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# NEW CHALLENGES NEW SOLUTIONS



## Continuous Improvement Cycle – The CN Experience

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## What are we going to do today?

- Hear the CN experience
- Learn about developing a survey and linking the results to performance measurement programs
- Participate in a workshop
  - Analyse survey data
  - Link data to Service level agreements
  - Make recommendations



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## The CN experience

- Why implement an independent survey?
  - Importance of feedback to CN
  - CN's philosophy on continuous improvement
  - Employee's perspective
  - CN's perspective



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## Employee's perspective

- Replace several questionnaires (relocation company, movers, internal survey) with one questionnaire
- Chronological, web-based, easy to complete
- Covers all aspects of the relocation process – internal and external services
- Opportunity to get issues resolved
- Opportunity to provide feed-back – feel part of the continuous improvement cycle
- Receive a thank you gift



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## CN's perspective

- Independent – ensuring integrity of results
- Consolidated – encompassing all aspects of the relocation process
- Consistent – similarity of questions and scales over the years regardless of supplier
- Objective – actionable recommendations for improvement
- Tied to performance targets – optimizing opportunity for continuous improvement, immediate feedback on issues



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## Implementing an independent survey

- Overall issues
- Design of questionnaire
- Format & frequency of results
- Communication process



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## Overall issues

- Paper vs. web based
- Measuring quality of internal and/or external services
- Confidentiality / anonymity
- Number of suppliers
- Technology – spam filters, security
- Coding by supplier, business unit, policy type, country



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## Design of questionnaire

- Key sections to be measured
- Number of questions – tolerance level of time required to complete
- Types of questions: positive, negative, factual
- Policy related wording
- Types of responses: multiple choice, yes/no, open ended
- Scale: 3 point, 4 point, 5 point, not applicable, neutral





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## Format & frequency of results

- Aggregate results vs. individual results
- Confidentiality
- Graphs, numbers, percentages, comments
- Recommendations for improvement
- Immediately, monthly, quarterly, annually
- Comparative results to previous quarter, year
- Comparative results to total aggregate results



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## Communication process

- Design – who is involved? – who approves?
- Sending out the questionnaires – who provides the employee names, email addresses and pertinent info?
- Reminders – frequency and maximum number?
- Reports – who receives them? – who sends them to suppliers? – aggregate and/or individual responses?
- Timing – geared to meetings with suppliers – immediately for certain triggers



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## Supplier Feedback

- The partnership approach
  - Allowing suppliers input to design
  - Meeting suppliers' needs
  - Interfacing with performance targets
  - Obtaining supplier buy-in



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## How to maximize results

- Maximum employee participation
- Instant feedback to CN, suppliers and employees
- Involve suppliers
- Benchmark against national data

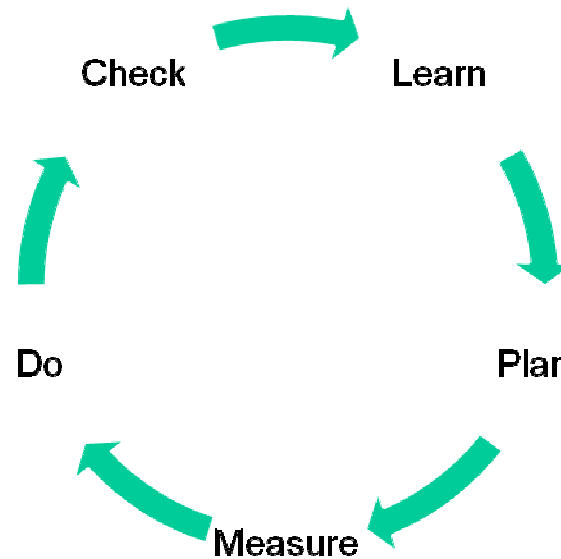


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## The continuous improvement cycle





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## Working Session

- Linking survey results to performance targets/SLA's/KPI's
- 45 minute session
- Each table will be given a different scenario
- Each group will present findings and recommendations



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Questions and Answers

Thank You for Participating

- Please do not forget to fill out the participation survey