CQI|IRCA strategy planning: Volunteer feedback

Survey and chairs' workshop summary, November 2022

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1.   Executive summary

As part of the phase 2 strategy planning process, we asked our volunteer members to advise us on the threats and opportunities facing the profession and the CQI, and to suggest priority improvements to create value for members and quality professionals.

In summary, this community did not raise any new threats or opportunities, but confirmed that the following risks already identified on our strategic risk landscape are priorities:

- Thread to the value of the profession (including the technology and sustainability agendas)
- Threat to the relevance of the CQI
- Skills deficit opportunity.

The was a notable appetite for:

- More work to improve the brand of the quality profession
- More work within the 'Broaden Scope' strategic theme in terms of helping quality professionals educate and inform leaders, managers and operators
- More work to improve the education and training offering.

2.   Context

Our volunteers are an important voice in shaping plans for the profession and the CQI. To provide input to the CQI Board of Trustees, the CQI Membership Council supported the circulation of a short survey and a virtual workshop for network Chairs to identify volunteer member views on threats and opportunities for the profession and the CQI, and to invite volunteers to suggest how the institute can add value to members.

This document summarises the outcome of both the survey and the workshop. The survey was open in October 2022; out of over 376 volunteers eligible to complete the survey, we had 42 responses. The workshop was held on MS Team on 15/11/2022; 36 Chairs of member-led networks were invited and 20 attended.

The survey summary (section 2) provided an input to the on-line workshop. Section 3 summarises the discussions from the workshop, exploring the areas where the executive believes input from chairs would be most valuable to the board.

Outputs from this process will feed into the strategy planning process and will be shared with the full CQI|IRCA volunteer community.

3.   Volunteer Survey Summary

The table below summarises the key themes from each question.

Survey Question	Key Themes	Recognised in CQI Risk Landscape?	Recognised in 2030 Strategy?
Threats facing profession	Reputation and positioning of the profession	Yes	Yes

	Attracting and Developing Quality Professionals	Yes	Yes
	The Technology Agenda	Yes	Yes
Opportunities facing profession	Reputation and positioning of the profession	Yes	Yes
	Attracting and developing quality professional	Yes	Yes
	The technology agenda	Yes	Yes
Threats facing CQI	Brand of the CQI	Yes	Yes
	Changing market	Yes	Yes
	Volunteer related	Yes	Yes
Opportunities facing CQI	Market related	Yes	Yes
	Technology agenda related	Yes	Yes
	Member value related	Yes	Yes
	Brand & Influencing Related	Yes	Yes
Top Areas to Create Value for Members	Brand & influencing related	Yes	Yes
	Member offering related	Yes	Yes
	Technology agenda related	Yes	Yes
	Volunteer related	Yes	Yes

In appendix 1, you will find a section with representative statements under each question / theme from survey participants.

4.   Chairs' workshop summary

The following discussion questions focused on themes where more views and advice would be valued on key themes identified in the survey responses. Summary, points made during the chairs' workshop are provided below.

4.1   Brand and influencing

How would you like the quality profession to be perceived and how can we change perceptions?

Discussion points:

- Quality needs to be recognised as a profession by those outside the profession and by regulatory/governing bodies e.g., UKAS, WHO, BEIS.
- Quality professionals need the skills and language to engage with the C-suite, and CQI could help with content to educate non-quality professionals.
- Quality needs to be included as modules in education programmes for non-quality professionals including at degree level.
- Quality needs to be seen as more than just product assurance or compliance, leading to business continuity and improvement communities not feeling part of the profession.
- Quality is not all about standards.
- Security and safety are seen as more important than quality but without quality they will fail – get quality right and everything else falls into place.
- Quality should be seen as a leading measure not a lagging measure.
- There is an opportunity for quality professionals to take the lead and influence their organisations using the ESG agenda.
- Demonstrate the cost of poor quality and the value of good quality.

4.2   Attracting and developing quality professionals

How can the CQI help industry attract people into the profession, and support the development of skills through education and training?

- Need to use a different language to attract the next generation of quality professionals: disrupt, deter, defend, resilience, sustainability. We need to relate to and align with their ambitions and values.
- Put emphasis on quality training and what quality does for the whole business, and how quality is a part of every department's work.
- Work with other professions, royal colleges, and universities to ensure that quality is taught using consistent approach and language and to develop education pathways into quality.
- Use STEM activities to grow awareness and understanding of quality at secondary school level.
- Promote the value of quality management to corporate sustainability to attract younger people to the profession.
- Work with organisations and training providers to promote quality apprenticeships.
- It is not just about attracting young people to quality many organisations find there is benefit for to have new entrants to quality that have worked in other professions or roles first.
- Be more visible and promote the value of professional membership.

We value the feedback that you shared, thank the Chairs for their time during the remote workshops.

Appendix 1 – Representative statement from the volunteer survey

1. **Threats facing profession**

Reputation and positioning of the profession:

- Leadership understanding of quality
- Culture change
- Client focus
- Quality as the title of the profession.

Attracting and developing quality professionals:

- Benefits of quality not known/perception that quality is not important/not exciting to attract new people in
- Inability to recruit good quality professionals due to a simple lack of them
- Lack of succession planning.

The technology agenda:

- Digital skills gap.

Other:

- HS&E legislation.

2. **Opportunities facing profession**

Reputation and positioning of the profession:

- Lack of relevance
- Promotion of the awareness of the value of QM/show that quality is not organisational 'policeman' it's much more than that
- Education aimed at top management
- Demonstrating to business that quality = lower costs
- Quality seen as a requirement in every facet of life
- Introductory courses for execs on QM Engagement with politicians.

Attracting and developing quality professionals:

- Early career professionals
- Proper courses aimed at school/college leavers/encourage and engage future generations in Quality as a career.

The technology agenda:

- Digitisation/Q4.0
- Merging Quality with other professional such as IT and Digital Engineering.

Other:

- Lack of an institute strategy for members to line up behind
- Customer care.

3. **Threats facing the CQI**

Brand of the CQI:

- Relevance versus other professional bodies/seen as outdated
- Lack of awareness of CQI by employees
- Perception that it's an exclusive members club for quality academics
- Visibility in the workplace
- Does the media look on the CQI as the face of quality and therefore the people to 'go to' for comment on risks and issues?
- No perceived value (just postnominals).

Changing Market:

- Younger professionals moving into IT roles and not considering a career in Quality
- Fragmented market for members
- Aging membership/not providing sufficient benefits to attract young professionals
- Decreasing membership
- Cost of living affecting funding/membership renewals

Volunteer Related

- Lack of flow down of strategy into the activities of Branches/SIGs/over reliance on volunteers'
- Lack of engagement (poor attendance at events)
- Lack of flexibility.

4. Opportunities facing CQI

Technology agenda related:

- Digitisation/Q4.0 – don't call it 4.0.

Market Related:

- Attracting talent into the field of Quality
- Lean/CI value added
- Become the institute of choice for individuals with an interest in improvement
- Early career professionals.

Value Related:

- Competency framework – support with high quality training material to facilitate journeys into chartership
- Leading research
- Address the topic of risk in a way that is accessible for all types of organization
- Training platform
- Learning from other professional bodies
- SIGs can reach more people.

Brand and influencing related:

- Engage with trade bodies and influential committees
- Collaboration with other chartered institutions and similar orgs around the world
- More events showcasing industry and profession.

5. Things we can do to add value to members

Brand and influencing related:

- Represent the Quality profession with a higher public profile.

Offering related:

- Training
- Develop QW so that it's seen (again) as being the number one benefit of membership
- Review fee structure that has risen astronomically for some members around the world
- Offering clear benefits rather than features
- Free online courses to improve skills
- Engagement ops
- Networking ops
- Have a free certified training section on Linkedin
- Sort out all the information in the members area into a structured by topic arrangement
- A better careers page and a hub for Quality job seekers.

Technology skills related:

- Address the Digital Skills gap within Quality.

Volunteer related

- Align CQI branch events with CQI strategy
- Special interest groups for different international standards.