CUSTOMERS



CREATORS



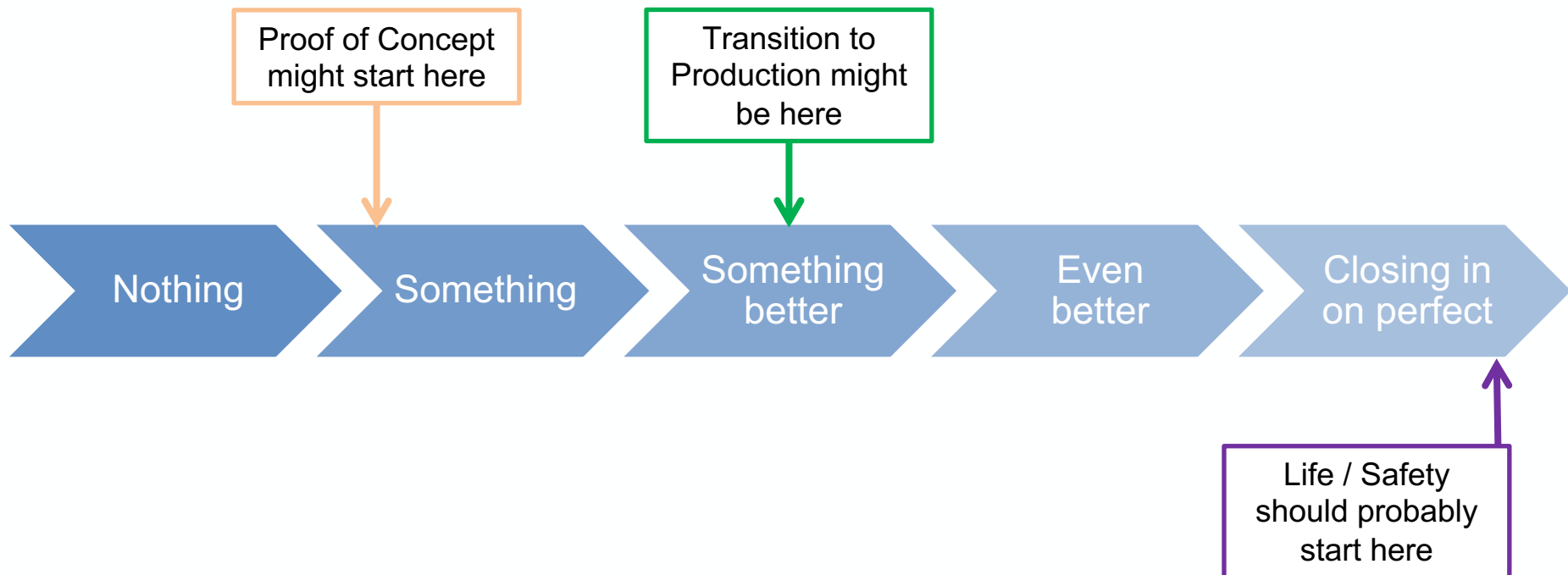
CUSTOMERS



Setting the Dimensions of Quality (1)	
<ul style="list-style-type: none"> • Performance to specification • Feature set • Reliability • Conformance to standards 	<ul style="list-style-type: none"> • Durability • Serviceability • Usability • User expectations and perceptions

(1) David A. Garvin, [Competing on the eight dimensions of quality](#) (Harvard Business Review, 1987). Paraphrased by presenter.

QUALITY IS NOT ONE SIZE FITS ALL, NOR IS IT ONLY PERFECTION



QUALITY EXISTS ON A **SPECTRUM**

QUALITY

We strive to exceed the status quo in what we deliver and are **continuously improving** our services for our customers.

- How do we incorporate **customer feedback** into our services?
- How do we manage our feature **roadmaps**?
- How do we proactively identify and document likely and impactful operational and security **risks** to our services?
- How do we leverage the [Production Incident Report](#) process to identify **root cause(s)** and use tools such as ServiceNow to track the fixes?
- How do we create **lifecycle management** projects and cost plans to make visible funding needs for hardware & software replacements?
- How do we perform **cost / benefit analyses** to retire or replace platforms that are too costly to continue supporting?
- How do we document **decision points** where our colleagues or our customers want an exception to quality standards and practices?
- Are we **escalating** obstacles and exceptions up the chain of command?
- Are we **sharing** our experiences and lessons learned with each other?

How to Share

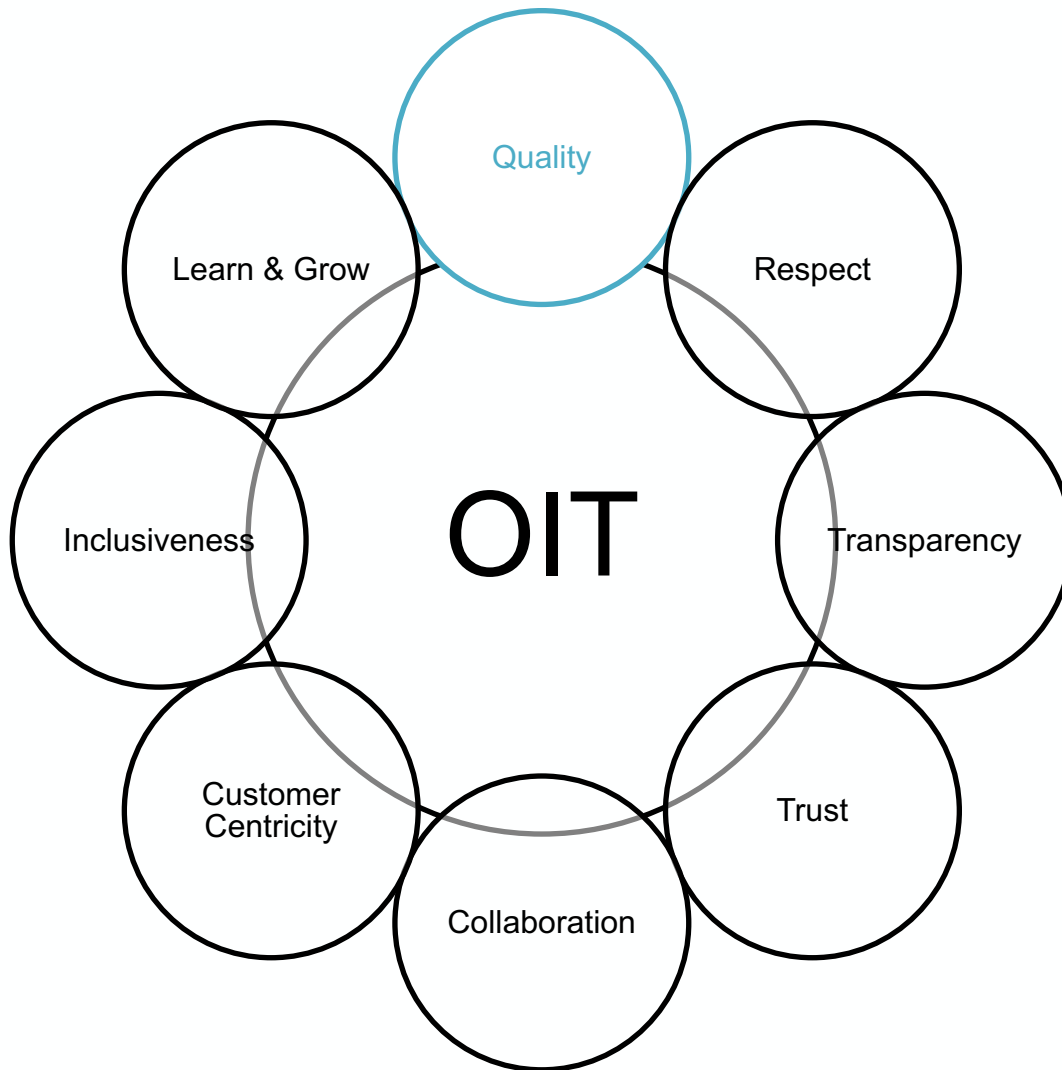
- OIT culture initiative hype channel:
<https://bpbs.hr.uci.edu/>
 - Share your ideas and best practices
 - Check out our new “inspiration” section
 - Comment, submit ideas and share stories!
- Formal venues
 - OIT Leadership
 - Team and division meetings
- Informal venues
 - Lunches, coffee klatches, etc.

OIT Culture Transformation Initiative

- <https://www.oit.uci.edu/org/oit-culture/>
- Mission, Vision, Values
- Additional information

QUALITY

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QUALITY MEANS...

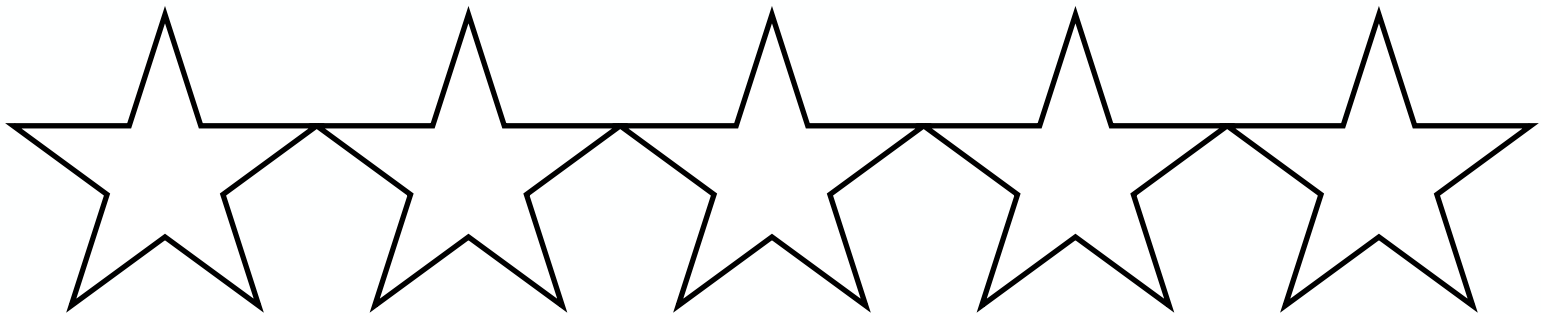
TO TAKE THE GOOD
WE'VE DONE
TODAY...

MAKE IT EVEN
BETTER
TOMORROW...

AND NEVER STOP



RATE THE QUALITY OF THIS PRESENTATION



APPENDIX: GARVIN QUALITY FRAMEWORK

As summarized by the University of Cambridge Institute for Manufacturing (IfM) Quality Framework [web page](#).

For Professor Garvin's full article in Harvard Business Review, click [here](#).

1. Performance

Performance refers to a product's primary operating characteristics. For an automobile, performance would include traits like acceleration, handling, cruising speed, and comfort. Because this dimension of quality involves measurable attributes, brands can usually be ranked objectively on individual aspects of performance. Overall performance rankings, however, are more difficult to develop, especially when they involve benefits that not every customer needs.

2. Features

Features are usually the secondary aspects of performance, the "bells and whistles" of products and services, those characteristics that supplement their basic functioning. The line separating primary performance characteristics from secondary features is often difficult to draw. What is crucial is that features involve objective and measurable attributes; objective individual needs, not prejudices, affect their translation into quality differences.

3. Reliability

This dimension reflects the probability of a product malfunctioning or failing within a specified time period. Among the most common measures of reliability are the mean time to first failure, the mean time between failures, and the failure rate per unit time. Because these measures require a product to be in use for a specified period, they are more relevant to durable goods than to products or services that are consumed instantly.

4. Conformance

Conformance is the degree to which a product's design and operating characteristics meet established standards. The two most common measures of failure in conformance are defect rates in the factory and, once a product is in the hands of the customer, the incidence of service calls. These measures neglect other deviations from standard, like misspelled labels or shoddy construction, that do not lead to service or repair.

5. Durability

A measure of product life, durability has both economic and technical dimensions. Technically, durability can be defined as the amount of use one gets from a product before it deteriorates. Alternatively, it may be defined as the amount of use one gets from a product before it breaks down and replacement is preferable to continued repair.

6. Serviceability

Serviceability is the speed, courtesy, competence, and ease of repair. Consumers are concerned not only about a product breaking down but also about the time before service is restored, the timeliness with which service appointments are kept, the nature of dealings with service personnel, and the frequency with which service calls or repairs fail to correct outstanding problems. In those cases where problems are not immediately resolved and complaints are filed, a company's complaints handling procedures are also likely to affect customers' ultimate evaluation of product and service quality.

7. Aesthetics

Aesthetics is a subjective dimension of quality. How a product looks, feels, sounds, tastes, or smells is a matter of personal judgement and a reflection of individual preference. On this dimension of quality it may be difficult to please everyone.

8. Perceived Quality

Consumers do not always have complete information about a product's or service's attributes; indirect measures may be their only basis for comparing brands. A product's durability for example can seldom be observed directly; it must usually be inferred from various tangible and intangible aspects of the product. In such circumstances, images, advertising, and brand names - inferences about quality rather than the reality itself - can be critical.