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Quality through technology

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The Changing Requirement - Inspection to Quality Assurance

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Inspection in Civil Engineering during the Past Fifty Years

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The increasing complexity of development, production and maintenance of modern equipments due to rapid advances in technology and research and the intensity of international competition in world markets emphasize the need for a Quality Management organisation to ensure effective and economic co-ordination and co-operation of all technical services engaged in the creation of new products or in the improvement of present ones.

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March-April 1969

JOURNAL OF THE INSTITUTION OF ENGINEERING INSPECTION

ADVERTISING CONTRACTORS: JOHN HORTON PUBLICITY LIMITED PUBLICITY HOUSE STREATHAM HILL LONDON SW19 8JL (01-471 3122)

TO WHOM ALL COMMUNICATIONS REGARDING ADVERTISEMENTS SHOULD BE ADDRESSED PRINTED AT THE WORKS OF W. H. MOLDENHAM LIMITED, SOUTHSEA, Hants.
A history of the Institute of Quality Assurance

R. Caplen
The Hatfield Poly-technic

The history of the first 50 years of the Institute of Quality Assurance was published in the Golden Jubilee issue of 'The Quality Engineer' (March/April 1969) when the Institute's name was still 'Institution of Engineering Inspection'. Since many members of the Institute have joined since then it is now reprinted, with some modifications and omissions, and its author has kindly added the story of the last 10 years during which the Institute assumed its present name.

Part I. The Technical Inspection Association

A profession in its own right

The story of the Institute of Quality Assurance is, as we should expect, closely associated with the development of inspection as a profession in its own right. The traditional craftsman of past centuries needed no inspection. He made his work to his own quality standards, to satisfy both himself and his customers. Everything was made to 'fit', and nobody thought of specifying tolerances.

The craftsman usually worked either in his own house or in that of his master. During the 18th and 19th centuries, however, the invention of machinery, and factors such as the need to save water power, caused buildings to be set aside solely for manufacturing, and so the factory system came into being.

Until the late 1890s a manufacturer or contractor usually made complete units, or at least complete sub-assemblies. These either worked and so were accepted, or did not work and were rejected by the customer. But gradually two factors contributed to a change.

1. Advances in engineering demanded production to greater and greater dimensional accuracy.

2. The increasing tendency to manufacture components separately, and then assemble later in another department or even in another factory, led to the appointment of inspectors to check each stage of production. But without tolerances, nobody was certain what was acceptable and arguments were inevitable. Hence in the early years of the 20th century tolerances gradually came into use.

The impact of the First World War

The rate at which the professional inspector established himself was greatly accelerated by the World War from 1914 to 1918. In peace time the Woolwich Royal Arsenal's Inspection Department had consisted of only a few technical officers, attached to the regular Army, plus a small chemical department, but during the war it was rapidly augmented by civilian personnel. Some of these were 'fit, energetic and knowledgeable', but others, although willing, were, in the words of a report at that time, 'long past their physical prime'.

The Government established a Ministry of Munitions, in order to co-ordinate the production of armaments. Mr G.C. Sanderson joined our Institution only three weeks after it was founded in 1919, and before he died in 1976 he described some of the difficulties to us. During the war he was an inspector for the Ministry of Munitions, and he said that gauges and other inspection equipment were in such short supply that it was often impossible to check components. On several occasions he remembers that, when shells were assembled, the fuses were found to be too large to go in, and so were left out! Presumably some German thought it was his lucky day when a shell fell near him and failed to explode.

Further difficulties arose because methods of inspection were not standardized, and varied from place to place. In an attempt to correct this a conference of all inspectors was called in Sheffield, and Mr Sanderson said this achieved considerable improvement.

Formation of the T.I.A.

Altogether some 1500 men, and a few women, were thus united as inspectors. When the war drew to an end they realized they would shortly be dispersed back to civilians jobs and, in an effort not to lose touch with each other, some of the staff of the Director of Inspection for Munition Areas (D.I.M.A.), at the instigation of Mr Ridley Makepeace, proposed the formation of an Old Boys' Association. They held a meeting in Manchester on 28th October 1918, and preliminary preparations for the Association were already in hand when, on 11th November, the Armistice was signed and the Controller suggested that it would be a pity to confine them to the D.I.M.A. division alone. His suggestions were therefore discussed at a Conference of the whole department, held in London on 13th January 1919. At this a provisional committee of 16 members was set up, and it in turn formed the Technical Inspection Association, which was to become the Institution of Quality Assurance.

The objects of the Technical Inspection Association (T.I.A.) reflect the circumstances under which it was formed. They were briefly as follows:

1. to maintain good fellowship between members;

2. to promote the science and art of the inspection of manufactured articles by means of inspection manuals and periodicals;

3. to form a national body of quality assurance personnel to promote the interests of manufacturers and their customers; and

4. to provide facilities for the appointment of technical inspectors and the promotion of quality assurance training.

Graph showing growth of Institute's membership. The line is broken where the method used to obtain the figures given in the Institute's records is not known.
The Technical Inspection Association.

NOTICE IS HEREBY GIVEN that the first General Meeting of the Association will be held at The Royal Society of Arts, 18, John Street, Adelphi, W.C., on Tuesday, the 1st of April, at 2.30 o'clock, and your attendance thereat is requested.

The business to be transacted will be as follows:

1. To receive Report of the Provisional Committee, copy of which has already been sent to Members.
2. To confirm adoption of the Rules and Regulations already in possession of Members.
3. To receive Report of Scrutineers and to confirm the Election of the Council.
4. To appoint Auditors.

It is proposed to elect the first Council by free selection of all the Members from the whole body thereof. For this purpose a complete list of all who have joined and paid their subscription is enclosed herewith, and each Member is requested to place a stroke or dash in ink against the names selected by him. EIGHTEEN names only may be so marked, and the paper should be returned to me not later than Monday, the 24th of March, sealed in the envelope enclosed herewith. Any signature or mark of identification should be put on the Balloting paper or envelope, and Members should be careful that not more than eighteen votes are cast, as any paper with more than this number of names marked will invalidate the vote of that Member. A less number than the full eighteen may, however, be voted for.

Members wishing to bring forward any question at the General Meeting should inform me thereof not later than Monday, the 24th of March, and should forward copy of Resolution they propose to move.

BY ORDER,

W. HAYNES SMITH,
Honorary Secretary to the Provisional Committee.

28, NORTHUMBERLAND AVENUE,
LONDON, W.C. 2.

to help members to keep in touch with each other and to assist each other in obtaining appointments;
to develop the progress and standardization of inspection in engineering, chemical, and allied industries;
to conserve and use experience gained during the war;
to prepare and keep a register of members, showing their careers and qualifications.

There were four grades of membership:

1. Original Members. Those who had served as officers in the inspection Department of the Ministry of Munitions.
2. Members. Officers of a similar status in other departments.
3. Associates. Persons qualified to be original members, who only wished to retain a nominal connection.
4. Honorary Members. Persons of distinguished attainments, who were in a position to further the objects of the Association.

The annual subscription for Original Members and Members was one guinea, but Associates only paid five shillings.

The T.I.A. was controlled by a Council comprising of a President, two Vice-Presidents, and 15 other corporate members, including a Secretary and a Treasurer, all of whom were unpaid.

First meeting of the T.I.A.

On 1st April 1919 the provisional committee called the first general meeting, and this was held at the Royal Society of Arts, 18 John Street, London W.C. First they obtained approval for the constitution summarized above. Next they announced the ballot for the Council. Members, which had already been arranged by sending each member a complete list of all members' names, and asking them to vote for 18 of them. As we should expect, the first Council had almost exactly the same members as the provisional committee.

The chief officers were:

President: M. A. H. Collinson, CBE, MICE
Vice-Presidents: Mr. A. E. Hadley, CBE
Joint Hon. Secretaries: Mr. W. Haynes Smith
Hon. Treasurer: Mr. M. P. P. Sandburg

It was announced that the T.I.A. had already received £446 in subscriptions, of which £380 remained after initial expenses had been met.

The Inaugural Meeting

The Council decided to hold an Inaugural Meeting in Central Hall, Westminster, on 9th May 1919. It therefore appointed an entertainments sub-committee, with authority to spend up to £130, although the actual cost turned out to be only £94 12s. Od.

Invitations were sent to:
the editors of most of the daily newspapers;
the principal technical institutions;
the 14 distinguished people, including the RI Hon. David Lloyd George and the RI Hon. Winston S. Churchill, who had already been invited to become Honorary Members.

By the time it was held this meeting was being called a conversation. It was essentially a social gathering but we have no details of what entertainment was provided; nor do we know how many of the distinguished people accepted their invitations. However, the Council was pleased with the result.

Headquarters and the Secretaries

At the start the T.I.A. had no headquarters of its own. Its first official address was at the Hotel Metropole, Northumberland Avenue, London S.W.1, but this was really the headquarters of the Ministry of Munitions. However, both of the original joint secretaries resigned, one after the other, and when in July 1919 Mr. C. J. Wharton took over as Hon. Secretary, the headquarters was moved to his personal office at 44 Bedford Row, W.C.1.
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By now a lady typist had been engaged for three months at £2 per week, to type the list of members; in addition, the Council contributed £3 per week towards the cost of clerical assistance employed by Mr Wharton on the T.I.A.'s behalf.

The use of Mr Wharton's office was intended to be a temporary expedient and the Council kept a look-out for an office of its own, although it was afraid this might strain the slender financial resources. Fortunately, Mr Wharton did not press the matter and, as it turned out, the T.I.A. and its successor, the I.E.I., used Mr Wharton's office as its headquarters until 1933. In November 1921 Mr Wharton, and hence the T.I.A., moved to Palace Chambers, Westminster.

Development

The T.I.A. had started off with a terrific burst of enthusiasm with 500 members during the summer of 1919, but then it seems to have lost some of its steam. At the start Council meetings were held weekly, but there was no Council meeting at all between October 1919 and May 1920, and gradually finances became sufficiently low for the Council to accept the proposal that meetings be reduced to once a month. A special General Meeting on 30th March 1920 cash in hand was only £23. Not surprisingly, members attending this A.G.M. were given a "pep talk" on playing a more active part and urged to pay their subscriptions.

At the second A.G.M. on 18th March 1921 the Council
admitted a year of 'marking time'. It was, of course, a period of commercial depression, following the war. There were still more than 30 of Council's members only two of whom had paid their subscriptions. Various papers on inspection and allied subjects had been given at meetings, but these meetings had been only monthly.

In June 1921 the Hon. Treasurer resigned and Mr Wharton became Treasurer as well as Secretary. His daughter, who had given the T.I.A. valuable secretarial help, was forced by ill health to give up, and the Council therefore increased the clerical staff to Mr Wharton and Secretary. Membership continued to fall and at the third A.G.M. on 31 March 1922, there were only 26 paid-up members, compared with 365 the year before. The Chairman therefore proposed a new constitution which would attract 'paymetime inspectors'.

Part 2. The Institution of Engineering Inspection

Formation of the I.E.I.

The proposal of the T.I.A. should become the Institution of Engineering Inspection, that it should be open to industrial inspectors, as well as to inspectors employed by the Government, and that there should be a register of inspection. That meant that it would effectively have the structure of a limited company. However, it was to be a non-profit-making association. Its financial liability would be limited to guaranteed membership, as provided for in the Companies (Consoli- dated) Act of 1908. These were not to exceed £1 per member.

Proposals were accepted at a Special General Meeting on 8th September 1922, and finally confirmed at another meeting on 22nd September. The actual date of incorporation was 10th November 1922, and so on that date the Institution of Engineering Inspection came into existence.

1. To promote and encourage the practice of inspection in engineering.
2. To ensure that inspection was only undertaken by qualified persons.
3. To raise and hold the status of practicing inspectors.
4. To enable members to meet, exchange ideas, and take corporate action for the common engineering inspection interests. However, it could not act as a Trade Union.

There were to be four grades of membership:

- Honorary Members elected at a general meeting, because they had either rendered services to the Institution or were in a position to further its objects.
- Members who were to be persons qualified by training and experience to take full responsibility for engineering inspection.
- Associate Members who were to be persons trained in inspection but lacking experience.
- Associates who would hold positions of technical or commercial responsibility connected with engineering.

Subscriptions were:

- Members £2 2s 0d
- Associate Members £1 1s 0d

Members were to be entitled to put M.I.E.I. after their name and Associate Members A.M.I.E.I. Various rules about professional conduct were introduced and, as we shall see, the Council had at times to caution members about breaking them.

Companies were invited to become affiliated members of the I.E.I.

1922-28

Initial progress

Immediately after incorporation the Council set about the job of obtaining a corporate seal and designing a crest. The seal was used for the first time on a recognizance to Mr Wharton and 24 paid-up members. It was 1½ inches in diameter and was designed by Mr Wharton.

In April of the following year (1924) the Council decided to introduce a new grade of membership, entitled Viewer Associate, as provided for in the Companies (Consolidated) Act of 1908. These were not to exceed £1 per member.

Finances

Early in 1923 the Council became concerned because 1922 had been a bad year for work, but fairly optimistic about 1923. In April 1925 the Hon. Treasurer expressed concern at the way the costs of inspecting and inspection were rising, and stated that there was not now very little in reserve. By September the position had further deteriorated and he forecast a loss on the year of around £25, even if the amount of booking in subscriptions could be collected. The Council resolved:

- to try to collect the outstanding subscriptions;
- to have a drive for more members;
- not to purchase an I.E.I. diary for 1926. (The next diary was not purchased until 1928.)

Nevertheless, it went ahead with preparations for the annual Reception which was to be held at the Hyde Park Hotel on Monday, 1st July 1925, according to the programme and with no reduction for quantity.

Unfortunately, Queen Alexandra died shortly before the Reception was to take place and it therefore had to be postponed until the end of Court mourning.

As the financial situation became progressively more serious, Mr C.J. Wharton, Hon. Treasurer, came to the rescue and lent the I.E.I. £100. By February 1926, however, finances were reported to be 'not unmanageable'. A note was given to Mr Wharton with thanks and 6 per cent interest, the maximum permitted by the constitution. This apparent change in fortune needs some explanation. The expenses of the Institution such as the I.E.I. are generally spread over the whole year but tend to be slightly higher in the winter months when most meetings are held. Income, on the other hand, comes almost entirely from subscriptions and therefore is received predominantly in January and February. In February 1926, with subscriptions for the new year coming in, the position began to change and it had in the previous autumn, even though the improvement was largely illusory.

By June 1926 concern was again expressed about the financial situation, and this year, derived from members' notes in the Journal, and from a few isolated records which do survive.

Technical Proceedings

In April 1928 the Council decided that the I.E.I. should hold the copyright of all papers published in the Proceedings, i.e. the I.E.I. would own the copyright of the paper itself and included the statement that a paper might not be read at a meeting, or published in the Journal, until approved by the incoming Council.

Papers were not, in fact, very easy to come by and a suggestion was made — but not accepted by the Council — that every new member should have to contribute a paper.

1929-32

The missing years

The general situation

The postal strike of the I.E.I. council from the middle of 1929 until April 1932 have been lost. As a result we have only very sketchy information for this period, derived from members' notes in the Journal, and from a few isolated records which do survive.

The technical difficulties must have continued unabated; the records of 1932 show the situation to have been as bad as ever. The 'reinforced' chair of the Institution (which had been strangled for the spring of 1930 had to be abandoned for lack of support. Undaunted, the Council arranged a dinner dance at the Connaught Rooms the following 5th November. An editorial in the Journal for October 1930 decried the depressed state of the British Empire at stake of which it was stated that several branch railway lines and some 100 stations had been closed.

In the post-war proceedings, i.e. reports of papers and discussion presented at meetings, had been published quarterly, and there was, in addition, from time to time, a Gazette or Bulletin. It is not clear from existing records whether there were any meetings held at all, though it is also possible that the council was meeting periodically in a different form. It is clear, however, that the council was and was meeting periodically, and a report was written by Mr Charles Wilson. In January 1932 these were combined into one volume, under the cover title of Inspection.

The Branches

France, there had been three Branches: the Scottish Branch based on Glasgow; the Rhine Branch, based on Essen. These were not, however, Branches as we know them today. They were instead three Branches who were an accumulation of members, who had informal contact with each other.

In June 1929 the Membership Committee proposed that local Honorary Secretaries should be appointed in engineering

a list should be compiled of practising engineers, especially including non-members.

Secretaries were duly appointed to the three Branches and, in April 1930 a fourth Branch was formed for the North East coast, based on Darlington. This had its own committee as well as Hon. Secretary and is, therefore, sometimes loosely called the first official Branch. It ceased to exist in 1950, but was born again in 1929 and continued in existence.

From 1931 the Branches received financial assistance from the Institution's headquarters.

1932-35

Crisis

Financial and other problems

By 1932 Mr C.J. Wharton's health was beginning to fail. He had been invited from Council meetings on a number of occasions during the past two years and now he was ill again.

In July he resigned and Fras Rees-Armit W.G. Hepple became Hon. Secretary and Li-Coll Kang Hon. Treasurer.

Finance was still a cause for concern and again it was agreed that more members were necessary, but there were not to be be imposed at the time that no more visits to firms were to be made. Fewer members now could neither contribute to the work of the Institution.

Meanwhile Mr Wharton was trying to dispose of the lease of the office he used as a consulting engineer, part of which the I.E.I. Council decided on 19th March 1932, but obviously very indebted to Mr Wharton, not only for his work as Secretary which was still continuing, but also for £416 per annum for rent and clerical assistance. Furthermore, his office housed Miss Jade, who had been a faithful clerical assistant to the Institution for many years. The Council therefore agreed that the Institution would continue to pay its rent and clerical assistance contributed by Mr Wharton disposed a share of the proceeds of March 1933, provided that Miss Jade remained in service.

In September 1932 Mr Wharton requested the Institution to pay £500 'owing for rent, etc., but the financial position was such that Council regretted it could not authorize payment until the New Year when they would begin to come in again.

In April 1933 the Institution leased Room 58 at 17 Victoria Street, London S.W.1 at a rent of £65 per annum and its headquarters was moved there, thus freeing Mr Wharton's office for the use of its secretary and which the I.E.I. had. Previously it had always shared an office between the Council and the Institution.
admitted a year of ‘marking time’. It was, of course, a period of commercial depression, following the war. There were still some debts to pay off, but the College had paid their share of the national debt and was in a good position.

In June 1921 the Hon. Treasurer resigned and Mr Wharton became Treasurer as well as Secretary. His daughter, who had given the T.I.A. valuable secretarial help, was forced by ill health to give up, and the Council therefore increased the clerical staff in May and paid some of the revised staff.

Membership continued to fall and at the third A.G.M., on 31st March 1922, there were only 269 paid-up members, compared with 365 the year before. The Chairman therefore proposed a new constitution which would attract ‘peace-time inspectors’.

Part 2. The Institution of Engineering Inspection

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Its financial liability would be limited to guarantees made by members, as provided for in the Companies (Consoli-
dated) Act of 1908. These were not to exceed £1 per member.

Proposals were accepted at a Special General Meeting on 8th September 1922, and finally confirmed at another meeting on 22nd September. The actual date of incorporation was 10th November 1922, and so on that date the Institution of Engineering Inspection came into existence.

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4. To enable members to meet, exchange ideas, and take corporate action for common engineering inspection interests.

However, it could not act as a Trade Union.

There were to be four grades of membership:

1. Honorary Members elected at a general meeting, because they had either rendered service to the Institution or were in a position to further its objects.
2. Members who were to be persons qualified by training and experience to take full responsibility for engineering inspection.

3. Associates Members who were to be persons trained in inspection but lacking experience.
4. Associates who would hold positions of technical or commercial responsibility connected with engineering.

Subscriptions were:

- Members £2 2s. 0d.
- Associate Members £1 1s. 0d.

Members were to be called M.I.E.I. after their name and Associate Members A.M.I.E.I. Various rules about professional conduct were introduced and, as we shall see, the Council had at times to caution members about breaking them.

Companies were invited to become affiliated members of the I.E.I.

1922-28

Initial progress

immediately after incorporation the Council set about the job of obtaining a corporate seal and designing a crest. The seal was used in the examining and paying of diplomas which were sent to every member on joining. Since finances were somewhat shaky, Council members agreed to contribute to a ‘Foundation Fund’ so that they might help to meet the costs incurred in changing the T.I.A. into the I.E.I.

In April of the following year (1924) the Council decided to introduce a new grade of membership, entitled Viewer Associate, which was to be of great help to those students.
out charge, said he regretted he could not continue unless he was paid £5 5s 0d per annum. The Council could not afford this, there was no cash in hand and it was still only the spring. Another auditor who would act in an honorary capacity was therefore found.

The engagement of a 'paid' Organiser-Secretary

In December 1933 the special committee recommended that the Institution should engage a paid 'Organiser-Secretary' and, for this post, it proposed Mr Reginald Pugh B.A. The agreement was made upon the condition that this paid arrangement be on a commission basis, that is, if he could not make the Institution solvent the Institution would have to be wound up, and at its meeting on 9th May 1933 it seriously considered the possibility of having to make such an arrangement. During June it set up a Committee to advise on means of making the I.E.I. solvent and, meanwhile, improved further economies.

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In Manchester, however, the new Branch was revived at an inaugural meeting on 8th November 1938.

Unfavourable times were the result, especially the appointment of the new President, J.C. Wharton, who was said to have been appointed to the position of an office and staff, and he would also receive expenses.

On 21st March 1934, Mr. Pugh took over as Secretary and Treasurer. He was subsequently appointed to the post of Chief Inspector of Offences, a position which was said to have been turned down by the Council due to financial difficulties. Membership increased and with it, the gross income, as shown in the following figures.

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>1935</td>
<td>£524</td>
</tr>
<tr>
<td>1936</td>
<td>£747</td>
</tr>
<tr>
<td>1937</td>
<td>£798</td>
</tr>
</tbody>
</table>

For his work in 1935 the Society's Secretary was paid £210 18s 3d, and in October 1937, the 'Institute' was said to have been now solved.

In July 1938 the number of members had risen to 576 and the Secretary's payment for 1937 amounted to £421 16s 5d.

Wolseley continued to thrive and, in October 1943, reported an increase of 20 to 60 members. Bristol also seem to have just kept going. At the end of 1943 the Council decided to attempt to revive the Branches and, on 17th March 1944, a successful meeting was held at the Liverpool Branch, when the new President, J.C. Wharton, said he would be in the Borough. Some 200 people attended, Yorkshire held a successful meeting on 18th January 1946 in order to get itself back into action but, although 200 or 300 people attended, it seems to have struggled for some time.

Financial and membership problems

So much for the financial and membership problems, and the war kept track of them very difficult and attempts to issue a current list of members were abandoned. The Council pondered whether to reduce subscriptions during the war, but decided that this was not practical because so many expenses would have to be paid. If members were in the forces with a rank not above N.C.O., however, it agreed to 'freeze' the membership if requested, i.e., there would be no subscription. As the duration broke, the membership could be resumed without application formalities. Arrangements were also made to payment of Banker's Orders on behalf of members in excess occupied territory.

By December 1939 the Council felt strongly enough financially to be able to release Col Green's from the £100 guarantee he had entered into in 1933. It had not been necessary to use it for some five years. Indeed, by May 1940, the Council had a surplus of £145 owing to the income from past years and, in addition, some £300 was invested in the 1939 Bond. This Council was very gradually being put away.

In February 1944 the total number of members reached 1,250, including paid members and also 10 honorary members and 17 affiliates.

The Silver Jubilee anniversary of the founding of the Institute was celebrated in November 1940. With the pressure of wartime, however, it was later in the year before Council considered it, and decided to hold a luncheon at which it would be invited to do its best to cover the cost. Mr. Wilmot, to be the chief guest. Unfortunately, Mr. Wilmot had to go abroad so the luncheon was not held until 29th November 1945, when some 100 members attended.

Quality control

The Institute's code of quality control was subject to criticism, and it was proposed that the code be amended to include financial control. The Council decided to concentrate on the quality control as early as 1935 and the Journal corroborates this since there are several quality-control articles published in the 1930s.

At the end of 1942 the Coventry Branch was operating with the chairman, and a little later, there was also an additional meeting at West Bromwich. Some 100 members had to be scattered and working long hours. Shortly afterwards, some Members were elected to the executive board, and, in May 1944, the secretary at Bristol resigned, and was replaced by the Chairman in the meantime.

Supplies of paper for the Journal became difficult and, to economize, it was reduced in size and smaller type was used. An annual meeting, which had been held after each last meeting, was held at a new Branch at Wolverhampton. Meanwhile Birmingham, Sheffield, and Coventry all reported little or no activity.

94-53

Problems and progrress at headquarters

In 1947 the Council decided to terminate its contract with the Secretary, and, after negotiation, it was agreed that he should leave on 31st December. Whatever the reason for this decision and whatever the matters are right, the Council has decided not to continue in the capacity of 1924, and, in April 1945, Mr. Ruskin gave a lecture on quality control to I.E.I. members.

With the end of the war, Air Commodore Sowrey expressed concern at the loss in size in which the term 'quantity control' was being used, and it was decided to propose that the I.E.I. should be renamed 'The Institution of Electrical Engineers'. This proposal met with opposition and was dropped.

1939-46

Wartime activities and difficulties

3rd September 1939 war was declared with Germany and a rigid black-out was immediately imposed. Heavy air raids were predicted and, since the headquarters at Terminal House had no adequate protection, the office and staff were evacuated to Bletchley Park. Meanwhile, whilst all the Institution records went to Romsey for safe keeping. Social functions were suspended and generally, both in London and the Branches, meetings were kept to a minimum and naturally with the resources available, get home as quickly as possible as not be caught in either the black-out or in the air raids. Many, too, were working very long hours supporting the war effort.

The war affected people's nerves. At the end of 1939 the Council had a disagreement with the chairman, and a little later, there was also an additional meeting at West Bromwich. Some 100 members had to be scattered and working long hours. Shortly afterwards, some Members were elected to the executive board, and, in May 1944, the secretary at Bristol resigned, and was replaced by the Chairman in the meantime.

In early 1945 both London and the North East Coast Branch reported renewed activity, and on 20th November, an inaugural meeting was held at the Glasgow Branch. Some 200 people attended. Yorkshire held a successful meeting on 18th January 1946 in order to get itself back into action but, although 200 or 300 people attended, it seems to have struggled for some time.

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The East of Scotland Branch was formed from the Dundee Branch in 1953.

In October 1948 the Council regularized the system of making grants to Branches, by devising a scale so that the payment was roughly proportional to the number of members in each Branch. In June 1949 it brought the Branch rules up-to-date and arranged an All Branches Meeting in Birmingham on 29th October.

From 13th to 15th September 1951 the Institution held a Conference in London as their contribution to the Festival of Britain. Each morning was devoted to technical lectures, the afternoons to visits to engineering establishments. On the last day, when it was a Saturday, there was a tour of some of the attractive scenery in the neighbourhood, including Stirling and Callander. On the Friday evening there was an Institution dinner.

1954-58

The impact of quality control

We have already mentioned quality control but in March 1954 the British Productivity Council (B.P.C.) proposed either the formation of a Society for Quality Control, or that Quality Control should be incorporated as a branch of an existing society. The Institution's Council decided that the Institution would be prepared to incorporate Quality Control and would, if necessary, change its name. Several possible names, including the 'Institution of Engineers' were suggested. In May the B.P.C. agreed that the I.E.I. should sponsor Quality Control.

During the summer, however, Council members seem to have had second thoughts because, in October, they voted by 11 to 9 to consider the matter further. They would be pleased to co-operate with B.P.C., but would like to be quite clear what they were committing themselves to. At its next meeting on 18th November, the Council decided against sponsoring a separate society for Quality Control but agreed that those interested in quality might be allowed to join the Institution, although not as corporate members. They might, for example, be given a title such as subscriber.

In January 1955 the Council agreed that the Journal might be called Quality in Industry but in March they decided to defer a decision on the title until the summer. By July 1955 it seems not to have been very conclusive, but in October the Council did finally agree that, starting in January 1956, the Journal would be bound to include an occasional article on Quality control and in February 1956 it was decided that it would be called The Inspection Engineer Incorporating Quality Control.

On 22nd December 1955 an Extraordinary General Meeting approved the changes to the constitution, so that it effectively admitted Admitted Quality Control as a partner with Engineering Inspection. The title remained 'The Institution of Engineering Inspection' but the objects included:

To promote and encourage the practice of Engineering Inspection and Quality Control in Industry . . . At the same time, membership subscriptions were increased since 1956, Council regretfully decided in March 1959 that subscriptions would have to be increased.

To improve the service given to members, however, the Journal was enlarged, the advertisement was eliminated from the front cover of the Journal in 1956, with the approval of the Quality Engineer; under the guidance of Mr. R.H.S. Later these changes started in January 1960.

In June 1955 Mr. G. R. W. Pinnock had been looking for larger offices to accommodate the secretarial staff and, at the end of that year, the new offices in Oxford Street were leased. The new offices were opened in February 1960.

In January 1960 Mr. C.L. Arlani was appointed Technical Assistant to the Institution on a part-time basis and, by the end of 1960, the Institution of Production Engineers had formed a committee to examine their own Q.C. activities. The T.P.E. committee was active in this field and the Council decided to collaborate with other Institutions, etc. for the general advancement of quality control.

In September 1961 the first conference was held at New College, Oxford, under the aegis of the Society of Non-Destructive Examination (S.O.N.D.E.). Some 185 delegates attended and the conference was such a success that it has been held annually since then.

By early 1962 various changes to the secretarial staff, which was enlarged, were considered. As the Technical Assistant had now left, the staff became:

Secretary

C. J. Spencer

Assistants

H. K. Sharp

J. H. H. Leopold

Secretaries

Registrar

T. W. Thompson

Typist

I. White

The name last especially worthy of note. Mrs. Bright is still with the Institution and Quality Assurance and it is hard to think of it without her.

In April 1964, Mr. T. A. Woolmer replaced Maj. J. A. M. Watt as Assistant Secretary.

The Institution tie was introduced in the autumn of 1963 and was sold for many years at its original price of 1s 6d. About this time a new of publications were issued including two monographs, an introduction to sampling inspection and non-destructive testing, both of which were very successfully marketed. In 1965, the Technical Committee under the Chairmanship of Mr. D. J. Hewitt. This was subsequently approved by the National Council for Quality Control. As a result of this, the Institution had four of Regional Members, of the North East and North East Regional Branches, which had been made up of 11-12.

Regional Members who did not represent any Region. The National Members were available for conferences, and they were expected to concentrate on the problems in their own Regions.

The London Branch

The London Branch Committee consisted of: two members appointed by Council; two appointed by each of the London Branches; one member appointed by the Branch of the London Group; and one member appointed by the London Group. The Branch had been established in 1968 and it was now decided to elect a new set of officers. The new officers were elected and the Branch was now ready to start work.

The Branch activities

It had been felt for some time that, in addition to arranging meetings during the year, it would be desirable to the Branches be more generally involved in the work of the Institution. To this end the Technical Subcommittee suggested various Branches might be set up to investigate particular aspects of Quality Control which might interest members of the Branches in particular. One of the results of this was the establishment of a group of members of the Coventry Branch on the selection and training of inspectors. This paper appeared in the Institution of Engineering and it was widely used in industry.

In October, again in October 1966, the South Western Branch held a very successful three-day exhibition and conference (in Bristol). Not only did these stimulate interest in quality control in general and in the Institution; they were also successful financially. The following were included among the papers undertaken by Branches.


The Birmingham Branch had the whole of the Branch members present over the 20 years of the Branch's existence, including 1969. The 'Birmingham Branch' was in 25 Branches in this country and three in Australia.

1965-69

Reorganization of the Council

The Branches had grown steadily and were now very important to the Institution. The Council decided to reorganise the Council to include direct Branch representation within the Council itself, and the Branch Secretaries took part in the A.G.M. of 1966. The arrangement was as follows:

The Branches were grouped into five Regions, each with its own Branch Advisory Committee. Each Region was represented on the Council by specially elected Council Members, who were chosen to represent each of the first five Appropriation Act. The Branches or for every 250 members in the Region. Thus the South East Region was represented by 250 Members. The North East and North East Regional Branches, which had been made up of 11-12 Regional Members who did not represent any Region. The National Members were available for conferences, and they were expected to concentrate on the problems in their own Regions.

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By early 1962 various changes to the secretarial staff, which had been under-represented, were contended. As the Technical Officer had now left, the staff became:

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The name last is especially worthy of note. Maj. Mrs. Gray is still with the Institution and Quality Assurance and it is hard to think of it without her.

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The Institution tie was introduced in the autumn of 1963 and was sold for many years at its original price of £1. About this time a new of publications were issued including two monographs, An introduction to sampling inspection, by Mr. A. S. Hill and The Statistical Quality Control, by Mr. T. A. Willcox, published by the Technical Committee under the Chairmanship of Mr. B. J. D. Hewitt. This was subsequently published by the North Eastern Region and reprinted with the I.S.O.C. Glossary which was eventually issued in five languages.

1958-64

The introduction of the Institution examination

In May 1958 Dr. Merriman made interim proposals for the Institution examination and a provisional committee was set up to consider them. By February 1960 it had been fully constituted as the Education Committee and it offered to Technical Colleges a lecture entitled 'the place and function of the inspector' and 'the scope of all I.E.I. examinations'.

In December 1959 the Committee published a list of qualifications which should exempt candidates from all or part of the Institution examination.

Examinations started in the summer of 1960 with nine candidates but this number increased to 21 in 1961 and, by 1963, it had reached 106.

As the Institution's examinations progressed, and as a general educational standards rose, it became clear to the Education Committee and to the Institution that it would be necessary to achieve the academic level being set by the Council for academic membership. It therefore completed revised the whole examination structure and by the end of 1964 it was ready to launch the new version at a Conference to be held in London in April 1965. The theme was 'The educational requirements of professional inspectors and quality engineers'.

Organization and finance

The Council realized that the introduction of examinations would require both adequate funds and a full-time staff. Although membership had increased since 1956, the Council regrettably decided in March 1959 that subscriptions would have to be increased.

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Branch activities

Central London meetings were no longer considered adequate for Branch members and in January 1958 the Council had decided to set up a formal London Branch, divided into four areas:

Middlessex, Berkshire, Buckinghamshire, Surrey and South London.
Essex, Kent, Southend-on-Sea, and North East London.
Kent, Sussex, and South East London.

On 21st November a meeting was held to try to revive a suggestion that the Branch should be reconstituted and was unsuccessful in which the Branch was closed and its members transferred to the new East Branch. The Branch was later promoted to Branch status. Meanwhile the Council had agreed that Branch Hon. Secretaries should be set to a quarterly summary of Council meetings.

In the summer of 1959 an inaugural meeting was held in London, from which group was later promoted to Branch status. Similarly, in June 1961 the Crawley Group was given Branch status; in July 1962 a Gloucester Group was approved. Later in 1962 a second Branch was formed in Australia, this time in Melbourne.

In November 1962 two new Groups were formed:
Essex, Southend-on-Sea, and North West London, belonging to the London Branch.
North West, belonging to the London Branch.

About this time, groups were also formed at Bracknell and in the Medway towns.

In 1966, Australia, there were three branches:
New South Wales, Victoria, South Australia.

The efforts of the Education Committee to increase education for those in the Construction of Some New Branches.

In September 1964 the London Branches became completely autonomous, like the other Branches.
Unfortunately the country was suffering from inflation so that, although the increase in income was achieved, it was largely swallowed up by increased costs. By 1967 the Council found that it would have to re-examine the subsidies again unless it reduced its activities or made sufficient economies. It chose to make economies and it set out to examine the Journal, which in 1967 had a circulation of 6,600. Members argued that, by the sale of advertising space, it ought to be largely self-supporting. Consequently, in 1967 the Council decided that it was not prepared to consider doing away with the advertisements. In June 1967 John Etherington was asked to examine the cost of advertising, at the same time the office took over the distribution to some 500 subscribing non-members. By the end of 1968 a new contract for advertising was made with John Morris (Publicity) Ltd., and W.H. Hollowshaus Ltd. Under this contract the Institution became the publisher, and the cost was calculated on a basis which would produce a profit. This agreement was more favourable to the Institution than the previous one, which was for an annual flat fee for the whole of London and the smaller areas of England. By the end of 1969 the year the number of outside subscribers increased and Council was able to balance the accounts for 1969.

Headquarters and membership developments

By early 1965 the number of members had reached 9,000 and the Institution's activities had increased proportionately. Symposia, etc., continued, and the Oxford Conference was firmly established as an annual event.

The Technical Survey Committee considered the knotty problem of professional charges for inspection. This question had been raised before as regards the amount of time to come up at intervals ever since, but no complete answer had ever been found. Not has it been found. National Quality and Reliability Year started on 20th October 1966, and was staunchly supported by the Institution, notably by its headquarters but throughout the Branches. During 1966 the Council formed a Forward Planning Group consisting of the Institution's Executive and senior officers including the chairman of the main committee. This Group was responsible for looking ahead and submitting long-term proposals to the Council. This much of its work is behind the developments recorded in later sections.

Unfortunately, on the end of December 1969 the Secretary, C. D. F. Clay, died of illness. Following personal bereavement, the position was advertised in the Institution's Journal. The following immediately the branches, in the interim affair the Institution were very soon after looked for by the Deputy and Assistant Secretaries. As this history shows, we neglect various odd weeks when there were 'caretaker' secretaries, we find that in 1960 the Board of Trade was unable to accept the proposal.

The professional status of the Education Committee

As mentioned above, the Education Committee launched the new examination at the beginning of 1965. In a profession in which the majority had, in the past, acquired their knowledge and skill by experience on the job, it had taken many years to get examination to the academic standards then set by the Institution. It also required much effort to stretch the scope of the examination to cover a rapidly developing national examination structure. Indeed, by the time these changes had been made the 13 Chartered Institution from the London University, with Government support, decided to form what is now the Council of Engineering Institutions (C.E.I.), holding a Royal Charter. In 1967, the level at which the academic qualifications of a chartered engineer is that of a University degree.

A considerable part of the procedure during the Institution was incurred as a result of examination work itself, primarily the cost of renting or leasing accommodation and paying the staff. It was therefore decided in 1966 to consider the whole question of whether it could be shared or achieved by both offices and staff with another similarly placed institution. A number of organizations were considered, in particular the London College of Science and Technology, but it was with the Institution of Production Engineers that negotiations began. Indeed in some areas the interests of the Production Engineers were so similar to our own that a mutual and closer sharing of offices and staff was considered, and in June 1969 a joint working party was set up to investigate possibilities which might be of mutual benefit to both institutions.

Negotiations were inevitably protracted and delayed, partly because we had no permanent secretary until Mr. R. M. M. Nixon was appointed in January 1968. However, the situation of the Institution was changing at the same time, and each development was necessarily inescapably connected with the other. However, by March 1970 an agreement between the Institution of Production Engineers had been worked out, and Council gave its approval. The following follows:

1. The staff of the Institution of Engineering Inspection would be transferred to the Institution of Production Engineers at 10 Chesterfield Street, Mayfair, London W.1, where they would occupy part of the building already owned by the Institution.

2. Within six months of the move, the administrative staff of the Institution of Engineering Inspection would be integrated.

3. The Institution of Engineering Inspection would be free to pursue its name of change, but would keep the Institution of Engineering Inspection registration.

4. A liaison group between the two Institutions would be set up in the quality and reliability area. (The late Mr. J. L. Bacon and Mr. M. G. B. Burgess were eventually appointed to represent the I.E.I. on this.)

The move to Chesterfield Street took place on 7th November 1970 and integration of the staff became effective as from 1st September 1971. It was achieved as follows:

- A panel of experts was appointed by the Staff of the Institution of Production Engineers as Registrar.
- C.D. Tom Wood joined the staff of I.P.E.E., but continued to be secretary and treasurer. He also acted as assistant editor of the Production Engineer, conversely, the editor of the Production Engineer became assistant editor of The Quality Engineer.
- Mrs Dorothy Bright joined the staff of I.P.E.E. but continued in her capacity as editor of The Quality Engineer.
- The Secretary, Mr. R. M. M. Nixon, remained on the staff of the I.E.I. and has been appointed as Assistant Registrar for Reliability Division.
- The I.P.E.E. has hitherto not paid for the overheads so far as the Q.I.E. is concerned. It is agreed to move plus the overheads so as to be part of the T.I.E.

As we shall see, this part of the agreement has consequences which I suspect we were not foreseen when it made.

Our Institution undoubtedly benefited financially and in other ways. We have obtained a new lease on life. In March 1967 the Institution of Production Engineers was set up to preserve the standards of quality and standard of engineering inspection, quality assurance, a series of reminiscences written by Past Presidents, and the first two parts of the book. The Ninth National Inspection Conference at Oxford, held from 22nd to 25th September, took for its theme 'Effective quality management'.

The Midland Region offered prizes of £5, £10, and £25 for the best three personal papers 'up to 3,000 words on the role of the quality engineer in the future'. Entries were restricted to members living within the Region; the winners were the Hon. Secretary, Mr. R. V. Finlay, and P. F. E. Attenbury, respectively. So successful was this competition that the Midland Region repeated it in subsequent years.

1969-72

Location of headquarters; association with the Institution of Production Engineers

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Headquarters and membership developments

By early 1965 the number of members had reached 5000 and the Institution's activities had increased proportionately. Symposia, etc., continued, and the Oxford Conference was firmly established as an annual event.

The Technical Committee considered the knotty problem of professional charges for inspection. This question had been bandied around for some time. Charges had come up at intervals ever since, but no complete answer had ever been found. Not has it been by National Quality and Reliability Year started on 20th October, 1966, and was staunchly supported by the Institute, notably by its headquarters, but throughout the Branches. During 1966 the Council formed a Forward Planning Group consisting of the Institution's headquarters holdiers and the chairman of the main committees. This Group was responsible for looking ahead and submitting long-term proposals to the Council. This much of its work is behind the developments recorded in later sections.

Unfortunately, on the end of December 1969 the Secretary, C.D. Langton, died following personal bereavement. The position was advertised in the journal immediately thereafter, and the appointment of a reception was held at the Hanover Grand Hotel in London. The position was advertised in the journal immediately thereafter, and the appointment of a reception was held at the Hanover Grand Hotel in London. The position was advertised in the journal immediately thereafter, and the appointment of a reception was held at the Hanover Grand Hotel in London. The position was advertised in the journal immediately thereafter, and the appointment of a reception was held at the Hanover Grand Hotel in London.

In September of that year it was agreed that entry requirements for a Member should not be lower than those required by the C.E.I. for a Technician Engineer. It was therefore decided that all our Diploma and Higher Diploma applicants who were not so qualified, although no existing Members were affected. This decision was made after due consideration, although the C.E.I. and our own Institution regarded Associate Members as non-corporate, the Department of Trade and Industry insisted that any title containing the word Member signified corporate grade. After lengthy negotiations the Institution agreed to recreate the grade of Associate Member was abandoned.

The Journal

In July 1969 a certain Mr. McRobb, a Stockman living in a self-imposed exile far from his native land, offered to write a review for inclusion in each issue of The Engineer, and the articles entitled ‘Around the Journals’ have been a regular feature ever since.

In July 1971, in an attempt to increase its use to members, the Journal was published monthly instead of every other month. The Council hoped that this would also make it more economical, but the effect of advertising revenue from advertisements would largely offset the increased costs. In a further effort to increase advertising revenue, responsibility for advertising was transferred to an advertising agency. Generally, the financial changes worked well and by July 1976 advertising revenue had increased. The Journal retained its net cost of the Institution to £800 per issue.

Finances

Connected with the position some years before, the finances in 1969 were comparatively healthy. Because of inflation, however, costs continued to rise, and it became apparent that, if

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**Slightly shorter version for conciseness**

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negotiated a new name.

After rejection of its proposal that the new title of the Institution should be Institution of Quality Technology, the Council reviewed alternatives. The new title required the approval of the Board of Trade, and this was unlikely to be forthcoming if there were serious objections from other organizations. Thus the title Institution of Quality Engineers was adopted, with a preamble that most of our members are not chartered engineers. The Board of Trade, without consulting the word Institute, which refers to the discipline, and Institution which refers to individual members.

It was not until May 1972 that the Council was able to get general agreement for the title Institute of Quality Assurance, and this was only in an informal sense, merely by implication, and not one of the few objections to overcome, but by September 1971 the Department of Trade and Industry, successor to the Board of Trade, had given its approval, and the agreement of the members was obtained at an Extraordinary General Meeting on 15th May 1972.

Much legal and other work had to be done. The Institution was, and the Institute still is in law, a limited liability company, and the appropriate changes had to be made to its Memorandum and Articles of Association before the Registrar of Companies could issue the new certificate of incorporation.

1972-75

The change of name

So many names are sometimes frustrating years, and much work by many people, the legal and other ramifications were finally sorted out, and on 20th June 1972 the Institution of Engineering

Institute of Quality Assurance. In a sense, the topic of conversation was only just beginning. Just as it is pointless for the Chief Engineer to be the Managing Director at the same time, old-fashioned tradition is replaced by a modern structure. The name of the Institution implied much more than a change of name. Of course, many of the changes had been proceeding gradually for a long time, but now it was necessary to bring them to fruition and publicize them. Thus the possibility of a publicity feature in The Financial Times was investigated, but as anticipated it was found that a full-page advertisement was already allocated.

Leaders, publishing the Institute were prepared and by March 1974 were ready for distribution. There were 2000 designed for industry. Letters were sent to some 200 firms, and each was followed up by the appropriate Regional Committee chairman.

Locating of headquarters

Since early in 1972 the headquarters had been at 146 Cromwell Road, London S.W.7, which we shared with the Institution of Production Engineers. The Institution's policy was to retain, if possible, a location where the Institute's offices could be more easily reached by all members, and in March 1973 its annual payment for the services of people who were now IProdE. staff, amounted to £16,000. Our Technical Council (renamed from the old Technical Survey Committee) merged with the Quality Assurance Division Board in late 1973, and the Technical Sub-committee of the IProdE, and the Joint Committee held its first meeting on 5th June 1973. Complete integration of the two organizations was not, however, considered to be practical. Only about 400 of the Institute members also belonged to IProdE, and around three-quarters of those did not qualify as chartered engineers. Various accommodation problems remained, the irritations to which we referred earlier were still present, and there was difficulty in deciding what payment the Institute ought to make it to the IProdE. In December 1973 the Institute's Secretary, Mr Ray Miskin, resigned in order to accept the post of deputy secretary of the IProdE. (He is now the Secretary and is to be congratulated on his achievement.) The Hon. Treasurer took over as temporary secretary until in June 1974 the present Secretary, Mr R. Knowles, was appointed. Mean-while, in February 1974, Lrl Cdt Tom Woolner finished as editor of The Quality Engineer.

None of these problems was insurmountable, and they in no way detracted from the fact that the change was always the most useful and understanding and helpful. However at the end of 1973 the IProdE informed the Institution that it proposed to leave Cromwell Road and was looking for other suitable accommodation. It was in no hurry, however, and it might be two years before the move took place. The Institution's Council with a serious decision to make, broadly there were three options open to the Institution.

The Council instructed the IProdE to their new home and continue the existing association with them. This was on condition that there would be enough room in the new premises. The IProdE found its own accommodation and reported to be independent.

It would negotiate a similar arrangement with some other institution.

At that time the Production Engineers were considering longer premises. The new building might not be sufficient room for all of the Institution's needs so that some would have to be found elsewhere. The Council therefore

considered carefully whether finances would permit the Institute to become independent again. The advantages were obvious. The Institute would have its own address and its own telephone. Links with the IProdE could remain wherever the needs of both organizations were identical.

Much depended on whether suitable premises could be obtained. By March 1975 some 300 square feet of office space had been located in part of the building occupied by The Welding Institute at 54 Princes Gate, Exhibition Road, London S.W.7. This could be rented for £800 per annum, plus a further £150 for storage space. Suitable rooms could be hired for Committee and Council meetings. The Council decided to accept, having calculated that the total cost of operating from these premises would actually be about £800 per annum less than it was paying at Cromwell Road. It agreed to take possession by mid-April 1975.

Now, however, as we foresaw, the Council had to face the consequences of staff integration with IProdE. All the telephone number of the Institute was changed to the IProdE's number, and the Addresograph machine and a Graphotype embossing machine were purchased and our mailing list was transferred to metal cards. Even the name of the Institute had to be changed to its honomous Institute name. The Editor recalls: 'We had intended, rather unreinly, to install the Addresograph in a store room, still known as "the bathroom" for such a thing as it had once been, and the representative of the selling firm came and assured us this would be possible. Accordingly four days ran delivered the large and heavy machine and with great difficulty carried it up the stairs. Imagine their feelings, and ours, when they found that the refrigerator we had bought for our machine was installed for the purpose of keeping it in the bathroom. Of course, it did not go through the door! It had to be carried down to the basement, and it took nearly a week. Over the years it did yeoman service but has now been superseded by a more sophisticated but, alas, less endearing machine from another firm.'

In July 1973 the three pioneers were joined by Mrs M. O'Neill who had recently resigned from the staff of the IProdE. She became responsible for Membership and Education. Now there were four members of staff but no one whose full-time job was to work as bookkeeper at headquarters containing a few technical books. At the end of 1972 an approach was made to the IProdE to see whether it would be possible for our bookkeeper to be seconded to them for a year and to work at the headquarters. There were a few bookcases at headquarters containing a few technical books. At the end of 1972 an approach was made to the IProdE to see whether it would be possible for the bookkeeper to be seconded to them for a year and to work at the headquarters. There were a few bookcases there.

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Mandatory activities

During all this time recorded in the last section, the day-to-day running of the Institution continued as normally as possible. By the time this period started, the Forward Planning Group was in abeyance because it was difficult to plan ahead while so many uncertainties remained about the location of head- quarters and the extent of our association with the Production Engineers.

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It was not until May 1971 that the Council was able to get general agreement for the title Institute of Quality Assurance. And even then this title was not accepted by the Department of Trade and Industry, which directed that the Council consider the matter again.

Negotiations continued for some months but no agreement could be reached and in order to avoid the possibilities of being called the Institute of Quality Engineers, the Institute decided to change its title. In September 1972, the title Institute of Quality Assurance was therefore adopted.

Location of headquarters

Since 1945, the headquarters had been at 146 Cromwell Road, London SW7, which we shared with the Institution of Production Engineers. The Institute’s policy was to retain, in so far as the pendle, its links with the I.Prod.E. However, in March 1973 its annual payment for the services of people who were now I.Prod.E. staff, amounted to £2,000. Our technical committee (renamed from the old Technical Survey Committee) merged with the Quality Assurance Division Board of Technical Sub-committee of I.L.V.E.E. and the joint committee held its first meeting on 5 June 1973. Complete integration of the two organizations was not, however, considered practicable. Only about 400 of the Institute’s members also belonged to I.Prod.E., and around three-quarters of these did not qualify as charted engineers.

Various accommodation problems remained. The irritants to which we referred earlier were still present, and there was difficulty in deciding what payment the Institute ought to make to the I.Prod.E. In December 1973 the Institute’s Secretary, Mr Ray Miskin, resigned in order to accept the post of deputy secretary of the I.Prod.E. (He is now the Secretary and is to be congratulated on his achievement.) The Hon. Treasurer took over as temporary secretary until in June 1974 the present Secretary, Mr R. Knowles, was appointed. Meanwhile, in February 1974, Lt Cdr Tom Woolner finished as editor of The Quality Engineer.

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1. Could the Institute continue to share the premises of the I.Prod.E. to their new home and continue the existing association with them?

2. The Council debated the possibility of occupying the premises of the I.Prod.E. to their new home and continue the existing association with them. This was conditional on there being enough room in the new premises.

3. The Council decided not to negotiate a similar arrangement with some other institution.

At that time the Production Engineers were considering leaving Cromwell Road and the Head Office of the National Physical Laboratory was also available. However, it was found that the latter premises were already allocated.

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Part 3. The Institute of Quality Assurance

Considered carefully whether finances would permit the Institute to become independent again. The advantages were obvious. The Institute would have its own address and its own telephone. Links with the I.Prod.E. could remain wherever the needs of both organizations were identical.

Much depended on whether suitable premises could be obtained. By March 1975 some 300 square feet of office space had been located in part of the building occupied by The Welding Institute at 54 Princes Gate, Exhibition Road, London SW7. This could be rented for £200 per annum, plus a further £150 for storage space. Suitable rooms could be hired for Committee and Council meetings. The Council created to accept, having calculated that the total cost of operating from these premises would actually be about £12 per annum less than it was paying at Cromwell Road. It agreed to take possession about mid-April 1975.

Now, however, as we forecast, the Council had to face the consequences of staff integration with I.Prod.E. All the former staff of the Institute now belonged to the I.Prod.E. Even Mr Miskin had recently transferred himself. His place had been taken by Mr R. Knowles and at the beginning of April he was joined by Mr H. Cooke who soon became editor of the Institute’s periodicals. When the Institute moved to Princes Gate the right to use them, leaving the I.Prod.E. and rejoicing the Institute’s staff. Major Roe, however, stayed behind and moved to Northfields soon afterwards. Thus three people, Mr Knowles, Mrs Bright and Mr Cooke, actually moved the store to its home in South Kensington which had been bought by the Welding Institute from Lord Grantham a few years before. They received a warm welcome and ever since the relations of the two Institutes have been of the friendliest. At first they occupied two rooms on the second floor overlooking Princes Gardens, where two trees were covered in blossom, but soon a third room in the basement, which had been used by the I.Prod.E., was moved into it. All these rooms had to be furnished and equipped since only the frying room from Cromwell Road was available. This, however, was not a cause for complaint, together with Mrs Bright’s safe and a number of filing cabinets, was all that was needed. As I wrote in the first issue of Quality Assurance News and long weeks elapsed before the Institute at last had its own telephone. In the meantime the telephone was to the Welding Institute’s telephones and were grateful for their ready co-operation.

At the I.Prod.E. the Institute had shared a computer but the demand now was for main frame and the Institute had not enough to justify the acquisition. The Addressograph machine and a Graphotype embossing machine were purchased and our mailing list was transferred to metal cards which the Institute had not had for some time. The members had become the Institute’s representative.

The Editor recalls: ‘We had intended, rather unwisely, to install the Addressograph in a store room, still known as “the bathroom” for such a purpose since it had once been used, and the representative of the selling firm came and assured us this would be possible, accordingly four days were delivered the large and heavy machine and with great difficulty carried it up the stairs. Imagine their feelings, and ours, when they found that the room, where the machine was, was nowhere else but where the bathroom had not gone through the door! It had to be carried down to the basement and it took nearly a week. A few weeks later, when engineers years it did yeoman service but has now been superseded by a more sophisticated but, alas, less endearing machine from another firm.’

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Miscellaneous activities

During all the changes that occurred during the last section, the change in the running of the Institute continued as normally as possible. By the time this period started, the Forward Planning Group was in abeyance as it was planned to take ahead while so many uncertainties remained about the location of headquarters and the extent of our association with the Production Engineers.

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The Institute decided to revive the Annual Dinner, and the first to be held was in 1973 in association with the Inspec Exhibition which was being held at the Royal courts of Justice. The Council for the 1973 banquet. This was a prestige event and some 125 people attended, but for one of the members of the Institute the only cover was a number of the prices of trade journals. There was no one from the national daily. Financially the Institute lost over £1,000. The losses were the worst hit the Institute had experienced in its history, and the result were the worst hit the Institute had experienced in its history, and the result was a decrease in the number of members.
The Regions and Branches
A number of Groups and Branches were inaugurated during this period. At the end of 1972 an Edinburgh Group was formed and 50 people attended a dinner meeting on the subject of ‘Quality assurance of wines’. In June 1974 the Derby/Notts. Group became a full Branch. At the end of the year a Group was formed in the Preston area which was upgraded to become the Lancashire Branch, based on Preston.

The North East Branch was formed into Tyneside and Tyne & Wear Branches as from 1st July 1975.

The Council at various times considered how it could better keep in touch with the Regional Newsletters and in each issue of the Journal was considered, but the idea was not pursued. In mid 1974 grants to the Branches were increased by 25% per cent.

Considerable difficulty was experienced during this period in keeping in touch with the Australian Branches. Primarily the trouble seemed to be the vastness of Australia. Members there are separated by huge distances, and compact Branches on the British pattern do not and indeed cannot exist.

The Journal
By mid 1974 The Quality Engineer was in trouble. The year began with the miners’ dispute and then three working weeks. Hardly had the printing industry begun to recover from the effects of this than it was disrupted by a nationwide go-slow ordered by the National Graphical Association. Monthly publication had been begun in July 1971 but it seems there was insufficient material of the right sort to fill so many issues in a year and the Editorial Committee began reluctantly to consider whether The Quality Engineer should not again be published bi-monthly. As it turned out, Sydney Jary Ltd were amalgamated with The Production Engineer but this was turned down. Finances were shaky and the firm handling the advertising was putting the bank on the blacklist. At its meeting on 9th July the Editorial Committee appointed a Tender Subcommittee. Other larger printing and advertising tenders for The Quality Engineer, soon to be renamed Quality Assurance. On 16th July the Sub-Committee met and agreed to recommend to the General Committee that Sydney Jary Ltd should publish the bwelling periodical. Its proprietor, Mr. John Murray, agreed to publish two periodicals, a quarterly journal containing mostly the papers and a monthly news bulletin. His proposals were adopted and the news bulletin, named Quality Assurance News, began publication in January 1975.

In March 1975 the Council decided to revive the Past Presidents’ Award which had not been made since 1965. It was now to be made biannually for the best paper published or submitted for consideration during the previous two years. Papers would be judged on their originality, the extent to which they advanced the technology of quality assurance, and on their general treatment of the subject. All members, except Companions, would be eligible and papers would be judged by a committee of Past Presidents.

Membership and entrance examinations
As the new Institute of Quality Assurance came into being in 1972 the Council asked the Education Committee to set out minimum qualifications in other disciplines than engineering, which would be regarded as equivalent to those of a quality engineer. The requirements for membership could then be appropriately recorded, and the examination syllabuses broadened. With an even wider horizon in mind, the Committee tried to find out what other countries who were members of the European Organization for Quality Control demanded. At this time some 200 candidates a year qualified for Institute membership, but only about 40 did so by taking the Institute’s own examinations. Mostly they took College courses with examinations approved and assessed by the Institute.
attendance of members was said to be due partly to the cost, and partly to the requirement for evening dress. The Council decided that in 1974 the ‘annual dinner’ should take the form of a luncheon at the Café Royal, and should be linked with the Motor Show. It had to be postponed, however, and finally became a dinner linked with the London Conference and Exhibition at Granby Hall, Leicester, in April 1975.

In March 1974 Council members commissioned and personally paid for a photographic portrait of Professor John Locham, who had been the first president of the new Institute of Quality Assurance. The photograph was made in such a way that it resembled a portrait in oils and Council members and others declared it to be superb. It now hangs in the Editor’s room at headquarters. The Council also inaugurated an annual John Locham Lecture, and invited Professor Locham himself to give the first. He called it ‘The broad spectrum of quality assurance’ and gave it at Leicester in April 1975 on the day of the Annual Dinner.

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A number of Groups and Branches were inaugurated during this period. At the end of 1972 an Edinburgh Group was formed, and 50 people attended a inaugural meeting on the theme of ‘Quality assurance of wines’. In June 1974 the Derby/Notts. Group became a full Branch, with the President in attendance. By the end of 1974 the Preston Branch was closed and its members were absorbed into the Lancashire Branch, based on Preston. Two further Branches were formed into Terside and Tyne & Wear Branches from 1st July 1975.

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Certificate of Competence in Quality Assurance
In the early 1970s the Ministry of Defence introduced Defence Standards 05-21 to 05-29. These raised the standard required for a company to become an approved Ministry contractor and most engineering companies were affected to a greater or less extent. Outside engineering, however, the impact was small. Some large companies, e.g. the car manufacturers, introduced their own methods of assessing suppliers, and this meant that a supplying company could be assessed by a number of quality assurance teams, each with differing requirements.

In September 1972 the Council’s attention was drawn to this situation, and it decided to investigate the possibility of establishing a common approval system and giving Certificates of Competence to successful companies. Such a system could only come into being if the help and co-operation of all interested parties was obtained.

Early in 1973 a number of companies were asked to provide copies of their Quality Manuals, each of which set out all the quality arrangements of the company in a form which had been approved by the Ministry of Defence or another authority. The idea was to write a guide to the preparation of a Quality Manual and the work was eventually undertaken by Mr ‘Red’ Arnott, a dedicated member of the South Western Branch. He had made substantial progress when, in 1975, he suddenly died and the documents he had prepared were scattered.

1975-79

Headquarters accommodation
By the end of 1975 the Institute was firmly established in its new premises at Princess Gate in South Kensington. Space was however limited and in the following year it took over the Committee Room of the Institute of Welding and Pressure Vessels. The Company Secretary, Mr Knowles, in the autumn of 1977 Miss B. Headley joined the staff as junior clerical assistant. In 1978 the Institute acquired another room in the basement and two more rooms across the yard from the Editor’s room which were formally opened in December by Miss Hewins and Miss Stuart. At last the Institute has adequate storage space and a sense of clutter has been removed. The most recent addition to the staff (February 1979) is Mrs M. Gaskin, who is now responsible for running courses and conferences.

Headquarters activities
On 22nd September 1975 the Council approved some revisions to the standing committees, which were to be as follows:

Physical General Purposes and Finance (Organisation and Finance) Membership (Applications for membership)

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Finances
The Institution continued nationally, to progressive increases in subscriptions became inevitable and as from 1st January 1973 they were all increased by £1.50. By the end of that year, however, all finance was still strained, and it was agreed that a further increase would soon be necessary. The Treasurer, Mr J. L. Leng, estimated that expenditure could be divided roughly as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretarial and administrative services</td>
<td>60</td>
</tr>
<tr>
<td>Journal costs</td>
<td>10</td>
</tr>
<tr>
<td>Committees and Branches</td>
<td>10</td>
</tr>
<tr>
<td>Subscriptions to other bodies</td>
<td>5</td>
</tr>
</tbody>
</table>

From 1st January 1975 fees were again raised and now a Fellow paid £12.50 and a Member £9.75. This was the first time the entrance fee of a successful candidate had been deducted from his first year’s subscription, but this practice now ceased.

Mrs Dorothy Bright wearing her Silver Jubilee medal

Education (Institute examinations) Educational Journal and other publications Professional Activities Conference

The Professional Activities Committee deserves some explanation. It succeeded the Materials Evaluation Committee whose activity had come to an end for more than its title suggested. The new Committee was charged with stimulating and developing activity in all fields of quality assurance found in British industry, and for this purpose it was empowered to form and dissolve Technical Groups whose Chairmen would report to and serve on the Committee.

1977 was the year of the Queen’s Silver Jubilee, and to mark the occasion the Institute sponsored The Queen Elizabeth II Silver Jubilee Award. Entry was restricted to British subjects under 35 years of age, and the award, which consisted of a Silver Trophy plus technical books up to £30 in value, was presented for the most outstanding contribution to the advancement of Quality Assurance during the previous five years. Entries could take the form of a paper, application of a new technique or a novel application of an old one, or evidence of inspiring others to greater achievements in Quality Assurance. The Award was made to David Murray, Member, Our Registrar, Mrs Dorothy Bright, was awarded a Silver Jubilee medal by H.M. The Queen for her long and devoted services to the Institute. She joined the staff in April 1961 and had given unstinting service ever since, so well deserved were the congratulations which Members of Council and other members heaped upon her.

Numerous conferences, seminars etc. were held during this period. Of particular note are the five-day courses held by Dr J.M. Juran, the eminent American consultant, sometimes called the ‘father of Quality Assurance’, in London, Birmingham during 1978, and the Second National Reliability Conference at the Metropole Hotel, Birmingham, in March 1979.

For some time a committee had been working on a pre- sentation exercise with the aim of persuading Government Departments and British Industry in general of the need for a national campaign to improve quality
assurance generally. (A whole issue of Quality Assurance has been devoted to this theme in June 1976.) Early in 1978 the first presentation was successfully given, and several influential organizations agreed to co-operate.

It became necessary to identify named people as Trustees of the Institute and, on 8th March 1978, the Council decided that these should be the immediate past President, the Chairman and Vice-Chairman of the Council, and the Secretary of the Institute.

Negotiations had been going on with the American Society for Quality Control, in order to establish stronger links, and in November 1977 an agreement was announced. It was printed on the front page of the November issue of Quality Assurance News.

Negotiations with the College of Arms, which had been begun in 1972, were resumed and by June 1977 it was possible to make a formal application for a Grant of Armoiries. Final proposals were ready by February 1978, and the agreed design was finally registered in October. It was reproduced in the June 1978 issue of Quality Assurance News for December 1978 and in full colour on an insert in Quality Assurance News.

Entrance examinations

For some time the syllabus for a new examination subject ‘BS Standardization’, had been in preparation. By September 1976 it was ready to be offered for the 1977-78 College year.

During 1977 two pamphlets were prepared and printed, dealing with careers in quality assurance. There was a short pity one for students, and a more comprehensive one for Technical Colleges and Careers Offices. By October these were ready to be issued.

In June 1977 the Council approved the expenditure of £2,000 to sponsor the production of a video-audio quality-assurance training package. This was completed about October 1978.

At the end of 1977 and in the early part of 1978 the Education Committee began the preparation of a number of quality-assurance modules. These were to be suitable for inclusion in the new courses of the Technical Education Council, but could also be included in other college courses. In addition the Committee decided to review the whole of the Institute’s examination policy with a view to bringing it up to date. The preparation of a syllabus dealing with quality assurance in process industries was put in hand, and consideration was given to the possibility of producing one dealing with the quality-assurance aspects of management and cost accounting.

The Regions and Branches

At the end of 1975 the membership, as divided into Regions, was as on Table 1.

<table>
<thead>
<tr>
<th>Region</th>
<th>Number of members</th>
<th>Branches</th>
<th>Council Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>South East</td>
<td>1,150</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>South West</td>
<td>1,100</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>North West</td>
<td>700</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>North</td>
<td>700</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Scottish and North East</td>
<td>850</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Total in the U.K.</td>
<td>4,250</td>
<td>30</td>
<td>13</td>
</tr>
</tbody>
</table>

Thus the average number of members in a Branch was 142, and the average number represented by Regional Council of Member Council of 327.

In the spring of 1976 the Luton Branch, which had been inactive for some time, was revived, and its members were transferred to either the Letchworth or the London: North West Branch. The former Branch of North Western Branch was renamed the Greater Manchester Branch.

At the end of the year the Colchester Branch faded away and efforts were being made to reconstitute the ailing South Wales Branch. These were unsuccessful and in March 1978 it was closed and its members were transferred to the South Western Branch. By the summer, however, the South Western Branch had succeeded in reconstituting a Group in South Wales.

Towards the end of 1977 the London South West Branch launched the ‘All Barret Memorial Award’ to be presented to the best student in quality assurance at Slough College, and similarly the London: South East Branch launched the ‘John Loxham Award’ for the best student at Woolwich College. In November 1978 a new Branch was formed, with the Letchworth Branch and the Edinburgh Branch merging together: London: North East, London: North West, Chelmsford and Letchworth Branches but the London: North East Branch hastily withdrew and returned to the South East Region.

Finances

Inflation still continued, and as costs rose the Council sought to maintain the standard of the name of the way was to use Quality Assurance News as the main channel of communication to members, thus avoiding the high postal charges involved in sending individual copies. In October 1977 the price was increased on 1st January 1976. Fellows now had to pay £15 and Members £12 each.

Unfortunately, with every increasing costs, even these rates lasted only for two years, and in 1978 the annual fees were raised to their present level. Fellows now pay £17 and Members £14 each.

The margin of costing and printing and posting Quality Assurance News was, in its time, estimated to £4.80 per member.

In June 1977 the Council decided to set up an ‘Institute Salary Panel’ to look after our permanent staff and ensure that their salaries were kept in line with inflation.

At the end of 1978, Mr. John Barlow, who had been Hon. Treasurer of the Institute since 1969, died suddenly. This was a great loss to the Institute for not only had he watched over its finances for nearly 10 years, but he had contributed much to the success of the conferences held at Oxford.

Certificate of Competence in Quality Assurance

In 1976 the Council decided to review the whole of the Institute’s examination policy with a view to bringing it up to date. The preparation of a syllabus dealing with quality assurance in process industries was put in hand, and consideration was given to the possibility of producing one dealing with the quality-assurance aspects of management and cost accounting.

The following have still to be held:

5th June 1979: Service of Dedication at Holy Trinity Brompton, followed by a Reception and Buffet Lunch and the Annual General Meeting and Diamond Jubilee Conference. Midland Region Conference and Exhibition.


Acknowledgements

My sincere thanks are due to the secretariat for their help in preparing this history, and especially to Major Peter Roe in 1969 and Mr. H. Cooke in 1979.

Rowland Caplen spent 25 years with Westinghouse Brake & Signal Company, beginning as assistant production engineer and finishing as manager. For the past 12 years he has been senior lecturer in Quality and Reliability at The Hatfield Polytechnic. He joined the Institute of Engineering Inspection in 1966, and at various times has been Council Member, Chairman of the Industrial Education Panel, examiner in Reliability Engineering, and assistant in Organisation and Management of Quality Assurance. He is the author of three books and numerous articles in the field of Quality Assurance, and is currently chief editor of the Cyl & Gals Code of Quality Assurance News.

5 John Loxham Lecturers

1975: Professor John Loxham
1977: Dr J.I. Brown
1978: Dr J.R. Crosscock
1979: Professor P.M. Crocker

4 Winners of the Past Presidents’ Award

1978: Professor J.C. Farnham
1979: Dr. E. Gregory
1980: Major A.W. Sproll
1981: Mr. D. Wheeler
1982: Dr. A.M. Sproll
1983: Dr. D. Gregory
1984: Mr. A. Lillie
1985: Mr. A. H. Trigg
1986: Mr. A. Brown
1987: Mr. J. Rees
1988: Mr. A. Brown
1989: Mr. A. H. Trigg
1990: Mr. A. Brown
1991: Mr. J. Rees
1992: Mr. A. Brown
1993: Mr. A. H. Trigg
1994: Mr. A. Brown
1995: Mr. J. Rees
1996: Mr. A. Brown
1997: Mr. A. H. Trigg
1998: Mr. A. Brown
1999: Mr. J. Rees
2000: Mr. A. Brown

6 Addresses of the Institute

1919 Hotel Metropole, Northumbriand Avenue SW1 1948 Bedford Row WC1 1921 Palace Chambers, Westminster SW1 1952 Victoria Street S.W. 1933 52 Grosvenor Gardens S.W. 1961 Grosvenor House, Grosvenor House Road, Marble Arch W1 1933 Grosvenor Gardens S.W. 1964 5 Pierpoint Street, Jirih, Westminster 1934 4 Castle Street, Westminster S.W. 1967 600 New Bond Street, S.W. 1954 (a) 20 Victoria Street S.W. 1964 664 Grand Buildings, Tottenham Square S.W. 1970 Chelsea Riverside S.W. 1942 146 Cowcross Road S.W. 1975 54 Prince Gate, Exhibition Road S.W. 2PG

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65
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In September of 1978, as a result of a talk given by the Vice-Chairman of the Council, and the Secretary of the Institute, negotiations had been going on with the American Society for Quality Control, in order to establish stronger links, and in November 1978 an agreement was announced. It was printed on the front pages of the November issue of Quality Assurance News.

Negotiations with the College of Arts, which had been begun in 1972, were resumed and by May 1977 it was possible to confirm a new association for a period of three years. Further negotiations were held, and in July 1978 an agreement was finalized in October. It was announced in the Quality Assurance News on 30 July 1978 and in full colour on an insert in Quality Assurance News.

Entrance examinations
For some time the syllabus for a new examination subject "BS Standardization", had been under consideration. By September 1976 it was ready to be offered for the 1977-78 College year.

During 1977 two pamphlets were prepared and printed, dealing with careers in assurance and the assurance training package. This was completed about October and a number of known and unknown, and those who had indicated they were interested in the subject, were invited to form a study group in their own area. The meeting was held at Slough College, and the agreed design was finalized in October. It was reprinted in black and white on the front of Quality Assurance News for November 1978 and in full colour on an insert in Quality Assurance News.

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Unfortunately, with ever increasing costs, even these rates lasted only for two years, and on 1 January 1978 the annual fees were raised to their present level. Fellowships now pay £17 and Members £14 each.

The marginal cost of printing and posting Quality Assurance and Quality Assurance News was, at this time, estimated to be £40 per member.

In June 1977 the Council decided to set up an Institute Salary Panel to study the question of salaries and to ensure that their salaries were kept in line with inflation.

On 22nd December 1978 Mr. John Barlow, who had been Hon. Treasurer of the Institute since 1969, died suddenly. This was a great loss to the Institute for not only had he watched its growth with a steady hand, but also contributed much to the success of the conferences held at Oxford.

Certificate of Competence in Quality Assurance
In 1976 the following requirements for certificate of qualification and certification system. It must be voluntary, supported by British industry; provide different forms of assessment to meet different needs; be financially self-supporting. Early in 1976 some 60 letters were sent to various government ministries, trade associations, etc. 61 replies were received as follows:

48 welcomed the initiative;
10 expressed interest;
3 declined.

On 2nd April 1976 the Professional Activities Committee arranged an open forum at Princess Gate, to discuss the problems of multi-quality assurance. It considered whether a third party assurance as the Institute could help or whether it would help to establish a national standard for training and registering quality assurance assessors. Those who were asked to compile a questionnaire were interested in the need for formal and systematic training of assessors. Meanwhile, whilst in both Nottingham and Manchester, on the Ministry of Defence system of quality assurance assessment was well suited. In 1977 a series of successful ones were held, at seminars entitled "Assessor the meeting of sub-contractors and services was held in Birmingham, Edinburg, and Bristol.

In the spring of 1976 the Lucon Branch, which had been established for some time, was dissolved, and its members were transferred to either the Letchworth or the London: North West Branch. In October 1977 the North West Branch was renamed the Greater Manchester Branch.

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