

TABLE 38-1 Quality Management Principles – Self Assessment

PRINCIPLE	MATURITY LEVEL		
	Level I (1–3)	Level II (4–6)	Level III (7–10)
1. Customer focused organization Understanding customer needs and expectations	No proactive process for understanding customer needs <input type="checkbox"/>	A proactive process exists but not in the QMS <input type="checkbox"/>	The process is fully integrated into the QMS <input type="checkbox"/>
2. Leadership Creating a unity of purpose and a quality culture	No clearly defined and communicated organization purpose, values and objectives <input type="checkbox"/>	We know where we are going but we are not all pulling in the same direction <input type="checkbox"/>	Everyone understands the organization’s purpose and objectives and are motivated and supported to achieve them <input type="checkbox"/>
3. Involvement of people Developing and motivating the people	People are just another resource to be used to achieve our results <input type="checkbox"/>	We involve everyone in decisions that affect them <input type="checkbox"/>	We value our people and achieve our results through team work <input type="checkbox"/>
4. Process approach Managing processes effectively	We have a set of random task-based procedures that are independent of the business objectives <input type="checkbox"/>	We have departmental processes that serve departmental goals <input type="checkbox"/>	We design our processes to meet the organization’s objectives and continually measure, review and improve their performance <input type="checkbox"/>
5. System approach to management Understanding interactions and interdependencies	Our system for achieving quality is organized around the clauses of ISO 9001 <input type="checkbox"/>	We have formalized our operational processes so that they deliver conforming product <input type="checkbox"/>	We have a system of processes that enables us to manage the interactions between processes and so deliver the desired organizational outcomes. <input type="checkbox"/>
6. Continual improvement Continually seeking better ways of doing things	Continual Improvement is perceived as correcting mistakes only <input type="checkbox"/>	Continual Improvement is perceived as responding to problems <input type="checkbox"/>	Continual Improvement is perceived as proactively seeking opportunities to improve performance in everything we do <input type="checkbox"/>
7. Factual approach to decision making Basing decisions on facts	We don’t use any data generated by the QMS to make business decisions <input type="checkbox"/>	We mainly use audit data, customer complaints and nonconformity data as inputs to decision making <input type="checkbox"/>	We base our decisions on process performance data generated by the management system <input type="checkbox"/>
8. Mutually beneficial supplier relationships Realizing that you need others to succeed	We treat our suppliers as adversaries and keep them at arms length <input type="checkbox"/>	We work with our suppliers to improve our overall performance <input type="checkbox"/>	We involve our key suppliers in our future strategy <input type="checkbox"/>
Total			