



**Quality  
Leaders**  
The Association of Quality Leaders & Innovators

## EXECUTIVE SUMMARY

## FOR MEMBERS

### OVERVIEW

# Ensuring Quality in Service Organizations and Support Functions

by Jill Notz, Chief Financial Officer, PwC

**Have you ever wondered how to improve the quality of your business? Explore the ways you can do that by strengthening your company's foundations with a focus on quality – resulting in trust and credibility.**

Jill Notz is a Finance & Operations Leader, with over 20 years of financial experience ranging from management support to corporate finance control. She currently serves as the Chief Financial Officer for PwC, where she has focused on the company's financial controls and organizational restructuring. Before PwC, she began her career in IT development and QA testing. She currently holds a CPA certification, in addition to her MBA.

*“Without quality, nothing else really matters.”*

Many leaders feel as though quality is an abstract term that may not apply to how their business is run. Jill Notz says that quality applies to every aspect of your business, from the tone at the top down to the company's financial statements. Discover how you can improve your focus on quality and learn why it is essential to the overall well-being of a company.



## 1. Quality Matters in Every Aspect of a Business.

- Quality is everyone’s job. Notz says, “While quality, may not be in my job title, I have responsibilities within my job that quality effects.” Every person in an organization has some responsibility for quality.
- Without quality, nothing else matters. No matter the number of bells and whistles, no product or service is worthwhile without quality.

### Ensuring quality in service organizations and support functions

PwC	Support Functions
<ul style="list-style-type: none"> <li>• Without quality – nothing else matters?</li> <li>• Strong, built-in quality built on the foundation of standardized, consistent processes</li> <li>• Multidimensional quality programs               <ul style="list-style-type: none"> <li>– Tone at the top</li> <li>– Engaged with quality programs</li> <li>– Employee quality</li> <li>– Standardized methodology</li> <li>– Standardized processes</li> <li>– Measurement</li> <li>– Real-time quality planning</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Clear scope of responsibility</li> <li>• Clarity of process integrated, periodic, formal</li> <li>• Continually refreshed inventory of processes</li> <li>• Understand and monitoring where quality/cost occurs each</li> <li>• Evaluate performance</li> <li>• Measurement</li> </ul>

## 2. What is PwC Quality?

- **Quality is Essential**
  - **Standardizing and streamlining processes is key.** PwC has a strong focus on quality that stems from consistent, standardized processes.

- **Quality needs to be system wide.** Because quality effects lots of areas of the business, quality assurance should be embedded everywhere. The company instituted a multidimensional quality program.
- **Quality is a leadership issue.** “The tone starts at the top with a clear scope of responsibility- accountability leads to overall improvement in the quality of a business.”
- **Data collection, analysis, and documentation is necessary.** It is essential to document and analyze where quality and risk controls exist.
- **Evaluation and Accountability are key.** Constantly evaluate the company’s performance to see where there is room to improve.

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#### The responsibility of the finance team as it relates to quality



### 3. The Role of Quality in Finance

- **Quality is crucial in all financial processes.**
  - **Quality makes companies credible and trustworthy.** Beyond its impact on operations, quality plays a role in trust and credibility. Poor quality breaks trust with stakeholders.
  - **Financial statements require a quality check just like products and services.** Notz says, “Ensure the quality of the company’s periodic financial statements. Shareholders rely on them.”
  - **Emphasis on quality cuts down risk in finance.** Business needs a risk-based approach to quality planning, including the design and implementation of effective controls.
  - **Quality needs to be tested and confirmed.** These controls must be tested prior to the release of the company’s financial statements. The quality of the output can be confirmed based on the tests.

#### Navigating process quality with alternative labor sources

- Technologic, geographic, cultural challenges are introduced but can be overcome
- Keys to success:
  - Establish a culture with a focus on quality
  - Accurate process documentation
  - Clarity of behavioral expectations
  - Team integration and frequent communication
  - Measurement and feedback
  - Periodic audits from a variety of team members

McKinsey & Company



#### 4. Navigating Process Quality with Alternative Labor Sources

- **Technologic and geographic challenges are introduced but can be overcome in these ways:**
  - **Establish a culture with a focus on quality.** Quality needs to be a foundational value.
  - **Ensure a clarity of expectations.** Make sure quality values are clear from the start.
  - **Communication is key.** Notz says, “Team integration and frequent communication is key.”
  - **If you don’t measure it, it doesn’t happen.** Measurement and feedback need to be constants in this process.

#### Conclusion

Quality matters in every facet of a business, and this presentation details why and how it can be achieved. From accountability and credibility of top executives to the quarterly statements that shareholders rely on, quality is essential to every key process. A focus on quality is a focus on improving your business. Quality helps a business develop and supports its overall well-being.



The executive summary above was written by staff from watching the presentation and many other ideas were presented. Members may watch the full presentation if wished by logging in.

