

# Quality Management Principles

## Introduction

The ISO 9000 series has been revised so as to align with eight key principles of quality management. These principles have been identified to facilitate the achievement of quality objectives and form the foundation for effective quality management. The table below describes each of the principles and provides criteria for judging the extent to which the principles are being applied in the organization. Use this as a more effective means of conducting a Gap Analysis than simply looking at the differences in requirements. For a condensed version use our unique Self Assessment Tool (FS016). Both tools will enable you to establish the gap between where your QMS is today and where it needs to be to meet the intent of ISO 9000:2000.

Any revision of existing quality management systems should be carried out using these principles otherwise the resultant system will not satisfy the intent of ISO 9000:2000. To see how the principles align with the requirements of ISO 9001:2000 examine the Quality Management Principles Fishbone (FS017).

## Customer focused organization

Organisations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

An organization applying the customer focus principle would be one in which people:

- Understood customer needs and expectations
- Balanced the needs and expectations of all interested parties
- Communicated these needs and expectations throughout the organization
- Have the knowledge, skills and resources required to satisfy the organization's customers
- Measured customer satisfaction and acted on results
- Managed customer relationships
- Could relate their goals and targets directly to customer needs and expectations
- Acted upon the results of customer satisfaction measurements.

## Leadership

Leaders establish unity of purpose and direction. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives

An organization applying the leadership principle would be one in which leaders are:

- Being proactive and leading by example
- Understanding and responding to changes in the external environment
- Considering the needs of all interested parties
- Establishing a clear vision of the organization's future
- Establishing shared values and ethical role models at all levels of the organization
- Building trust and eliminating fear
- Providing people with the required resources and freedom to act with responsibility and accountability
- Promoting open and honest communication
- Educating, training and coaching people
- Setting challenging goals and targets
- Implementing strategy to achieve these goals and targets.

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## Involvement of people

People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit.

An organization applying the involvement of people principle would be one in which people are:

- Accepting ownership and responsibility to solve problems
- Actively seeking opportunities to make improvements
- Actively seeking opportunities to enhance their competencies, knowledge and experience
- Freely sharing knowledge and experience in teams and groups
- Focusing on the creation of value for customers
- Being innovative and creative in furthering the organizations objectives
- Better representing the organization to customers, local communities and society at large
- Deriving satisfaction from their work
- Enthusiastic and proud to be part of the organization.

## Process approach

A desired result is achieved more efficiently when activities and related resources are managed as a process. An organization applying the process approach principle would be one in which people are:

- Defining the objective that is to be achieved
- Linking together the activities required to achieve the objective
- Eliminating, reducing or controlling risks to success
- Establishing clear accountability for managing the process
- Providing the level of human, physical and financial resources to achieve the desired result
- Measuring the achievement of objectives
- Taking action to improve performance
- Undertaking continual improvement to find the best way of running the process
- Periodically reviewing the process objectives to verify they remain relevant to the organization's goals.

## System approach to management

Identifying, understanding and managing a system of interrelated processes as a system contributes to the organisation's effectiveness and efficiency in achieving its objectives. An organization applying the system approach principle would be one in which people are:

- Defining the system by identifying or developing the processes that affect a given objective
- Structuring the system to achieve the objective in the most efficient way
- Understanding the interdependencies among the processes of the system
- Continually improving the system through measurement and evaluation
- Establishing resource constraints prior to action
- When undertaking change, giving consideration to the effect of the change on interfacing processes affected by the change.

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## Continual improvement

Continual improvement of the organization's overall performance should be a permanent objective of the organization. An organization applying the continual improvement principles would be one in which people are:

- Making continual improvement of products, processes and systems an objective for every individual in the organization
- Applying the basic improvement concepts of incremental improvement and breakthrough improvement
- Using periodic assessments against established criteria of excellence to identify areas for potential improvement
- Continually improving the efficiency and effectiveness of all processes
- Promoting prevention-based activities
- Providing every member of the organization with appropriate education and training, on the methods and tools of continual improvement
- Establishing measures and goals to guide and track improvements
- Recognizing improvements.

## Factual approach to decision making

Effective decisions are based on the analysis of data and information. An organization applying the factual approach principle would be one in which people are:

- Taking measurements and collecting data and information relevant to the objective
- Ensuring the data and information are sufficiently accurate, reliable and accessible
- Analysing the data and information using valid methods
- Understanding the value of appropriate statistical techniques
- Making decisions and taking action based on the results of logical analysis balanced with experience and intuition.

## Mutual beneficial supplier relationships

An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value. An organization applying the supplier relationship principle would be one in which people are:

- Identifying and selecting key suppliers
- Establishing supplier relationships that balance short-term gains with long-term considerations for the organization and society at large
- Creating clear and open communications
- Initiating joint development and improvement of products and processes
- Jointly establishing a clear understanding of customers' needs
- Sharing information and future plans
- Recognizing supplier improvements and achievements.

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