About this Booklet:
This booklet is produced by Bywater Training Limited in order to assist organisations in the communication of key Quality messages to employees. The messages included are designed to provide staff with the answers to the most commonly asked questions regarding the individual’s role in an organisation’s Quality initiative and to ‘de-mystify’ the terminology and jargon used in pursuit of its Quality objectives.

About Bywater Training:
Bywater Training Limited is one of the world’s leading providers of Quality Management consulting and training services. Since 1982 Bywater has undertaken over 2000 Management System consulting projects and assisted with over 1000 registrations to ISO 9001. Bywater has delivered Quality Skills training to tens of thousands of delegates worldwide, including over 25,000 auditors on IRCA/IEMA approved auditor training courses.

Consulting and Training Services
For further information on Bywater and its range of consulting and training services, please contact our office listed on the inside back cover of this publication, or visit www.bywatertraining.co.uk
INTRODUCTION

In today’s competitive world, one of the most important things which separates leading companies from their followers is QUALITY.

Even companies who already have a reputation for producing Quality goods or services must work at improving everything they do in order to stay ahead.

It’s called QUALITY MANAGEMENT.

This booklet has been produced to explain what WE are doing to bring Quality Management into our organisation.

We have decided to develop and introduce a Quality Management System (QMS) based on the International Standard ISO 9001.

The following pages should help you understand what’s involved and what it will mean for us all.
Quality Matters

So... What is "QUALITY"?..

Quality is meeting agreed requirements. It’s all those things that please our customers and keep them coming back.

... and Why does it matter?..

Without customers, we have no business!

Who are our customers?..

They are one in a group of FIVE Stakeholders or Interested Parties.

and What do they want?..
These are some examples - you’ll be able to think of many more. It is important we meet the requirements of **ALL** Interested Parties.

But to do this we all need to work together - each one of us contributing towards doing the right things - **"RIGHT FIRST TIME - EVERY TIME".**
To understand how we can do this, think of our company as a series of steps.

The path from the first step through to the final step is called our BUSINESS PROCESS.

Each step has an INTERNAL CUSTOMER and an INTERNAL SUPPLIER.

We need to recognise all the internal customer/supplier relationships linking every step of our Business Process.

It only takes one of us, as an internal supplier to fail to meet the requirements of our internal customers for the whole chain to fall apart, resulting in something we don't want: DISSATISFIED CUSTOMERS.
WHAT HAPPENS WHEN WE DON'T GET IT RIGHT?..

In the past we have sometimes failed to supply what our **EXTERNAL CUSTOMERS** wanted because the **INTERNAL CUSTOMER/SUPPLIER** links broke down somewhere.

Our **INTERNAL** failures create an image to our **EXTERNAL CUSTOMERS**. This image may make us seem as if we are:

- Expensive
- Unreliable
- Inconsistent
- Unhelpful
- Lacking understanding
- Careless
- Unresponsive

By not doing things right first time we:

- waste time
- cause hassle to others
- stress ourselves
- waste money and materials
- introduce low morale
- cause our customers to look elsewhere.

**We need a way to make sure that each and every link is strong - and does not fail - ALL OF THE TIME.**
WHAT ARE WE DOING ABOUT QUALITY?...

We're used to checking jobs, information etc., and we often try to fix mistakes or do the job again. But if the failure has already reached the customer, it may be too late.

QUALITY is NOT something which can be guaranteed by checking others people's work and detecting their errors.

PREVENTING errors from ever happening is the key.

Problems and errors are like fires -

...they cause a lot of disruption, they take a lot of time and effort to stop, and they cause an awful lot of damage.

Don't be a Firefighter...“Fighting Fires” is COSTLY -

AND IS TOO LATE, because the damage will already have been done...

PREVENT FIRES STARTING!

"Preventing Fires" is QUALITY MANAGEMENT
QUALITY MANAGEMENT focuses on PREVENTING FAULTS by ensuring the job is done right in the first place.

This means all individuals in the process are responsible for their own Quality.

To do this they need to:

- know what to do
- know how to do it
- measure how well they do it
- take corrective action
- have the resources to do it
- want to do a good job.

It will mean THINKING about everything we do!

QUALITY IS ACHIEVED BY INTENT, NOT BY ACCIDENT.

We will have formal systems which ensure that we meet our customers' requirements effectively and efficiently by:

- determining the best way to do things, writing it down and sticking to it
- providing clear and accurate written instructions so that, if we are unsure or forget, we can look it up
- keeping records to show we are in control

If things DO go wrong, we must put them right and find a way to prevent the same things happening again.

This is called a 'CORRECTIVE ACTION'
SO...WHAT IS A QUALITY MANAGEMENT SYSTEM?...

A QUALITY MANAGEMENT SYSTEM includes everything we do, or don’t do, which can affect the Quality of the product or service we provide to our customers.

We are developing OUR QMS by examining what we presently do and then writing down what we agree is the best way for us to ensure our customers get what they expect.

We will need to identify:

**WHY** is it necessary to do it?
**WHO** is responsible for it?
**WHAT** is required to be done?
**WHEN** is it to be done?
**WHERE** is it to be done?
and **HOW** is it to be done?

In addition, we need to identify **WHERE** all the inputs come from and where they all go.

By doing this we will increase our understanding of how we work, which means we will be able to control it better. Also we will increase our understanding of where potential problems arise so that we can prevent them. We will all benefit because there will be:

- improved consistency
- fewer mistakes
- less misuse of resources
- less hassle
- less stress
- less firefighting
- improved teamwork
- more satisfied customers
- more customers wanting to do business with us.
WHERE WILL OUR SYSTEM BE DOCUMENTED?

QUALITY MANUAL
The Organisation and its Policies

Process Maps
Flowcharts of the key business processes

PROcedures
For groups of people

INSTRUCTIONS
For individuals

QUALITY PLANS are supplementary to our normal documentation, to meet specific customers’ or service requirements.

RECORDS and OTHER DOCUMENTS
Objective evidence that we are doing what we say we will do.
We’ll need to:
- PLAN carefully
- INVOLVE everyone in what’s happening
- AUDIT our System to check everything’s OK
- CONTINUOUSLY look for ways to improve (AUDITING is one way of achieving this)

Won’t that involve lots of extra work for everyone?

Not at all! It’s simply applying common sense - working SMARTER, not HARDER!

All this won’t happen overnight or by accident.
WHAT IS A QUALITY MANAGEMENT SYSTEM AUDIT?...

An **AUDIT** is a simple way of monitoring our **QMS**. It’s a check that we are actually doing what we say in our procedures and work instructions - that is, our **AGREED** way of working. It also evaluates that we are meeting our objectives by following these procedures.

Wherever we are failing to follow our agreed way of working and/or objectives are not being met, it will be highlighted in an objective “**NO BLAME**” way.

The important point to remember is that the Audit checks the **QUALITY MANAGEMENT SYSTEM** and not the people.

**BUT** the **QUALITY MANAGEMENT SYSTEM** needs us to be committed to making it work.

We want to be sure that our **QMS** is effective, reliable and easy to operate. Our **QMS** will be measured against ISO 9001, the international reference standard for Quality Management Systems.

The Standard details **QMS** requirements for areas of our business which will be audited by an external organisation to see how well we measure-up.

If we can demonstrate that we meet all the requirements of ISO 9001 standard we will become a Registered Company.

This will mean we can then show our customers that we are committed to meeting **THEIR** requirements and also have a means for continually improving our performance.
We must establish an effective QMS - and continually improve its performance.

For that to happen, we need to:

• understand how our company presently works (its processes)

• make sure it’s the best way of working to ensure we satisfy our customers in the most effective way

• document this 'best way of working' to ensure we do it consistently and produce records to prove it’s working

• ensure we have adequate controls, resources and information to maintain and improve our QMS.

Our Top Management will be expected to communicate its ongoing commitment to meeting our customers' requirements and demonstrate its commitment to our QMS and its continual improvement by:

• establishing a relevant Quality Policy and measurable Quality objectives and making sure that everybody understands them

• allocating enough resources and trained people to perform the work

• ensuring that roles, responsibilities and authorities are clearly defined
Quality Matters

• appointing a Management Representative to establish and maintain our QMS

• regularly reviewing the effectiveness of the QMS and any opportunities for improving its performance.

To do what must be done, we must make sure that:

• our people know what they have to do

• there are effective programmes to ensure that they can do it

• there is the right equipment, tools and facilities available

• the work location is suitable and safe.

To give our customers what they expect, we must:

• be in touch with them to understand all of their needs and any later changes

• plan what we are going to do and the resources we’re going to need

• plan and control our design and development activities

• work only with suppliers who can give us what we need

• make sure we receive what we ordered from our suppliers
Quality Matters

- always know what we are doing with the product at all stages through to delivery
- take particular care of product during handling and storage, and treat all customers' 'free issue' as our own
- ensure that all our measuring devices are right for the job
- maintain records to prove that we’re doing what we planned and that it’s worked.

By measuring and analysing what we’re doing, we’ll be able to know when we’re on target and when we can do better. We’ll do this by:

- getting direct feedback from our customers
- using properly trained and independent internal auditors to assure us that we’re doing what we planned to do - and that it’s achieving the right results
- analysing and recording any failures in what we buy or deliver and taking positive action to deal with them
- always looking for ways of improving the performance of our QMS by identifying potential problems and eliminating them.

These are all the things we need to do!
SO HOW CAN YOU HELP?..

You can help in a number of different ways.

So that we take into consideration what we presently do and how we do it, we need to involve all of our people.

Your input will be important when we begin to:

- examine our processes
- develop our QMS
- implement the documentation
- review and audit the QMS.

We will write the documents ourselves to ensure that they are accurate. That way the QMS will be based on what we do, not what we think we do.

YOU CAN HELP US DO THIS.

When we audit the QMS, we are only fooling ourselves if we are not open and honest.

YOU COULD BE INVOLVED AS AN AUDITOR OR AN AUDITEE
IT’S YOUR QMS TO HELP MEET YOUR CUSTOMERS’ REQUIREMENTS.

WE TALK ABOUT QUALITY ALL THE TIME - EVEN AT LUNCH

OF COURSE I BELIEVE IN QUALITY - I CAUSE IT!

YOU CAN HELP TO BRING ABOUT IMPROVEMENT IN THE QUALITY OF OUR SERVICE AND ENCOURAGE OTHERS TO DO THE SAME.

REMEMBER.....WE ARE ALL INVOLVED IN QUALITY.
WE NEED THE COMMITMENT OF EVERY EMPLOYEE
OF THE COMPANY TO MAKE OUR QMS WORK.

PEOPLE CAN SUGGEST IDEAS...           AUDIT WILL GIVE US IMPROVEMENT IDEAS...

MEASUREMENT WILL GIVE US IMPROVEMENT OPPORTUNITIES...

OUR QUALITY MANAGEMENT SYSTEM
WILL ENSURE THAT WE NEVER “SLIP BACK”.

OUR AIM IS CONTINUAL IMPROVEMENT!
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