The Quality Profession

Driving Organisational Excellence

Our organisations appreciate us for…

Protecting reputation

Avoiding the potentially catastrophic consequences of getting things wrong.

Enhancing reputation

Optimising operational effectiveness to maximise value for our customers and stakeholders.

Improving profitability / value for money

Optimising operational efficiency by eliminating unnecessary cost and waste.

Transforming at pace

Driving change through insights, strategies and improvement activities.

Our colleagues recognise us as...

Agents for change
Transforming processes, behaviour and culture.

Guardians
Protecting the organisation by identifying appropriate standards for performance and providing assurance that they are being achieved.

Leaders
Creating, managing and improving the organisation's systems of governance to maximise efficiency and effectiveness.

Holistic
Looking across the organisation's functions and hierarchies to advocate a broad process, and customer and stakeholder-centric view of the organisation.

Collaborators
Working with leaders and managers to develop the culture of excellence and improvement.

Progressive
Understanding the realities of managing organisations in dynamic environments.

Professional
Qualified by our professional institute, the CQI, and bound by a code of conduct.

The Quality Profession
Challenge

For all organisations, the delivery of high-quality products and services is essential. The consequences of failure grow ever more significant in today's world of increasing customer and stakeholder expectations, regulatory oversight and use of social media to broadcast success or failure.

Yet we live in a world where there are still too many quality failures that cause harm to society, damage lives and waste money. Organisations are persisting with wasteful and inefficient ways of working, delivering products and services that do not meet requirements.

Organisations that are unable to transform at speed and meet customer and stakeholder expectations see their reputations and customers slip away. Quality failures at any scale become increasingly unacceptable. Stakeholders (including society, governments, suppliers, employees and consumers) require, and in many cases are demanding, improvements and transformations in how quality is delivered.

The CQI understands that to sustain delivery of high-quality products and services, organisations must establish effective systems of governance and assurance, and commit to a culture of objective evaluation and continuous improvement. The quality profession must ensure it is capable of meeting this challenge so organisations avoid the consequences of poor governance, ineffective assurance, inertia to change and subsequent quality failure.

In short, we need to create a world with quality at the heart of every organisation.

The Quality Profession
Vision

That quality professionals are valued by organisations for establishing and ensuring:

Good governance

Ensuring the interests of customers and stakeholders are understood and respected.

Agile assurance

Establishing appropriate methodologies to protect and enhance reputation through the mitigation of risk.

Evaluation and improvement

Transforming ways of working to maximise effectiveness and eliminate unnecessary cost and waste.

The Quality Profession

Competency Framework

The CQI Competency Framework provides an overview of the competencies that the profession requires to do its job effectively.
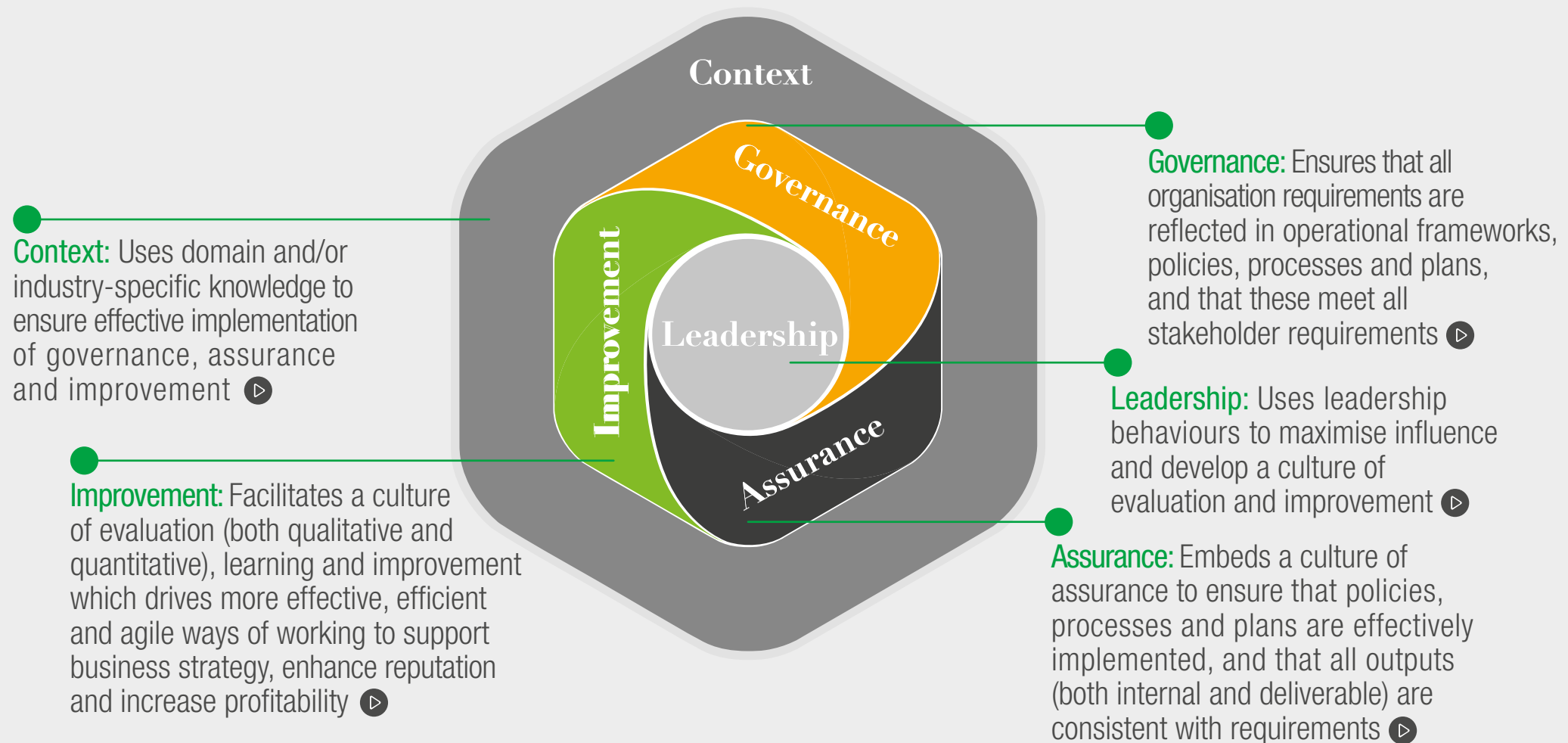
It is structured around what we do (governance, assurance, improvement), the context in which we work and the behaviours we must show. The individual level of knowledge required will depend on career stages and specialisms.

The framework is designed to:

- Provide clear benchmarks for competence for use by the Institute, employers and individuals
- Help individuals plan their career development
- Help employers develop their own competency frameworks
- Establish requirements for CQI learning and development assets and qualifications
- Tell the wider world what we do.

The Competency Framework

Context: Uses domain and/or industry-specific knowledge to ensure effective implementation of governance, assurance and improvement ▷

Improvement: Facilitates a culture of evaluation (both qualitative and quantitative), learning and improvement which drives more effective, efficient and agile ways of working to support business strategy, enhance reputation and increase profitability ▷

Governance: Ensures that all organisation requirements are reflected in operational frameworks, policies, processes and plans, and that these meet all stakeholder requirements ▷

Leadership: Uses leadership behaviours to maximise influence and develop a culture of evaluation and improvement ▷

Assurance: Embeds a culture of assurance to ensure that policies, processes and plans are effectively implemented, and that all outputs (both internal and deliverable) are consistent with requirements ▷

Leadership

The quality advocate	Articulates a clear vision for quality as a strategic imperative that supports the organisation's broader aims and objectives. Develops and implements strategies to maximise the contribution of the quality profession within the organisation.
The stakeholder advocate	Acts as the conscience in the organisation, making interventions whenever necessary to ensure customer and stakeholder requirements are addressed.
The systems thinker	Looks across business functions and hierarchies to promote a holistic view of the organisation and its requirements.
The fact-based thinker	Promotes a culture of decision-making based on factual evidence and the measurement of performance.
The quality planner	Advocates the principle of planning for quality to prevent potential problems with product and service quality.
The quality coach	Develops knowledge of quality principles and capability in quality tools, techniques and approaches throughout the organisation.
The quality motivator	Motivates and empowers others to take accountability for achieving and improving standards of performance.
The quality collaborator	Works with all internal and external stakeholders to resolve issues associated with organisation performance, and delivery of quality products/services.

Governance

External focus	Uses appropriate methods to establish customer/stakeholder needs/expectations and views. Ensures that the organisation's policies, processes and plans reflects these needs. Evaluates risks, problems and potential solutions from a customer/stakeholder point of view.
Internal focus	Develops process management capability (ownership, definition, implementation and improvement) across the organisation to deliver consistent results. Ensures the organisation's policies, processes and plans are effective in meeting stakeholder expectations, removing variation, minimising operational risk and maximising efficiency. Supports the senior management team in ensuring that the operational approach and system of business management are continually assessed and improved.

Assurance

Business (internal) assurance	Ensures the flow-down of customer and stakeholder requirements across the organisation. Uses understanding of requirements management, process implementation and tailoring principles, risk management and performance measurement to ensure effective planning and internal controls are in place. Uses appropriate methods to ensure an effective balance of self assurance vs independent assurance. Ensures management intent, as reflected in its policies, processes and plans, is effectively implemented. Identifies risks, failures and non-conformances associated with customer and stakeholder requirements, and ensures effective action is taken to resolve any issues and identify the root causes.
Supply chain assurance	Ensures appropriate methods are used to select suppliers and to ensure flow-down of customer and stakeholder requirements to the organisation's supply chain. Uses appropriate methods to assess supplier performance and to identify risk, failure and non-conformance. Supports the organisation in evaluating any problems and risks, and in the development of appropriate mitigation and solutions. Ensures solutions are managed to closure.

Improvement

Gathering insight	Uses appropriate methods to understand all stakeholder needs and to identify any changes to the organisation's context including changes to the market, customer requirements and other factors impacting on the organisation. Uses benchmarking and other appropriate tools and techniques to evaluate performance and improvement priorities.
Evaluating measures/ results	Facilitates the development and use of appropriate measures of operational performance and product/service quality across the organisation to ensure fact-based decision-making. Helps establish priorities for change.
Implementing change	Evaluates the nature and magnitude of change required (incremental, step change, transformational) and how to achieve the required changes through the development of the organisation's people, processes, tools, technologies and/or infrastructure. Identifies any issues associated with the organisation's culture with respect to achieving and sustaining the desired levels of operational performance and product/ service quality.

Context

Product, service, process expertise	Has detailed knowledge of customers' specific requirements and expectations, ensuring that the appropriate plans, specifications, reviews and controls are in place. Establishes effective lines of communication with the customer as required. Has knowledge of the market, competition and potential peers to establish quality differentiators and benchmarking opportunities with respect to the products and services of the organisation. Has experience and understanding of specific assurance and improvement tools and techniques relevant to the product/service delivery, and how to deploy these tools and techniques successfully.
Compliance management	Uses appropriate methods to establish legal, regulatory, societal and standards-related compliance requirements. Ensures that these are coherent with the organisation's policies and processes, and are effectively linked to the business strategy. Ensures requirements for governance, according to stakeholders' needs, are effectively communicated throughout the organisation.