

GLOBAL QUALITY

Concept

Quality management is a method for ensuring that all the activities necessary to design, develop and implement a product or service are effective and efficient with respect to the system and its performance.

Objectives for Excellence

The company has been visited at least once to confirm its ISO-9000 accreditation, with a positive result.

The personnel receives training in process management and improvement.

Indicators and objectives are defined for the company's processes, and they are monitored by working teams including personnel concerned by those processes.

The defined processes are reviewed regularly seeking their improvement, based on their observed results.

The quality indicators are basically addressed towards customer satisfaction.

The processes are reviewed regularly, taking into account the evolution of the corporate results, and new objectives are defined.

The persons responsible for the corporate quality know the EFQM model, and use it as a guide for self-evaluation.

Actions for implementation

Is there a reliable method (in terms of sample size and representativity) through which market and customers needs and expectations can be known ?

Is there a system that guarantees that customer requirements, known through the above mentioned method, are converted into new products or services in the market ?

Has the organisation a system to ensure that all business activities are controlled using existing standards like ISO-9000 or EFQM?

Is there a plan for continuous improvement based on customers needs ?

Are there objectives and indicators set up within the continuous improvement plan in order to monitor the evolution of the processes and measure the effectiveness of the implemented measures ?

Best practice¹

Think about

W. Edwards Deming is best known for his management philosophy establishing quality, productivity, and competitive position. He has formulated 14 points of attention for managers, some of these points are more appropriate for service management:

- Break down barriers between departments;
- Management should learn their responsibilities, and take on leadership;
- Improve constantly;
- Institute a programme of education and self-improvement.

The Shewhart cycle (PDCA) for quality improvements, made popular by Deming, has as philosophy to keep improving the quality of an organization. It is defined by four keys:

- Plan: Design or revise business process components to improve results
- Do: Implement the plan and measure its performance
- Check: Assess the measurements and report the results to decision makers
- Act: Decide on changes needed to improve the process

The consolidation phase enables the organization to take stock of what has been taking place and to ensure made to processes that require documentation (both to allow processes to be repeatable and to facilitate recognition of the achievement of some form of quality standard).

ISO

The ISO 9000 family addresses "quality management". This means what the organization does to fulfill:

- the customer's quality requirements, and
- applicable regulatory requirements, while aiming to
- enhance customer satisfaction, and
- achieve continual improvement of its performance in pursuit of these objectives.

¹ Real case coming from the experiences of InnoSME users, to be incorporated in the future.

Resources and Links

[ISO](#) – The official web page of the International Organisation for Standardization, with all the required information about the ISO 9000 family.

[EFQM](#) – The official web page of the European Foundation for Quality Management, an alternative vision about excellence in the organisations.

[Quality Management](#) – A complete library with resources and information about the topic.

[Quality Management Journal](#) – The journal of the American Society for Quality.

[Quality Management Strategy](#) – This page gathers together a wide range of resources, such as software, consultancy, training and websites, designed to help your organisation achieve efficiency and excellence: Where is it now?, Reference // OGC Library, Case Studies.

[CQM](#) – Center for Quality in Management is a non-profit group offering courses in planning, operations, and change management. Also networking events and research and advising services.