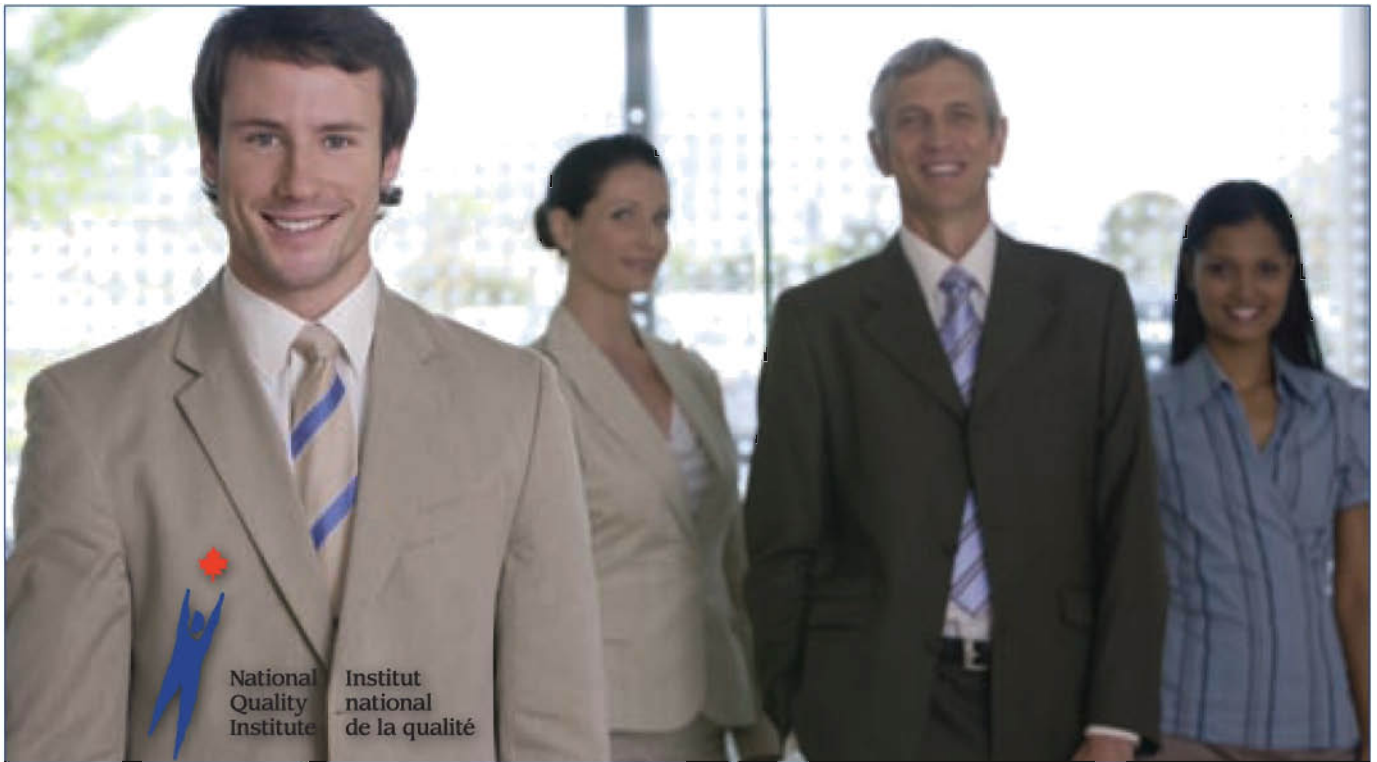


# National Quality Institute

## 2010 Training Calendar

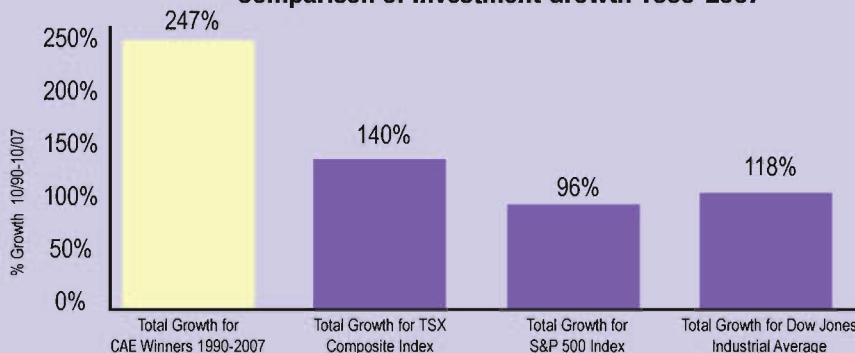


The National Quality Institute is an independent, not-for-profit organization that is committed to advancing organizational excellence across Canada. Since its inception, NQI has helped thousands of Canadian organizations in both the private and public sectors. For many of these organizations, the journey began with attending one of our dynamic training courses.

*"This training went beyond "the academia" and has generated a good degree of interest and excitement with management and staff. And (I must confess) with me too. Whereas before I was a mere "staunch proponent" of the NQI philosophy, I have been made a rabid disciple by doing this exercise and seeing the results it generated. The process mapping made obvious a key area of the organization resulting in a collective smack to the forehead when the performance measure we'd been hunting for was suddenly staring us right in the face."*

**Ken Shipley,**  
Formation Continuous Improvement Officer  
Department of National Defence - Canadian Navy  
NQI Quest for Quality Course Participant

**Comparison of Investment Growth 1990-2007**



### SOME RESULTS REPORTED BY CAE WINNERS

- **91% IMPROVEMENT** in employee turnover
- **215% INCREASE** in cost savings
- **90% INCREASE** in customer satisfaction
- **33% INCREASE** in employee satisfaction
- **82% REDUCTION** in cycle time
- **59% in PRICE SAVINGS** to client
- **57% DECREASE** in injuries

## CERTIFICATION AND IN-HOUSE TRAINING



AVAILABLE

ON-SITE

### NQI LEADERSHIP EXCELLENCE PROGRAM

NQI offers a certification program for professionals who wish to be recognized for their expertise in Quality and a *Healthy Workplace*®.

The Leadership Excellence Program® has five Levels: Levels 1, 2 & 3 (NQI CEP®) cover a curriculum of quality fundamentals & operational tools; and Levels 4 & 5 (NQI CEL®) focus on the individual's leadership competencies and skills in tactical & strategic deployment.

For each of the courses listed in this booklet, you will see one of the following logos to show you where it fits into NQI LEP®.



### NQI IN-HOUSE TRAINING

In-house training sessions are available for all NQI training courses. An NQI instructor will come to your organization and customize courses to fit your specific needs.

An in-house session is a great way to build momentum on your Excellence Journey. The more people from your organization who participate, the easier it is to create buy-in at all levels.



**John Perry**  
Senior Advisor and Vice President  
National Quality Institute

*"Thorough practical training on quality and/or healthy workplace criteria and implementation is essential for people to realize their own potential in organizational improvement techniques, and for their own organization to see the great overall benefits that evolve from a focus on excellence."*

## FRAMEWORK FOR EXCELLENCE

2 DAYS

Non-Member's Fee: \$ 1425  
NQI Member's Fee: \$ 1070

### DESCRIPTION

This course provides participants with a clear understanding of the scope and intent of the National Quality Institute's Framework for Excellence. It outlines a practical method for implementation, and introduces an approach to assessing your organization against the Framework for Excellence Criteria.

### YOU WILL LEARN:

- The elements of the NQI Framework, and its use as an overall strategic framework for excellence across the organization
- The history and evolution of the international quality movement
- The drivers of the NQI Framework that affect overall organizational performance: Leadership, Planning, People Focus, Customer/Client/Citizen Focus, Process Management, and Supplier/Partner Focus
- The intent of the Framework, and how to sustain your improvements and increase your organization's success
- How to integrate improvement efforts under one strategic framework
- The four levels of the NQI Progressive Excellence Program (NQI PEP®)
- What it takes to drive long-term culture change
- How to use the NQI PEP® as a way to integrate improvement efforts across your organization
- How to use NQI PEP® to confirm strengths and review opportunities for continuous improvement
- How to assess your organization against NQI PEP® Levels 1 and 2

### WHO SHOULD ATTEND?

- All employees, managers, and quality professionals responsible for increasing the effectiveness of their workgroup or organization
- Any individual or team who is responsible for the implementation of the NQI Progressive Excellence Program
- Suitable for both the public and private sectors



DATE

LOCATION

Jan 27 - 28, 2010  
Feb 24 - 25, 2010  
Mar 30 - 31, 2010  
Sep 22 - 23, 2010

OTTAWA  
TORONTO  
VANCOUVER  
TORONTO

## INTRODUCTION TO PROCESS MAPPING

1 DAY

Non-Member's Fee: \$ 710  
NQI Member's Fee: \$ 533

### DESCRIPTION

How efficient are your organization's processes in delivering your product or service to your customers?

How do your processes tie into the quality efforts of your organization?

Processes are one of the most important factors in the day-to-day operations of any successful organization. Process mapping is a must in today's ever-improving, customer-focused, quality-driven environment.

This 1-day course:

- Examines process mapping using customer focused, employee-friendly tools that will help participants to identify, analyze, and improve core business processes
- Describes the methodology to document the flow of a process from inputs to outputs, and to provide a focal point from which to analyze opportunities for improvement

### YOU WILL LEARN:

- The definition of a process
- How to facilitate process mapping
- How to analyze process maps
- How process mapping links with the NQI Criteria, NQI PEP®, and quality improvement
- How to define processes in terms of suppliers, inputs, process, outputs, and customers
- How to map processes at three levels of detail (Level 1, 2, and 3 process maps)
- How to use process mapping to facilitate process improvement

### WHO SHOULD ATTEND?

- All employees, managers and quality professionals responsible for increasing the effectiveness of their workgroup or organization
- Suitable for both the public and private sectors.



DATE

LOCATION

Mar 25, 2010  
Apr 13 & 19, 2010  
Sep 28, 2010  
Nov 25, 2010

TORONTO  
WEBINAR  
OTTAWA  
TORONTO



National Quality Institute  
Institut national de la qualité

2275 Lake Shore Blvd. West, Suite 307, Toronto, Ontario M8V 3Y3

Toll Free: 1-800-263-9648 • Phone: 416-251-7600 • Fax: 416-251-9131 • [www.nqi.ca](http://www.nqi.ca)



# INTRODUCTION TO SIX SIGMA

1 DAY

Non-Member's Fee: \$ 710  
NQI Member's Fee: \$ 533

## DESCRIPTION

This course will introduce Six Sigma and tools that can be used to improve service industry and public sector processes. It will describe the elements of Six Sigma as a method within the context of NQI Criteria.

Six Sigma is a method and tool kit used for service and process improvement. The method uses data and statistical tools to systematically improve processes and sustain process improvements. The method is a project-focused approach consisting of five phases: Define, Measure, Analyze, Improve, and Control.

No Belts Required!

It doesn't matter how many Green or Black belts you have in your organization if you can't find and fix the causes of long lead times, error, mistakes, scrap, waste, and lost opportunities. This course doesn't require or result in any belts. It will focus on tools that will help you find ways to make dramatic improvements in speed and quality that translate into cost savings and improved performance.

This course is designed for the service sector jobs described as transactional, commercial, non-technical, support or administrative. Jobs in both the public and private sector related to sales, finance, marketing, procurement, customer support, logistics, IT, and human resources, etc.

## YOU WILL LEARN:

- The elements of Six Sigma as a method within the context of NQI Criteria
- DMAIC and its uses
- About process capability using a Histogram
- How to determine which projects are appropriate for Six Sigma methods
- How to apply six sigma tools to improve services

## WHO SHOULD ATTEND?

- All employees, managers and quality professionals responsible for increasing the effectiveness of their workgroup or organization
- Suitable for both the public and service sectors employees

LEP 2

DATE

LOCATION

Jan 21, 2010  
Jun 1, 2010  
Sep 16, 2010

TORONTO  
OTTAWA  
TORONTO

# OPERATIONAL PROCESS MAPPING

1 DAY

Non-Member's Fee: \$ 710  
NQI Member's Fee: \$ 533

## DESCRIPTION

Operational Process Mapping can be taken as a standalone course or as a follow-up to Introduction to Process Mapping.

This 1-day course examines in detail the specific tools, techniques, and methodologies that can be utilized for effective process management.

Process mapping is a collection of tools that looks at the flow of a process and divides that process into its component steps. Each step is categorized (are we adding value or not) and then measured (can we do this process more efficiently or effectively).

Process mapping can include many different tools, such as turtle diagrams, value stream maps, sequential process maps, flow charts (time- and decision-based), and critical path-type analysis. The trick is using the correct tool for the particular situation.

## YOU WILL LEARN:

This course aims to clarify and define each of these tools and to put each one into the correct context. We will also touch on how process mapping should integrate into corporate strategy and why it is key in the implementation of robust quality management systems.

- The definition of process mapping
- The different ways of looking at a process (time sequence-dependant & decision-dependant tools)
- When to use turtle diagrams, value stream mapping, flow charting (time- and decision-based)
- How to use critical path techniques
- How to collect and use data from the mapping process
- How to use mapping for risk analysis
- How to use mapping with effective key performance indicators
- How to reduce non-value add activities
- How to identify process "wastes"
- How to use process mapping to improve the efficiency and effectiveness of existing processes
- How to use process mapping for new processes prior to implementation

## WHO SHOULD ATTEND?

- All employees, managers, and quality professionals responsible for increasing the effectiveness of their workgroup or organization
- Suitable for both the public and private sectors

LEP 3

DATE

LOCATION

May 3 & 10, 2010  
Jun 10, 2010  
Dec 7, 2010

WEBINAR  
TORONTO  
OTTAWA

# INTRODUCTION TO ROOT CAUSE ANALYSIS

1 DAY

Non-Member's Fee: \$ 710  
NQI Member's Fee: \$ 533

## DESCRIPTION

This 1-day course presents an overview of the different approaches to root cause analysis and introduces tools to initiate this highly effective approach to problem management.

When problems are discovered or issues happen, the most frequent response is to rush to find a solution. Finding an immediate fix for the problem may be very satisfying but unfortunately, it is not the best way to solve that problem. If we take this approach, we may need to solve the same issue repeatedly. A better method is to eliminate the root cause.

The root cause of a problem is one that, if corrected, would prevent a recurrence of the problem. There may be a series of causes that are identified, one leading to another; or two or more combining to create the issue.

## YOU WILL LEARN:

- How to define root cause analysis
- About various root cause analysis methodologies (including: 5 Why & Ishikawa diagrams)
- About the different types of evidence
- How to search for evidence
- How to build a causal tree
- About corrective and preventative actions
- How to identify effective corrective and preventative actions for problems or issues
- How to use root cause analysis to reduce risk throughout the organization
- How to use root cause analysis to reduce firefighting
- How to use root cause analysis to empower employees with effective analysis tools

## WHO SHOULD ATTEND?

- All employees, managers, and quality professionals responsible for increasing the effectiveness of their workgroup or organization
- Suitable for both the public and private sectors

LEP 2

DATE

LOCATION

Mar 2, 2010  
Apr 20, 2010  
Sep 20 & 27, 2010

OTTAWA  
TORONTO  
WEBINAR

## OPERATIONAL ROOT CAUSE ANALYSIS

**1 DAY**

Non-Member's Fee: \$ 710  
NQI Member's Fee: \$ 533

### DESCRIPTION

The root cause of a problem is one that, if corrected, would prevent a recurrence of the problem. There may be a series of causes that are identified, one leading to another; or two or more combining to create the issue.

This 1-day course presents in detail the different approaches to root cause analysis, describes more complex tools to implement this highly effective approach to problem management, and examines forensic interviewing techniques for evidence gathering.

### YOU WILL LEARN:

- Various complex root cause analysis methodologies
- How to use energy flow analysis
- How to use table barrier analysis
- How to use flow chart barrier analysis
- How to use mistake proofing solutions
- How to integrate root cause analysis into a corrective/preventative system
- How to use forensic interviewing techniques

### WHO SHOULD ATTEND?

- All employees, managers, and quality professionals responsible for increasing the effectiveness of their workgroup or organization
- Suitable for both the public and private sectors

LEP 3

DATE

LOCATION

Mar 3, 2010

OTTAWA

Apr 21, 2010

TORONTO

Oct 18 & 25, 2010

WEBINAR

## MEASURING CUSTOMER/STAKEHOLDER SATISFACTION

**1 DAY**

Non-Member's Fee: \$ 710  
NQI Member's Fee: \$ 533

### DESCRIPTION

The first step in any planning process for an organization should be the identification of key customers and stakeholders. Correct identification is essential, because all activities should be based on fulfilling and exceeding the customer's needs.

This 1-day course demonstrates how to identify key customers and provide the techniques to understand customer needs. The course describes methods for measuring customer requirements at all levels within the organization to enable the development of an organizational strategy focused on the customer.

This course is applicable to both private and public organizations, as the content reflects the considerable differences for both sectors.

### YOU WILL LEARN:

- How to identify different customers, customer groups, and key stakeholders
- The principles of customer service; tools and techniques to make your customers happy
- Use a balanced scorecard to measure customer satisfaction
- How to better understand your customer needs and requirements
- How to translate your customer needs and requirements into technical and process specifications
- How to gather, process, and communicate key metrics to ensure customer satisfaction
- How to align organizational strategy with customer requirements
- Multiple customer management strategies to help with a broad range of customers
- Tools to help with customer retention and loyalty
- How to anticipate customer requirements and priorities
- Tools to predict customer requirements
- How internal customers influence external customers

### WHO SHOULD ATTEND?

- All employees, managers, and quality professionals responsible for increasing the effectiveness of their workgroup or organization
- Suitable for both the public and private sectors

LEP 3

DATE

LOCATION

May 4, 2010

OTTAWA

May 31 & Jun 7, 2010

WEBINAR

Sep 29, 2010

TORONTO

## QUEST FOR A HEALTHY WORKPLACE®: Understanding the NQI Healthy Workplace® Criteria for Excellence, and the NQI Implementation Model

**2 DAYS**

Non-Member's Fee: \$ 1425  
NQI Member's Fee: \$ 1070

### DESCRIPTION

Learn how an organization can improve performance, become more successful, and be recognized for excellence by implementing a healthy workplace strategy using the NQI Healthy Workplace® Criteria for Excellence, and NQI's Progressive Excellence Program (NQI PEP®), which guides the implementation process. This 2-day course will introduce you to the Criteria and the NQI PEP® program. It will also provide a Healthy Workplace® Planning Model and outline the planning steps required to design and implement a Healthy Workplace® Plan, including the business case for staff recruitment and retention as a result of a healthy work environment.

### YOU WILL LEARN:

- The components of a healthy workplace, and significant healthy workplace principles, theories, and models
- The link between a healthy workplace and improved business performance
- A Healthy Workplace® Planning Model, and steps to design and implement a Healthy Workplace® Plan
- How to use the Healthy Workplace® Criteria to directly assist the implementation of excellence in your organization
- The essential drivers of the NQI Healthy Workplace® Framework for Excellence that are key in developing and sustaining a healthy workplace: Principles, Leadership, Planning & Programs, People Engagement, Process Management & Risk Assessment, and Results
- How to use NQI PEP® to integrate Healthy Workplace® efforts across your organization
- How to apply for NQI PEP® certification and/or the Canada Awards for Excellence (Healthy Workplace®)

### WHO SHOULD ATTEND?

- All those interested in developing and being recognized for a healthy workplace program in their workgroup or organization
- Suitable for both the public and private sectors

LEP 2

DATE

LOCATION

Jan 6 - 7, 2010

VANCOUVER

Feb 17 - 18, 2010

OTTAWA

Apr 7 - 8, 2010

TORONTO

Jun 16 - 17, 2010

OTTAWA

Nov 16 - 17, 2010

TORONTO



## ORGANIZATIONAL EXCELLENCE ASSESSMENT

**2 DAYS**

Non-Member's Fee: \$ 1425  
NQT Member's Fee: \$ 1070

### DESCRIPTION

Organizational excellence assessment is a methodology to assess how an organization's management systems compare against the Canadian Framework for Excellence.

Assessments are normally conducted to:

- Better understand an organization's strengths & opportunities in line with the intent of the Canadian Framework for Excellence

- Address strategic issues and close gaps, which ultimately improves performance

This 2-day assessment training course:

- Provides organizational assessment leaders and team members with the knowledge, skills, and attitude necessary to conduct an organizational assessment, using NQT Criteria (Framework for Excellence or NQT PEP®)
- Covers the NQT Assessment Roadmap, which includes:
  - Engaging the Leaders
  - Selecting the Assessment Team
  - Conducting a Preliminary Assessment
  - Planning the Main Assessment
  - Gathering Assessment Data
  - Preparing the Final Report
  - Communicating Results

**BONUS:** After the completion of this program, participants will receive access to the Interactive Assessor: Game Based Learning (online course).

### YOU WILL LEARN:

- The principles of excellence & related criteria
- The process to complete an organizational excellence assessment
- Assessment preparation and planning activities
- Pre-assessment activities
- Assessment data-gathering activities
- Post-assessment activities
- Communication and follow-up activities
- How to build and apply a series of interview questions to use in the assessment process
- The scoring system used to evaluate the assessment results
- Preparation of assessment reports
- Application of team-building principles

### WHO SHOULD ATTEND?

- Those who will lead and/or take part in internal or external organizational assessments
- CAE & NQT PEP® assessors and/or verifiers
- Those responsible for continuous improvement of their organization's performance using the Excellence Frameworks (Quality, *Healthy Workplace*®, or Integrated)
- Suitable for both the public and private sectors

**LEP 3**

**DATE**

**LOCATION**

May 12 - 13, 2010  
Oct 7 - 8, 2010  
Dec 1 - 2, 2010

TORONTO  
OTTAWA  
TORONTO

## QUEST FOR QUALITY PROCESS IMPROVEMENT TOOLS

**2 DAYS**

Non-Member's Fee: \$ 1425  
NQT Member's Fee: \$ 1070

### DESCRIPTION

This 2-day course:

- Introduces process management tools & techniques to help you identify and close quality gaps in your organizations.
- Includes a process improvement assignment related to one of the key processes in your organization
- Covers a range of topics including:
  - NQT Quality Principles
  - NQT Framework for Excellence
  - Process Mapping
  - Cost of Quality
  - Quality Gaps
  - Process Metric
  - Displaying Data
  - Problem Statements
  - Fishbone Diagrams

The Quest for Quality training course is comprised of three modules:

- **Module 1** consists of a self-study workbook that teaches the basic principles and concepts of quality
- **Module 2** is a full-day workshop that teaches quality tools and techniques to identify and quantify the impact of quality gaps in your organization
- **Module 3** is a full-day workshop that teaches you to apply quality tools and techniques to close quality gaps in your organization, and ensure they remain closed and are improved over time

**Modules 2 and 3** are conducted over two non-consecutive days. The time in between modules is used by participants to complete the **Module 2 Assignment**. This assignment gives participants an opportunity to practice the skills they have learned in a real-life process in their organization

### YOU WILL LEARN:

- How to define processes in which you work every day
- How to map your processes using three levels of process mapping
- How to use the NQT Framework for Excellence to directly assist the application of excellence in your organization
- How to collect data that relate to your processes and use them to track improvement
- How to display your collected data using the appropriate graph
- How to write problem and project mission statements
- How to identify a quality gap in your organization and then, using a project storyboard with appropriate quality tools and techniques, manage the process to close the gap so that the customer's agreed requirements can be met or exceeded, the first time, every time

### WHO SHOULD ATTEND?

- All employees, managers, and quality professionals responsible for increasing the effectiveness of their workgroup or organization
- Suitable for both the public and private sectors
- Any individual who would like to learn some fundamental quality tools to help drive continuous improvement

**LEP 2**

**DATE**

**LOCATION**

Mar 9 & 30, 2010  
Apr 15 & 29, 2010  
Oct 6 & 27, 2010

OTTAWA  
TORONTO  
TORONTO



**Adam Stoehr**  
Vice President, Educational Services  
National Quality Institute

"NQT Training gives you the tools you need to improve results for your organization. The Leadership Excellence Program ties NQT courses together, moving from the fundamentals to tactical and strategic deployment. Join the list of certified individuals who are dedicated to making a difference in Canada."



National Quality Institute  
Institut national de la qualité

# National Quality Institute

## *A Movement Towards Organizational Excellence*

Other Courses Available from NQI:

- You Got it!™ - Superb Customer Service
- Desired State Process Mapping: Making your Processes Better
- Leading Successful Organizational Change
- Senior Leadership Overview: Quality – half day
- Senior Leadership Overview: Healthy Workplace – half day
- Planning for Excellence: From Talking to Done! – 1-day
- Cost of Quality: Identification for Improvement – 1-day
- All About Excellence: Basics of Quality & Healthy Workplace for Frontline Staff – half day
- Statistical Quality Tools – 1-day
- SENIORWISE® – 1-day
- Implementing Excellence in the Federal Public Service – 1-day
- Organizational Quality and Wellness for the Health Care Sector – 1-day
- Work Life Balance: Your Personal LifePlan®! – 1-day
- Leadership Through Emotional Intelligence – 1-day
- Leadership Through Diversity – 1-day
- Canadian Excellence in Education - 1-day
- Developing Executive Leadership – 3-days
- Preparing for Leadership: What it Takes to Take the Lead – 2-days
- Moving from an Operational Manager to a Strategic Leader and Thinker – 3-days
- Improving Your Project Management Skills: The Basics for Success – 3-days
- Strategic Planning – 3-days
- Interpersonal Skills – 3-days
- Dynamic Listening Skills – 2-days
- Effective Executive Speaking – 3-days
- Time Management – 2-days
- Successfully Managing People – 3-days
- Innovation and Creativity: How to Improve Performance and Foster Growth – 2-days
- Planning and Managing Organizational Change – 2-days
- Senior Project Management – 3-days
- Coaching: A Strategic Tool for Effective Leadership – 3-days
- Advanced Leadership Communication Strategies – 3-days
- Leadership and Team Development for Managerial Success – 2-days
- Maximum Performance Leadership – 3-days
- Fundamentals of Finance and Accounting for Non-Financial Managers – 3-days
- Fundamentals of Budgeting – 3-days
- Management Skills for Government Administrative Professionals – 3-days
- Managing Stress and Emotions in the Workplace – 2-days
- Negotiating to Win – 3-days
- Responding to Conflict: Strategies for Improved Communication – 3-days
- High Performance Business Writing – 2-days
- Dealing with Competing Demands – 3-days

Register today.

- Visit: [www.nqi.ca](http://www.nqi.ca)
- Call: 1-800-263-9648 x236
- E-mail: [courses@nqi.ca](mailto:courses@nqi.ca)



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