



Profiles in quality

The 2018 International Quality Award winners, finalists and their stories



Foreword

The pages of this ebook offer a rare treat for those of us who are interested in how quality professionals help organisations sustain and improve their performance.

These are the stories of individuals, teams and organisations around the world who have, through the art and science of quality management, made organisations more resilient, more competitive and more successful in demanding times.

You will find little of the hard science of quality management in these short pages - but that, I think, is rather the point. The true revelation is how our winners and finalists have brought the tools of our trade to bear on the context in which organisations operate, to help them improve, and

to inspire and support others to realise that improvement.

In this sense these are stories of leadership, courage and determination at every level. But they are also the stories of individuals, teams and organisations the world over who have understood the importance of telling their own quality stories to demonstrate the unique value that the quality profession brings to the world.

I hope that hearing their stories encourages you to follow in their footsteps by putting forward your own work for future CQI International Quality Awards, to stand proud and make your own contribution to the continuing story of the quality profession.

Vincent Desmond
CEO, CQI

Foreword

We held the first CQI International Quality Awards in 2017, and I'm delighted that they were so popular that they are now a key date in our annual calendar.

The International Quality Awards exist to celebrate the achievements of quality professionals from all over the globe. With this ebook, we want to share those stories as widely as we can, in the hope that people will learn and be inspired to tell us their own stories, by entering future awards for themselves.

The award entries we received in 2018 continued to be international, with the majority of entries coming from outside the UK. The 11 winners come from eight different countries, and the finalists bring the total number of countries represented to 11.

The awards have grown and matured in their second year. The number of categories is up from six to nine, giving many more entrants the opportunity to find a category that suited them. We were particularly pleased to be able to introduce an award for Quality Organisation of the Year.

Also in 2018, some people took the opportunity to enter a second time, either in the same category or a different one. In all these cases we were delighted to see that our second-time entrants had implemented the suggestions they received from the judges last time, and in one case (Quality Team of the Year), that has led them to victory this time around.

We were also pleased to welcome some of our 2017 award winners as judges for 2018 - their insights were particularly valuable to the judging panel.

Another change in 2018 is the much wider breadth of sectors that the applicants worked in, including many from healthcare.

However, the most important aspect of the 2018 awards wasn't what was different, but what remained the same. Entrants continued to take us into the heart of their work and make us feel part of it. We were, for a short time, able to walk in the shoes of quality professionals and understand what drives them. I hope that this ebook gives you some of that same experience.

If it encourages you to enter the International Quality Awards in 2019, it will have done its job!

Estelle Clark, CQP FCQI
Executive Director of Policy, CQI



11
winners

9
categories

EMERGING TALENT | WINNER

Name: Khar Voen (Carmen) Chin, PCQI

Role: Project Quality Engineer

Company: Alstom Hong Kong Limited

Location: Hong Kong S.A.R., China



Carmen Chin traded a career in finance for the quality profession. After earning her Masters in Accounting, Carmen became a financial auditor with PwC Malaysia. But two years ago, she left to join the quality team at the Hong Kong office of Alstom, which manufactures trains and provides rail infrastructure services.

“This award is a recognition for my work after I made a big career change from finance to quality,” says Carmen. “I wasn’t sure it was the right move, so this award boosts my confidence, as I feel I have made the right choice.”

THE CHALLENGE

As Project Quality Engineer, Carmen is responsible for a variety of quality activities supporting rail operators in Hong Kong, Taiwan and Singapore.

Carmen’s work helps to ensure that contract quality requirements are met for signalling projects, to ensure the reliable operation of rail networks that transport millions of passengers daily. This includes equipment fitted in trains, stations, tunnels and control centres. Carmen is part of the quality team that ensures early detection of potential issues and leads cross-functional problem-solving teams in root cause analysis exercises using 8D and other problem-solving techniques.

THE JOURNEY

To deal with challenges related to the supply chain and internal awareness of quality policies, Carmen focused on training, audits and improvement. She coordinated technical training for suppliers, and governance training for internal teams.

The language barrier was not an issue for Carmen as she was able to communicate in English, Cantonese and Mandarin to provide a strong interface between management teams, workforces and suppliers.

To gain buy-in for audits, Carmen presented auditing as an opportunity to improve systems, such as warehouse stock management. She also spearheaded improvements in the Hong Kong office’s non-conformance reporting (NCR) by leading the deployment of a global NCR portal for tracking supplier quality issues.

Identifying improvements in installation activities is also under Carmen’s remit. Her credibility is often challenged when carrying out inspections of the installation work of teams of up to 100 people, where she is the only woman. The group can only work when trains aren’t running, which is generally in the early hours of the morning, so to prioritise areas that require quality checks, she performs risk assessments before site visits and works directly with the installation managers.

THE OUTCOME

Carmen’s audit work helps to maximise efficiencies and minimise compliance issues. The rollout of an NCR portal led to the integrated NCR management tool being deployed in Hong Kong, Taiwan and Singapore. Her approach to signalling upgrade work led to improvements in tools, competences, purchased products and internal processes.

“Carmen is what this award category is all about: a young woman in a male-dominated industry who is working hard and emerging in the quality world,” says category judge and 2017 Emerging Talent Award winner Charlotte Laverty, CQP MCQI, Quality and Business Continuity Manager at BT Global Services. “Carmen has real talent and a ‘quality’ mindset. She will go far!”

Co-judge Laura Fletcher, Commercial and Customer Experience Director for NQA Certification Ltd., says: “Not everyone has the courage to change careers after 10 years in. She has a good attitude and a strong analytical skillset. Carmen is aware of the challenges that face her as a woman within a male-oriented industry and I encourage her to embrace these challenges and use them as an opportunity.”

*“Carmen is what
this award category
is all about”*

INNOVATION THROUGH QUALITY METHOD | WINNER

Organisation: The Register of Enterprises of the Republic of Latvia

Innovation: UNA virtual assistant

Location: Riga, Latvia

The Register of Enterprises of the Republic of Latvia is the government body responsible for helping entrepreneurs register new companies and update company documents. The register has introduced UNA, a virtual assistant powered by artificial intelligence (AI), to enhance customer service on its online platforms. UNA is the first chatbot of its kind in Latvia's public services. It is available 24/7 and is able to answer more than 16,000 questions.

"UNA helps to make Latvia a country in which everyone can realise their dream of setting up

a business," says Guna Paidere, the register's Chief State Notary. "UNA is the future ambassador of the public administration."

Winning an International Quality Award is a powerful validation of the register's efforts to modernise the quality of its customer service management, says Guna. "This award means a lot for me and my organisation. It is the first international award we have received and it also provides important recognition for our work."

THE JOURNEY

The register collaborated with technology developer Tilde to create a virtual assistant. The register's quality management system was used to create a risk management system which considered factors such as the impact of innovative projects on financial risks, and the impact of personnel turnover risks on the quality of customer service. In designing the application, the register prioritised the questions asked most frequently by customers, which related to new registrations, and the progress of registrations and liquidations. After the successful implementation of a pilot project, the register launched UNA on its website and on the Facebook Messenger app on 13 June 2018.

THE CHALLENGE

Before UNA, the primary means of communication for the register's customers were face-to-face visits, email, telephone and social media including Facebook and Twitter.

One of the register's strategic goals is that by 2020, entrepreneurs should be able to remotely and independently register legal entities and update details. Data gathered from the quality management system suggests that customers prefer to submit registration applications electronically. This feedback spurred the register to pursue AI solutions in earnest in 2015, and make technology more prominent in its key performance indicators.

The register decided to use AI as a way of providing users with a more efficient way to submit documents. For example, one recurring issue was the delay in the registration of documents as a result of errors in online submissions. Having a virtual assistant to address questions 24/7 in real time can prevent such issues, and keep the registration process running smoothly.

THE OUTCOME

As of October 2018, UNA has already responded to more than 18,000 individual questions from nearly 3,000 unique users, and has helped the register make savings on human resources.

"The team did good work with their technology and in capturing and analysing information," says category judge Paul Simpson, CQP FCQI, Chair of the CQI Milton Keynes branch and Principal Consultant and Owner of s2a2s Ltd.

"What I particularly like about this entry is that UNA seems to be a direct consequence of the feedback and insights collected in the quality management system via the KPIs that were introduced in 2015," says category judge Dr Bettina von Stamm, founder of the Innovation Leadership Forum. "Here, quality management has driven innovation."

"UNA is the consequence of insights collected in the QMS. Quality management has driven innovation"

Marika Jancenka, Quality Manager,
and Guna Paidere, Chief State Notary



IRCA CERTIFICATED AUDITOR OF THE YEAR | WINNER

Name: Arlene Ollano-Aguilar, IRCA Lead Auditor

Role: General Manager

Company: Amaria Training and Consulting

Location: Doha, Qatar

Arlene Ollano-Aguilar is an electrical engineer by profession, with a background in computer programming and systems analysis. As a management system consultant, she is a trainer, Six Sigma professional and IRCA Lead Auditor. Her experience stretches across multiple sectors including aviation, infrastructure, mixed-use developments, manufacturing, education and oil and gas. She has worked with management consultancies Faithful+Gould, Atkins and engineering company Bechtel.

“An excellent auditor does the job right even though no one is looking,” says Arlene. “This award means so much to me. It symbolises the very best person I can be.”

“An excellent auditor does the job right even though no one is looking”



THE CHALLENGE

Throughout her career, Arlene has been involved in numerous ventures and high-profile projects in Qatar, including the Dukhan Highway Central project, which involved the construction of a 15km-long dual four-lane expressway, to improve the flow of traffic between Doha and the west of Qatar.

She also conducted audits during the development of Hamad International Airport, which currently receives 30 million passengers and 360,000 flights a year.

THE JOURNEY

Arlene takes a client-centric and risk-based approach in all her projects. To embed quality in any project team, she integrates audits as a management tool. Arlene earns the trust of her auditees by making them feel that she is committed to helping them improve, not to finding blame. When contractors question her abilities as a female auditor, she remains steadfast in her application of a holistic data approach. She applies robust data analytical techniques and cost-benefit considerations to derive audit evidence. Arlene also goes beyond the traditional compliance audits by collating her findings and providing the best recommendations that result in value-adding insight.

THE OUTCOME

Arlene has gained substantial recognition from her clients and auditees, which include major contractors, suppliers, subcontractors and internal teams. Her audit approach has helped her clients save time and money. Currently, Arlene is the General Manager of Amaria Training and Consulting, a member of the Amaria Group.

“Arlene sees the big picture,” says Estelle Clark, chair of the judges and Executive Director of Policy at the CQI. “She shows resolve and determination.”

Category judge Richard Green, CQP MCQI, Managing Director at Kingsford Consultancy Services Limited, says: “In order to be able to audit effectively in the 21st century, auditors must possess a diverse range of knowledge and skills. They must be technically competent, must understand how organisations work and must be able to leverage their interpersonal skills to influence and drive through change. Arlene was able to evidence all of these characteristics in spades, with her central contribution to the audit programmes of high-profile construction projects.”

QUALITY PROFESSIONAL IN A NEW PROJECT | WINNER

Name: Richard Hawke, CQP MCQI

Role: Principal Engineer

Company: Amway Corporation

Location: Ada, MI, United States

Richard Hawke learned his craft on the warehouse floor, inspecting goods for a major UK department store. Today, he has more than 30 years of experience in implementing quality systems and auditing and evaluating consumer goods.

As Principal Engineer at Michigan-based Amway, Richard oversees the governance and compliance of food safety regulations for the company's suppliers. He is a member of the CQI and the American Society for Quality.

"It's important that quality professionals bring knowledge and confidence, so that when things are falling apart, they stand tall, stay calm and work through the issues," says Richard. "These awards show that dedication is recognised and valued."

THE CHALLENGE

Amway is a direct-selling company that provides nutrition, beauty and home care products to independent business owners around the world. It operates in more than 100 countries and reported sales of US\$8.8 billion (£6.7 billion) in 2018. One of the challenges facing Amway is the introduction of the new Foreign Supplier Verification Program (FSVP) by the US Food and Drug Administration (FDA). As an importer of food and dietary supplements, Amway is required to implement the FSVP to ensure that suppliers from outside the United States provide the same level of food safety as domestic suppliers.

THE JOURNEY

Amway is required to review and approve 232 raw materials from 79 global suppliers in 27 countries. Richard determined that the company's longstanding approval process and quality management system audit was no longer fit for purpose under the new FSVP.

Richard has the necessary training and experience to be recognised as a Preventive Controls Qualified Individual (PCQI) under US food safety legislation. He created an FSVP team with representatives from Amway's various business groups and set the team's deliverables and timelines. The team established the format for key data points, document control and storage.

Richard subscribes to the servant leadership philosophy. To build a culture of ownership, Richard established FSVP training for Amway quality engineers, regulatory compliance teams and global trade partners.

Richard also spearheaded Amway's FSVP involvement with the Council for Responsible Nutrition, which works directly with the federal government and the FDA. Amway also reviewed and commented on the FDA's draft guidance by joining the FSVP Industry Task Force.

THE OUTCOME

The training programme built a high level of confidence in achieving FSVP compliance and an understanding of the required processes among Amway's supply base. In less than a year, the project has reached several milestones because of the data structure established by the FSVP team Richard leads. In joining the FSVP Industry Task Force, Amway has also been able to raise issues and present industry views on new regulations.

The category judges are impressed by Richard's work. "Richard is clearly a seasoned quality professional using an array of quality techniques to plan, manage and deliver the objective of the project," says Karen Young, CQP MCQI, who has more than 30 years of quality management experience. "A good relationship with all stakeholders is a very positive influence to benefit all."

Amanda McKay, CQP FCQI, Quality Director for Major Projects at Balfour Beatty, says: "This was a good submission and presentation, which showed an effective approach to a difficult project. The depth of knowledge and leadership approach was refreshing and demonstrated an understanding of regulatory issues and good quality practice."

"Quality professionals need to have the confidence to stand tall, stay calm and work through the issues"



LEADERSHIP AWARD | WINNER

Name: Howard Cooper, CQP MCQI

Role: Head of Quality, Aerospace, Technology and Nuclear International

Company: Jacobs

Location: Cumbria, United Kingdom

“Howard is an excellent ambassador for quality”

Jacobs leads the global professional services sector, providing a full spectrum of engineering services for the industrial, commercial, government and infrastructure sectors. The company has a workforce of more than 80,000 (including 10,000 in the UK) and turnover of US\$15 billion (£11 billion) in 2018. In 2017 it further extended its capabilities with the acquisition of global engineering and programme management firm CH2M.

As Head of Quality, it is Howard Cooper's responsibility to embed quality within the company's Aerospace, Technology and Nuclear International (ATN-I) operation.

Howard has been with Jacobs for four years, and previously spent 30 years at the Sellafield nuclear site. He describes his leadership style as consultative. “I've learned to listen first before I speak. This award shows how organisations are starting to respond to different sets of leadership behaviours. I'm really pleased and proud to have won the award.”

THE CHALLENGE

Jacobs' ATN-I business has 3,000 employees, including 70 quality professionals. The operation's new quality strategy consolidates quality management arrangements and aligns the business and quality strategies to deliver focused improvement. It is also flexible enough to fit the needs of Jacobs' teams and clients operating across various geographies, regulatory regimes and industry sectors.

THE JOURNEY

Howard incorporated Jacobs' overall business management system (BMS) to simplify and standardise core procedural content across the ATN-I operation. He created a team of quality leaders and engaged with international colleagues to understand their unique business needs and challenges.

The quality strategy Howard established and implemented focused on six themes: effective management systems, audit assurance and oversight, effective quality capability, supply chain quality management, culture of improvement and quality innovation. The quality metrics and targets implemented across the business empower its network of quality professionals to drive performance and hold the business accountable for continuous improvement.

Howard also used this project as an opportunity to help colleagues manage and advance their careers. He designed a quality career pathway and quality competency framework, which is based on the CQI Competency Framework, to provide a clear route to progress from entry-level projects to senior assignments. This includes the skillset, competence and experience that various job roles require.

THE OUTCOME

Howard's work has injected a clarity of purpose into the quality management community. Senior management provided positive feedback on the performance of the quality network. The quality strategy increased the value of client-approved savings ideas. There has also been a three-fold increase in audit completion, with smarter outcomes reflected in audit findings.

The category judges are impressed by Howard's gravitas and leadership style. “Howard is an excellent ambassador for quality,” says Paul Vaughan, CQP MCQI, Lead Quality Manager in Projects for Siemens. “He has a strong commitment to quality and helping others develop.”

Paul Phyll, Managing Director UK and Ireland at SAI Global, says: “He identified and quantified the structure and role of the quality organisation. He has a good approach to developing and communicating the quality strategy across the business, including training.”



QUALITY PROFESSIONAL OF THE YEAR | WINNER

Name: Charlie Versi, CQP MCQI

Role: National Quality Manager

Company: Buildcorp Group Pty Ltd

Location: Sydney, Australia

Buildcorp Group is a construction company that undertakes a diverse range of projects across Australia, including new build, fit-out and refurbishment, remedial infrastructure and architectural joinery. As National Quality Manager since 2013, Charlie Versi has developed and continually improved Buildcorp's quality management programme.

In 2018, Charlie gained the attention of both the Australian construction industry and the Chartered Quality Institute when the implementation of his quality programme consistently led to outstanding results.

“Charlie is focused on measurement, but also on using measurement to analyse business strategy and improvement”

THE CHALLENGE

In the highly competitive construction market, Buildcorp recognised that quality is a key source of competitive advantage. But to truly deliver high-quality projects, companies must measure quality. Charlie believes that this is at the heart of why many construction companies have been making the same mistakes for decades. Instances of poor quality construction can be so frequent, that to report, measure and manage every issue can seem like a mountain of work, so most contractors resort to fire-fighting issues as and when they occur.

THE JOURNEY

Charlie recognised that, in order to understand whether his quality programme was truly resulting in better client satisfaction and lower costs of poor quality, he had to figure out a way to measure tangible quality performance.

Onsite™, developed by Charlie and his team in July 2015, is a mobile software that allows anyone to record live quality assurance practices and record construction errors, providing large amounts of accurate data. This data represents the true cost of poor quality to stakeholders. Furthermore, when analysed in collaboration with the supply chain, it empowers them to better understand root causes and implement much more effective preventative controls.

THE OUTCOME

In 2018, more than half a dozen Buildcorp projects were handed over defect-free. Significantly, there was also 50% overall reduction in defects across the whole company compared to the previous year.

Charlie says: “I am overwhelmed and surprised. Winning this award not only recognises the work I have done over several years, but also gives me the opportunity to establish relationships with people that ordinarily I wouldn't have the chance to meet.”

“Charlie is very focused on measurement, but also on using measurement to analyse business strategy and improvement,” says category judge and 2017 Quality Professional of the Year winner John Feltham, CQP FCQI, Systems and Standards Compliance Manager for Portsmouth International Port. “He demonstrates key leadership values.”

John's co-judge Len Robinson, Quality Director at Costain, says: “Charlie demonstrated good business acumen, which he applied to all aspects of his role to create a step change in quality management in his organisation with the potential to influence a change in the region's sector.”



QUALITY TEAM OF THE YEAR | WINNER

Name: Business Improvement Team

Company: Costain

Location: Maidenhead, United Kingdom

“Costain built on learnings from last year to come back and win. Their enthusiasm is infectious”

Costain provides smart infrastructure solutions across the UK's energy, water and transportation networks. The company helps to safeguard security, increase capacity, improve customer service and drive efficiency in clients' infrastructure programmes.

Costain's business improvement team (BIT) have made an impressive comeback: after being selected as finalists in the 2017 International Quality Awards, they used the feedback they received to spark further improvements in their management system and audits, and this year they have returned victorious.

“We are really chuffed,” says David Sanders, Business Improvement Manager. “It's a team effort, a team award, and I know that everyone contributed to it. It also gives us the opportunity to build on what we've done, to spread the word of quality, not just within Costain but to share it with other organisations as well.”

THE CHALLENGE

The BIT is responsible for embedding quality among Costain's workforce of 4,000, who are scattered around the UK. They must ask challenging questions, provide insightful opinions and be seen as quality leaders. The BIT are the designers and custodians of the company's web-based management system, the Costain Way. They built it five years ago and continue to manage the production and integration of other management systems within it.

THE JOURNEY

The BIT bolstered their team strategy by refining their approach to risk-based governance, consistency-based assurance and behaviour-based improvement. They reviewed the governance strategy's effectiveness in key risk areas, set out measurable deliverables for the Costain Way, automation of processes and integration of assurance. The team also maintains direct contact with Costain's top leadership.

The BIT wanted to move the business culture from one that relied on audits, to one of self-assessment and self-assurance. They designed a three-level structure of assurance measures and weaved them into the Costain Way. The enhanced audits now involve business improvement assessments (BIAs).

They embedded RADAR logic (results, approaches, deploy and assess, refine) into the BIA. After analysing all contract data and finding a mix of leading and lagging indicators, they introduced a quality dashboard in 2017 to foster data-driven, sustainable improvement.

THE OUTCOME

The BIT's work created improvements in the Costain Way's functionality, new mandatory audits across the business, e-learning governance training, consultancy and technology, and review of risk and controls. The new audit approach contributes to reducing the risk of auditor inconsistencies, which stood at 3% in 2018.

“There is a clear linkage of quality strategy to business strategy with the development of the Costain Way,” says category judge Dr Roger Cliffe, CQP FCQI, Associate at Bourton Group.

“The Business Improvement Team from Costain both looks like a team and acts like a team – their enthusiasm is obvious and infectious,” says category judge Niall Pembrey, Quality and Technical Manager for DNV GL Business Assurance. “I found it very impressive that this year's submission was clearly built on learnings from being a finalist in 2017.”



The Costain Business Improvement Team. Back, from left to right: Tim Shaw, Tony Blanch, Matthew Taylor, and David Sanders. Front, from left to right: Len Robinson, Victoria Yates, Phil Jones, Nancy Eley, and Marc Van De Velde. Not pictured: Annie Gianini, Systems and Performance Manager

QUALITY TEAM OF THE YEAR | WINNER

Name: Pathology Service, Hull University Teaching Hospitals NHS Trust

Organisation: NHS

Location: Kingston upon Hull, United Kingdom

As part of the UK's National Health Service (NHS), Hull University Teaching Hospitals NHS Trust serves around 500,000 people across the region.

The laboratory of the Trust's pathology service is managed in line with the highest standards in the healthcare sector. The quality team in the pathology service provides clinical services and scientific advice based on analytical evidence.

"I think healthcare is a fundamental human right and the foundation of a quality of life. Without ensuring the quality of the services that

support healthcare, I believe that the quality of healthcare for everyone in the UK would be compromised," says Ernesto Jr N. Quider, Pathology Quality Manager.

"We are really excited to have won, it is a brilliant recognition for the public sector and for a small team. It recognises where we came from and where we are going to," says Mandy Bryan, Quality Coordinator in the Blood Transfusion Department.

THE CHALLENGE

The pathology team at Hull University Teaching Hospitals NHS Trust works in a highly-regulated environment. It is critical that all laboratory services are safe for staff and that they deliver consistent, accurate and reliable services. The sector's ever-changing nature makes it crucial that the team consistently drives up the quality of care while delivering efficiencies and productivity.

THE JOURNEY

The team incorporated stringent quality control and quality assurance in all aspects of the lab's quality management system (QMS). They weaved the Trust's governance framework into their own strategy, and work closely with the Trust Governance Directorate. Corrective action and preventative action (CA/PA) forms one of the foundations of the team's QMS. This covers trends and evaluations related to all quality issues including equipment management, training and competence.

The pathology team has also developed an in-house QMS training programme, which resulted in improved staff understanding of QMS processes and engagement. The team collaborates with all departments across the hospital to conduct reviews of their QMS to foster good communication on all aspects of lab services. Their Q-Pulse software maintains transparency by empowering all staff to report incidents and positive feedback. Innovative ideas are also encouraged to improve the lab's QMS and associated operational processes.

The team's collaborative approach also extends to external organisations. They pursue partnerships to improve integration between internal and external primary and acute services and social care agencies. Outreach to schools, shopping centres and community hubs are part of their initiatives to promote pathology and careers in healthcare sciences.

THE OUTCOME

The pathology service is one of the first labs in the region to receive accreditation from UKAS in accordance with the ISO 15189:2012 standard for medical labs. Its approach to quality management has increased quality reporting, which led to more timely reviews of CA/PA and quality processes. Improvements were also made in the training culture.

Category judge Dr Roger Cliffe, CQP FCQI, an Associate at Bourton Group, says: "The team operates in a vital, but often unrecognised part of the NHS. The judges were impressed with the development, governance and improvement of their quality management system, which resulted in an impressive boost in their quality indicators. The team is recognised for having created a quality culture in the Trust which has made it a benchmark for the whole NHS Pathology laboratory service."

"The team created a quality culture which has made it a benchmark for the whole NHS Pathology laboratory service"

The Pathology Service team Quality Links representatives.

From left to right: Kay Anderson, Quality link/Chief BMS-Microbiology Dept; Amy Duckles, Quality Link/Acting Chief BMS-Cellular Pathology Dept; Mandy Bryan, Quality Coordinator, Blood Transfusion Department; and Ernesto Jr N. Quider, Pathology Quality Manager



CQI HONORARY AWARD | WINNER

Organisation: Dr Nigel Croft, CQP FCQI

Role: Various key roles in ISO standards development for more than two decades

Organisation: ISO (International Organization for Standardization)

Location: Geneva, Switzerland

The CQI Honorary Award is not open to entries - it is reserved for individuals who have moved the quality profession forward over a number of years. The 2018 award goes to Dr Nigel Croft, for his substantial contribution to the evolution of the ISO 9000 family of quality management standards.

THE BACKGROUND

ISO's standards support quality management at millions of organisations around the world. They range from highly technical product specifications and inspection methods, to more generally applicable standards for management

systems and conformity assessment, covering areas including quality, environmental and health and safety management.

The ISO 9000 standards provide the quality management principles, requirements and guidelines for organisations to ensure they not only provide consistent products and services to their customers, but are also able to continually improve their overall performance. Today, more than one million organisations across 170 countries are certified to the ISO 9001 quality management system standard.

NIGEL'S STORY

Nigel Croft was born and raised in South Yorkshire, and after graduating from Cambridge and Sheffield universities, spent much of his professional career in Brazil. He attributes his passion for quality to the lessons he learned in the 1970s as a student apprentice at the British Steel Corporation, as well as the pragmatic "hands-on" approach of his wife and late father-in-law during his career in the Brazilian steel industry, and later while studying with quality legends Deming and Juran.

Nigel's involvement with ISO began in 1995 as a member of the Brazilian delegation to TC 176, the technical committee responsible for the ISO 9000 series. He was Task Group Leader for the global implementation of ISO 9001:2000, and from 2010 to 2018 served as Chairman of TC 176's Subcommittee SC2, in which over 80 countries and 20 liaison organisations (including the CQI) participate. During this period, Nigel provided overall leadership for the updating of the quality management principles on which the ISO 9000 standards are based, the major revision of ISO

9001 published in 2015, the 2018 revision of the ISO 9004 guidelines for achieving sustained success, and the development of other key standards.

Nigel's final meeting as Chairman of SC2 was in the Azores, Portugal, in November 2018. He will now head up the ISO Task Force to revise "Annex SL" of the ISO directives, which provides the structure, format, and a significant part of the text for over 40 ISO management system standards, including ISO 9001, ISO 14001 (environmental), ISO 45001 (health and safety), ISO 22000 (food safety), and ISO 37001 (anti-bribery).

A WELL-DESERVED HONOUR

Nigel's contribution to the advancement of the ISO 9000 series has helped promote and perpetuate the practice of quality management in all sectors, all over the world.

He is keen to acknowledge the contribution of his many professional colleagues at ISO. "I am aware that I am getting the award, but it really needs to be shared with all of those who helped me along this quality journey," he says.

Category judge Ian Mitchell, CQP FCQI, said: "The ISO 9000 family is the world's most popular set of quality management standards. Nigel is one of the key architects responsible for their evolution. For decades, he has provided leadership on standards that give companies the tools to drive improvement and embed quality across all aspects of their business."



“Nigel is one of the key architects of the world’s most popular set of quality management standards”

CQI HONORARY AWARD | WINNER

Name: Donald Berwick, MD

Role: President Emeritus and Senior Fellow

Organisation: Institute for Healthcare Improvement

Location: Boston, MA, United States



Donald Berwick has been given the CQI Honorary Award for his work strengthening quality in the healthcare sectors in the US and the UK.

Donald started his career as a paediatrician and has become a respected leader in driving continuous improvement in healthcare delivery and policy. He was appointed by former US President Barack Obama as Administrator of the Centers for Medicare and Medicaid Services (CMS), where he served from July 2010 to December 2011. In 2013, Donald performed a review of patient safety in the UK's National Health Service (NHS) on behalf of the then Prime Minister David Cameron.

Donald is proud to receive the CQI Honorary Award. He says: "This recognition is deeply meaningful to me. I have thought more and more throughout my professional life about the fact that we are one planet, one humanity, and that working together around this globe is crucial to our health and wellbeing of all. So, receiving recognition from a non-American organisation feels especially gratifying."

"Don Berwick has been pushing the boundaries of quality in healthcare for decades"

THE BACKGROUND

The structure and workings of healthcare systems vary greatly between countries, but they all share a need to ensure the highest levels of quality. The insurance-based system in the United States has undergone major change in recent years, with the aim of reducing the number of uninsured people. Meanwhile the United Kingdom's government-funded National Health Service has also seen several rounds of reforms, and has faced high-profile quality challenges.

Amid these changes, efforts to measure and implement quality and improvement in processes and outcomes, aim to make sure that users of healthcare services get the best possible care.

DONALD'S JOURNEY

Donald began as a paediatrician at the Children's Hospital Medical Center and at the Harvard Community Health Plan (HCHP), becoming HCHP's first vice president of quality-of-care measurement in 1983. In this role he investigated how quality management methods from industries such as aeronautics and manufacturing could be applied to healthcare.

Between 1987 and 1991, Donald headed the National Demonstration Project on Quality Improvement in Health Care. Out of this work grew the Institute for Healthcare Improvement (IHI), which Donald founded to work for better healthcare worldwide.

During his career Donald has published more than 160 articles in professional journals on healthcare policy, decision analysis, technology assessment, and healthcare quality management. He has authored or co-authored seven books including *New Rules: Regulation, Markets, and the Quality of American Health Care*.

In the UK, Donald has helped design new care models in various NHS trusts, including acute care hospitals, multi-specialty groups, accident and emergency departments, and mental health and nursing homes. He also led a report into patient safety in England following the breakdown of care at Mid Staffordshire Hospitals.

A CAREER SPENT PUSHING THE BOUNDARIES

Donald's contributions to the field have helped institutions improve their approach to innovation and delivery of care. In the UK, he was knighted in 2005 for his help in developing new models and improving care in the NHS. He continues to serve as a lecturer in the Department of Health Care Policy at Harvard Medical School.

"Don has been pushing the boundaries of quality in healthcare for decades," says Ian Mitchell, CQP FCQI, category judge and Chair of the CQI Board of Trustees. "His leadership has contributed to the advancement of healthcare in the US and the UK. We at the CQI are proud to recognise Don's work with the CQI Honorary Award."

QUALITY ORGANISATION OF THE YEAR | WINNER

Name: Quality Team

Company: Hiab AB

Location: Malmö, Sweden

Hiab's story exemplifies what is possible when companies use quality to unlock growth. Established 75 years ago, Hiab is the inventor of truck-mounted loader cranes, and has become the world's leading provider of on-road load handling equipment and services. Its annual sales exceed €1 billion and its cranes division has 1,170 employees. Cranes are assembled in Sweden, Poland, Spain, Italy, Brazil and South Korea, and exported to more than 120 countries. Four years ago, the company embarked on a journey to put quality at the heart of its business.

THE CHALLENGE

An insight study that the company conducted in 2015 indicated that it needed to strengthen its competitive advantage. Top management recognised quality as a foundation for growth and sustainable performance, and wanted to go beyond the company's existing reactive approaches to quality. This presented challenges, and required a commitment from all interested parties. Initially, the most delicate challenge was to determine which areas to focus on to get the right resources in place.

THE JOURNEY

Hiab analysed its entire value chain to identify core, direct and indirect stakeholders. It created a forum where senior leaders met regularly with stakeholder groups face-to-face, to supplement traditional data analysis and anonymous customer surveys. The outcome was a strategic program, 'Quality for Growth', which ran from 2015-18.

The company built strong financial connections between lifetime quality costs, operating profit and a solid KPI structure. Through this journey Hiab expanded its focus from supplier-assembly-delivery to full end-to-end value.

To secure long-term sustainable stakeholder input, Hiab merged core customer interaction processes: customer care (warranty), customer product support and product lifetime care. Lean Six Sigma, Advanced Product Quality Planning (APQP) and performance testing were also deployed.

Hiab made fundamental cultural changes by leveraging its core leadership dimensions: 'Lead with Purpose', 'Empower for Performance' and 'Collaborate to Win'.

The Hiab team. From left to right: Alberto Ruiz, Quality and Environment Manager; Marcel Boxem, Director Heavy Range, Frameworks and Sales Area Support; Adam Brzozowski, Senior Quality Manager; Tobias Bunne, Quality and Product Support Director; Nils Gjerstad, Senior Communications Manager; and Fernando Garcia, Area Support Manager

THE OUTCOME

Hiab saw a spike in its operating profit while doubling order intake in some product segments, and hit a 90% customer satisfaction score. It almost doubled the speed of customer support and reduced its warranty claim rate to 30%. Communications about the quality strategy resulted in over 200,000 social media interactions. Its annual employee survey found 84% believe management gives people the chance to voice their opinion, resulting in 75% employee engagement index.

"Bottom line: today we have a proven approach to turning quality and cultural change into sustainable revenue growth. Quality doesn't just have top management attention, it is central to strategy development and deployment at HIAB," says Tobias Bunne, Hiab's Quality and Product Support Director.

Estelle Clark, chair of the judges, and Executive Director of Policy at the CQI, says: "The organisation achieved outstanding results with short-term wins as well as long-term KPIs. Their presentation used data-rich slides, the best of any of the finalists. I liked the clear use of so many quality toolsets such as Hoshin, PDCA (plan-do-check-act), value stream mapping, stakeholder analysis and Lean Six Sigma."

"Hiab embarked on a pretty sophisticated approach to quality, in my view, very rapidly," says category judge Martin Brenig-Jones, Managing Director of Catalyst Consulting.

"Hiab achieved outstanding results, with short-term wins as well as long-term KPIs"



EMERGING TALENT | FINALIST

Name: Ashleigh Pritt

Role: Quality Engineer

Company: Jacobs

Location: Carlisle, United Kingdom



The determination to improve drives Ashleigh Pritt, who returns to the International Quality Awards, having been a finalist in 2017. Ashleigh's background is in mechanical engineering and construction design. Most of her five years at global technical and professional services firm Jacobs has been focused on project design. Her expertise has recently expanded to asset care and construction in the nuclear sector. She is also a STEM (science, technology, engineering and maths) ambassador and mentors two quality apprentices.

THE CHALLENGE

One of Jacobs' major clients in the nuclear clean-up sector is Sellafield Limited. Ashleigh works with Sellafield Ltd., its joint venture partners and sub-contractors to achieve the requirements for a licensed nuclear site and for key management systems such as ISO 9001, ISO 14001 and the new occupational health and safety standard ISO 45001.

THE JOURNEY

Ashleigh is part of an integrated asset care team and has been involved in more than 40 clean-up and asset care projects. She monitors the application of the Jacobs value 'Enhancing Processes' to ensure that risks are effectively managed, and that governance, assurance and corporate requirements are met. To improve governance of asset care tasks, Ashleigh worked with her team's engineering manager to create a task delivery workbook. She has also challenged the method for compiling Lifetime Records (LTRs) and helped pilot an LTR index.

“Ashleigh takes improvement and leadership to the next level”

THE OUTCOME

Positive feedback from client, partner and LRQA Certification audits prove that Ashleigh's initiatives have been successful. Ashleigh has helped her team elevate the reputation of quality, change mindsets through company forums and exercises, and deliver greater value for money for Sellafield.

“Ashleigh has accomplished a lot,” says category judge Laura Fletcher, Commercial and Customer Experience Director at NQA Certification. “She also takes improvement and leadership to the next level in her extra-curricular activities.”

“Ashleigh has made strong links of assurance at different levels: organisation, client, joint venture and the supply chain. She has a strong mindset that improvement sits across the entire company, not just in the quality team,” says Laura, adding that Ashleigh's attitude of challenging existing methods and mindsets highlights her drive to change the industry.

EMERGING TALENT | FINALIST

Name: Oliver Wadsworth

Role: Quality Engineer

Company: Orchid Orthopedic

Location: Sheffield, United Kingdom



“Oliver has a clear passion for improving quality and increasing the performance of the organisation”

As a Quality Engineer, Oliver Wadsworth is responsible for safeguarding the manufacturing of medical devices at Orchid Orthopedic. He encourages open communication with shop floor operators to foster a culture of quality.

Oliver was trained in mechanical engineering and pursued the quality profession because he loves finding different ways to solve problems. He has worked in quality for five years and is a Lean Six Sigma Green Belt. His quality hero is W Edwards Deming.

“I believe in leading from the front by setting an example to others in the way that we, as quality professionals, promote quality,” says Oliver.

THE CHALLENGE

Orchid Orthopedic has locations in the US, the UK, Switzerland and China. Its site in Sheffield, UK, has 230 staff. It is vital for the company to maintain compliance and product quality, because failure to do so could have a direct impact on safety and quality of life for end users. Orchid Orthopedic is certified to the medical devices standard ISO 13485:2016, with some product ranges regulated against the code of regulations issued by the US Food and Drug Administration.

THE JOURNEY

Oliver introduced warning limits to prevent non-conformances from occurring at Orchid Orthopedic. He also created a Statistical Process Control (SPC) chart to allow operators to receive direct feedback in the event of machine component wear.

Oliver classifies non-conformances as either internal or external product quality, and monitors internal product quality by using trend analysis. He also uses Pareto analysis. External product quality is handled as corrective or preventative action, using tools such as the 5 Whys, Process Flow Diagrams, and Failure Mode and Effects Analysis. In 2018, Oliver played a key role in designing a new complaints system to improve response times at Orchid Orthopedic.

The company recently implemented assisted automation. Oliver has helped develop process controls to monitor data and performance to ensure shop floor robots are fit for purpose.

THE OUTCOME

Oliver's work helped improve on-time response rates for external product quality investigations by 45% from January to October 2018. During a Kaizen investigation, a saving of £3,000 was generated by tool and maintenance management.

“Oliver has a good level of experience across a variety of quality disciplines including new product introduction, Six Sigma and mass complaint closure,” says category judge Laura Fletcher, Commercial and Customer Experience Director at NQA Certification. “He is very passionate about improving quality and increasing the performance of the organisation.”

“Oliver has an excellent approach to risk-based thinking and has done some really great work in his organisation to improve systems,” says category judge and 2017 Emerging Talent Award winner Charlotte Laverty, CQP MCQI, Quality and Business Continuity Manager at BT Global Services. “He has a clear passion for quality, and his views are refreshing.”

INNOVATION THROUGH QUALITY METHOD | FINALIST

Company: Turk Otomobil Fabrikasi AS (TOFAS)

Innovation: eLUA digital quality platform

Location: Bursa, Turkey

Turk Otomobil Fabrikasi AS (TOFAS) is a joint venture between Turkish investment company Koç Holding and Italian car maker Fiat Chrysler Automobiles (FCA). The company manufactures and sells passenger and commercial vehicles in Turkey.

TOFAS's quality team developed a digital quality platform to improve the management of its complex manufacturing process. The platform is called eLUA and is accessible by everyone involved in product production via PCs, smartphones and tablets.

THE CHALLENGE

TOFAS aims to provide vehicles that cater to consumers' mobility needs. A key part of fulfilling this mission is to provide defect-free products. The company wanted to improve the flexibility and transparency of its production processes. The quality team wanted a better way to detect defects during production and incorporate constructive feedback from customers. The solution was eLUA.

THE JOURNEY

To create the eLUA platform, the team designed its structure and worked with an external company to develop the software. The new platform was piloted during the project phase of the Fiat Tipo. eLUA was improved and adapted based on lessons learned and feedback from the pilot. After risk-assessment tools were integrated, eLUA was expanded for use in the production of other car models.

eLUA combines data flows in real time, including customer feedback, and produces a quality assurance (QA) matrix where digital process risk analysis can be performed. The QA matrix can be updated daily. The eLUA workflow follows this approach in solving problems: detection, diagnosis, solution and approval.

While the quality management platform presented an opportunity to improve workflows and the quality culture, it took time to get everyone on board.

"It was very hard in the beginning to get buy-in from people because it requires change and people don't like change," says Ali Ali, Quality Method and Planning Specialist at TOFAS. "But after a couple of months, they saw the benefits of this kind of management platform."

THE OUTCOME

The platform increased the speed of problem-solving during production, allowed reports to be easily recorded in the company database, improved the facility's problem management capacity and boosted teamwork. The production of the Fiat Tipo has the best KPI record in TOFAS's history, and eLUA is now considered an example of best practice by FCA.

"It seems that the implementation of this system has opened up new opportunities for innovation and improvement that would otherwise not have emerged," says category judge Dr Bettina von Stamm, Founder of the Innovation Leadership Forum. "This innovation is the hub around which the activities of the organisation evolve and where everything is stored and integrated."

Özcan Çavuşoğlu, Quality Method and Planning Department Administrator, and Ali Ali, Quality Method and Planning Specialist

"eLUA has opened up new opportunities for innovation and improvement at TOFAS"



IRCA CERTIFICATED AUDITOR OF THE YEAR | FINALIST

Name: Aijaz Ali Nasser, IRCA Principal Auditor

Role: Supplier Quality Auditor

Company: GSK

Location: Karachi, Pakistan

Aijaz Ali Nasser, certificated with IRCA as a Principal Auditor since 2016, worked with GSK Pakistan for 32 years. He received a Bachelor of Science with Honours in Biochemistry in 1981 and a Master of Science with Honours in Microbiology in 1982. Prior to his retirement in November 2018, he held various roles in the pharmaceutical company's quality division, during which he displayed a fierce passion for the auditing profession.

"I love my job because of the diversity," he says. "I'm doing something good not only for an organisation, but for an individual – for the person at the end of the supply chain. The patient. The consumer."

THE CHALLENGE

As an IRCA Principal Auditor, Aijaz performed audits of substances used in the production of drugs, including drug ingredients as well as sterilisation materials and packaging. Aijaz needed to make sure external suppliers were performing the correct testing, validation and equipment qualification procedures on the products they supplied.

THE JOURNEY

During his career in the industry, Aijaz conducted targeted audits with a strong emphasis on authenticating evidence and raw data. He took a diligent and collaborative approach to dealing with situations where suppliers had not followed the right processes. In one instance, he discovered that a paracetamol supplier, which also manufactures active ingredients, had failed to keep legitimate reports of tests, due to conflicts and poor governance in its senior team. As a corrective measure, the supplier was mandated to provide a total disclosure of gaps in its documentation process and was issued a provisional approval contingent on completing the corrective and preventive actions that Aijaz set out. In another case, Aijaz found out that an external vaccine storage company was falsifying daily calibration tests. The contract with the provider was terminated and a decision was made to store vaccines internally.

THE OUTCOME

Aijaz's work provided a level of assurance that is challenging to achieve in a relatively young and developing pharmaceutical market. For the judges, his passion for the profession is undeniable.

"The role Aijaz played in Pakistan and the job he did is absolutely crucial," says Liz Sandwith, Chief Professional Practice Advisor of the Chartered Institute of Internal Auditors.

"He understands how important this was for the patients of the drugs that GSK sells," says Estelle Clark, chair of the judges, and Executive Director of the CQI. "He understands that he played a key role in making sure that they're safe. Not all auditors see that bigger picture."

"I'm doing something good not only for an organisation, but for the patient"



QUALITY PROFESSIONAL IN A NEW PROJECT | FINALIST

Name: Taccoorduth Chris Bungshy, PCQI

Role: Founder and Director Consultant

Company: QuEnSH Dynamics Ltd

Location: Quatre Bornes, Mauritius

Twenty-one years ago, T. Chris Bungshy established QuEnSh Dynamics to empower organisations in Mauritius to develop their management systems in the areas of quality, environment and health and safety. His company has four consultants who each help five to 10 clients improve their quality systems. QuEnSH's client base also includes organisations in Madagascar, the Seychelles, Tanzania, Kenya, North Sudan, Egypt, Tunisia, Morocco, Ghana and India.

"When I learned about quality in Mauritius 20 years ago, I became passionate about it," Chris says. "Our country needs it. The African region needs it. It can help Mauritius to grow. Quality is a major aspect of any organisation. It can help change the world."

THE CHALLENGES

Farouk Hossen Optical Manufacture Ltd (FHOM) provides lab services for lens glazing, surfacing, assembly and distribution from 22 outlets in Mauritius. Chris became responsible for overseeing the overhaul of the company's quality culture and management system. Critical issues influencing product delivery and safety included leadership engagement, volume of reworks, staff absences and workplace safety concerns.

THE JOURNEY

Chris took a collaborative approach to helping FHOM achieve sustainable continuous improvement. New manuals and check sheets were written to better support staff in each department. Retraining was carried out, with a focus on raising awareness of the quality management system and translating it into working language. For example, pictograms were incorporated in new instruction manuals for front-line staff who cannot read or write. Bonuses and staff eye checks were also implemented to boost staff motivation.

THE OUTCOME

Retraining of staff and increased leadership engagement proved to be a breakthrough. It created a healthier work environment, which contributed to a reduction of reworks in lenses as well as increased production and a number of new outlets. Chris and his team trained FHOM staff to perform their own internal audits to enable them to drive the system forward.

"Much of the work required was in improving the culture through behaviour change in the wider organisation," says category judge Amanda McKay, Quality Director for Major Projects at Balfour Beatty. "Chris's passion is evident in the delivery of this project. He took an interesting approach to a behavioural quality issue."

*"Mauritius needs quality.
The African region needs it.
It can help change the world"*



QUALITY PROFESSIONAL IN A NEW PROJECT | FINALIST

Name: Sonia Mills, PCQI

Role: Quality Specialist

Company: Fluor Limited

Location: Farnborough, United Kingdom

“I made it my personal responsibility to make sure the project succeeds”

Sonia Mills returns to the International Quality Awards after being selected as a Finalist for the 2017 Emerging Talent Award. Sonia began her career in the oil and gas industry working in administration. Five years later, her forte is quality assurance. She works for the multinational engineering and construction company Fluor Limited, where she took on her latest project with gusto.

“It was like my little baby, and I made it my personal responsibility to make sure the project succeeds,” says Sonia. “Anytime I heard any mention of ‘quality’ either in meetings or around the project floor, I was on alert because I really didn’t want to miss anything that I might need to be involved in.”

THE CHALLENGE

Sonia’s team is responsible for the construction of an oil processing plant in Africa. Respect for the area’s environment and political background, and adherence to national and industry standards, are vital. The project is the first to adopt Fluor’s Zero-Based Execution (ZBE) approach. As Quality Specialist, Sonia oversees the Project Quality Programme (PQP) for the execution of the Front-End Engineering Design, collaborating with various teams in the company.

THE JOURNEY

The ZBE approach entails the use of new technologies for conducting remote visual inspections of equipment, managing costs and executing proper technical checks. In setting up the PQP, Sonia incorporated her own additional quality plan, which covers the logistics behind the engineering phase, construction, field operations and supplier and contractor interactions. She facilitated a project activity model to optimise how tasks are shared out between locations and agree responsibilities among various stakeholders, which included training and workshops. She developed the audit and surveillance programmes with Fluor’s Manila and Amsterdam offices, both of which incorporate the use of remote video monitoring and video and audio conferencing to execute activities across multiple time zones.

THE OUTCOME

Sonia’s work on the required deliverables resulted in on-time completion and positive client feedback. Along with the initiatives mentioned above, the deliverables for the initial stage of the project include the PQP, a site quality manual, spot check plans and review of improvement areas.

Category judge Amanda McKay, Quality Director for Major Projects at Balfour Beatty, says Sonia’s work offers valuable solutions and incorporates a good approach to assurance for a multinational project with complex issues.

“I especially liked the remote visual inspection approach – very efficient and lean,” says Amanda. “Sonia really understood the complex nature of the project and the context of the project organisation, especially as it was based overseas.”



LEADERSHIP AWARD | FINALIST

Name: Rupert Shingleton

Role: Project Director

Company: Costain Ltd

Location: London, United Kingdom

In his first summer job at Costain, Rupert created and tested concrete test tubes. Thirty years later, he finds himself overseeing the quality team for the redevelopment of London Bridge Station.

The project, a collaboration between Costain and Network Rail, began in 2013 with the purpose of increasing the iconic station's capacity by 40%. It reopened in May 2018 with some work still ongoing.

As Project Director, Rupert is also part of the team responsible for developing the overall Costain quality strategy. "Working in quality, we have a moral obligation to do things right," he says. "No business has a right to exist if it's performing badly."

THE CHALLENGE

London Bridge is the UK's fourth busiest railway station. Operations for the five-year rebuild project are based on a combination of two management systems: the Costain Way and Network Rail standards. Rupert made it his mission to integrate both systems and heighten the level of quality delivered by the team. He wanted to ensure that Costain's performance becomes an example for how the construction industry can adopt a results-driven approach to quality.

THE JOURNEY

Rupert engaged key stakeholders to develop a business management system that catered to the requirements of Costain and Network Rail. He carried out discussion rounds and debate before implementing modifications. Rupert pushed for the use of responsibility matrix charts to ensure focus on core outputs. He also used SharePoint to make processes, data and records more accessible to everyone from the front-line staff to management. To foster teamwork, he conducted weekly gatherings that stimulated sharing, support and improvement activities.

Rupert contributed to developing the overall Costain quality strategy by setting targets and behavioural performance measures for various teams. He produced official documents, brochures and posters to communicate the overall strategy across Costain.

THE OUTCOME

Rupert's efforts to push the quality agenda in his projects have been recognised by the business and the wider industry. The documentation he produced for the Costain quality strategy is considered best practice for other Costain projects. He was invited to join the board of the Get It Right Initiative, which aims to stem avoidable errors across the construction industry. Rupert also facilitates Costain's involvement in projects run under the initiative, such as the Construction Industry Training Board's quality course for supervisors.

"Rupert is very driven and passionate about getting the results he strives for," says category judge Paul Vaughan, CQP MCQI, Lead Quality Manager in Projects for Siemens Mobility.

Co-judge Paul Phyll, CQP FCQI, Managing Director UK and Ireland at SAI Global, agrees: "Rupert is clearly an active player in addressing quality culture inside and outside the company. He is very dedicated to participating and leading in the industry to take it forward."



*"Rupert is
passionate about
getting the results
he strives for"*

QUALITY PROFESSIONAL OF THE YEAR | FINALIST

Name: Ammara Tasnim, CQP MCQI

Role: Head of Customer Experience and
Quality Management

Company: Ufone PTML (Etisalat Group)

Location: Islamabad, Pakistan

*“I breathe quality, I live quality.
I think quality management is
something that I was born with”*

In the last decade, the telecoms sector in Pakistan has undergone big changes due to market pressures and government regulations. Ammara Tasnim has been working in the sector for 12 years, and enjoys the challenges and rewards. She works at one of the country's leading telecoms operators, Ufone PTML (Etisalat Group), where she heads the quality function responsible for continual process improvement in customer operations.

“I breathe quality, I live quality,” she says. “I think quality management is something that I was born with.”

THE CHALLENGE

The telecoms sector demands that companies continuously adapt and reinvent themselves. The rapid rate of technological advances means that a model or process launched three years ago quickly becomes outdated and unfit for purpose. Ammara's team need to deliver customer service improvements that contribute to Ufone's sustained success. She must keep abreast of evolving market needs, identify opportunities for sustainable improvements, spot gaps, analyse problems, and develop, test and refine solutions. These activities must adhere to the requirements set out by the country's governing body for telecoms operators, the Pakistan Telecommunication Authority.

THE JOURNEY

Ammara began by developing a structured quality management system (QMS) and pursuing strategies in customer relationship management. This included transitioning from quality management standard ISO 9001:2008 to ISO 9001:2015, and ensuring her department are properly trained. Ammara supports the business's shift from a people-oriented mindset to a process-oriented one. Quality objectives, service quality scorecards, performance evaluation on KPIs, mystery spot checks, and biannual review of processes and systems are among the key tools she and her team use.

THE OUTCOME

Ufone's integrated QMS produces key metrics and data points for continuous improvement, which allow the quality function to track issues and apply any necessary controls to maintain optimal performance. Teams are also able to review gaps, increase benchmarks and consistently make improvements. Collectively, this has brought cost reductions to internal systems, higher employee retention, greater transparency, and decreased compliance issues and customer complaints.

“Ammara's energy shines through,” says category judge Len Robinson, Quality Director at Costain. “She is committed to ensuring quality management and processes are fully embedded in the company. She demonstrates success in developing formal quality management in a service industry.”



QUALITY PROFESSIONAL OF THE YEAR | FINALIST

Name: Nikki Thomas, CQP MCQI

Role: Head of Quality, Innovation and Engagement

Company: Medicines and Healthcare products
Regulatory Agency (MHRA)

Location: London, United Kingdom



The UK's Medicines and Healthcare products Regulatory Agency (MHRA) is responsible for protecting public health by ensuring that medicines and medical devices are safe and effective. Nikki Thomas has worked in quality for 15 years, and as Head of Quality, Innovation and Engagement at the MHRA, it is her mission to ensure that the organisation performs at the highest level. She is a Six Sigma Black belt and strives to instil a culture of improvement and innovation.

“One of my passions is to help people come up with smarter ways of working; to change our processes and be creative in how we work,” says Nikki.

THE CHALLENGE

The MHRA is regarded as a world-class medicines regulator. Nikki, who joined the organisation three years ago, works in the inspection, enforcement and standards division which focuses on the safe manufacture and supply of medicines. She is responsible for quality management and improvement within the division, managing matrix teams to constantly find ways to streamline processes across the division and the agency as a whole.

THE JOURNEY

Nikki wrote the MHRA's quality, innovation and engagement strategy to deliver on its business plans. To support the MHRA's reputation as a leader among its international counterparts and share best practice with EU medicines agencies, she led her division through the Benchmarking of European Medicines Agencies (BEMA) assessment. To increase internal buy-in and ownership of quality systems, Nikki works with process owners to improve procedures to manage processes. The internal audit programme assigns risk levels to the processes. Internal audit focuses on improvement as well as compliance, and root cause analysis is applied as necessary. Nikki also spearheaded her division's transition to the latest management system standard ISO 9001:2015.

“Staff have begun to request audits - that's a testimony to the change in culture Nikki has achieved”

THE OUTCOME

Nikki's work has resulted in measurable improvements and helps leadership make more informed decisions based on better data. In the BEMA assessment, her division achieved a maximum rating of five. Her inclusive approach to auditing has also helped her colleagues internalise its tangible benefits. MHRA staff now request audits to improve their work. She trained six internal auditors who conduct audits confidently and share best practices in the division and across the agency. This has helped to cultivate a team attitude that it's OK to challenge the way things are done.

Category judges Len Robinson, Quality Director at Costain, and Shirley Parsons, CEO and Founder of Shirley Parsons Ltd, are impressed by Nikki's active engagement and pursuit of improvement.

“The statement that internal audits are being requested by teams is a testimony to the change in culture achieved by Nikki,” says Len.

“Nikki's leadership style is open, communicative and supportive,” says Shirley. “She clearly empowers her team to make decisions and carry through the ideas in a productive way.”

QUALITY TEAM OF THE YEAR | FINALIST

Name: Quality Team

Company: Siemens Mobility

Location: London, United Kingdom

Siemens Mobility is a major player in the UK's rail network. The 18 members of its Rail Automation Quality Team have more than 220 years of combined experience in quality, and 90% of them have completed training as IRCA Lead Auditors for ISO 9001:2015. The team's ethos is grounded in understanding the requirements of its customers.

To sustain a robust quality management system, the team champions the business's in-house governance tool, Project Management @ Siemens (PM@Siemens). The team also advocates the annual celebration of World Quality Day to elevate the quality message across the business.

Paul Barker, Lead Quality Manager in Projects, says of the team's impact: "There's now a visualisation for the quality function, rather than just a hidden voice."

THE CHALLENGE

With more than 135 years in the rail industry, Siemens Mobility provides solutions ranging from signalling to communications, power supply systems, delivering new trains and maintaining existing fleets. The quality team must enhance the processes involved in the delivery of these services to keep the company at the forefront of the industry. To spread their influence across Siemens Mobility, the quality team needed to

address quality ownership in the wider business. Company surveys and audits suggested that there was an opportunity to improve awareness about the behaviours and attitudes that contribute to delivering quality.

THE JOURNEY

In 2017, the quality team extended World Quality Day into World Quality Week, to enhance employee understanding of the company's assurance regime and ensure flow down of customer and stakeholder requirements. Governance of delivery is performed using the PM@Siemens tool, which enables the organisation to understand and manage customer requirements; all the way from invitation through to tender, project completion and after-care support. The planning for World Quality Week involved an extensive review of the business climate, projects, initiatives and regulatory requirements in rail automation. The quality team led on the presentation of 'Celebrating Everyday Leadership', the central theme for World Quality Day 2017. Key elements of World Quality Week included workshops and short video recordings from top management, which were shared via the Siemens Social Network (SSN). This engagement with a wide employee population enabled senior executives to reinforce key assurance processes in a more personal way. This level of involvement also ties in with key leadership requirements of ISO 9001:2015.

"This team showed the brighter side of how quality can add value to the business"

THE OUTCOME

The Quality Team's efforts resulted in a heightened awareness of individual roles in quality project delivery. World Quality Week promoted capturing and reporting of quality issues and ensured sustained feedback from interested parties to drive effective corrective action. There was substantial positive feedback regarding the company's primary broadcast platform, its social network SSN. Senior executives supported the Quality Team's use of audit, root cause analysis and lessons learned from business activities to continue to coach colleagues to improve. The team's approach also impressed top management at Siemens' headquarters in Germany.

"This is an exemplary implementation of World Quality Day and World Quality Week, which contributed to significant improvements in QMS awareness and updates," says category judge Dr Roger Cliffe, CQP FCQI, Associate at Bourton Group.

Alan Grogan, CQP MCQI, Head of Quality at Nuvia, agrees: "I really enjoyed the dynamics and enthusiasm of the team. They organised a great event and showed the 'brighter' side of how quality can add value to the business."

The Siemens Mobility Quality Team. Back, from left to right: Silvester Baptista, Site Quality Manager; Umair Khan, Quality Manager in Projects (QMIP); Lloyd Wood, Audit & Supplier Quality Manager; Becky Worsey, Audit & Supplier; Tim Grant, QMIP; and Paul Vaughan, Lead QMIP. Front, from left to right: Mariann Hay, QMIP; Heather Hitchen, QMIP; Natasha Graham, EHSS&Q Specialist; Ian Mathers, Quality Manager; Mike Helliwell, Head of Quality; and Georgina Smith, Quality Administrator. Other team members not pictured: Paul Barker, Lead QMIP; Simon Dunkley, Quality Manager; Gordon Christie, QMIP; Roy Reid, Site Quality Engineer; Sallyann Howard, Quality Doc Controller; Gary Jackson, Quality Manager; and Jo Cox, QMIP.



QUALITY TEAM OF THE YEAR | FINALIST

Name: Quality Team

Company: Willmott Dixon Construction Limited

Location: Hitchin, United Kingdom

The Willmott Dixon National Product Team and Supply Chain

Partner. From left: John Waterman, Chief Operating Officer; Ashley Devonport, Quality Delivery Manager; Rumana Shaukat, National Quality Improvement Manager; Simon Pearce, National Quality Advisor; Christine Murray, National Quality Assurance Manager; Tim Carey, National Product Director and Kerry Parker-Wray, Key Account Manager; IKO

Willmott Dixon is a family-run construction and interior fit-out group that was established in 1852. The company ended 2017 with turnover of £1.3 billion.

Three years ago, Willmott Dixon recognised that it needed to change its approach to quality management. Integral to this pursuit for improvement is the company's Building on Better strategy. Launched in 2016, the strategy puts customers at the heart of all its activities and encourages employees to ask 'why?' when evaluating their role in the business.

"We know we've come a long way," says Tim Carey, National Product Director at Willmott Dixon. "We haven't got to where we want to be yet, but we have changed radically in a little over a year... We've now got the data to know we're in a better position."

THE CHALLENGE

The company felt that the construction industry responds to change in a reactive way instead of using quality management to prevent mistakes and create sustainable improvements. Looking inward, there was a consensus across the business that the company needed to communicate more effectively and openly to its people and customers on all issues related to quality.

As part of this, Willmott Dixon reassessed its quality management system (QMS) to align it with the new ISO 9001:2015 standard before the September 2018 transition deadline.

THE JOURNEY

Willmott Dixon brought together representatives from its six business areas to rewrite the QMS. A National Product Team (NPT) was formed to lead the transition to ISO 9001:2015. This team consulted the respective areas to gain quality buy-in from across the business.

The NPT designed a new Defect Free Handover scheme and to ensure compliance, national quality advisors were brought into the team to carry out independent inspections and assessments. These checks were performed using tablets, which all stakeholders along the supply chain can access. A new scoring system was implemented.

The company established the Willmott Dixon 4Life Academy in Birmingham to provide training to thousands of people a year, as part of its effort to take a proactive approach to quality.

THE OUTCOME

The NPT achieved universal buy-in for the revamped QMS and Building on Better strategy, and the promotion of local best practices across its wider business. The new QMS has allowed feedback from Willmott Dixon's people and customers to drive improvements and ensure quality processes adapt to the industry's ever-changing requirements.

Category judge Alan Grogan, CQP MCQI, Head of Quality at Nuvia, says the team showed "a very impressive progression of understanding the situation and becoming enlightened".

"The NPT have been instrumental in taking the business forward," he added.

The project demonstrated "good use of technology to move the inspection process into the field, away from desks – and changing attitudes," says category judge Niall Pembrey, Quality and Technical Manager for DNV GL Business Assurance. "The 4Life Academy is a good indication of addressing root cause and quality culture. There is a good link between 'acknowledging we have a problem' and senior management. The team showed refreshing honesty, openness and enthusiasm."

"Willmott Dixon's National Product Team have been instrumental in taking the business forward"



QUALITY ORGANISATION OF THE YEAR | FINALIST

Name: Quality Team

Organisation: Al Zahra Hospital Dubai

Location: Dubai, United Arab Emirates

Since opening its doors in 2013, Al Zahra Hospital Dubai (AZHD) has focused on patient-centric care and clinical outcomes. The private hospital is proud of leading in the areas of gynaecological surgery and bariatric and metabolic surgery. It has 187 beds and more than 1,000 staff.

The hospital's vision is to become a regional leader in patient experience and clinical outcomes by building on the trust it has earned from stakeholders. For the organisation, quality means providing safe, effective and timely care for patients.

"Quality is our main strength," says Dr Mohaymen Abdelghany, the hospital's Chief Executive Officer. "Looking after our patients is the most important thing. We provide evidence-based care for lasting solutions."

THE CHALLENGE

AZHD's top priority is to deliver the highest level of care for patients. Embedding a culture of quality is critical to fulfilling this. Quality is one of the hospital's four strategic areas, which also include operational and clinical outcomes, staff and patient experience, and growth. The organisation's quality department has six members who implement quality and patient safety programmes.

THE JOURNEY

Quality is embedded across the hospital through its stakeholders management plan. This sets out the responsibility matrix by seeking input from staff, that is then refined and validated by leadership. The plan itself is also assessed through stakeholder and customer satisfaction surveys. The communications of hospital-wide behavioural competencies are executed based on the plan.

Performance of the organisation against its strategic goals is monitored by monthly business reviews of physician-led clinical exercises. The hospital's KPIs are categorised by four levels: corporate, hospital-wide, departmental (radiology, operating room, pharmacy and neonatal intensive care unit) and speciality specific units (physician and nursing). Audit results are collated monthly and reported to the quality department, which validates them. If necessary, action plans to improve compliance are implemented and monitored.

To ensure decisions are driven by data and evidence, AZHD has clinic-care informatics specialists who oversee its clinical information system.

The hospital also has more than 900 policies along the patient journey to ensure that it meets global accreditation and international standards, such as the Joint Commission International Accreditation Standards for Hospitals (JCIA).

THE OUTCOME

Surveys suggest that AZHD's management system has been successful. In 2017, patient satisfaction was at 82% and employee satisfaction at 88%. The hospital's staff retention rate is 98.4%. The risk management strategies created by leadership reduced overall risk score by 76% to 260.

"There's no argument that they are moving in the right direction," says category judge Mark Braham, CQP FCQI, Head of Business Assurance at The Automobile Association (The AA). "Their leadership support and commitment go a long way."

Category judge Martin Brenig-Jones, Managing Director of Catalyst Consulting, was impressed by the hospital's systems and measurements. "A lot of other organisations could learn from AZHD," he says.

*"Quality is our
main strength"*

QUALITY ORGANISATION OF THE YEAR | FINALIST

Name: Quality Team

Company: Troup Bywaters + Anders

Location: London, United Kingdom

“TB+A are investing in - and learning from - their young people”

Troup Bywaters + Anders (TB+A) is a leading building services design consultancy. The practice has a workforce of approximately 200 people in eight design centres around the UK, and turnover of £16.5 million in 2018.

In 2015, new leadership spurred a re-evaluation of TB+A's business plan. With more than 60 years in the industry, the company was keen to adopt a fresh, robust and sustainable approach to quality, centred on leadership, dialogue, engagement, and continuous improvement.

Terry Canty became a partner in 2000. He says: “After working for the business for such a long time, I've seen huge change. There's far more buy-in from people at all levels. The young people we're bringing through are certainly a huge catalyst for sustainable change for the business as well.”

THE CHALLENGE

TB+A developed a new three-pillar strategy: growing people, sustainability at heart, and achieving quality and consistency.

All aspects of the business needed to align with the new strategy. This required changes in best practice, communications and sharing of knowledge between generations. Communications and engagement methods include national roadshows and workshops, internal training, meetings, word-of-mouth and guidance notes.

THE JOURNEY

Troup Bywaters + Anders's quality processes are driven by its 'Context of Organisation' policy, which covers the company's purpose, stakeholder expectations and measures for sustainability and analysis. To form the new strategic direction, a dedicated task team selected by the board performed a SWOT analysis (strengths, weaknesses, opportunities and threats). This covered the business's future sustainability, services offered, scope of management systems and how key measurables were monitored. TB+A developed a Technical Quality and Consistency (TQC) programme to help teams sharpen their technical robustness, plan company-wide projects and share knowledge.

TB+A has maintained accreditation to quality management system standards, making the transition from ISO 9001:2008 to ISO 9001:2015 in 2017, and improving the efficiency of its policies, procedures, guidance documents and project plans.

THE OUTCOME

Initiatives from the new strategy made a positive impact, particularly the TQC programme. Within the first two months, there was an 88% rise in positive client feedback. Within six months, the company has seen a 15% decrease in corrective actions related to project plans.

Estelle Clark, chair of the judges and Executive Director of Policy at the CQI, says: “TB+A has a good mapping of a traditional approach – well executed. Their pride shines through.”

In 2017, TB+A was awarded the Platinum standard by Investors in People. Training opportunities, such as the Trailblazer Improvement programme, enabled staff to explore other business areas. Young staff saw quality as a natural path towards becoming a partner at TB+A.

“They are focusing on their younger people, investing in them and learning from them, which I really like,” says category judge Sally Swingewood, Lead Programme Manager at the British Standards Institution (BSI).

Troup Bywaters + Anders.

From left, Michal Koscielniak, Project Associate, Alan Newman, Partner, Robert Robinson, Associate, Martin Goswell, Associate, Stephen Wood, Partner, Anna Driscoll, Administrator, Kevin Critchell, Associate, Claire Bower, Head of IMS, Gareth Robertson, Electrical Engineer and Mark Houghton, Project Associate





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