
Quality World

July 2017

 CQI |  IRCA

Crossrail Employee of the Year Kerli Saarnik takes us underground to reveal her tools for project success



FIRST CLASS

ANNUAL GENERAL MEETING CALLING NOTICE



Notice is hereby given that the 11th AGM of the Chartered Quality Institute will be held at *Institution of Mechanical Engineers, 1 Birdcage Walk, Westminster, London SW1H 9JJ*, on Thursday 7 September 2017, 3-3.30pm.

AGM agenda – By order of the CQI Board of Trustees

1. To receive the minutes of the 10th AGM held on 7 September 2016
2. To receive and adopt the annual report of the Board of Trustees for the year ending 31 December 2016
3. To receive the annual accounts for the year ending 31 December 2016
4. To report the composition of the Institute's Board of Trustees for the following year
5. To confirm the appointment of haysmacintyre as the Institute's auditors until the next AGM and to authorise the Board to fix their remuneration
6. To transact any other business relevant to an AGM, details of which have been received in writing by the director general seven days before the date thereof.

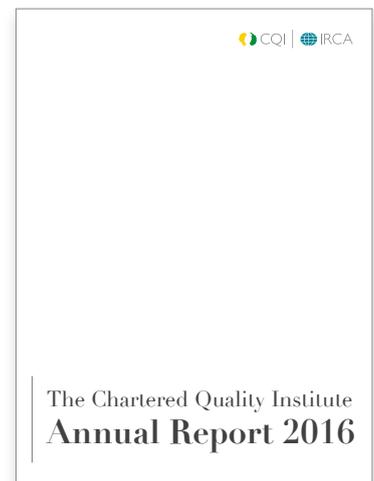
The AGM will be followed by the Chair's Reception until 5.30pm where members will have the opportunity to network and meet with the institute's trustees, executive team and partners.

By order of the CQI Board of Trustees

A handwritten signature in black ink, appearing to read 'Vincent Desmond', written over a horizontal line.

Vincent Desmond, Acting Chief Executive/Director General

The 2016 Annual Report will be posted on the CQI website quality.org/AnnualReport16 and available in hard copy from:
**Customer Services, The Chartered Quality Institute, 2nd Floor North,
Chancery Exchange, 10 Furnival Street, London, EC4A 1AB.**



Notes to the notice of the AGM

1. Appointment of proxies: As a member of the Institute you are entitled to appoint a proxy to exercise all or any of your rights to attend, speak and vote at the meeting. You can request a proxy form by writing to the **Acting Chief Executive** at the **Chartered Quality Institute, 2nd Floor North, Chancery Exchange, 10 Furnival Street, London, EC4A 1AB** or by emailing **Helen Flannery** at hflannery@quality.org.

From the editor



Summer time in Britain and there's a sense of celebration in the air. On p20 we meet Kerli Saarnik, the first quality professional to win Crossrail's Employee of the Year award. And on p3 we bring you exciting news about the launch of the International Quality Awards. Don't forget, there's no *QW* in August but there's still plenty to read: visit the CQI Knowledge hub and eLibrary. And don't forget to fill in your award application! Robert Gibson

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John Fenner, CQP FCQI, group compliance director at John F Hunt



News and analysis

British Airways IT blackout leads to hefty compensation bill



The news

British Airways has been criticised for mishandling an IT outage that left 75,000 passengers stranded, with little communication being offered about contingency plans.

A global computer failure led to a weekend of chaos, grounding flights at Gatwick and Heathrow. Passengers complained about being left for hours with no information from BA about the likely length of the delay.

Willie Walsh, chief executive of BA's parent International Airlines Group, denied claims that an outsourcing deal was to blame for the IT problems. He said an engineer disconnected a power supply, with the major damage being caused by a surge when it was reconnected.

As a result, an estimated 600 flights to and from London airports were cancelled over the May bank holiday weekend.

Similar shutdowns occurred at US groups Delta Air Lines and Southwest last year. Delta, the world's biggest carrier, faced costs of about \$100m after three days of disruption, and BA faces a bill for the same amount in euros, according to Citigroup estimates.



The views

Walsh said: "It's very clear to me that you can make a mistake in disconnecting the power. It's difficult for me to understand how to make a mistake in reconnecting the power." He told reporters that the engineer was authorised to be in the data centre, but was not authorised "to do what he did". Walsh added: "I am hoping that people will be able to learn from the experience we have had, and we will all be better as a result."

Aviation analyst John Strickland told the *Financial Times*: "There has now got to be a forensic evaluation of everything that has happened. There has to be an explanation of what the technical problem was at the root of it, why any backup system did not work and how that can be addressed."

Allan Adamson, founder of BrandSimple, said: "Most CEOs of airlines have come out of the operations side. Their whole life is about how to squeeze an extra mile out of a gallon of jet fuel. It's a different mindset to think: what am I going to do to make the customer in seat 9C happy, so that they are going to tell people to fly BA?"



The analysis

Paul Simpson, CQP FCQI, said: "Placing responsibility for a £150m disaster on a 'lone wolf' engineer's error is disingenuous. Systems robustness for information security, disaster recovery and quality management relies on effective design, operation and testing. BA, as the operator, has to take accountability for data centre operation, supplier selection, and security procedures for contractors attending core facilities.

"Deming said 85 per cent of errors are the responsibility of management; BA can't fall back on the 15 per cent, down to an engineer wandering around with a screwdriver in his/her pocket.

"Amid calls for IT representation on IAD, the parent company's board, BA is reported to be calling in an external company to conduct a thorough investigation and identify lessons to be learned. Data centre operator groups fear lessons will not be shared in order to make the operation of these vital processes robust, particularly in the context of increased threat from cyber and terrorist attack."

"There has to be an explanation of what the technical problem was at the root of it"

Pringles and Lucozade among worst products for recycling



The news

Pringles and Lucozade have been named as the worst offenders for packaging recyclability by a trade body.

The Recycling Association shamed them in a list of products that pose the biggest challenges for reuse. Speaking to the BBC, Recycling Association chief executive Simon Ellin said Pringles is one of the worst offenders, due to the cardboard outer, metal lining, metal base, foil and paper strip, and plastic lid.

The greater the number of materials used in packaging, the harder it is for recycling machines to separate them, Ellin added. He criticised Lucozade Sport because the bottle is covered in a polymer shrink wrap sleeve, which means it cannot be recycled. Cleaning spray bottles and whisky packaging also provide challenges.

Ellin said: "We have got to ensure that the whole supply chain is involved, from designers to manufacturers, to retailers, to recyclers, to local authorities and the householder, so that the products we buy can be recycled."



The views

A Pringles spokesperson said: "We take our responsibilities to the planet we all share seriously and are continuously working to improve our environmental performance."

The spokesperson said the packaging acts as a barrier "to protect the chips from environmental contamination and to keep them fresh". Pringles said this freshness means a longer shelf life which minimises food waste.

A spokesperson for Lucozade Ribena Suntory said: "All of our bottles are recyclable and we take our responsibility to the environment very seriously.

"Last year, we reduced the weight of the Lucozade Sport bottle by 3g, which equates to an annual saving of 540 tonnes of plastic. As with the rest of our drinks produced at our Coleford factory, the Lucozade Sport bottles are blown on-site to limit our carbon footprint.

"We recognise our responsibility to limit our impact on the environment and welcome any technological breakthroughs that support this ambition."



The analysis

Natalie Shoemark-Dyer, CQP FCQI, chair of the CQI's Next Generation Network, said: "The supply chain is vital to driving change in this area and there is a huge opportunity for continual improvement. However, governance is also key as without the driver for improvement from the leaders of the organisations, no change will ensue. Environmental advancement needs to be a key requirement to drive change.

"These findings present an opportunity around research and development to reduce the environmental impact. For example, an alternative used by many snack manufacturers is metalised polypropylene film, which maintains the integrity of the product but is more widely recyclable.

"Brand and reputation are also key. Pringles is a well-known product and part of its appeal is its unique packaging. A rebranding exercise may be an opportunity to boost sales and potentially increase reputation, through celebrating an improved environmental standing."

"These findings present an opportunity around research and development"

News and analysis

GM and Fiat Chrysler dragged into emissions scandal



EPA's Cynthia Giles at a hearing on Volkswagen's emissions cheating settlement © Andrew Harrer/Bloomberg/Getty Images

The news

General Motors (GM) and Fiat Chrysler have become the latest car manufacturers to be accused of cheating emissions tests.

GM has been accused of rigging hundreds of thousands of trucks with devices to ensure they pass emissions tests. GM is alleged to have used the rigging software in about 705,000 trucks equipped with Duramax engines, sold between 2011 and 2016.

A statement from GM said: "These claims are baseless and we will vigorously defend ourselves."

Fiat Chrysler has also been accused of using software to lower vehicle emissions artificially when being tested by regulators.

The Environmental Protection Agency (EPA) filed a civil complaint against the manufacturer, alleging that nearly 104,000 vehicles were equipped with 'defeat devices', which caused the vehicles' emission control systems to perform less effectively during normal driving conditions than during federal emissions tests.

The views

Steve Berman, the lawyer bringing the case against GM, said: "This is a shocking discovery, and a really big deal because the NOx (nitrogen oxide) limits for these big trucks is four times what the limits were for the much smaller Volkswagen passenger cars, and there are more of these trucks on the road."

"As a result, these GM trucks likely dumped as much excess poisonous NOx emissions into our air as did the cheating Volkswagen passenger cars."

Cynthia Giles, assistant administrator at the EPA, said: "Failing to disclose software that affects emissions in a vehicle's engine is a serious violation of the law, which can result in harmful pollution in the air we breathe."

"We continue to investigate the nature and impact of these devices. All automakers must play by the same rules, and we will continue to hold companies accountable that gain an unfair and illegal competitive advantage."

The analysis

Sukhpal Biran, CQP MCQI, senior systems engineer at Nippon Seiki (Europe) BV, said: "The detrimental harm caused to the environment has resulted in low customer confidence in the car industry."

"Quality professionals from the automotive Tier 1 and original equipment manufacturer (OEM) suppliers can suggest ways to independently verify the cleanliness of the quality data that comes out of the omissions measuring systems."

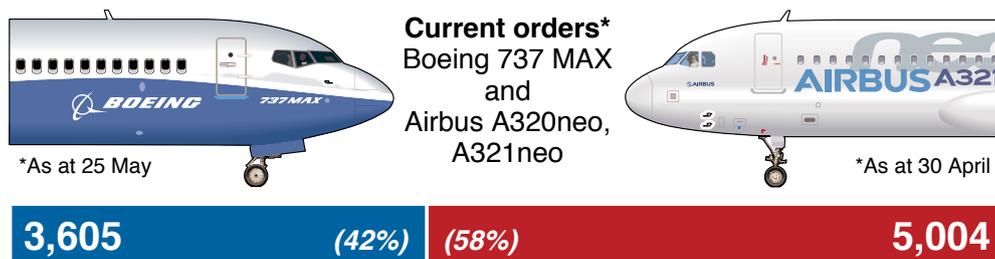
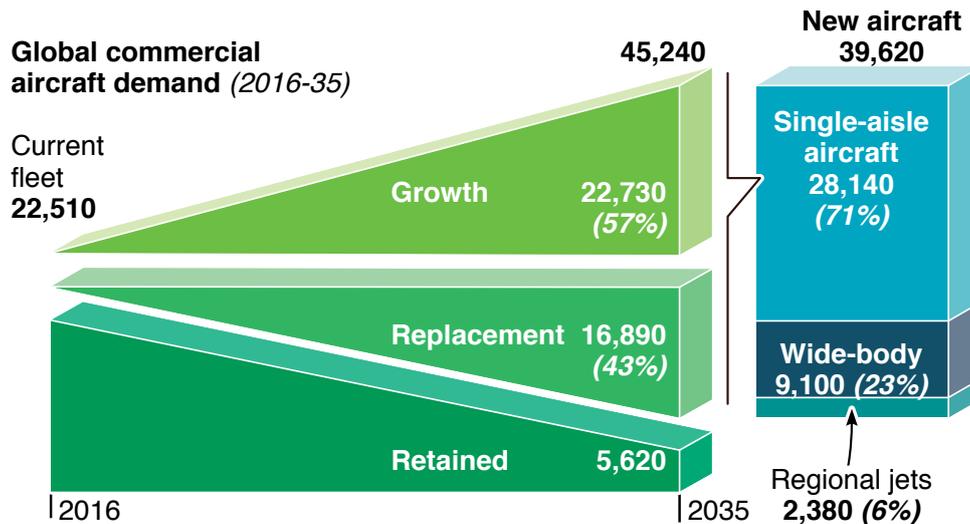
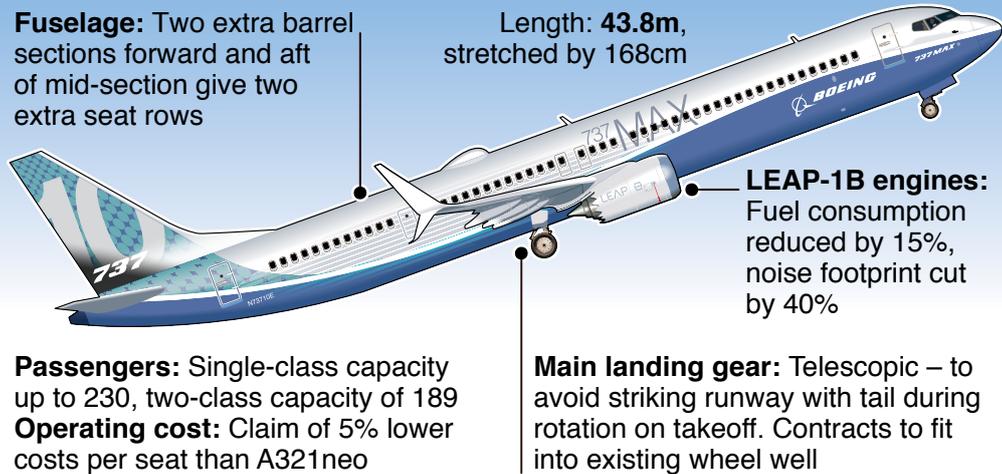
"This could be the use of inspection houses to sample data, check calibration records and to report on the results. The service would be accredited by a national body that is recognised by the local government."

"Quality standard ISO/IEC 17025 can be used as a tool, as it specifies the general requirements for the competence to carry out tests and/or calibrations. As part of accreditation, a laboratory's quality management system is thoroughly evaluated on a regular basis to ensure technical competence."

"Failing to disclose software that affects emissions in a vehicle's engine is a serious violation of the law"

Boeing's new 737 MAX 10 revealed

Boeing is to launch a new 737 single-aisle workhorse – the MAX 10 – to counter strong sales of the Airbus A321neo. Boeing forecasts global demand for 28,000 narrow-body jets worth \$2trn by 2035.



*Sources: Aviation Week, Leeham News, Boeing Current Market Outlook © Graphic News

Policy Update: Estelle Clark



After settling into her new post as CQI executive director – policy, Estelle Clark, CQP FCQI, reports on the CQI's growing influence in the world of governance

Life in the CQI 'Policy Unit' (currently just me, but with a further person coming on board in July) has been exciting recently! I'll explain about two key items in this update, with the focus being on governance – but I have the copy for my next column ready and waiting. I will be providing a policy update in every second edition of *Quality World* going forward.

The focus of the past few months has been in establishing the 2017 Good Governance Research with the Institute of Directors (IoD). When we partnered with the IoD for the equivalent research in 2016, we took the interpretation of governance that they provided. All 34 KPIs in the report, and those used for the Good Governance Index, were supplied by the IoD and had come from what might be called the finance and investor community. There was nothing wrong with the KPIs that were used – it was simply that they did not provide a complete picture of what we consider to be good governance.

What I believed to be missing were: 1) measures to confirm that boardroom ambition/intent are translated into organisational systems and behaviours; 2) measures to evidence that organisational behaviour is what the board intended; 3) measures to show that the board is aware of organisational behaviour. Simply put: do people know what the board wants, do people do what the board wants, does the board know what people do? As opposed to: do the board know what the board wants?

So in 2017, you will find that the research now contains 50 KPIs and that the CQI has added a good number of the new ones, including certification to ISO 9000 as evidence of number 1. Further, there is a perception survey that accompanies the empirical research.

In previous years, this was distributed to the accountancy and investment professions, as well as chartered directors. This year, it was also sent to CQI Chartered Quality Professionals (CQPs) and, the last time I looked, 81 per cent of the total responses had been provided by CQPs! I can't thank enough those people who supported me in allowing us all to benefit from this opportunity.

While we're talking about governance, ISO has established a new technical committee, ISO/TC 309, which is responsible for standards on compliance, whistleblowing, anti-bribery and corruption, and organisational governance. The CQI wants to be part of this debate, and has been successful in being granted Category A Liaison status on ISO/TC 309. Having this status is a strong indication of the CQI's commitment to being a thought leader in governance standards and an indication that ISO members understand what we can offer.

I'm thrilled that we will be able to represent the views of our members and our partners on this committee, and we will be engaging with you regarding this using a new collaboration system. But more about this in my next update.

Tideway joins as a CQI Corporate Partner

Tideway, the newly formed, independently regulated water company, has joined the CQI as a Corporate Partner. The company, which has more than 2,000 employees including contractors, will be responsible for designing, building, commissioning and maintaining the Thames Tideway Tunnel – a 25km 'super sewer' that will help tackle sewage overflow into the River Thames.

Karen Young, CQP MCQI, head of quality at Tideway, said: "By joining the CQI as a Corporate Partner, Tideway wants to help raise quality awareness and the standard of quality professionals within the construction industry.

"We want to lead the way in the construction industry, improving productivity by promoting Lean thinking and continuous improvement by working collaboratively with our main works contractors and supply chain. We want to raise the level of understanding of quality at all levels, with the right behaviours and governance – meeting our stakeholder and shareholder requirements."

Join it

To find out more about the CQI Corporate Partner scheme visit the Partnerships section at quality.org

CQI highly commended for membership engagement

The CQI has been highly commended for our membership engagement strategy at the annual MemCom Awards.

The MemCom Awards celebrate excellence in membership marketing, communications, product and service development, highlighting best practice, teamwork and leadership.

The CQI received the commendation for a marketing and membership project in 2016 and 2017 to engage our network of 28 branches. The work included a series of engagement tools and communications, which has led to increased member participation in branch events.

The judges said: "The highly commended [award] goes to an organisation [the CQI] that the judges felt clearly and consistently supported their volunteers, which led to increased engagement and member attendance for events."

CQI International Quality Awards open for entries

DNV·GL

The CQI is delighted to announce the first International Quality Awards, in partnership with DNV GL, to recognise and reward the contribution of quality professionals across the globe.

We want to acknowledge the people who share their experience for the benefit of individuals and teams, and for the benefit of their profession. And we want to recognise leaders who design and foster a culture where quality professionals are able to succeed.

Spanning six categories, the awards will also help the wider public understand the critical role that quality professionals play in enabling their organisations to be efficient and effective.

While there are other quality awards that recognise organisations, until now there have been none recognising quality professionals. As the professional body accountable for setting competency requirements and making sure those in the profession meet the ongoing needs of industry, we are remedying this.

News of the awards was communicated first to CQI and IRCA members by email last month, and we are pleased to say we are now accepting entries. Members and non-members can enter, and all awards are linked to the CQI Competency Framework but have subtly different criteria or marking schemes to fit different career stages and organisational contexts. This means there should be a category for everybody.

To ensure the highest level of rigour, a panel of subject matter experts and the CQI executive director of policy, Estelle Clark, will judge entries on the competency demonstrated by applicants.

The judging panel will also give all shortlisted finalists specific and meaningful feedback. Winning one of these prestigious awards will therefore provide a unique professional development opportunity, boost your career prospects, and enhance the reputation of your organisation or team.

We'll be accepting applications between 15 June 2017 and 31 July 2017. As well as completing an application for yourself, consider whether you can support an entry from someone you coach, your boss, someone in your team or even the whole of your quality team.

The awards ceremony will take place on 22 November 2017 at the historic Merchant Taylors' Hall in the City of London.

Event Partners:



Why apply

- You are showing quality leadership within your organisation
- You are telling your story for the benefit of other quality professionals
- You are helping industry in general to gain a better understanding of the contribution that quality professionals/leaders make to organisations
- You are learning how to succinctly describe the contribution you make to your organisation
- If you are a finalist, you will get personal written feedback from the panel of judges
- If you win a category, you will be featured in *Quality World* magazine and will receive a trophy at the awards celebration in London on 22 November 2017.

Categories

- **Quality Professional of the Year** (in association with proud partners E-Squared) – recognising the quality professional who has contributed most to their organisation
- **Emerging Talent Award** (in association with proud partners Tideway) – recognising the younger quality professional
- **Leadership Award** – recognising a senior manager who has contributed most to their organisation in terms of establishing a culture of quality
- **Quality Team of the Year** – recognising a team of quality professionals who have contributed most to their organisation
- **Quality Professional in a New Project** (in association with proud partners Catalyst Consulting) – recognising the quality professional who has contributed most to their organisation with a quality system established from scratch in a project environment
- **CQI Achievement Award** – recognising the quality professional who has moved the profession forward over a number of years (this is an honorary award and therefore not open to entries)

Enter it

1. Download the application guidance at quality.org/awards
2. Download the application form and complete a simple written submission (1,500 words and six slides maximum)
3. Submit your entry or entries using the online form

Something's brewing at Greater Peterborough and Cambridge branch



Alan Pateman, head brewer, Elgood's Brewery (pictured left) and Keith Breeze, event organiser and branch committee member

Quality in today's brewing industry was the subject of a tour by the CQI Greater Peterborough and Cambridge branch.

The visit to Elgood's Brewery demonstrated how the company is maintaining market share by maintaining a quality product and diversification.

Head brewer Alan Pateman guided CQI members through the brewery and discussed the hazard analysis and critical control points (HACCP), quality control work conducted by the laboratory, and the importance of achieving correct alcoholic strength for consumer and tax purposes.

Keith Breeze, CQP MCQI, quality assurance manager at Tml Precision Engineering, said: "The colour and taste of the beer are the variables that cannot be tested by a calibrated instrument. Therefore, the expertise and training of quality control staff is vital to

a good-quality beer. I was particularly impressed with the modernisation of the brewing plant. Cast iron and copper vessels dating back to bygone days were visible on the tour. This gave the impression of history and traditional brewing techniques.

"But within these dated vessels were new stainless steel vessels that satisfy modern food handling requirements. Elgood's had stealthily modernised their brewing process without compromising their historic and traditional environment."

In line with ISO 9001:2015, Breeze said there was evidence that opportunities had been addressed, with the production and export of fruit-flavoured sour and wheat beers to the US.

The event also provided an opportunity for branch members to network after the tour.

Try it

Find CQI branch events near you by visiting the Community section at quality.org

World Quality Day 2017

For World Quality Day 2017, we're celebrating everyday leadership. Organisations with a culture of quality enjoy higher profitability, a greater ability to innovate and superior customer satisfaction – quality leadership at every level is an important part of developing that culture.

World Quality Day 2017 is an opportunity to celebrate your contribution to your organisation's success, as well as for your organisation to recognise those that demonstrate the leadership to improve performance every day of the year. There are plenty of ways to engage with your colleagues, including events,

interactive workshops and 'lunch and learn' sessions.

Here are a few ideas to help get you started:

- Hold a lunch and learn session – share a story about the positive impact of quality in your business
- Use one of our quality videos at your event – these videos provide an engaging pathway to understanding quality
- Host a quality-themed coffee morning – use this time to build stronger working relationships with colleagues in other teams.

Do it

For more information and World Quality Day resources visit quality.org/world-quality-day-2017

New monograph programme for PQG

The Pharmaceutical Quality Group (PQG) has launched a new programme to update its monographs and is seeking volunteers to get involved. The PQG provides publications for the pharmaceutical industry on topics relating to the manufacture and distribution of pharmaceuticals.

There are currently 11 monographs available, which can be either purchased or downloaded for free from the PQG website at pqg.org. The monographs help to provide

guidance to industry on the interpretation of pharmaceutical regulations to assure the quality, safety and efficacy of products supplied to patients.

Monographs coordinator, Jennifer Armstrong said: "It is important to keep the monographs current, so they give guidance on the latest pharmaceutical guidelines and legislation with which industry must comply. Enthusiastic volunteers who can offer their time and knowledge to updating monographs are welcomed."

Join it

If you are interested in contributing, contact monographs@pqg.org

Congratulations to two new Fellows

Natalie Shoemark-Dyer and Lionel Abbey have become the latest members to be appointed as CQI Fellows.

They were praised for their work in the quality profession by chair of the interview panel, Estelle Clark, CQP FCQI, CQI executive director – policy, who said: “Huge congratulations to Lionel Abbey and Natalie Shoemark-Dyer – they perfectly represent what our institute is about.” The pair become the first applicants to pass the new interview process that raises the bar for Fellowship of the CQI. Gareth Kingston, CQI head of membership, and Roger

Cliffe, CQP FCQI, an associate at the Bourton Group, were also on the interview panel. Neither of the successful new Fellows will be a stranger to QW readers. Natalie Shoemark-Dyer, CQP FCQI, is the chair of the CQI’s Next Generation Network, and Lionel Abbey, CQP FCQI, is head of quality – systems delivery programme CPD – at Transport for London. The prestigious grade of Fellow recognises those who have demonstrated a substantial achievement or contribution to the quality profession.

Fellows of the CQI can exclusively use the letters CQP FCQI after their name.



Natalie Shoemark-Dyer



Lionel Abbey

More...

For more information and upgrading your CQI membership visit the Membership section at quality.org

Public meetings held for ISO 45001 and ISO 9004

ISO 45001 and ISO 9004 moved a step nearer to completion, following a series of meetings with experts and stakeholders in June. In collaboration with Swansea University’s School of Management, BSI hosted three days of public committee meetings and standards commenting workshops, to give stakeholders the opportunity to learn more about the latest progress on the two standards.

ISO 45001 Occupational Health and Safety Management Systems was discussed on 13 June. A panel of experts, including Martin Cottam, UK chair and head of delegation to the ISO committee responsible for developing ISO 45001,

answered questions about the standard and the practical implications for users. And on 15 June there was an open meeting of the UK committee which shadows the international technical committee responsible for quality management standards, including ISO 9001 and ISO 9004.

The meeting covered the UK committee’s current work, including reports on live projects and an exploration of the latest draft of ISO 9004 ‘Quality Management – Quality of an organization – guidance to achieve sustained success’.

Keep an eye on the News and Knowledge sections of the CQI website for the latest updates as we receive them.



Members of the ISO technical committee for ISO 45001 meet at the CQI



Will Clement

The importance of critical reflection

Recently, I was speaking with a quality manager who pointed out that I had used the word ‘reflection’ on a number of occasions, saying: “You should be looking forwards, not backwards.”

Within organisations, social worlds are sustained through strong connections and good communication. Developing dialogue skills can enhance relationships, which is especially important for quality professionals.

The ability to aid managers in reflecting on previous weaknesses, strengths, successes and failures, with the view to achieving continuous improvement, is therefore a critical skill.

Unlike hypothesis-driven thinking, which asks managers to guess the solution to a given problem, critical reflection requires managers to learn from past experiences and observations.

The ability to practise critical reflection can enable

managers to apply logical and rational solutions. This allows companies to improve beyond their current state and avoid repeating the same mistakes.

While quality professionals seek improvement through influencing and understanding emotional intelligence, critical reflection sits at the heart of our own development, allowing us to consider both our past and future actions deeply.

In some instances, this can demystify problems or difficult decisions. Reflection is becoming a main feature in strategic leadership and mainstream leadership development courses, and the evidence to support this type of training is clear.

Critical reflection is more than a view of the past, it is an opportunity to create improvement. After all, isn’t that what quality should be?

Will Clement, business assurance manager at Automobile Association Developments



Juliet Stringer

Becoming agents of change

This year marks my 25th year as a quality professional.

Like many in our sector, I fell into quality. An internal auditor was needed, so off I went to learn about BS 5750. The rest is history, as they say.

A career in quality has allowed me access to all departments and people within a business. This has been a privilege that is unique to only a handful of professions. Quality professionals are lucky to have this opportunity.

Over the years, my knowledge and experience has grown. Like people, best practice develops and improves with time, and I feel we are currently going through one of the biggest leaps in improvement with the update to ISO 9001:2015.

The impact of the change is far-reaching. The new standard reflects good business practice more than it has done in the past. The starting point for the

transition at the Special Steel Group was to review the quality policy and commitment to the ISO 9001:2015 requirements needed to come from the top.

The drive for quality must come from top management, but we need to be the change agents – helping everyone work smarter, not harder, to improve overall performance.

To reflect this, we added to the policy a declaration of support from the quality department stating that we will aim to protect and enhance reputation.

Quality professionals need to grasp every opportunity to expand their knowledge through the requirements we work to and from, seeing good and bad practice in action.

There is always something new to learn. It is how we use that knowledge that can really make a difference.

Juliet Stringer, CQP MCQI, group quality manager at Special Steel Group

Say it

To have your say on the burning issues or share your thoughts on anything in this edition of *QW*, email: editorial@quality.org or send your letter to: The Editor, *Quality World*, Chartered Quality Institute, 2nd Floor North, Chancery Exchange, 10 Funnival Street, London, EC4A 1AB.

CONFIDENCE..

...FIND IT WITH CHARIS

IRCA FOUNDATION COURSES
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IRCA LEAD AUDITOR COURSES

Meet 'Paula', she gained the CONFIDENCE to return to her workplace and streamline its management system processes. She is no longer overwhelmed with POLICING the bureaucracy, she focuses on IMPROVING the SYSTEM. And she is registered with IRCA.



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knowledge](http://quality.org/knowledge)

1
ISO 9001:2015
– who are the
interested parties?

2
ISO 9001:2015
quality policy
objectives

3
The four skills you
need to achieve
your career goals

4
ISO 9001:2015
risk and
opportunities

5
ISO 19011
guidance
on auditing
management
systems

Top Tweets

@Qualityworld



Rashad

@RashadinLondon

Excited to be at my first @Qualityworld event for the London Branch – cloud-based management systems 🙌 #QualityManagement



Luca Fiderio

@lucafiderio

Finally completed my last assignment for the CQI Diploma in Quality Management! @Qualityworld



Estelle Clark

@estelleclark

@Qualityworld @CQINGN – Huge congratulations to @lionelabbey and @DyeNatalie who are the two newest CQI Fellows! #fellowship #proud

More top stories from quality.org

Repositioning the Profession

Improvement in the 21st century

Repositioning the Profession – the complete ebook is now available to download exclusively to CQI and IRCA members

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ISO/TS
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*2015 survey

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Customer loyalty and the quality professional

Mark Eydman, CQP MCQI, explains how companies can use the Net Promoter Score to build strong customer relationships, and withstand major disruptions such as Brexit and changes in political leadership

While the intention to encourage repeat custom dates back to the very first commercial interactions, formal structures around customer loyalty most probably began with premium marketing in the late 18th century, when American retailers gave copper tokens to customers making a purchase. The tokens could be redeemed against future purchases. Some 200 years later, it is now difficult to find organisations that do not claim customer satisfaction or loyalty to be their number one priority, but what does this mean and why should it be of interest to quality professionals?

What is loyalty?

Many models are available in this area, aiming to provide clarity and structure. Several of these suggest that loyalty is a behaviour exhibited by customers, built upon the feeling of satisfaction that accumulates through interactions or touchpoints over time. While this description may be attractive, it does not address adequately the nuances of a more complex situation. Frequently, customers continue to make purchases not through loyalty, but through other drivers such as:

- an existing contractual arrangement with your company
- inertia – it may take too much effort or money to change suppliers
- your status as a low-cost provider
- their relationship with one of your employees and not with your company
- they may be in the process of finding an alternative supplier.

A more compelling definition that addresses these weaknesses may be that

loyalty exists where a customer continues to believe that your organisation's product or service offer is their best option.

As quality professionals, we need to ask ourselves where we fit into this scenario and where we can find support both from our professional body and from key standards, including ISO 9001:2015, which lists 'customer focus' as the first of seven quality management principles.

The CQI says quality is about making organisations perform for their stakeholders – from improving products, services, systems and processes, to making sure that the whole organisation is fit and effective. It states that customers are the most important group of stakeholders for most businesses. Of course, in any business everyone is responsible for customer loyalty – but not everyone can have the skills, training and experience to drive excellence.

However, these attributes are present in quality professionals who are dedicated to protecting and strengthening their organisation's reputation, and ensuring that current and future customer needs are met or exceeded.

Net Promoter explained

So how does a quality professional practically proceed in order to understand the loyalty profile of existing customers, determine the drivers of that loyalty and then make improvements aligned with those drivers?

Various frameworks exist to support this process but one which has gained prominence is the concept of 'Net Promoter', as explained by Fred Reichheld

As with any process, there are pitfalls to avoid and good practices to be followed

and Rob Markey in their book, *The Ultimate Question 2.0: How Net Promoter Companies Thrive in a Customer-Driven World*. Today, the tool is deployed successfully in thousands of organisations around the world.

The system uses an insightful question to help position customers within three behavioural groups. While subject to slight variation depending on the specific context, research has shown the following format to be the most effective as the ultimate question: 'On a scale of 0-10, how likely are you to recommend "Company X" to your friends and colleagues?'

'Promoters', those scoring nine or 10, are loyal enthusiasts who actively purchase and encourage others to do the same. 'Passives', those scoring seven or eight, are satisfied but unenthusiastic and easily wooed by competitors. 'Detractors', those scoring six or less, are unhappy and feeling trapped in a bad relationship.

The typical customer loyalty KPI or Net Promoter Score (NPS) is formed from

How likely are you to recommend us to your friends and colleagues?



Extremely likely

Neutral

Not at all likely

subtracting the percentage of detractors from the percentage of promoters, giving a range of -100 per cent to +100 per cent. The concept is that simple. The trick is in asking the question in the best way, to provide timely, reliable and actionable data; undertaking robust analysis to learn why the customer feels as they do; and taking action to create more promoters and reduce the number of detractors.

Getting the right information

As with any process, there are pitfalls to avoid and good practices to be followed. Here are a few things to consider:

1. **Get the question right:** While small variations may be required (eg friends and colleagues may not be appropriate for your customer relationship), keep core components such as the 0-10 scale and focus on recommendation.
2. **Most surveys are too long:** Ask the ultimate question and very little else other than a follow-up of: 'Why did you give that score?' Also, asking for possible improvements can be helpful, but after that the survey becomes too complex and wastes customers' time.
3. **Use the right language:** Structure the questions in terms that your customers will understand, not in the language of the researcher.
4. **Ask the right customers:** This does not imply gaming but simply questions whether you currently have accurate information on real and appropriate contacts within your target organisations.
5. **Get the format right:** Email may be low cost and suited to B2C applications, but is not always appropriate for B2B relationships where it may signal the value, or lack of it, that you place on the relationship. Phone surveys can be

an effective way to secure high response rates in targeted deployments.

6. **Avoid anonymous surveys and close the loop quickly:** When a customer expresses dissatisfaction, be sure to respond quickly.
7. **'Gamesmanship':** Be alert to those causes and methods that exist in the ways there are to subvert the survey process and influence results.
8. **Improvement action:** Without appropriate and robust improvements based on customer feedback the overall process has not been completed, and may only serve to magnify negative experiences.
9. **Secure the benefit:** Deserved customer loyalty is never to be abused, but loyal customers are highly likely to consider your broader company offer, give honest and open feedback on issues of interest and recommend you to other potential customers. Ensure that it is easy for this to happen.

Of these considerations, most can be addressed by ensuring the appropriate training of those involved with Net Promoter certification. However, practical experience suggests that the completion of required improvement activity, and ensuring that these improvements become both systemic and embedded, can be particularly challenging.

Much has been written in this regard, with many books and texts available, such as *The 4 Disciplines of Execution: Achieving Your Wildly Important Goals*, by Chris McChesney, Sean Covey and Jim Huling.

The quality approach

Within the team effort required to design, deploy and operate an effective customer loyalty programme, quality professionals are positioned, perhaps uniquely, to take the lead.

Structure questions in terms that your customers will understand, not in the language of the researcher

Not only is the consideration of key stakeholders an implicit part of their organisational mandate, but operational independence as well as a toolkit of key analysis and improvement methods also supports success.

Simple quality tools such as check sheets or the Pareto principle can clarify themes within customer comments, while others such as cause and effect diagrams can assist with the analysis when determining required improvements.

ISO 9001:2015 is central to the quality professional's approach. With customer focus established as a key quality management principle, what other scaffolding exists? Examples include:

- **The process approach**, which is founded on an understanding of requirements and processes to ensure that they are achieved effectively. Alignment with the insight gained from loyalty surveys and the imperative to act on those requirements for improvement is clear.
- At the heart of the **plan, do, check, act (PDCA) cycle** are customer requirements and the satisfaction achieved as an output of the quality

How likely are you to recommend us to your friends and colleagues?



Extremely likely

Neutral

Not at all likely

management system (QMS). Thus, an effective customer loyalty programme provides both PDCA inputs and outputs.

- **ISO 9001:2015** provides clarity regarding the need for top management engagement in customer satisfaction.
- **NPS** provides an ideal metric in support of quality objectives.
- **Processes** deployed to address nonconformity are ideally suited to address issues raised by detractors or concerns from other behavioural groups.

With customer loyalty and quality so intertwined, numerous companies are commonly quoted as NPS advocates and examples of success. Lego, Philips, Qantas and Schneider Electric are amongst those describing how the approach has engaged leaders, determined improvement priorities and underpinned commercial success.

Zappos, early adopters of selling shoes online, provide a great example of systems built with the very highest standards of service designed to drive customer loyalty. With every item available for sale already in place within a physical warehouse and a relentless pursuit of consistency in order execution, the Zappos brand provides a platform for other product categories far in advance of the original shoe offer.

At a more local level, there is a personal and specific success. In a project undertaken in the UK as part of a Six Sigma deployment, a Net Promoter format was used to gain feedback from the customers of a building automation project business. Dissatisfaction, where present, was found to be due largely to failings in communication, especially in projects behind time and/or cost pressure. Review of the applicable parts of the QMS found little guidance or direction in this regard, so key updates were made and supported by the training of associated staff.

In a later survey, promoters were found to have increased from 23 per cent to 45 per cent over a six-month period, with detractors being reduced from 10 per cent to six per cent. In an organisation heavily dependent on repeat business, this represents a significant achievement.

Try it

After finishing this article, try this simple three-part activity:

1. Write down the names of your most important contacts at your most important customer businesses.
2. Against each name make an informed guess as to how they would answer the ultimate question: ‘On a scale of 0-10, how likely are you to recommend “Company X” to your friends and colleagues?’
3. Decide what you need to do next and if you feel that you don’t really know how they would answer, perhaps you should find out.

Perfect storm

In this article, we have chosen to celebrate the positive effects of considering and building customer loyalty, but what about when things go wrong? Over the past 12 months, much press coverage has been devoted to the changing strategy of British Airways (BA), with a slow erosion of valued customer benefits in pursuit of a response to low-cost carriers. The most recent of these changes saw the end of much-loved free meals and snacks on short-haul flights. While survey data for this period is not yet available, it is likely that the detractor population will have increased through an erosion of satisfaction drivers.

*As a profession,
we find ourselves
ideally placed
to become more
proactive and
strategic*

One typical behaviour of detractor verses passives or promoters is far less tolerance on those occasions when things go wrong. Combined with BA’s recent and much-publicised IT failures, we see a perfect storm of dissatisfaction and events leading to an initial four per cent reduction in share price. Ignore customer loyalty at your peril.

As quality professionals and customer loyalty advocates, where does this leave us? In a commercial environment seemingly gaining in complexity, competition and uncertainty at an accelerating rate, knowledge of loyalty drivers, as well as a core ability to drive sustainable improvements in response to any changes to these drivers, is likely to be a source of competitive advantage.

As a profession, we find ourselves ideally placed to become more proactive and strategic, which can only be advantageous to our employers and us, both individually and collectively.

Major disruptions such as Brexit and changes in political leadership around the globe will present threats and opportunities, and those with the strongest customer relationships will be the ones best placed to succeed. ■

Mark Eydman, CQP MCQI,
is the managing director at
Six Pillars Consulting

How likely are you to recommend us to your friends and colleagues?

Extremely likely

Neutral

Not at all likely



Illustration by Richard Osley

Crossrail Kerli

In March, Crossrail presented its Employee of the Year honour to a quality professional for the first time. **Kerli Saarnik, CQP MCQI**, quality manager on Crossrail's Farringdon project, was commended for exhibiting the highest possible standards in design, construction and document quality, her pride in quality performance and her tenacious work ethic.

Dina Patel went to meet her.

Photography: **Chris Renton**



Europe's largest project, Crossrail is delivering a new railway for London and the South East. It will be named the Elizabeth line when it opens through central London in December 2018.

One of the 10 new stations on the route, Farringdon station will connect with Thameslink and the London Underground to provide improved links to outer London.

When the railway is fully open in December 2019, a train every two-and-a-half minutes at peak time will allow passengers at Farringdon station to travel all the way through to Paddington, Heathrow and Reading in the west, and Shenfield and Abbey Wood in the east. Quality manager Kerli Saarnik tells *QW* how her team is working hard to hand over a station that will see an estimated 82,000 passengers every day, with 140 trains flowing through the station every hour.

What are your responsibilities on the Crossrail project?

I work on providing quality assurance for joint venture BAM, Ferrovial, Kier (BFK) and for the client, Crossrail. BFK was employed to undertake works for the western-running tunnels between Royal Oak Portal and Farringdon station, as well as the station tunnels at Bond Street, Tottenham Court Road, Fisher Street crossover and main station works at Farringdon station.

It's my team's responsibility to monitor and advise on the performance of quality management systems. We carry out independent audits and surveillances, and this includes our off-site and on-site subcontractors. We're visiting their factories and offices, making suggestions for changes and improvements. By tracking KPIs, we're also able to produce data and report on performance by measuring against BFK and Crossrail KPIs.

We ensure the project is meeting customer expectations, and we advise and support the construction team to make sure we are delivering on our promises. My team does this by independently checking on works and all documentation for the handover.

We also broadcast quality across the site. One of the ways we do this is by hosting World Quality Day. We run events around quality for a whole week, not just one day, and we include all of our workforce and subcontractors. Last year,

there were more than 130 events in total across the project – 15 per cent of these events were based here in Farringdon.

How did you get into quality?

I'm originally from Estonia and I studied there to be a structural engineer. But while I was studying, I got a job in a construction company as a quality manager and I've stayed in quality ever since. Although we only touched on quality slightly at university, it's good to have an engineering background when working in the construction industry because you're more aware of what's happening.

When I moved to England, I was really lucky to get a job as a quality engineer at Kier and I landed a job straight away on the Crossrail project. I have always wanted to work for Kier, because of its focus on quality and how it manages quality on site.

Working in quality is definitely a challenge, but in a good way. It's also a great opportunity to work with some major clients, like Crossrail – the biggest infrastructure project in Europe at the moment. With a project as big as this, you can imagine there are challenges every day.

In the recent BBC Two documentary, *The Fifteen Billion Pound Railway*, our former Crossrail project manager, Linda Miller, was talking about our latest challenge, which involved constructing a 320-tonne ceiling structure featuring 100 interlocking, diamond-shaped concrete sections!

Because we monitor everything, working in quality means you get to play a part in everything from the business side to design, and from procurement to construction. Every quality manager on Crossrail is involved in governance, assurance and improvement.

It's great to be a part of something that will last for a minimum of 120 years... It's nice to leave a legacy

There are so many different projects all over the UK that you never know what you'll be working on next. There is so much construction going on in London alone, like High Speed Two (HS2) and Thames Tideway.

What is the best part of your job?

Working on Crossrail is the best part of my job because I'm really proud to be part of something so big, and once it's finished it will be really good to show my friends and family. It's also great to be a part of something that will last for a minimum of 120 years. I started on the project when we were planning the running tunnels and now I'm helping to finish the station. It's nice to leave a legacy.

How do you monitor and advise on the performance of the quality management system at Farringdon station?

Crossrail has created a quality performance index: the QPI. This combines some key metrics: work starting without an inspection and test plan; nonconformances raised by BFK and closed on time; certification completed on time; corrective actions closed on time; and client observations. These are



Left to right: Crossrail CEO Andrew Wolstenholme, Crossrail Employee of the Year Kerli Saarnik, CQP MCQI, and television presenter Mel Giedroyc



measured across the entire project, and an average score is issued centrally by Crossrail in a league table listing the performance of all the contractors.

All of BFK's competitors are in this league table and naturally everybody wants to be at the top. BFK has done very well in the league table and I think that is because we are looking at the KPIs on a weekly basis, not just monthly. We're constantly checking everything and we have weekly quality meetings that are led by construction teams. In these meetings we go through KPIs, the nonconformance reports (NCRs), certification and Crossrail observations.

How do you support the construction team to ensure the project delivers on its promises?

Our quality team is small, and we have a clear distinction between quality control and quality assurance. We have one person looking after handover, we have two quality engineers (one for each of the station's ticket halls) and me. We support the construction team by ensuring the quality control procedure is clear and easy to understand.

We are doing so well here at the Farringdon station because the construction team is taking the lead on quality by checking their own work. A lot of quality teams have quality inspectors on site, so the danger with that is the responsibility of checking sits with the quality team.

On this project however, the construction teams are putting together handover documentation and the red line drawings, which show any changes made to the original designs. They are best placed to put this together because they have built it, and know exactly what data they need to collect. Quality is built in, not inspected in.

Throughout this procedure, we as a quality team are independently checking and advising on works. We conduct our surveillances, we have our quality meetings, we're checking inspection and test plans (ITPs), we're checking the handover folders and advising on specification requirements.

How do you perform independent audits and surveillances on Crossrail's construction process and procedures?

Surveillance is the quality-related site inspection we do to check the work on site

Every quality manager on Crossrail is involved in governance, assurance and improvement

that is partially or fully completed. This is to make sure the ITP is being followed. An independent audit will take you one or two days, but this shorter inspection is something that will take half a day to witness the work and then half a day to write the report.

These inspections should be short and to the point. This is something that we are proud of because we have worked hard on our process. Sometimes you can find audit reports that just record the findings, but our reports provide requirements the auditor checked and help to raise good practices. Because we are a self-certified company, these reports will ensure that we are checking, reviewing and testing everything progressively.



The architectural ceiling installed within the western ticket hall at Farringdon station

What have been some of the suggestions for improvement your team have made following internal and external audits?

Almost every surveillance and audit requires us to update the procedure or our ITPs. So nearly every time we conduct a surveillance or audit, we find something that could be done better. For example, one ITP required us to conduct testing every 50m² but the check sheet said three for 500m², so we had to update the check sheet and the ITP to put the correct test requirement in. Quite often the check sheets are not fully filled in and signed so we always check that. With Crossrail, we're building two railways in effect – a physical railway and a 'digital railway'. The digital railway is all the documentation – the check sheets and test certificates. They demonstrate that everything has been built accurately and to the specifications.

We also make suggestions by advertising quality on boards and use posters all over the construction site. Every month, we brief our site teams against Crossrail observations and nonconformances so that they know what is happening across Farringdon station.

How do you ensure the subcontractors are following procedures, standards and specifications?

Before our suppliers start working with us, they attend a workshop where we go through the main quality requirements. The workshop is presented by Crossrail and our quality team. The main things discussed are the ITPs and the MCRs (Material Compliance Records). Before we can use any material on site, we need to get acceptance for them. These MCRs must have proof of CE marking or an exemption letter, proof that the suppliers have an UKAS-accredited ISO 9001 certificate, and evidence of technical and London Underground fire regulation compliance. On the Crossrail project, we have really high expectations for quality and this can be hard for subcontractors that struggle with ITPs and MCRs. Because of this, we have created templates so that they have a step-by-step guide.

How do you know the project is meeting customer expectations?

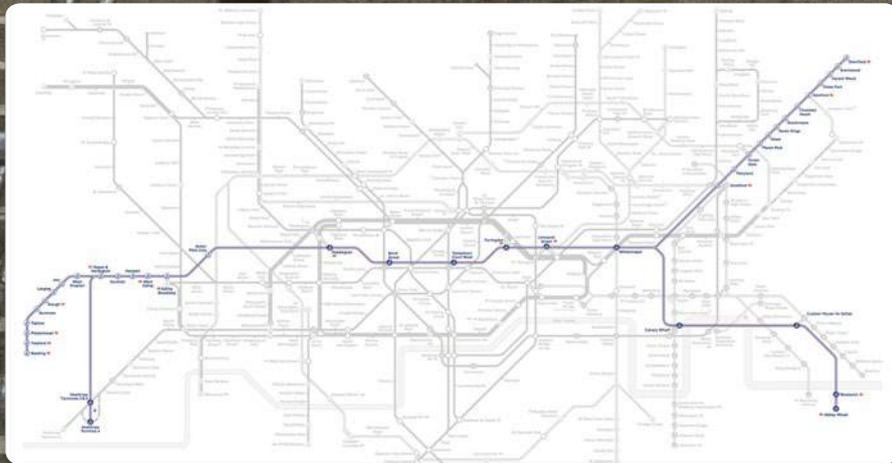
During the preparation stage, we make sure all of the specification requirements are covered

With Crossrail, we're building two railways in effect – a physical railway and a 'digital railway'

in the ITPs. During the construction phase, we carry out surveillances and measure KPIs. We also have a league table that gives us the opportunity to see how others are doing, and Crossrail runs an annual 'right first time' awards. These awards are given during the week that we celebrate World Quality Day.

What is the next big challenge for Crossrail?

There is still a lot to do on the Crossrail project before the new railway opens in December 2018. Construction will continue at full pace across the project, with railway systems and communications, fit-out works,





We support the construction team by ensuring the quality control procedure is clear and easy to understand

architectural fit out of the 10 new stations, production of the new fleet of trains, as well as the major station overhauls and upgrades on the outer western and eastern sections of the route.

What advice would you give to others starting a career in quality?

I think in quality you can grow really quickly in your career if you undertake training to help you develop professionally. For example, Crossrail ran a management course with the CQI and that was very helpful. The course was developed jointly between Crossrail and the CQI to help fill the resource gap between the project's need for fully qualified quality managers and the lack of availability in the UK market. Within just four years of working as a quality engineer, I've become the quality manager at Farringdon station – a station that will be one of the busiest in the UK when it opens. So it's clear you can really progress if you continue to develop yourself with training.

How did it feel to be recognised for your work and to be the first quality professional named Crossrail Employee of the Year?

It was a big surprise, I didn't expect it at all. I'm really proud of this achievement. It is good to know that the work I'm doing is appreciated and valued.

But I could not have done it without the whole team here at Farringdon – every single person is playing a part in our success. We are working as one team, moving towards the same goals with the full support of our project directors. ■

Lead it

Celebrate everyday leadership as part of World Quality Day 2017:
[quality.org/
world-quality-day-2017](http://quality.org/world-quality-day-2017)

Kerli Saarnik **Curriculum Vitae**

Education

2001-2006

Tallinn University of Technology,
Diploma in Structural Design
(Building Engineering)

2010-2011

The National Examination Board
in Occupational Safety and Health

2012-2013

CQI/Crossrail Quality Training
Programme

2016

Leadership and Management
(ILM) Level 5

Career highlights

2003-2004

Quality Manager at Wolmreks
Responsible for the quality
management system

2004-2009

Quality Manager at Celander
Helped the company achieve ISO
9001, ISO 14001, and OHSAS
18001 accreditations

2011-2013

**Quality Engineer – BAM,
Ferrovial, Kier JV (Crossrail)**
Worked on the construction of the
western-running tunnels, from Royal
Oak to Farringdon

2013-2015

**Quality Manager – BAM,
Ferrovial, Kier JV (Crossrail)**
Responsible for creating a systematic
approach to quality management,
which provided assurance that the
works on the tunnels and shafts at
Tottenham Court Road, Fisher
Street and Bond Street were being
constructed as per the specifications

2015-Present

**Quality Manager – BAM,
Ferrovial, Kier JV (Crossrail)**
Embedding a strong quality culture
throughout the project team at
Farringdon Station

THE AUDITING TEST

Why all audit committees should be concerned about quality

With important revisions to standards for auditing practices underway, **Professor Jeffrey Ridley** and **Professor John Oakland** pose a series of challenges for all audit committees

Quality assurance in all types of auditing is not new. It has been addressed by the auditing professions, practitioners and regulators for many years. Audit training, standards, codes of ethics and practices have addressed the need for a continuous quality cycle to be embedded into all auditing.

Standards for the auditing and certification of management systems have been developed and promoted internationally for many years, providing guidelines and requirements in the form of principles and frameworks for the assurance of quality in all auditing practices. These are namely ISO 19011:2011 'Guidelines for the audit of management systems' and ISO 17021:2011 'Conformity Assurance – Requirements for bodies providing audit and certification of management systems'.

But do all audit committees know this, and understand how to require a high level of quality in all of the assurances they receive from their auditors? Do all audit committees know how to achieve a high level of quality in the services that they provide to their board and their organisation's stakeholders?

Recent revised guidance on the terms of reference for audit committees by The Governance Institute in the UK (*Guidance Note: Terms of reference for the audit committee*, Institute of Chartered Secretaries and Administrators, 2017) advises audit committees to monitor and assess the quality of auditing services their boards receive. It advises that such assessments consider auditing independence, qualifications, expertise, resources, planning, processes, handling of key judgements, and responses to questions by the audit committee.

This guidance refers to external and internal auditors, but it has quality implications for all audit, compliance and inspection services a board receives. Quality in all auditing requires a full understanding of the principles and competencies on which all quality assurance achievements are based, and the good governance context necessary for these to be practised.

Demonstrating quality assurance in auditing services is recognised by the Financial Reporting Council in the UK

Quality in all auditing requires a full understanding of the principles and competencies on which all quality assurance achievements are based

for listed companies in the financial sector as part of good corporate governance: *Audit Quality – Practice aid for audit committees, 2015*. It is also of importance for all sectors and organisations of all sizes where auditing is required by law, as part of management best practice or by an organisation's stakeholders. Quality in any service is its 'jewel in the crown' and key to its effectiveness and successful marketing – auditing can be no exception.

Recognising value

There is a history of legal, economic and reputational benefits from formal quality management systems in all products and services across all sectors.

That history as quality control by inspection started many centuries ago and grew in importance as industry mechanised through to the 20th century, recognising a need that satisfying the receiver of products and services in supply chains is paramount for the success and economy of all organisations and their stakeholders. From this need, the concept of formal total quality management (TQM) and assurance systems and standards then developed in the 20th century.

This concept now has many disciples in organisations, regulators, professions and governments across the world. It is recognised by all international institutions contributing to continuous improvement of the world economy – contributing financially and through standards, guidance and principles in how organisations should manage quality in themselves and their supply chains.

But is it recognised by the growing number of audit committees across all sectors, both

ASSURANCE

nationally and internationally? Is quality assurance in the auditing services their organisations receive monitored by them?

Even more importantly, is quality assurance in the management of their organisations' supply chains seen by them as paramount for the achievement of their organisation's good corporate governance? Is it seen to be paramount by themselves in their own performance?

These are questions all audit committees and boards should both continually address and answer.

Effective audit committees

Today, the CQI's Competency Framework (see Figure 1) is an excellent guide for the competency of all audit committees. It shows how governance provides the foundation for organisational effectiveness by establishing clarity of purpose and intent, which is then captured in policies, plans, processes and the capability of the board, its committees, executive and operational levels, and all supply chains.

This all becomes meaningless, however, if the framework setup is not fully implemented. Quality in all assurance activities will always be needed to ensure all stakeholder requirements are being met, in terms of both the product or service, and the operation of the processes by the people involved.

Improvement is the continuous process that helps create the quality required in auditing both on the day and in the future. And context is the knowledge and experience audit committee members bring to their monitoring and reporting to the board, and also to the

stakeholders – essential for the effectiveness of their role and that of their board.

In the latest QMS standard, ISO 9001:2015, the process requirements form the basis of a robust quality assurance approach. The process and system approaches are not two separate things. The Quality Management Principles described in ISO 9001:2015 include: "Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system."

Today, all audit 'coherent systems' must be managed by good governance, if they are to provide the right quality of services for their customers. This is critical for developing the right approach to quality assurance in any context, which works particularly well when there is a strong quality culture led from the top.

When assessing the quality of governance and audit in their own organisations, audit committees should also understand and be aware of the quality of coherent systems in the many supply chains crossing their organisations.

Quality in good governance does not stop at an organisation's structural boundaries, it is also impacted and influenced by the quality of coherent systems in all of its many supply chains – both internal and external.

There is a trust and comfort in good quality management and assurance. That trust and comfort never happens by accident, it must be managed, motivated, measured and improved. Disciples of Deming's plan,

Context is the knowledge and experience audit committee members bring to their monitoring and reporting to the board and stakeholders

do, check, act (PDCA) improvement cycle (now a stipulated part of ISO 9001:2015) recognise the importance of these actions in every organisation and function that preaches the assurance of quality in their products and services. They are fundamental to all TQM coherent systems, and the trust and comfort that they give.

But these actions are only as good as the total commitment for their implementation, not just by the maker of the product and provider of the service, but also by those receiving the assurance being given. Both are not always so, and too often there are many undesirable results.

A strategic approach

A number of organisations today use a 'target operating model' (TOM) approach to quality management, which encompasses the right vision and strategy, organisation design, processes, people resources, technology,

Figure 1

- **Governance** – How quality professionals use the right approaches to create plans, policies and processes that deliver strategic goals, working to harness the entire organisation to meet all shareholder and stakeholder expectations
- **Assurance** – How quality professionals provide the invaluable confidence that these plans, policies and processes are effectively implemented to minimise and manage risk and sustain reputation
- **Improvement** – How quality professionals enable and facilitate organisation-wide learning and improvement
- **Context** – How quality professionals use domain and/or industry knowledge and understanding essential for the implementation and sustenance of the above.



data and partnerships – each essential in the context of good environmental, social and governance (ESG) quality reporting outputs, and necessary to deliver the right outcomes for their strategic goals. TOM design and processes must stem from a review of quality needs across the entire value-adding chain. It maps the quality assurance and control activities that must take place at every stage, and by when these activities will be carried out. In turn, this then determines the skills, experience and capacity needed in process ownership roles. This strategic approach to quality can be applied to any human activity, including auditing.

It is important for audit committees to look beyond just the quality of assurances provided by audit reports and to consider other aspects of quality management, such as their organisation's customer satisfaction and the needs of all its other stakeholders. These include not just economic needs, but also ESG needs and their potential impact on business performance, reputation and investment. Good quality management of ESG issues enables boards and investors to make better decisions on their investment strategies and long-term value creation.

Audit committees must ensure their senior management teams and auditors focus on the quality levels necessary for all ESG requirements, and the right levels of quality needed to provide the best assurances and reporting on each of these issues. But do they? Quality in ESG strategic reporting by listed companies in the UK is now a requirement by law: *Guidance on the Strategic Report*, FRC, 2014. Many other organisations are also following this trend, some voluntarily and some by regulation.

Making progress

There is ample evidence that the auditing professions are addressing and achieving quality in the services they provide. But there is still evidence of poor quality in some auditing, and this often becomes public through the damage it causes to organisations and across supply chains or by regulatory inspection.

These occasions are fortunately rare in the public domain, but are they rare privately in practice, or even known by challenge from those requiring a high level of quality assurance in auditing

Today, all auditing must be quality managed if it is to provide the right quality of services for all of its customers

across supply chains, particularly audit committees? Are quality failures by auditors always transparent to audit committee members, their boards and stakeholders? Is the quality of all auditing open to examination by those receiving its services?

For the external auditing of financial statements, a quality assurance challenge by audit committees is now recommended by the regulator of all listed companies in the UK: *The Audit Quality Framework*, FRC, 2008, and *Update for Audit Committees: issues arising from current economic conditions – Key Questions for Audit Committees*, FRC, 2010. These questions should be at the heart of all discussions in audit committees and required to be questioned by their terms of reference, as the revised guidance by The Governance Institute advises.

All audit committees should have a responsibility in their terms of reference to challenge the quality of assurances they receive – that challenge should require evidence of how the assurances have been arrived at, and what standards and conceptual systems have been used to create and monitor the audit processes and the results of that monitoring. ■

Jeffrey Ridley, visiting professor of corporate governance assurance, University of Lincoln International Business School, and Professor John Oakland, CQP FCQI, emeritus professor of quality management at Leeds University Business School and founder of The Oakland Institute

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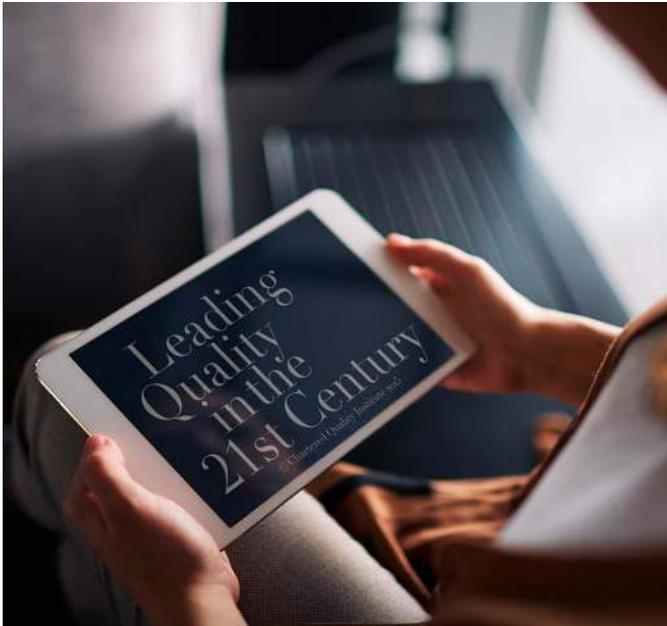
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Knowledge

Are we really a team?

In the first of a two-part series, **Steven Moir, CQP FCQI**, shares his experience of how to approach team management in order to get the most from your quality system

Today, there are thousands of books available on the subject of teams,

work groups and leadership. I do not pretend to be an expert in these areas but I would like to share my recent experience on understanding how to manage teams in the 21st century, and how this can have a huge impact on the successful implementation of a management system.

If we take a closer look at ISO 9001:2015, it's underpinned by the '8 Principles of Quality Management', which have been the guiding principles for years. For example, Principle 3: 'People Involvement' shows that any business would not exist without its staff, whether part-time, full-time, in-house or outsourced. However, when their abilities are maximised, business success will be delivered.

From my experience, people involvement is facilitated effectively by a team approach. We all know that leaders should organise and define ownership, accountability, individual roles, responsibilities, working groups, teams and authority. They should also ensure competence for the definition,

implementation, maintenance and improvement of each process and its interactions. These individuals are called 'process owners'.

We can all agree that employee motivation and increased innovation are important. When people feel valued, they will work to their maximum potential and contribute ideas. But have you ever stopped to think about the word 'team' and the motivation derived from teams?

What is a team?

In our world today, we label all (more or less) formal groupings as a team. We have our department team, our sales team – even our whole company is called a team. We use the word so frequently that we think we know how to work effectively with teams, but do we really?

Some teams have worked tremendously well in some situations and failed in others. When teams fail to perform as expected, an attempt is usually made to pinpoint and blame someone – usually that's the person responsible.

However, the answer doesn't always lie in replacing the team or firing the 'whipping boy', but simply answering the question:

'What went wrong with the team as a whole and why did it fail?' Unless we try to identify the underlying root causes, it is unlikely that the solution will ever be found.

Research from the academic community on teams and teamwork has grown consistently and has increased dramatically over the past 40 years. In the early 2000s, Katzenback and Smith defined a team as: "A small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable."

However, most of the time our teams do not reflect this description, so the replacement definition is a 'work group'.

Members of a work group may have the same or similar duties, such as call centre operators and first-line support.

Workers may interact to share information, best practices and perspectives, but one person's performance has no real effect on another's – there is no mutual accountability or any need for it.

There is a very subtle difference between teams and work groups – a team works together interdependently and shares in the outcome, whereas in a work group people are independent of each other.

When to use the term 'team'

If we use the definition from Katzenback and Smith, we use teams when a collection of people with complementary skills are required to come together for a common purpose in the business.

Although we have established what a team is compared to a work group, a team as defined so far will deliver results – not necessarily

“A team works together interdependently and shares in the outcome, whereas in a work group people are independent of each other”



outstanding results, but simply results. But we can go one step further – and that’s to build a high-performance team. To understand what a high-performance team is, we need to look at a new definition.

Leadership expert Trevor Laurence defined a high-performance team, using a principle he calls ‘Team Alchemy’, as: “The state of high performance that combines outstanding results, synergistic

relationships, and deep fulfilment from working and learning together.”

Laurence also built up a Team Alchemy system which removes the mystique behind how to generate dynamic teams. I was so impressed with the model because it helped me to understand the true definition of teamwork, and that it was no longer a magical quality that only appears when the stars align. What really impressed me was the discovery of a system

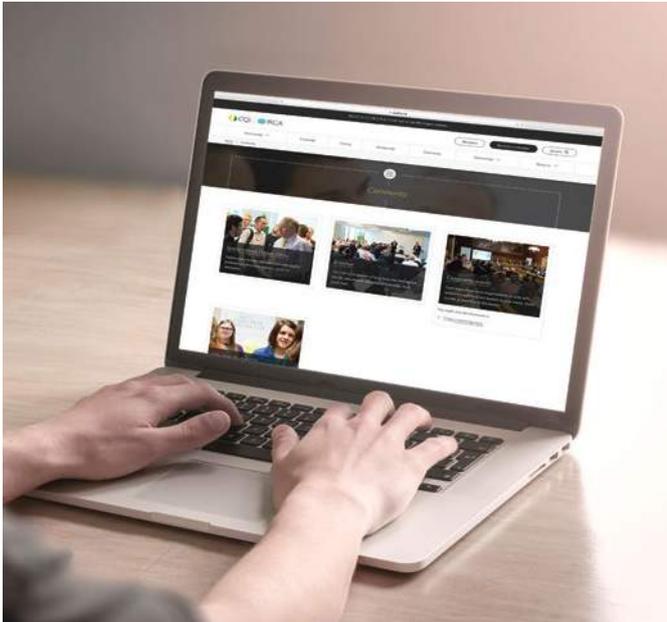
in which teamwork can become a dynamic, data-driven metric that can be measured, benchmarked and tracked – transforming teamwork into quantitative KPIs for organisations.

As Peter Drucker once said: “If you can’t measure it, you can’t manage it.”

Steven Moir, CQP FCQI,
quality and compliance
manager at DigiPlex

Read it

In September’s QW, Moir will explore the Team Alchemy System in detail



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Experts uncut

Acknowledging and adapting to change



Ramanie Pathirage Chandraratne

The global training services manager at DNV GL Business Assurance explains why organisational knowledge is crucial to your business

Today we live in a world where change is inevitable. Emerging disruptive technologies give us new opportunities in new markets, while making the current technologies and systems obsolete. This has always been the case. However, what makes the situation unique is the fast pace at which changes are taking place.

I asked an experienced management systems auditor, who has been working since the introduction of ISO 9001:1994, how he deals with the new requirements of ISO 9001:2015. I wanted him to be more specific on clause 7.1.6 'Organizational Knowledge'.

The clause states that an organisation should determine the knowledge necessary for the operation of its processes, and to achieve conformity of products and services. This knowledge should then be maintained and made available to the extent necessary.

When addressing changing needs and trends, the clause states that an organisation should consider its current knowledge, and then determine how to acquire or access any necessary additional knowledge.

The auditor told me this was not a new requirement. I agreed with him, but explained that the changes to the context we live in today may result in a greater need for businesses and lifestyles to transform.



“Organisations must prepare to meet the changing demands or risk becoming overshadowed by newcomers”

Gone are the days that you could be the proud owner of the latest phone for two years, for example, and feel you have the latest technology. I asked the auditor how this affects businesses today and the audits performed. He agreed that organisations must prepare to meet the changing demands or

risk becoming overshadowed by newcomers. We should recognise knowledge as an intellectual asset and manage it as an essential element of the organisation's sustained success. Focus on the following:

1. Is there a need to determine and acquire knowledge from interested

parties as part of the organisation's strategy?

2. What knowledge is required to support the short and long-term needs of the organisation?

3. What processes are used to identify, capture, analyse, retrieve, maintain and protect organisational knowledge?

4. Are there tools to manage implicit and explicit knowledge that exists within the organisation, including the knowledge, insights and experience of its people?

5. What methods are used for benchmarking against competitors and sharing organisational knowledge with relevant interested parties, to ensure the sustainability of the organisation?

6. How fast can organisations get ready for the next wave of change?

Organisations should anticipate how disruptive technology may affect their business and the people they employ. People's knowledge coupled to their attributes, flexibility and willingness to unlearn and learn, plays a major role in the sustainability of an organisation.

Ramanie Pathirage Chandraratne, IRCA Principal Auditor, is the global training services manager at DNV GL Business Assurance



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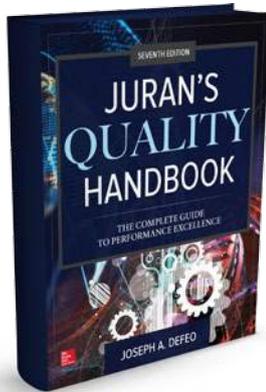
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Reviews



Juran's Quality Handbook, Seventh Edition

by Joseph A Defeo,
McGraw-Hill Education (2017) £139.99

Juran's Quality Handbook is an incredible body of reference for all things quality. Now on its seventh edition, one of the best things about this book is the update to quality tools and regulatory standards to keep the content relevant. This edition includes references to the latest technology and ISO 9001:2015.

The part that I found the most valuable was the industry-specific adoptions and extensions to the ISO 9000 family of standards. As a medical devices professional, I naturally found the contents in this section to be an interesting history of my field. I was pleased to find this both mentioned and accurate.

This book is certainly not a light read, with over 800 pages

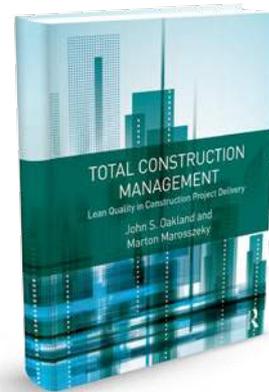
of academic text, but I am sure I will use it as a reference for years to come, and I plan to return to other sections, such as 'Managing Risk' as I continue to implement the risk-based requirements for ISO 13485:2016.

A significant part of the book is dedicated to stats, however, which I personally found less useful at this time.

I would recommend this to anyone completing a course in quality management, as the text provides useful insights and many citations for further reading, with examples and case studies throughout.

Overall, an impressive and evolving body of work.

**Hannah Murfet, CQP
MCQI, vice-chair of the
CQI Next Generation
Network**



Total Construction Management: Lean Quality in Construction Project Delivery

by John Oakland, Marton Marosszeky,
Taylor & Francis (2017) £125

This timely, meticulously researched tome directly addresses low productivity and the issues of poor quality that bedevil the construction industry.

The authors directly address the challenges specific to the sector, and offer a range of practical interventions to mitigate problems associated with fragmented supply chains, multi-layered and complex design, and the 'one-off' nature of construction.

The compelling narrative draws together quality and Lean theory and practice, and concludes with inspiring and informative case studies involving real organisations.

The cost of poor quality and the risk of catastrophic failure are being increasingly recognised, and several

industry-wide forums have sprung up. The book describes the basics of planning, process control and systems, bringing us up-to-date with modern quality theory for operational excellence and maximum customer satisfaction.

Top management should act on the advice presented and, to quote the authors: "Lean quality is far wider in its application than assuring product or service quality, it is a way of managing organisations and their supply chains so that every aspect of performance, both internally and externally, is improved."

This book has considerable academic merit, written in an accessible, easy reading style.

**Simon Ellis, CQP MCQI,
business process quality
manager at Skanska**

Review it

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5 minutes with...



John Fenner, CQP MCQI

Group compliance director at John F Hunt

My role at John F Hunt is to manage the requirements of ISO 17020, ISO 17025, ISO 9001, ISO 14001 and BS OHSAS 18001, and all our other memberships and registrations that enable us to demonstrate competence, impartiality and performance capability.

I started out in quality when the government passed legislation exposing local government services to compulsory competitive tendering (CCT). I then implemented ISO 9001 into all of the services that were subject to CCT.

The quality profession has changed a great deal since my career began. The concept of quality and the emphasis of international and British standards used to be more about the integrity of a manufactured product. In today's society, quality has a far broader meaning and application.

The challenge for quality professionals today is to move into a future where change is the only constant, in a profession that very often relies on maintaining the status quo.

Effective communication and interpersonal skills are essential in quality professionals. This is because all the other necessary skills, such as leadership skills and technical ability, are dependent on how effectively they can be communicated to all interested parties.

I have developed policies and procedures that enable managers and staff to discharge their responsibilities safely and effectively. I manage four multi-site integrated management systems at nine locations.

Attitudes have changed and technology is advancing rapidly, meaning quality has become an all-embracing philosophy and a demonstrable commitment to business excellence.



I achieved the US Superior Honour Award for exceptional service to the government of the United States of America, for implementing ISO 9001 at the US Embassy in London. This was the first embassy in the world to achieve this accolade. During the 1990s, US government diplomatic missions were experiencing inconsistencies in the way they were managed around the world. The standard was used to ensure these inconsistencies were eradicated and replaced with more robust working practices. ■

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