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710 E. Main Street, Lexington, KY 40502  
www.kycpe.org    KyCPE1@gmail.com

## May Newsletter - Assessing: Data Collection

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### President's Message for May

We all hear that our organizations want to be “data driven” or that we “mine data” to understand ourselves, our suppliers and our customers. We may even engage in data collection about our markets, communities and other facets of our stakeholders. We believe that good data will provide us with insights into how we act, what we offer to customers, how we run our organizations and how we measure our value.

But the collection and analysis of data is complicated. Too little data may not be an appropriate sample size (Ever wonder how a poll of 800 people is supposed to predict how the entire country feels?). Too much data could leave us lost in the volumes of data points, not seeing the forest for the trees. Data collection is manageable if we approach data collection from a process perspective.

The data collection process is one that first requires critical thinking skills to separate the most important data elements, analyze them and report results from the broader world of data elements. The process also takes into account whether the data is collected from devices, such as a blood pressure monitor, or from our perception (How well-rested do you feel?). The process further depends on frequency of measure; is it a point in time such as the above-mentioned blood pressure monitor reading or a series of readings taken over an extended period, such as data from an EKG?

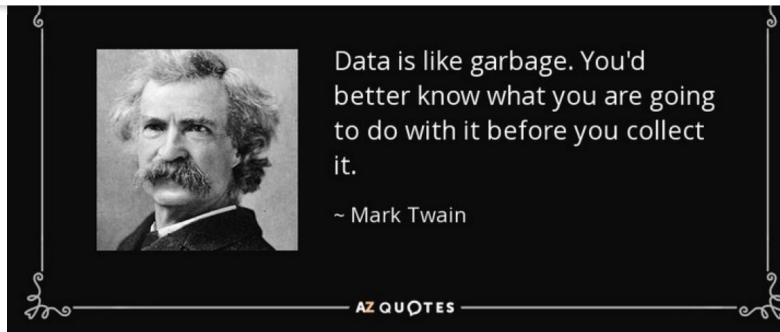
Once we identify the frequency, volume and types of data collected, we need to determine what provides the best indicators of behavior or actions. For example, the supply chain key performance indicator (KPI) of “perfect order” address the percentage of all orders that met the “perfect” criteria, which includes everything from order intake to proper documentation and undamaged on-time delivery. It measures many different steps and includes a large constituency of providers. Compare that to the current popular net promoter score (NPS), which on a scale of 1 to 10 asks whether you would recommend this organization to another constituency or organization. Both have their value, but one is based on actual performance while the other is based on perception. Both sets of data could be useful, but we must consider the context of all data collected.

When selecting data, leverage your process understanding. Look to government agencies, private organizations, industry standards and other sources for established KPIs, metrics and measures. Determine the critical few that are important to your organization and start collecting the appropriate data points. Periodically check the volume of data points to ensure the sample size will provide valuable insight. Don't be afraid to resample and to mature your data collection efforts prior to reporting your findings to your organization.

Finally, look to Baldrige for guidance. Note how process questions are asked and grouped, then look at the results sections. The result sections ask you to provide data that supports your process statements. Hard numbers, trends and comparisons to standards always provide a firmer grounding in truth. Above all, start collecting data to ensure you understand your organization, stakeholders and the value proposition.

Eric-Stephan Neill  
President, KyCPE

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### Upcoming Events

**September 1** - letter of intent to apply due to KyCPE (details found under "Improved Application Process")

**September 18** - KyCPE Conference

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### Save the Date

What: KyCPE Educational Conference  
Where: BCTC Leestown Road Campus Conference Center  
164 Opportunity Way, Lexington KY 40511  
When: Friday September 18, 2020

### 2020 Conference Theme: Leading for Performance Excellence

Speakers to include Malcolm Baldrige National Quality Award winners and others who have achieved organizational excellence. You won't want to miss this opportunity to network with and learn from innovative leaders!

*A final decision has not yet been made as to whether the conference will be held in person or online. Registration information will be released when the decision has been made.*

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### HQ Update

#### Communities of Excellence

[Improving Economic Vitality, Health, Education, and Quality of Life in America - One Community at a Time](#)

There is a rapidly growing interest in using the national performance excellence framework to inspire and guide whole communities of excellence (hence the name).

If you would like to ***nominate a community*** to learn and apply the framework for excellence – or if you are a trained performance excellence examiner and would like to ***evaluate and provide feedback*** to a community on their journey – contact Dean Bondhus at KyCPE **502-608-2061**.

A National Learning Collaborative Informational Webinar is being held on May 28 for those interesting in learning more about Communities of Excellence. Register [here](#).

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**By Kenneth Maxik, Vice President  
Operations Support, CompleteRx, Ltd.**

Do you ever find yourself with data that does not help you solve recurring problems? The issue may be your data collection principles. Often, data collection is focused on active failures, which are errors that occur at the point of contact between a human and some aspect of a larger system (e.g., a human-machine interface). These are failures that may occur by misreading something (e.g., a label or equipment information), not noticing that a process or service is out of standard, not seeing a warning or misreading a scale on a piece of equipment. When active failure data is collected it brings about “fixes” that are singular, such as staff training or reminders.

On the other hand, if data collection is focused on latent failures within the system, we can obtain meaningful information to implement higher leverage strategies and resolve problems long-term. Latent failures are less apparent failures of organization, design or management that contributed to the occurrence of active failures. Examples of latent failures are lack of information about how to operate a piece of equipment, no maximum system warnings, inconsistent procedures and insufficient or ambiguous information. Once you collect data related to latent failures, you can implement resolutions that address system-level issues, that once resolved will either reduce impact on other employees or reduce the chances of recurring.

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