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[The Top Quality Questions](http://Elsmar.com/Forums/showthread.php?t=10856)

(<http://Elsmar.com/Forums/showthread.php?t=10856>)

cchochran

7th February 2005 11:05 AM

The Top Quality Questions

Howdy,

This should be fun. I'm assembling a list of the most common quality-related questions. I would like to get a nice round number of 50 or 100 questions. What would you add to this list?--

1. What documents require control?
2. How do we improve our root cause analysis?
3. How can I get Top Management to see the value of our quality system?
4. How do I begin implementing a management system?
5. How do we develop a customer survey?
6. Our top management jumps from one management fad to another. How can I get them to focus on what we're already doing?
7. What measuring instruments must be calibrated?
8. How do you control forms?
9. How can we control memos, printed emails, and sticky notes that people insist on posting?
10. How do you calibrate tape measures, rulers, and similar gauges?
11. What is the most effective format for job procedures?
12. How do we determine if a corrective action was effective?
13. How can I get employees more excited about our quality system?
14. How can we reinvigorate our internal audit process?
15. Do we have to inspect or verify everything we purchase?
16. Do we have to keep records of receiving inspection?
17. How do we get people to use our corrective action system?
18. What should we do if we fail to achieve our objectives?
19. Should all customer complaints become corrective actions?
20. How do we control nonconforming products when the product is a service?
21. How do we define exactly what is considered a nonconforming product?
22. Should all nonconforming products be submitted to corrective action?
23. Does our Quality Manual have to repeat all the requirements from the standard we're implementing?
24. How can we add value to our Quality Manual?
25. What should we do about repeat product defects?
26. What should we do about customer feedback?

27. What is the most effective way to choose organizational objectives?
28. Should we combine our quality system with our system for Sarbanes-Oxley compliance?
29. We just lost a key customer. What can we do to get them back?
30. One of our key customers has a specification/tolerance/requirement that we simply can not meet. What can we do?
31. How do I plan for an internal audit?
32. Should we use checklists during internal audits? If so, what kind?
33. How do we innovate our products?
34. What's the best way to educate people on our company's objectives?
35. Whenever I say ISO 9001 (or TS 16949 or ISO 14001 or any other standard), people in my company get turned off. What should I do?
36. Our management review takes forever and managers hate participating. What should we do about this?
37. We would like to cherry pick requirements from ISO 9001, instead of implementing the entire standard. Is this a good idea?

Fire away!
Craig

amjadrana

7th February 2005 11:24 AM

The Top Quality Questions

The questions that have been posted are interesting. However I would suggest to add categories to those questions. That would enable others to easily identify questions that have already been addressed. The categorization can also be according to the clauses of the quality management system like ISO 9001:2000

ccochran

7th February 2005 12:15 PM

Resorted

Amjadrana,

Good idea. I resorted them into categories and added a few new items:

Document control / Documentation

1. What documents require control?
2. How do you control forms?
3. How can we control memos, printed emails, and sticky notes that people insist on posting?
4. What is the most effective format for job procedures?
5. Who should approve documents?
6. What's the most efficient form of document control?
7. Does our Quality Manual have to repeat all the requirements from the standard we're implementing?
8. How can we add value to our Quality Manual?

Problem Solving / Corrective Action

9. How do we improve our root cause analysis?
10. How do we determine if a corrective action was effective?
11. How do we get people to use our corrective action system?
12. Should all customer complaints become corrective actions?
13. What should we do about repeat product defects?

Management Responsibility / Leadership

14. How can I get Top Management to see the value of our quality system?
15. Our top management jumps from one management fad to another. How can I get them to focus on what we're already doing?
16. What should we do if we fail to achieve our objectives?
17. What is the most effective way to choose organizational objectives?
18. Our management review takes forever and managers hate participating. What should we do about this?

Implementation

19. How do I begin implementing a management system?
20. Should we combine our quality system with our system for Sarbanes-Oxley compliance?
21. We would like to cherry pick requirements from ISO 9001, instead of implementing the entire standard. Is this a good idea?

Customer Satisfaction

22. How do we develop a customer survey?
23. What should we do about customer feedback?
24. We just lost a key customer. What can we do to get them back?

Calibration

25. What measuring instruments must be calibrated?
26. How do you calibrate tape measures, rulers, and similar gauges?
27. What happens if something is found to be out of calibration?
28. Can people be calibrated?

Organizational Culture

29. How can I get employees more excited about our quality system?
30. Whenever I say ISO 9001 (or TS 16949 or ISO 14001 or any other standard), people in my company get turned off. What should I do?

Auditing

31. How can we reinvigorate our internal audit process?
32. How do I plan for an internal audit?
33. Should we use checklists during internal audits? If so, what kind?

Inspection

34. Do we have to inspect or verify everything we purchase?
35. Do we have to keep records of receiving inspection?

Control of Nonconforming Products

36. How do we control nonconforming products when the product is a service?
37. How do we define exactly what is considered a nonconforming product?
38. Should all nonconforming products be submitted to corrective action?
39. One of our key customers has a specification/tolerance/requirement that we simply can not meet. What can we do?

Innovation / Design

40. How do we innovate our products?

Training

41. What's the best way to educate people on our company's objectives?
42. Does top management have to be included in our training process?

43. How can we verify whether training has been effective?

Craig

Howard Atkins

8th February 2005 02:22 AM

Here are a few that I would like to know the answer,

Do we do anything with the graphs we display?

If top management do not care why should I?

To who does the QMS belong?

amjadrana

8th February 2005 10:11 AM

The top quality questions

Some additional questions:

Management:

How is internal communication carried out. Is this effective?

How often is management review carried out? Is it sufficient?

Design:

How can design and development function be integrated with production function?

Production:

What are the means by which production instructions are conveyed to the persons doing the work?

How do we ensure that the persons doing the work have understood the instructions?

ccochran

8th February 2005 10:23 AM

Howard,

Very good questions. I especially like the first and third one; they're applicable to nearly every organization I deal with. The second question, "If top management do not care why should I?" is a tough one. I think the answer might be: Update your resume. Let me know of any other interesting questions you think of. I'm going to add these to my list.

Amjadrana,

Also very good questions. You phrased these almost as audit questions, but they're clear and relevant nonetheless. My two favorite ones are "How often should management review take place," and "How do we better integrate our design functions with our production functions?" Thanks for these ideas which I will add to my list.

Keep thinking of additional questions you hear or remember from your past...

CRaig

RCBeyette

8th February 2005 12:38 PM

Okay, Craig...you tossed out the line and I'm taking the bait....here goes...sorry if they repeat anything in your list or the lists provided by those who have already replied...

Records

1. What is a "record" and how does it differ from a "form" or a "document"?
2. How do you control records?
3. How do you determine how long you need to keep a record?

Management

1. What is the difference between TS16949 and ISO9001, and how do we know what is right for us?
2. How do we select a Registrar that is right for us?
3. How often do we need to do Management Review and why?
4. How do we create a meaningful Quality Policy and effective Quality Objectives?

Training

1. What is the difference between "qualified" and "competent"?
2. We are a unionized environment. How do we demonstrate "competency" without rocking the boat?
3. What other method(s) - besides performance appraisals and job observations - can be used to demonstrate competency?

Management Systems

1. What are the common elements between ISO 9001 and ISO 14001?
2. What are the pros and cons to having an integrated Business Management System?

That's all I've got this point. My break is over. :)

ccochedran

8th February 2005 01:26 PM

Roxane,

HOME RUN! It went over the right field wall and landed in someone's car in the parking lot. Terrific ideas. Would you be so kind as to keep thinking of these questions? I'll start the coffee pot for your next break...

Craig

qualitygoddess - 2010

8th February 2005 02:49 PM

More Q's

Fun post. One other thought -- big companies will answer these questions differently than little companies.

Org Culture:

When middle management doesn't support the quality system, what should the quality manager do? How can we get people interested in supporting the quality system without resorting to "do it or else"?

Problem-solving:

How can we learn to prevent problems?

Implementation:

We are just a small company, and only want to be ISO compliant. What are the pros and cons to being compliant vs. registered?

Audit:

How often should we audit the quality system to be sure it is effective?

Innovation:

How can I learn more about design for manufacturability concepts?
How can I learn more about design for six sigma concepts?

Wes Bucey

8th February 2005 05:34 PM

So far, we're only on questions. I agree the answers may be much more difficult to reach consensus on.

WALLACE

8th February 2005 09:09 PM

How should we communicate the intentions, needs and expectations of our Business system to: Employees, Suppliers and Customers at all levels?
Wallace.

ccoehran

8th February 2005 09:29 PM

Goddess,

These are some very good additions. I especially like the ones on "How do we prevent problems?" "What are the pros and cons of being certified versus conforming with a standard?" and "How often should we audit the system?" The questions on design for manufacturability and design for six sigma are too complex for my simple mind, but you piqued my curiosity.

Wes,

Answer these questions? Are you crazy? It's so much more fun just to pose questions. I knew you

would want answers. You dog-gone answer guys...

Wallace,

A strong, strategic addition. Thanks!

ALL-- The list is getting better and longer...

Craig

SteelMaiden

9th February 2005 08:37 AM

The one I am most often asked is "How does ISO say to do it?"

RCBeyette

9th February 2005 08:45 AM

Quote:

*In Reply to Parent Post by **ccochran***

Answer these questions? Are you crazy? It's so much more fun just to pose questions. I knew you would want answers. You dog-gone answer guys...

Hah! That's exactly what I was going to say. The "questions" are easy...but the "answers" are a lot more fun and exciting.

The more I look at some of these questions, the more I think that they'll end up as exam questions for some poor quality students.

Quote:

*In Reply to Parent Post by **WALLACE***

How should we communicate the intentions, needs and expectations of our Business system to: Employees, Suppliers and Customers at all levels.?

How expanding this to include all five levels of Stakeholders : Customers, Community, Employees, Shareholders, Suppliers?

cncmarine

9th February 2005 08:48 AM

What is the difference between a consultant and a third party auditor?

What is difference between QA and QC?

ccochran

9th February 2005 08:58 AM

Steelmaiden,

When they ask "How does ISO say to do it?", what topic are they typically asking about? In other words, can you narrow your general question to something more specific?

Roxane,

These will be exam questions for a poor, bald sap named Craig.

CncMarine,

These are excellent additions. "What's the difference between QC and QA" is a classic.

Craig

SteelMaiden

9th February 2005 10:52 AM

...just about everything that the standard says we must address:) it seems to be a favorite tactic of management ...

I have to determine competence for personnel performing work affecting product quality? How do I do that? How does the standard say to do it?

How does the standard say to evaluate suppliers?

Monitor processes? What does the standard say about HOW to monitor the process?

How am I supposed to show continual improvement? Well, what do you look at now to show that your area is indeed improving (or not) the process in regards to our stated goals and overall function and efficiency? I don't know, how does the standard say I need to show continual improvement?

ccochran

10th February 2005 01:08 PM

Steelmaiden,

Those are good additions. I just thought of a few more:

- How do you manage change?
- What is meant by "cost of quality"?
- What is the Pareto principle?
- What is sampling and when is it used?
- How and when do you use a control chart?

Craig

Mike S.

10th February 2005 01:20 PM

Here's one :

My boss says we don't have time to "do all that quality stuff" (or "follow the procedures", etc.) so what am I supposed to do?

little__cee

10th February 2005 01:27 PM

Why can't I

I didn't read them all so sorry if its a repeat but the one I hear the most is

"Why CAN'T I write 'human error' on this form???"

cncmarine

10th February 2005 01:27 PM

What does ISO stand for ?

If we have ISO then why do we have rejects ?

amjadrana

10th February 2005 02:34 PM

Top Quality Questions

ISO stands for International Organization for Standarization. Regarding questions that can be developed in order to assess present system or to use them as training tools, it is not relevant whether it has to do with ISO 9001 or not. Of course these questions can be used for ISO 9001 quality management system.

amjadrana

10th February 2005 02:37 PM

Sorry forgot to reply to second part.

Having ISO does not mean that there will be no rejections. If used as a tool properly, it should be able to reduce the number of rejections from the pre ISO stage.

cncmarine

10th February 2005 02:38 PM

:)

Thank you amjadrana. I should of clarified myself..

I was adding it to the list of top quality questions

Jim Wynne

10th February 2005 02:39 PM

Quote:

*In Reply to Parent Post by **cncmarine***

What does ISO stand for ?

If we have ISO then why do we have rejects ?

"ISO" doesn't actually stand for anything directly. It's not an abbreviation (if it were, it would be "IOS") so it's pronounced eye-so, not I-S-O. It's a Greek combining form meaning "equal" and was chosen so

that the IOS could be identified on an equal basis in all languages.

ccochran

10th February 2005 03:09 PM

Cncmarine,

Thank you, sir! A couple of good additions.

Amjadrana & JSW05:

Thanks for your answers, but all we're doing here is compiling the most commonly-heard quality questions. No need to provide any answers in this thread. Good thinking, though!

Craig

MikeL

11th February 2005 05:09 AM

Gettin' better all the time....(Lennon & McCartney)

I Like (not sure if it should be under management responsibility or measurement analysis and improvement)....

How do we know if we are getting better?
(or) How do we prove to the assessor we are getting better?

RCBeyette

11th February 2005 08:06 AM

Quote:

*In Reply to Parent Post by **MikeL***

I Like (not sure if it should be under management responsibility or measurement analysis and improvement)....

*How do we know if we are getting better?
(or) How do we prove to the assessor we are getting better?*

How about...."How can we prove to our Stakeholders that we are improving?"

Then again...."What is improvement?"

ccochran

11th February 2005 09:30 AM

MikeL and Roxane,

Yes, I like those. You're both hitting the same issue from slightly different angles. An alternate could be "What is continual improvement?" Thanks for your super ideas. Keep thinking. I'm think I'm up to about 84 questions...

Craig

Kevin H

11th February 2005 10:22 AM

Craig, here are several more to consider:

Why do we have a quality system?

Why do we want to register our quality(business) system to a standard?

Why isn't lack of training a root cause?

ccochran

11th February 2005 10:59 AM

Kevin,

Great additions!

Thanks,
Craig

lindal

11th February 2005 11:07 AM

Quote:

*In Reply to Parent Post by **ccochran***

Training

41. What's the best way to educate people on our company's objectives?

42. Does top management have to be included in our training process?

43. How can we verify whether training has been effective?

Craig

44. How can we get *insert department name here* to complete the required training this year?

ccochran

11th February 2005 11:12 AM

Lindal,

If I'm not mistaken, this is your first post. Welcome to the Cove! And thanks for the nice addition.

Craig

RCBeyette

11th February 2005 12:01 PM

Quote:

*In Reply to Parent Post by **lindal***

44. How can we get insert department name here to complete the required training this year?

Welcome to the Cove, lindal! :bigwave:

Keeping in line with training...

- How do we determine **who** needs to be trained on **what** and **why**?
- How do we determine the best method to train our people?
- What are the pros/cons to:
 - On-the-job training
 - Classroom training
 - Computer-based training
 - Other styles...
- What do we show in order to prove that a person is qualified and competent?
- What do we do (or what does it mean) when we have to constantly retrain an individual on the same process/task?
- If we've documented our systems as per the requirements, do we really need to train people on all these documents? Afterall, they already know the process!
- What's an acceptable amount of time for training on a document to be outstanding? At what point does remaining training on a document (new or revised) become a concern?
- People won't sign off that they've been trained! Now what?

Gee, Craig! This is quite the can of worms you've opened! :D This list of questions will basically end up being a complaint-list from those of us in the Management Systems field! Questions that we are constantly asked and tired of answering. :rolleyes:

:topic:

You'll be pleased to know, my fine southern gentleman, that I've picked up a Georgia accent. We have a consultant here, Mon-Fri, from Atlanta assisting us with our maintenance routines. His desk is beside mine...thankfully, he doesn't use "ya'll" that much! :D I've got the weekend to lose it, but come Monday afternoon, it'll be back!

Craig H.

11th February 2005 01:09 PM

Why do we have to write these documented procedures? All of the guys on the other shifts do it the same way!!! (HA!!!!!!!!!!)

lindal

11th February 2005 01:32 PM

Thanks much Craig and RC!

Linda

ccochran

12th February 2005 10:14 PM

The Top 100 Quality Questions (so far)

Roxane,

Craig H. and I can personally coach you if you ever really want to become a Southern Belle. There are very few of these in existence nowadays, and it's hard work. The payback is incredible, though.

ALL: My list has crested 100. What do you think? Should I kick any of these out?

The Top 100 Quality Questions

Auditing

1. What are the most important things to remember about auditing our management system?
2. What is the correct way to write an audit nonconformity?
3. How do I plan for an internal audit?
4. How often should we audit?
5. Should we use checklists during internal audits? If so, what kind?
6. What kinds of people make the best auditors?
7. What are the most important audit questions?
8. How can we reinvigorate our internal audit process?
9. What is a product audit?
10. I keep hearing about process audits. How do we perform a process audit?

Calibration

11. What measuring instruments must be calibrated?
12. How do you calibrate tape measures, rulers, and similar gauges?
13. What happens if something is found to be out of calibration?
14. Can people be calibrated?
15. What is "gauge R&R"?

Customer Satisfaction

16. What are the best ways to gauge customer perceptions?
17. How do we develop a customer survey?
18. How should we use customer feedback?
19. Are complaints a good indicator of customer satisfaction?
20. Do our methods for capturing customer satisfaction have to produce hard data?
21. We just lost a key customer. What can we do to get them back?
22. One of our key customers has a specification/tolerance/requirement that we simply can not meet. What can we do?

Document control / Documentation

23. What is the difference between a document and a record?
24. What documents require control?
25. How do you control forms?
26. How can we control memos, printed emails, and sticky notes that people insist on posting?
27. What is the most effective format for job procedures?
28. Who should approve documents?
29. What's the most efficient form of document control?
30. Does our Quality Manual have to repeat all the requirements from the standard we're implementing?
31. How can we add value to our Quality Manual?
32. Should our document numbers mimic the numbering of ISO 9001 (or any other standard)?
33. How do we create a meaningful quality policy?

Innovation / Design

34. How do we innovate our products?

35. How do we develop a lean design process that our design people will follow?

Inspection

- 36. Do we have to inspect or verify everything we purchase?
- 37. Do we have to keep records of receiving inspection?
- 38. Is final inspection of our products absolutely necessary?
- 39. How can improve the consistency of visual inspection?

Management Responsibility / Leadership

- 40. How can I get Top Management to see the value of our quality system?
- 41. Our top management jumps from one management fad to another. How can I get them to focus on what we're already doing?
- 42. What should we do if we fail to achieve our objectives?
- 43. What is the most effective way to choose organizational objectives?
- 44. Our management review takes forever and managers hate participating. What should we do about this?
- 45. How often should we have management reviews?
- 46. What is the point of a Quality Policy (or any other 'motherhood' documents)?
- 47. Can anybody learn leadership skills?

Nonconforming Products

- 48. How do we control nonconforming products when the product is a service?
- 49. How do we define exactly what is considered a nonconforming product?
- 50. Should all nonconforming products be submitted to corrective action?
- 51. What's the best way to deal with returned goods?

Organizational Culture

- 52. How do you manage change?
- 53. How can I get employees more excited about our quality system?
- 54. Whenever I say ISO 9001 (or TS 16949 or ISO 14001 or any other standard), people in my company get turned off. What should I do?
- 55. Do suggestion systems work?
- 56. What is the correct way to recognize employees?

Problem Solving / Corrective & Preventive Action

- 57. How do we improve our root cause analysis?
- 58. How do we determine if a corrective action was effective?
- 59. How do we get people to use our corrective action system?
- 60. Should all customer complaints become corrective actions?
- 61. What should we do about repeat product defects?
- 62. What are the pros and cons of team problem solving?
- 63. How do we prevent problems from happening in the first place?
- 64. What is mistake proofing and how is it done?

Process orientation / Process control

- 65. What exactly is a process?
- 66. What are some ways of monitoring processes?
- 67. Should business processes coincide with departmental boundaries?

Quality Principles

- 68. What's the difference between Quality Control and Quality Assurance?
- 69. What is meant by "cost of quality"?
- 70. What is the Pareto principle?
- 71. What is Six Sigma?

72. What is continual improvement?

Records / Record control

73. Does everything we do have to be supported by a record?

74. How do you control records?

75. How do you determine the retention time of records?

Standards: Implementation, Registration, Relationships

76. What exactly is the point of a management system?

77. How do I begin implementing a management system?

78. What kind of person makes a good management representative?

79. Should we combine our quality system with our system for Sarbanes-Oxley compliance?

80. We are just a small company, and only want to be ISO compliant. What are the pros and cons to being compliant vs. registered?

81. We would like to cherry pick requirements from ISO 9001, instead of implementing the entire standard. Is this a good idea?

82. What's the difference between ISO 9001 and TS 16949? Which is right for our company?

83. How do we select a registrar?

84. What is the correct way to disagree with our registrar?

85. What are the benefits of having an integrated management system?

Statistical techniques

86. What is sampling and why is it used?

87. How do you use a control chart?

88. What is Cpk and how is it used?

Supplier Management

89. What are some effective ways of evaluating supplier performance?

90. We would like to use the inspection performed by our suppliers in lieu of our own. Any problem with that?

91. Do we have to maintain an approved supplier list?

92. Is auditing suppliers a good idea?

93. Are supplier questionnaires effective?

Training

94. How do we determine competency requirements for personnel?

95. What's the best way to educate people on our company's objectives?

96. Does top management have to be included in our training process?

97. How can we evaluate the effectiveness of training?

98. Do we have to train employees on every written procedure that relates to their job?

99. What's the difference between "qualified" and "competent"?

100. How do you make on-the-job training effective?

101. What's the best way to train people on our management system in general?

Please continue to think of questions. Your ideas have been incredible.

Craig

Phillip

15th February 2005 04:36 AM

thank you very much for this craig!

its audit time once again and so im back at the cove. :) (sorry guys for not getting here regularly)

i'd like to add questions.. (for your approval)

On Training:

(follow up to #94) Have we identified specific skills competencies for our employees? at different levels?
How do we conduct training needs analysis?

On Problem Solving/Corrective & Preventive Action:

What is the relationship of our corrective/preventive actions to that of resolutions in management reviews?

that's all for now. :o

RCBeyette

15th February 2005 02:25 PM

So now what, Craig? All these questions...so little time. What will you do with these questions?

As for the offer, thanks...but I doubt I could ever be a true belle, unless Scarlett counts. I mean, I just took care of a mouse in my house, I worked up the nerve to kill a spider (granted, I almost used a wrench to do it), and I'm hardly the docile type. But I can throw a tantrum that'd make Miss O'Hara look like an amateur! :D

Hershal

15th February 2005 03:55 PM

a few more questions

The list for calibration is a good start, but needs expansion.....

Is the calibration traceable?

What is it traceable to?

How can I tell it is traceable?

What is this measurement uncertainty stuff my provider keeps giving me?

All calibration providers are the same, right?

Can't we do this ourselves just as easily?

Why do I have to keep watch on these calibration folks?

Why does the calibration cost so much? (especially for accredited calibration)

The calibration lab MUST be an _____ accredited lab, right?

How do I find a good calibration provider?

Hershal

ccochedran

15th February 2005 11:37 PM

Phillip,

Good to hear from you. Go here for some training guidance:

<http://www.qualitydigest.com/may01/html/iso9000.html>

There are also lots of good training threads in the Cove.

This doesn't directly address your question about the connection of corrective action to management review, but lots of other Cove threads do:

http://www.qualitydigest.com/sept02/..._article.shtml

I defer to the terrific guidance provided by the experts here in the Cove.

Roxane,

What, you're not a Southen Belle?!? I think you're excellent material for this esteemed role! Throwing a tantrum is the primary qualification! If you've got this covered, then you're ready. As for this list, I'm not entirely sure what to do with it. I would like to refine it a bit more. Some of the questions are a little fuzzy and unanswerable. But it's fun to come up with lists like this. Ultimately it would be very interesting to try to tackle a list of questions of this sort. A big project, though...

Hershal,

Speaking of refining the list, you've definitely added some interesting angles for calibration. The great thing about calibration is that the questions never end. You nailed 3 or 4 really good questions that I'm going to add. Thanks a lot!

Craig

qualitygoddess - 2010

16th February 2005 12:03 AM

Craig:

I suppose we have to ask the most obvious question, since I don't think I saw it on the list.

What is quality?

Or perhaps these questions --

What's the difference between a requirement and an expectation?

If I meet my customer's requirements, isn't this all the ISO standard requires?

.....insomnia gets one thinking some strange thoughts.....

--QG

ccochran

16th February 2005 08:23 AM

Goddess,

Oooh, I can't believe we didn't think of the "What is quality" angle. That's a great one.

I also love your "What's the difference between a requirement and an expectation?" That feeds into a lot of other topics: auditing, customer satisfaction.

Hooray for insomnia...!

Thanks a bunch,
Craig

Hershal

17th February 2005 12:07 AM

Next.....when will you start compiling answers?

I'll help with the calibration ones.....

Hershal

Peter Fraser

17th February 2005 05:21 AM

Craig

Maybe not in the top 100, but I have been intrigued by these for years ...

ISO9000 SERIES

- * Why does ISO9000:2000 talk of internal (as well as external) customers but all reference to "customer" in ISO9001:2000 only relates to an external one?
- * Why does ISO9001:2000 say that we must have a Quality Manual?
- * Can we rely on a customer to tell us what they really think of our goods or services, or might we get different answers at different intervals after delivery, and from different people within the customer organisation?
- * Why did ISO9001:2000 introduce the term "product realisation" when no-one ever used it before and we have yet to see any job advert for a "Product Realisation Operative"?
- * How can we "enhance customer satisfaction by meeting customer requirements" - surely we are just "ensuring" satisfaction by meeting their requirements, and would need to do something extra to enhance satisfaction?
- * Which definition of a "process" should we use - the one in ISO9000:2000 or in ISO9001:2000?
- * And anyway, why does the definition not recognise that a business process must have a trigger (to get it started) and an objective (to make sense of its performance)?
- * How do I "apply a system of processes within an organisation" - are the process not there already?
- * Am I the only person in the world who doesn't see any point to the "model of a process based management system shown in Figure 1" of ISO9001:2000 ("Model of a process-based quality management system")?
- * Why does the model show a two-way information flow between customers and "Management responsibility" when Section 4 (Management responsibility) makes no suggestion that top management communicates with customers?
- * Why is there only a link shown from "Management responsibility" into "Resource Management", when the requirements stated under "Management responsibility" have an equal if not greater impact on "Product realisation" and on "Measurement, analysis and improvement"?
- * Would it make more sense if "Management responsibility" was the label on the big circle in the background, and the top box was "Planning and Organising"?

- * Why are "Customer requirements" described as a "value-adding activity" when they are not an activity at all, never mind one that adds value?
- * Why are there only two information flows shown, and only "to" and "from" customers, when internal communication is equally important (as the standard rightly states elsewhere)?
- * Why are we told that the term "product" applies only to the product intended for or required by a customer" when Section 7.4.1 says that it is (also) something that the organisation receives from a supplier, and when ISO9000:2000 says that a product is "the output from a (ie any) process"?
- * Do you know anyone who believes that a "driver's manual" or a "dictionary" is "software"?
- * Why are "quality management processes" supposed to be separate from" product realization processes"?

Bill Ryan

17th February 2005 07:33 AM

Maybe under Quality Principles -

Why isn't "*good enough*" good enough?

ccochran

17th February 2005 10:57 AM

Hershal,

Thanks for your offer. You strike me as a guy who knows his calibration stuff inside and out. It's been a few years since I pulled out the ol' gauge blocks, so I'll be taking you up on that offer.

Thanks again,
Craig

ccochran

17th February 2005 11:16 AM

Peter,

What a great list. These are what I would call "deep thinker questions." Clearly you've been just as puzzled about some parts of ISO 9001 as I have.

Why don't you select some of these and open threads within the ISO 9001 forum? I think you would get a fascinating range of responses. Most of these don't have any absolute answer (not in my opinion, anyway), so it would be a fine and lively discussion.

Thanks again for your great ideas.

Craig

ccochran

17th February 2005 11:22 AM

Bill,

Another deep, philosophical question that gets to the heart of management systems and customer satisfaction...and the whole reason most of us are working in this field in the first place. Great thinking!

Craig

Peter Fraser

19th February 2005 11:40 AM

Quote:

*In Reply to Parent Post by **ccochran***

Peter,

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Why don't you select some of these and open threads within the ISO 9001 forum? I think you would get a fascinating range of responses. Most of these don't have any absolute answer (not in my opinion, anyway), so it would be a fine and lively discussion.

Thanks again for your great ideas.

Craig

Craig

Do you not reckon that most folk who have read ISO9001:2000 would have asked themselves the same questions when they tried to work out what it meant for their own organisations? I have hinted at some of my concerns in other posts, but there hasn't been much response. Although I don't expect to have much time over the next few weeks to get involved in a discussion, I might just post something to see what it generates.

By the way, I agree that there are few absolute answers - but I wish that folk would ask a few more questions - just because something is "ISO" doesn't mean that it is best practice (or even well-written)!

WALLACE

19th February 2005 12:06 PM

Quote:

*In Reply to Parent Post by **Peter Fraser***

Craig

Do you not reckon that most folk who have read ISO9001:2000 would have asked themselves the same questions when they tried to work out what it meant for their own organisations? I have hinted at some of my concerns in other posts, but there hasn't been much response. Although I don't expect to have much time over the next few weeks to get involved in a discussion, I might just post something to see what it generates.

By the way, I agree that there are few absolute answers - but I wish that folk would ask a few more questions - just because something is "ISO" doesn't mean that it is best practice (or even well-written)!

Very well put Peter,

There is a tendency to align all things in business systems to an ISO standard.

I firmly believe this is an almost always misguided approach. Of course the registrars love this approach and certainly preach that line.

Craigs thread is an excellent birds eye view of the general approach and viewpoints relating to, a reliance upon ISO standards for successful business systems.

JKO, FWIW.

Wallace.

cchochran

21st February 2005 07:43 AM

Peter and Wallace,

Thanks for your thoughtful inputs. I must admit that I am a reluctant embracer of management system standards. Reluctant, because the presence of a management system standard implies that there is one single best way to do everything, which of course is ridiculous. ISO 9001 does provide an enormous amount of latitude, but this leads to the wide range of interpretations. A standard is better than nothing, I guess, as long as good business sense is applied.

If someone attempts to tackle the answers to this list or any other list, I think could be two answers for each question: 1) the practical, businesslike answer, and 2) the "standard" answers (e.g., ISO 9001, TS 16949, etc.). Often the two answers would be the same, and sometimes not. In a large number of cases, there would be no connection since the standards don't clearly address the topic in question. It would be an interesting project, at any rate.

Thanks again,

Craig

WALLACE

21st February 2005 08:09 AM

Craig,

Your initial request was for Quality related questions yet, the majority of answers tended to be ISO related. This is a clear indication that for the most part, quality personnel who participated in this thread naturally correlated your question with an ISO standard focused thread.

Yes, ISO 9001 (In particular) is an excellent standard for those who wish to integrate it into their

existing business models.
 Questions focusing on the interrogatives (Who, what, where, when, why, how) may reveal much regarding the actual need and or necessity of an ISO standard inclusion into an existing business model. As I have said frequently, "sometimes an ISO business model is neither needed nor necessary".
 JMO.
 Wallace. :bigwave:

carrello

25th April 2013 11:29 AM

Re: The Top Quality Questions -- Your Input Requested

... do you have a list of answers to those questions?

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