



Published each month by:

PROCESS QUALITY ASSOCIATES INC.

690 King St., Suite 2, London, Ontario N5W-2X3 Phone (519)-667-1720 1-800-837-7046 Fax (519)-667-1722

"We engineer the quality of your success"

VOL. 96 No. 2

Circulated to people interested in improving their products and processes

ISO-9000 Survey:

In a study examining forty Colorado firms, Managers were asked what they had learned from the ISO-9000 registration process.

The respondents indicated they had learned:

- about the importance of teamwork
- that everyone, including top management, had to understand that ISO-9000 is a framework for quality
- that many skills had to be acquired to manage a large project over an extended period
- about the importance of cooperation and patience
- that information must be shared

Lessons Learned

Learned:	(%)
Teamwork is needed	32.5
How to manage a major project	27.5
People make systems work	27.5
The framework is most significant	25.0
The process is worthwhile	25.0
Cooperation and information sharing are needed	17.5
Patience is needed	12.5
Nothing new or significant	10.0
Total commitment is important	7.5
About quality & total quality management	7.5
Change is difficult	7.5

Note: Respondents could give more than one response

Training Is An Investment Not An Expense

Successful quality leaders believe in and invest in people. They know employees are their most important asset.

They give their employees the resources they need to do their work. Training is particularly essential because it improves people's knowledge and skill level. Training helps employees understand how they can implement quality in their daily work.

Successful leaders involve their employees, at all levels, in setting direction, making decisions, and solving problems. They give employees the right to fail.

This can inspire them to do things they didn't know they could do.

Is Your Quality Program Dragging?

To see if your quality program is dragging, take the following quiz:

	Yes	Maybe	No
1. Is there a clear, strategic direction for your quality program?	----	----	----
2. Is top management visibly and explicitly involved?	----	----	----
3. Does middle management support the quality program?	----	----	----
4. Do employees understand the business process and how their work contributes to it?	----	----	----
5. After employees are trained, do they have an immediate opportunity to use their newly acquired quality skills?	----	----	----
6. Are the teams supported and their recommendations constructively approved so that they can experience success?	----	----	----
7. Are the teams given staff assistance when needed?	----	----	----
8. Do teams receive personal recognition for their achievements?	----	----	----
9. Does the company's environment support the quality program?	----	----	----
10. Are there visible benchmarks for teams to strive for?	----	----	----
11. Has the program been evaluated against established standards (e.g. Baldrige Award or ISO-9000)?	----	----	----
12. Are employees encouraged to continue improving quality over the long term?	----	----	----

Scoring:

Score your company's quality program by giving 0 points for each "No" answer, 1 point for each "Maybe" answer, and 2 points for each "Yes" answer.

0 - 12 Points: Acceptance and implementation of the quality program hasn't occurred. Much needs to be done to get the program going.

13 - 18 Points: The quality program is off to a good start, but there are some important omissions in its implementation.

19 - 24 Points: The quality program is doing well, but there is always room for improvement.