

RANDOM HOUSE  BOOKS



Perfect Quality

Bryn Owen

CONTENTS

About the Author

Other Titles in the Series

Title Page

Acknowledgments

Foreword

Introduction

1. What is quality?
2. Why is quality vital to survival?
3. Who is responsible for quality?
4. How is quality achieved?
5. When is quality achieved?

Further Reading

Copyright

ABOUT THE AUTHOR

Bryn Owen, BSc, MSc, PhD, DMS, CEng, FIEE, FIQA, FAQMC

Now in his third career, Bryn Owen started work over 30 years ago as a Production Engineer. During the following 15 years he worked in manufacturing industry in the UK and Nigeria. His posts included five years as Plant Manager of a domestic appliance factory and six years as Quality Manager in the automotive industry. Before becoming a full time consultant in 1986 he was the Head of Computer Aided Engineering at Salford University College. There he was responsible for the development and presentation of courses in the field of Quality.

Bryn has written two books on achieving ISO 9000 registration. The first of these books describes in everyday language the findings of his research for which he was awarded a PhD in 1991. This work involved the development of a model to simplify the design of the optimum quality system. Workshops based on his work have been run in the USA, Europe, the Middle East and the Far East.

Bryn believes that education and training must be lifelong, for the individual, employer and society. He actively encourages others to develop themselves and their staff through his work as an Open University Tutor and a non-executive Director of his local Training and Enterprise Council.

Bryn Owen is currently Chief Executive of Optimum Systems for Quality, a firm of quality consultants who have worked with many clients to improve their quality systems. The company has an international reputation for quality and has clients throughout the UK, in the USA and the Middle East. To demonstrate their progress down the road of continual improvement Optimum Systems has achieved registration to ISO 9001 and Investors in People.

The objective of this book is to build an awareness in the readers of the necessity to pursue quality and to show the benefits that follow. If you want further guidance along the road to quality, then Bryn can be contacted at Optimum Systems via the telephone, 01282-779002 or fax 01282-779099.

Dr Bryn Owen

THE PERFECT SERIES

ALL YOU NEED TO GET IT RIGHT FIRST TIME

OTHER TITLES IN THE SERIES:

The Perfect Appraisal by Howard Hudson

Perfect Business Writing by Peter Bartram

The Perfect Business Plan by Ron Johnson

The Perfect Career by Max Eggert

Perfect Communications by Andrew Leigh and Michael Maynard

The Perfect Conference by Iain Maitland

The Perfect Consultant by Max Eggert and Elaine van der Zeil

Perfect Customer Care by Ted Johns

The Perfect CV by Max Eggert

Perfect Decisions by Andrew Leigh

The Perfect Dismissal by John McManus

Perfect Financial Ratios by Terry Gasking

Perfect Freelancing by Sean Marriott and Paula Jacobs

The Perfect Interview by Max Eggert

Perfect Marketing by Louella Miles

The Perfect Meeting by David Sharman

The Perfect Negotiation by Gavin Kennedy

Perfect PR by Marie Jennings

Perfect Presentation by Andrew Leigh and Michael Maynard

Perfect Recruitment by David Oates and Viv Shackleton

The Perfect Report by Peter Bartram

The Perfect Sale by Nick Thornely and Dan Lees

Perfect Stress Control by Carole McKenzie

Perfect Teamwork by Ron Johnson

Perfect Time Management by Ted Johns

Perfect Quality

ALL YOU NEED
TO GET IT RIGHT
FIRST TIME

BRYN OWEN


ARROW
BUSINESS BOOKS

ACKNOWLEDGMENTS

Quality is concerned with providing customers with a performance that is perceived to give value. This is rarely achieved by working alone, but through teams of individuals with shared objectives. This has certainly been the case with this book and I gladly acknowledge the help and assistance given by all who have contributed to its contents.

My thoughts on quality have been influenced by writers who have published on the subject, but more importantly by discussions with those people who, day by day, consider what quality means to them. These discussions have been in everyday life and during thirty years working in industry, commerce and education. This text draws on discussions and experiences from throughout that period. I thank the many colleagues and clients who have developed my thinking and have provided the anecdotes in this book.

The team of individuals who have helped me most during the task of preparing the manuscript are my colleagues at Optimum Systems for Quality. They have discussed and reviewed the contents and worked with me to improve the content. This editing team has included Claire Huckin, Christine Lowe, Mel Owen, Ed Payne and Steve Rowe. They say that one picture is worth a thousand words and so a special thanks goes to Allen Leaver for his excellent work in preparing the illustrations.

FOREWORD

Quality, especially with regard to ISO 9000, has become the latest media casualty, and like most such casualties, this is the result of mis-reporting and ignorance. Bryn Owen's book makes the case for Quality Assurance in business and commerce being as important as oxygen is to life itself. It is in fact a breath of fresh air, and underpins the importance of the subject. Every executive and line manager should have a copy, if only to remind them of the fundamentals.

Peter Nicholson, The Nicholson Partnership

INTRODUCTION

THE ACHIEVEMENT OF Quality is a major issue throughout industry, commerce and government bodies. It is not just a passing craze or the flavour of the month. It is at the heart of the success of every business. It is vital for survival and growth.

We have been blessed with some excellent 'prophets' who have developed many approaches and techniques to improve quality. These people have proved that a sustained and scientific drive towards quality can make significant differences to the standard of performance of an organisation and hence to its profits. Their work has transformed companies, industries and indeed countries.

We have been cursed with many false 'prophets' who claim to be knowledgeable and are yet barely able to understand the essentials. They have become 'experts' through seeing one or two techniques used in specific circumstances. They ply their trade and their followers achieve little except high bills, poorly trained staff and badly documented systems.

To understand how to achieve quality it is essential that you have a clear understanding of what is meant by quality, why it is essential, who is responsible and when it is achieved. Most people know when they are pleased with what they have delivered and received, but to describe what this comprises is not an easy task. This book considers quality in non-technical terms, and presents a text which answers the What, Why, Who, How and When of Quality.