

# QUALITY MANAGEMENT, QUALITY IMPROVEMENT, LESSONS LEARNED

## Moving From Common Practice To Best Practice

### **Customer concerns are responded to**

*Top management can not relate the nature, quantity, or rate of occurrence of customer concerns.*

### **Internal audits are conducted to meet requirements**

*Audits utilize a checklist to create a record to satisfy a customer or third party auditor. Employees don't understand their purpose and never see the results.*

### **Corrective actions address customer product complaints**

*Prepared by a 'quality engineer', problem solving and progress visible on engineer's desk. The real goal is to satisfy a customer requirement and often does not identify or eliminate root cause — likelihood of recurrence is great.*

### **Annual management review**

*Shadow reviews — few decision makers in attendance, real purpose to create a record to satisfy a customer or third party auditor.*

### **Employees are trained**

*Employees have been trained both on-the-job and in-the-classroom.*

### **Maintenance**

*Suitable equipment maintenance. Equipment malfunction is reported and maintenance is scheduled and performed.*

### **Talks Partnering**

*Typified by an organization that dictates and that may have lost significant market share in the last decade. Anticipates supplier failure continually looking for new sources.*

### **Customer concerns are communicated down thru to the front line and are visible to all**

*The numbers of days since the last customer concern are tracked by product and published with the last customer concern for all in the organization to see and be wary of.*

### **Internal audits are used as a tool to achieve the organization's quality objectives**

*Audits are focused on evaluating process effectiveness. Audit objectives include the identification of opportunities for improvement that form the basis for 5s, six sigma and lean initiatives. Employees understand the role audits play in ensuring that the organization's policies and practices are understood and implemented and they can relate the results of their last audit.*

### **Corrective actions address internal and external product and process problems**

*Resolved by a 'multi-disciplined' team, root cause analysis and problem solving progress visible in the area of problem occurrence. Goal is to prevent recurrence and to determine if actions taken can be applied to other similar processes and products.*

### **Weekly management reviews**

*Robust reviews that use a "balanced scorecard" approach; include financial, operational, quality, safety and environmental performance results with representatives of all disciplines in attendance — used as a tool to manage the business.*

### **Employees are empowered**

*Employees take responsibility for their work and workplace and are fully involved in achieving the organization's objectives. They feel that their thoughts and opinions count and they are apart of and not apart from the organization.*

### **Predictive and preventive maintenance**

*Maintenance is managed and controlled with robust application software. Mean time between failures (MTBF) and Mean time to repair (MTTR) are monitored. Equipment life cycle costs are known and used in purchase decisions.*

### **Walks the talk**

*Typified by an organization that listens and develops partners; clearly working to make everyone in the supply chain successful. Practices what it preaches — doesn't ask of its suppliers what it can't or doesn't do itself.*

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