The Practical Value of QMS ...Operational Consistency

Foro Internacional

**Sistemas de Gestion de la Calidad
- Una Ruta Hacia la Excelencia**

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About John

- ## ASQ Membership
  - Since 1978 as technician – Fellow in 2012
- ## ASQ Certifications
  - Engineer, Auditor, Manager, Black Belt, more…
- ## Work Experience – Employee & Consultant
  - Motorola, Nokia, AT&T, manufacturing & service
- ## Teaching Experience
  - Company / ASQ classes in Quality Concepts & Tools and Problem Solving Methods & Tools
- ## Education - BS Quality Management

Learning Objectives

- ISO 9000 and Malcom Baldrige as Quality Systems

- Components of the systems

- WHY use them as a Model
  … the Value Proposition

Terms and Abbreviations

| Term	Abb.
Total Quality Management	**TQM**
Quality Management System	**QMS**
Malcom Baldrige National Quality Award (USA)	**MBNQA Baldrige MB**

International Standards Organization
    ISO 9000 (family) – Quality Management
    ISO 14000 – Environmental Management
	ISO

National Institute of Standards and Technology (USA)	**NIST**

Quality Philosophies

- **Juran** -
  - Trilogy (Planning, Control, Improvement)
  - Mgt Resp: Guide Quality, Set Goals, Provide Resources, Provide Training, Recognize & Reward, Periodic Reviews

- **Deming** –
  - 14 Points, Chain Reaction

- **Crosby** -
  - Measure Q by **$$$**, *Quality is Free*

- **Feigenbaum** -
  - TQM Concept, Start w/ Customer Requirements
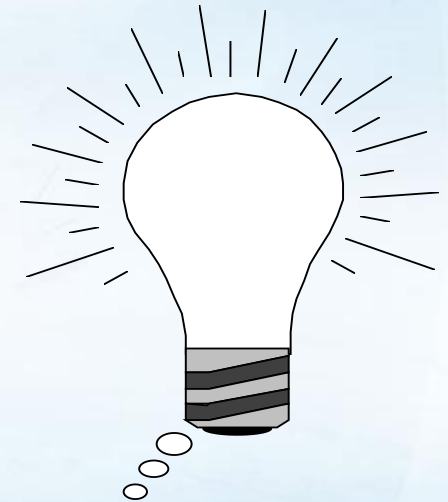
Total Quality Management

- Systematic, Integrated, Organizational way-of-life
- Every operation/function in an organization
- Quality during vs. after production
- Not a program – an organizational transformation…
- Roles
  - Upper Management
  - Empowering the workforce
    - Cumulative skills & expertise
    - Teams / Committees

Quality Management System

ISO

Your
QMS
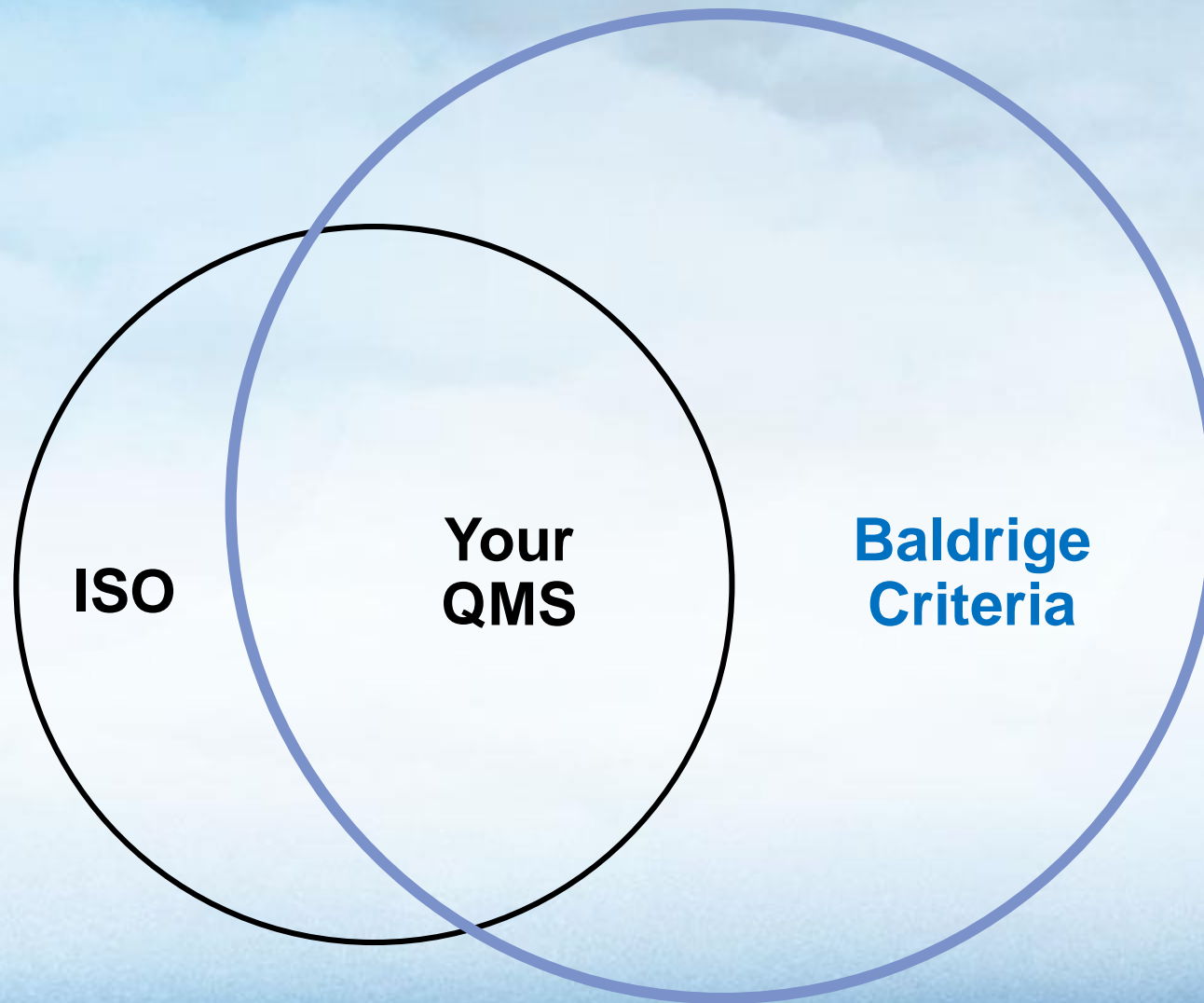
**Baldrige
Criteria**

Baldrige has
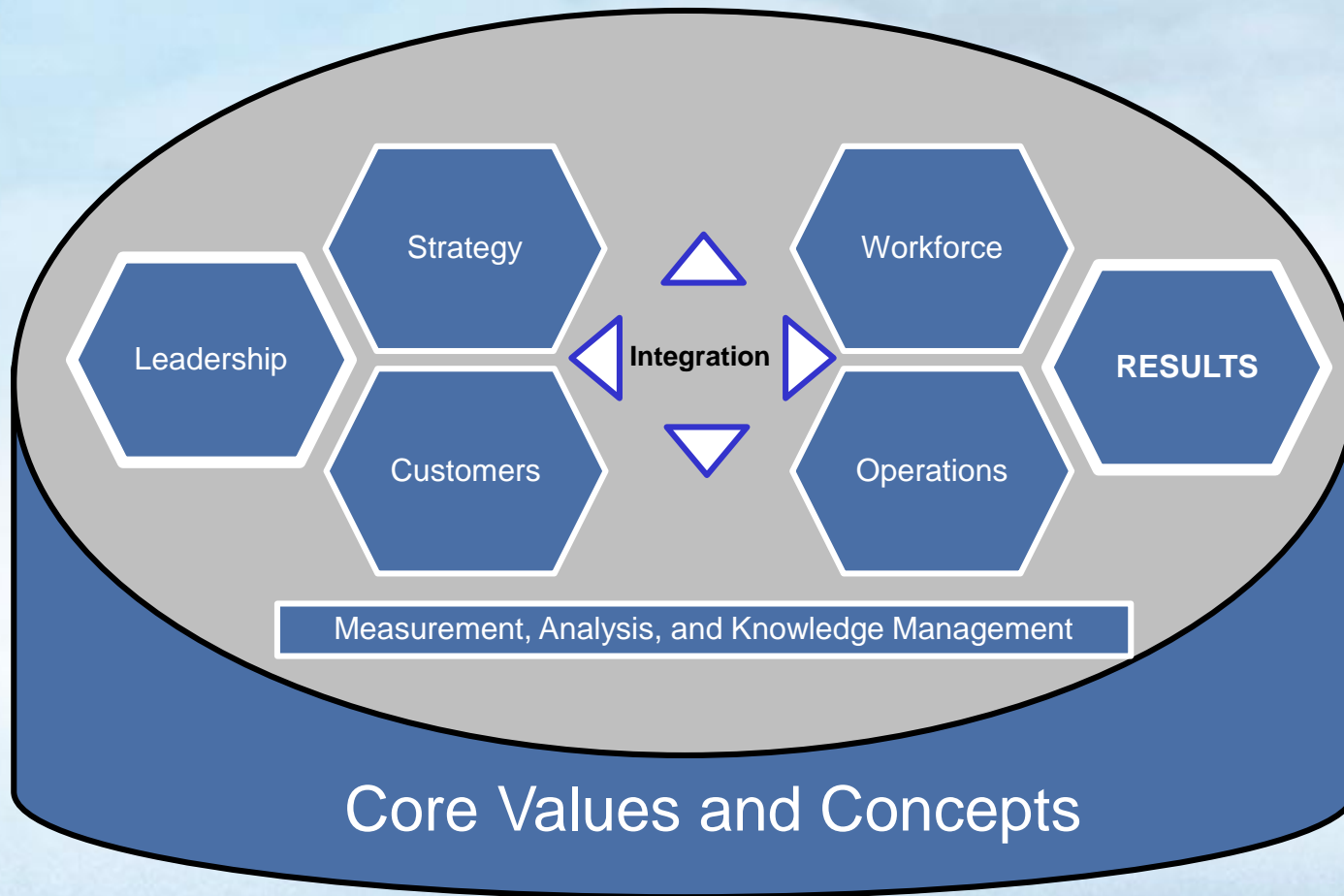criteria specific
to Education &
Government

MBNQA for Performance Excellence

- MBNQA Criteria Focus on Business Results
  - Product and service outcomes
  - Customer-focused results
  - Financial & market results
  - Human resource results
  - Organizational effectiveness results
  - Leadership & social responsibility results

Malcom Baldrige Model

Baldrige… A Focus on Core Values

- Systems Perspective
- Visionary Leadership
- Customer-Focused Excellence
- Valuing People
- Organizational Learning and Agility

- Focus on Success
- Managing for Innovation
- Management by Fact
- Societal Responsibility
- Ethics and Transparency
- Delivering Value and Results

Assessment of a QMS

Evaluation By:

- **Approach**: How do you accomplish the work of the organization? How systemic are the key processes you use?

- **Deployment**: How consistently are your key processes used throughout your organization?

- **Learning**: Have you evaluated and improved your key processes? Have improvements been shared within your organization?

- **Integration**: How do your processes address your current and future organization needs?

Baldrige Categories

1. Leadership

- How do your senior leaders lead the organization?
- How do you govern your organization and fulfill your societal responsibilities?

2. Strategy

- How do you develop your strategy?
- How do you implement your strategy?

Baldrige Categories

3. Customers

- How do you obtain information from your customers?
- How do you engage customers by serving their needs and building relationships?

4. Measurement, Analysis, and Knowledge Management

- How do you measure, analyze and then improve organizational performance?
- How do you manage your organizational knowledge assets, information, and information technology infrastructure?

Baldrige Categories

5. Workforce

- How do you build an effective and supportive workforce environment?

- How do you engage your workforce to achieve a high-performance work environment?

6. Operations

- How do you design, manage, and improve your key products/services and work processes?

- How do you ensure effective management of your operations (includes supply chain performance)?

Baldrige Categories

7. Results

- What are your product/service performance and process effectiveness?

- What are your customer-focused performance results?

- What are your workforce-focused performance results?

- What are your senior leadership and governance results?

- What are your financial and marketplace performance results?

NOTE: Services can include Education, Government, Healthcare as well as those considered as typical consumer services.

Quality System Effectiveness

- ## Management Reviews
  - ### Performance opportunities
  - ### Improvement opportunities

- ## Management Review Agenda
  - ### External Complaints
  - ### Internal & External Audits
  - ### Surveys & Feedback
  - ### Preventive Action
  - ### Corrective Action

QSM Value → → → Predictability

Quality	**Product**	Out of Box	Scrap
		Reliability	Rework, repair, re-do
		Warranty	Return, replace
	Service	Error Free	Do-again?
		Satisfaction	Compaints?
		Timely	Meet expectations
		Complete	Meet expectations
Delivery	**On Time**	As committed	
	Complete	Full order	
	Condition	Damage?	
		Spoilage?	
Service	**Error Free**	Do-again?	
	Satisfaction	Compaints?	
	Timely	Meet expectations	
	Complete	Meet expectations	
	No Rework	Do-again?	
Cost	**Sales Targets**		
	Cost Targets	Materials	
		Labor	
		Overhead	
		Transport	
Design	**Market Needs**	Features	
		Price Point	
		Profitable	
		Timing	
	Innovation	Ongoing	
	Processes	Efficient	
		Improvements?	

Predictability
Meet Business Plan
Meet Customer Needs
Meet Financial Plan

Prevent the Re's:
- Repair
- Rework
- Return
- Re-do
- Retype
- Refund
- Resend
- Replace
- Reschedule

Alignment within the Organization

DESCRIPTOR	PROCESS	RESULTS
Reactive *Strategic and Operational Goals*	• Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.	• Results that are important to the organization's ongoing success are missing, not used, or randomly reported.
Early *Strategic and Operational Goals*	• The organization is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organizational units. Strategy and quantitative goals are being defined.	• Results that are important to the organization's ongoing success are reported, tracked over time, and improving.
Mature *Strategic and Operational Goals*	• Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organizational units. Processes address key strategies and goals.	• Results that are important to the organization's ongoing success are trending in the right direction and doing well relative to competitors or other relevant organizations.
Role Model *Strategic and Operational Goals*	• Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organization seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.	• The full array of results that are important to the organization's ongoing success are reported and trended over time, indicating top performance relative to other organizations.