

O P S
Q U A L I T Y
S E R V I C E

Glossary of Terms



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 Ontario

OPS QUALITY SERVICE

GLOSSARY OF TERMS

ASQ: American Society of Quality is a society of individual and organizational members dedicated to the ongoing development, advancement, and promotion of quality concepts, principles, and technologies. The Society serves more than 130,000 individuals and 1000 corporate members in the United States and 63 other countries.

Approach: Identifies the organization's intent for an Item, the thinking and planning plus the strategies, processes and infrastructure that are designed to achieve the intent and to track progress.

Balanced Scorecard: A management instrument that translates an organization's mission and strategy into a comprehensive set of performance measures to provide a framework for strategic measures and management. The scorecard measures organizational performance across several perspectives: financial, customers, internal business processes, and learning and growth.

Benchmark: A measured, "best-in-class" achievement; a reference or measurement standard for comparison; this performance level is recognized as the standard of excellence for a specific business process. A standard or point of reference used in measuring and/or judging quality or value.

Benchmarking Gap: The difference in performance between the benchmark for a particular activity and other companies in the comparison; the measured leadership advantage of the benchmark organization over other organizations.

Best-in-class:	An organization, practice or process that, when compared to others which are similar, is judged to produce superior results.
Best Practices:	Documented strategies and tactics employed by highly admired organizations/agencies in the delivery of goods, products and services as captured through global benchmarking with peak national excellence awards organizations and leading edge research.
Brainstorming:	A technique that teams use to generate ideas on a particular subject. Each person in the team is asked to think creatively and write down as many ideas as possible. The ideas are not discussed or reviewed until after the brainstorming session.
Calibration:	The comparison of a measurement instrument or system of unverified accuracy to a measurement instrument or system of a known accuracy to detect any variation from the required performance specification.
Cause-And-Effect Diagram:	A tool for analyzing process dispersion. It is also referred to as the Ishikawa diagram , because Kaoru Ishikawa developed it, and the fishbone diagram, because the complete diagram resembles a fish skeleton. The diagram illustrates the main causes and subcauses leading to an effect (symptom). The cause-and-effect diagram is one of the seven tools of quality .
Check Sheet:	A simple data-recording device. The check sheet is custom-designed by the user, which allows him or her to readily interpret the results. The check sheet is one of the seven tools of quality. Check sheets are often confused with data sheets and checklists (see individual entries).
Checklist:	A tool used to ensure that all important steps or actions in an operation have been taken. Checklists contain items that are important or relevant to an issue or situation. Checklists are often confused with check sheets and data sheets.

Common Causes:	Causes of variation that are inherent in a process over time. They affect every outcome of the process and everyone working in the process (see also “special causes”).
Conformance:	An affirmative indication or judgment that a product or service has met the requirements of a relevant specification, contract, or regulation.
Continuous Improvement:	The ongoing improvement of products, services, or processes through incremental and breakthrough improvements.
Control Chart:	A chart with upper and lower control limits on which values of some statistical measure for a series of samples or subgroups are plotted. The chart frequently shows a central line to help detect a trend of plotted values toward either control limit.
Core Process:	The fundamental activities, or group of activities, so critical to an organisation's success that failure to perform them in an exemplary manner will result in deterioration of the organisation's mission.
Corrective Action:	The implementation of solutions resulting in the reduction or elimination of an identified problem.
Cost of Poor Quality:	The costs associated with providing poor-quality products or services. There are four categories of costs: internal failure costs (costs associated with defects found before the customer receives the product or service); external failure costs (costs associated with defects found after the customer receives the product or service); appraisal or assessment costs (costs incurred to determine the degree of conformance to quality requirements; and prevention costs (costs incurred to keep failure and appraisal costs to a minimum).
Cost of Quality (COQ):	A term coined by Philip Crosby referring to the cost of poor quality.
Count Chart:	A control chart for evaluating the stability of a process in terms of the count of events of a given classification per unit occurring in a sample.

Count-Per-Unit Chart:	A control chart for evaluating the stability of a process in terms of the average count of events of a given classification per unit occurring in a sample.
CQI:	Continuous quality improvement.
Creativity:	The generation of ideas for new or improved working practices and/or products and services.
Crosby, Philip:	The founder and chairman of the board of Career IV, an executive management consulting firm. Crosby also founded Philip Crosby Associates, Inc. and the Quality College. He has written many books, including Quality Is Free, Quality Without Tears, Let's Talk Quality, and Leading: The Art of Becoming an Executive. Crosby, who originated the zero defects concept, is an ASQ senior member and past president.
Culture:	The total system of values, ethics, and behaviours inherent in an organization; and transmitted, practised and reinforced by members of the organization.
Customer:	The person or group, directly served by the organization, that establishes the requirement of a process and receives or uses the outputs of that process. See "internal customer" and "external customer".
Customer Delight:	The result of delivering a product or service that exceeds customer expectations.
Customer Satisfaction:	The result of delivering a product or service that meets customer requirements and expectations.
Customer-Supplier Partnership:	A long-term relationship between a buyer and supplier characterized by teamwork and mutual confidence. The supplier is considered an extension of the buyer's organization. The partnership is based on several commitments. The buyer provides long-term contracts and uses fewer suppliers. The supplier implements quality assurance processes so that incoming inspection can be minimized. The supplier also helps the buyer reduce costs and improve product and process designs.
Data:	Raw numbers and fact, including perceptions.

Decision Matrix:	A matrix used by teams to evaluate problems or possible solutions. After a matrix is drawn to evaluate possible solutions, for example, the team lists them in the far-left vertical column. Next, the team selects criteria to rate the possible solutions, writing them across the top row. Third, each possible solution is rated on a scale of 1 to 5 for each criterion and the rating recorded in the corresponding grid. Finally, the ratings of all the criteria for each possible solution are added to determine its total score. The total score is then used to help decide which solution deserves the most attention.
Defect:	A product's or service's non-fulfillment of an intended requirement or reasonable expectation for use, including safety considerations. There are four classes of defects: Class 1, Very Serious, leads directly to severe injury or catastrophic economic loss; Class 2, serious, leads directly to significant injury or significant economic loss; Class 3, Major, is related to major problems with respect to intended normal or reasonably foreseeable use; and Class 4, Minor, is related to minor problems with respect to intended normal or reasonably foreseeable use.
Demerit Chart:	A control chart for evaluating a process in terms of a demerit (or quality score), i.e., a weighted sum of counts of various classified non conformities.
Deming Cycle:	See "plan-do-check-act cycle".
Deming Prize:	Award given annually to organizations that, according to the award guidelines, have successfully applied company wide quality control based on statistical quality control and will keep up with it in the future. Although the award is named in honor of W. Edwards Deming, its criteria are not specifically related to Deming's teachings. The award process is overseen by the Deming Prize Committee of the Union of Japanese Scientists and Engineers in Tokyo.
Deming, W. Edwards (deceased):	A prominent consultant, teacher, and author on the subject of quality. After sharing his expertise in statistical quality control to help the U.S. war effort during World War II, the War Department sent Deming to Japan in 1946 to help that nation recover from its Wartime losses. Deming published more than 200 works, including the well-known books Quality,

Dependability:	Productivity, and Competitive Position and Out of the Crisis. Deming, developed the 14 points for managing The degree to which a product is operable and capable of performing its required function at any randomly chosen time during its specified operating time, provided that the product is available at the start of that period. (Nonoperation-related influences are not included.) Dependability can be expressed by the ratio: time available divided by (time available + time required).
Deployment:	Identifies the activities happening to implement an approach in order to achieve an intent. Deployment Involves achieving breadth, depth, acceptance and Integration of these activities.
Design of Experiments (DOE):	A branch of applied statistics dealing with planning, conducting, analyzing, and interpreting controlled tests to evaluate the factors that control the value of a parameter or group of parameters.
Designing-In Quality vs. Inspecting-In Quality:	See “prevention vs. detection”.
Diagnostic Journey And Remedial Journey:	A two-phase investigation used by teams to solve chronic quality problems. In the first phase, the diagnostic journey, the team journeys from the symptom of a chronic problem to its cause. In the second phase, the remedial journey, the team journeys from the cause to its remedy.

80-20:	A term referring to the Pareto principle, which was first defined by J. M. Juran in 1950. The principle suggests that most effects come from relatively few causes, that is, 80% of the effects come from 20% of the possible causes.
Employee Involvement:	A practice within an organization whereby employees regularly participate in making decisions on how their work areas operate, including making suggestions for improving, planning, goal setting, and monitoring performance.
Empowerment:	A condition whereby employees have the authority to make decisions and take action in their work areas without prior approval. For example, an operator can stop a process if they detect a problem or a customer service representative can send out a replacement product if a customer calls with a problem. Experimental design: a formal plan that details the specifics for conducting an experiment, such as which responses, factors, levels, blocks, treatments, and tools are to be used.
Environment:	Circumstances and conditions that interact with, and affect an organization. These can include economic, political, social, cultural, and physical conditions external and internal to the organization.
Ethics:	The universal morals which the organisation adopts and abides by. when weighing the issues that arise in determining a good course of action."
Excellence:	Outstanding practice in managing the organisation and achieving results. Based on fundamental concepts which will include: results orientation, customer focus, leadership and constancy of purpose, processes and facts, involvement of people, continuous improvement and innovation, mutually beneficial partnerships, public responsibility.
External Customer:	A person or organization who receives a product, a service, or information but is not part of the organization supplying it.

Failure Mode Analysis (FMA):	A procedure to determine which malfunction symptoms appear immediately before or after a failure of a critical parameter in a system. After all the possible causes are listed for each symptom, the product is designed to eliminate the problems.
Failure Mode Effects Analysis (FMEA):	A procedure in which each potential failure mode in every sub-item of an item is analyzed to determine its effect on other sub-items and on the required function of the item.
Failure Mode Effects And Criticality Analysis (FMECA):	A procedure that is performed after a failure mode effects analysis to classify each potential failure effect according to its severity and probability of occurrence.
Finance:	The short term funds required for the day to day operation of the business, and the capital funding from various sources required for the longer term financing of the organisation.
Fishbone Diagram:	See "cause-and-effect diagram".
Fitness For Use:	A term used to indicate that a product or service fits the customer's defined purpose for that product or service.
Flowchart:	A graphical representation of the steps in a process. Flowcharts are drawn to better understand processes. The flowchart is one of the seven tools of quality .
FMA:	See failure mode analysis.
FMEA:	See failure mode effects analysis.
FMECA:	See failure mode effects and criticality analysis.
Force Field Analysis:	A technique for analyzing the forces that aid or hinder an organization in reaching an objective. An arrow pointing to an objective is drawn down the middle of a piece of paper. The factors that will aid the objective's achievement, called the driving forces, are listed on the left side of the arrow. The factors that will hinder its achievement, called the restraining forces, are listed on the right side of the arrow.

14 points:

W. Edwards Deming's 14 management practices to help companies increase their quality and productivity:

- 1) create constancy of purpose for improving products and services,
- 2) adopt the new philosophy,
- 3) cease dependence on inspection to achieve quality,
- 4) end the practice of awarding business on price alone; instead, minimize total cost by working with a single supplier,
- 5) improve constantly and forever every process for planning, production, and service,
- 6) institute training on the job,
- 7) adopt and institute leadership,
- 8) drive out fear,
- 9) break down barriers between staff areas,
- 10) eliminate slogans, exhortations, and targets for the work force,
- 11) eliminate numerical quotas for the work force and numerical goals for management,
- 12) remove barriers that rob people of pride of workmanship and eliminate the annual rating or merit system,
- 13) institute a vigorous program of education and self-improvement for everyone and,
- 14) put everybody in the company to work to accomplish the transformation.

Framework:

A description of an interlinked and inter-dependent set of items established as a guide to action to support the achievement of a higher goal.

Gantt Chart:

A type of bar chart used in process planning and control to display planned work and finished work in relation to time.

Go/No-Go:

State of a unit or product. Two parameters are possible: go – conforms to specifications, and no-go – does not conform to specifications.

Histogram:

A graphic summary of variation in a set of data. The pictorial nature of the histogram lets people see patterns that are difficult to see in a simple table of numbers. The histogram is one of the seven tools of quality.

Hoshin Planning:

Breakthrough planning. A Japanese strategic planning process in which an organization develops up to four vision statements that indicate where the company

should be in the next five years. Company goals and work plans are developed based on the vision statements. Periodic audits are then conducted to monitor progress.

Imperfection:	A quality characteristic's departure from its intended level or state without any association to conformance to specification requirements or to the usability of a product or service (see also "defect" and non conformity").
In-Control Process:	A process in which the statistical measure being evaluated is in a state of statistical control, i.e., the variations among the observed sampling results can be attributed to a constant system of chance causes (see also "out-of-control process").
Innovation:	The practical translation of ideas into new products, services, processes, systems and social interactions.
Inspection:	Measuring, examining, testing, and gauging one or more characteristics of a product or service and comparing the results with specified requirements to determine whether conformity is achieved for each characteristic.
Internal Customer:	The recipient, person or department, of another person's or department's output (product, service, or Information) within an organization.
Ishikawa Diagram:	See "cause-and-effect diagram".
ISO:	International Organization for Standardization (ISO), based in Geneva, Switzerland. Established in 1947, ISO is a worldwide non-governmental federation, currently composed of the national standards bodies of 130 countries. The mission of ISO is to promote the development of standardization and related activities in the world with a view to facilitating the international exchange of goods and services, and to develop co-operation in the spheres of intellectual, scientific, technological and economic activity. www.iso.ch .
ISO 9000 Series Standards:	A set of individual but related international standards on quality management and quality assurance developed to help companies effectively document the quality system elements to be implemented to maintain an efficient quality system. The standards,

initially published in 1987, are not specific to any particular industry, product, or service. The standards were developed by the International Organization for Standardization (ISO) www.iso.ch.

Juran, Joseph M. (deceased):

The former chairman emeritus of the Juran Institute And an ASQ Honorary member. Since 1924, Juran has pursued a varied career in management as an engineer, executive, government administrator, University professor, labor arbitrator, corporate director, and consultant. Specializing in managing for quality, he has authored hundreds of papers and 12 books, including Juran's Quality Control Handbook, Quality Planning and Analysis (with F. M. Gryna), and Juran on Leadership for Quality.

Just-In-Time (JIT):

An optimal material requirement planning system for a process in which there is little or no material inventory on hand at the assembly site and little or no incoming inspection.

Kaizen:

A Japanese term that means gradual unending improvement by doing little things better and setting and achieving increasingly higher standards. The term was made famous by Masaaki Imai in his book, Kaizen: The Key to Japan's Competitive Success.

Knowledge:

Knowledge is part of the hierarchy made up of data, information and knowledge. Data are raw facts. Information is data with context and perspective. Knowledge is information with guidance for action.

Leaders:

The people who coordinate and balance the interests of all who have a stake in the organisation, including: the executive team, all other managers and those in team leadership positions or with a subject leadership role.

Leadership:

An essential part of a quality improvement effort. Organization leaders must establish a vision, communicate that vision to those in the organization, and provide the tools and knowledge necessary to accomplish the vision.

Learning:

The acquiring and understanding of information which may lead to improvement or change. Examples of organizational learning activities include benchmarking, internally and externally led

assessments and/or audits, and best practice studies. Examples of individual learning include training and professional qualifications.

Lower Control Limit (LCL):

Control limit for points below the central line in a control chart.

Malcolm Baldrige National Quality Award (MBNQA):

An award established by Congress in 1987 to raise awareness of quality management and to recognize U.S. companies that have implemented successful quality management systems. The award is named after the late Secretary of Commerce Malcolm Baldrige, a proponent of Quality management. The U.S. Commerce Department's National Institute of Standards and Technology manages the award, and ASQ administers it. The award criteria are widely used As a model for what is required to be an effective organization.

Management System:

The framework of structures, systems, policies and processes used to ensure that the organisation can fulfill all the tasks required to achieve its objectives.

Metrics:

Give numerical standards against which a client's own processes can be compared. The metrics are usually determined via a detailed and carefully analyzed survey or interviews. Clients are then able to identify shortcomings, prioritize action items, and then conduct follow-up studies to determine methods of improvements.

Mission:

A statement that describes the purpose or "raison D'être" of an organisation. It describes why the business or function exists.

Mission:

The unique purpose of an organisation. It explains why the organization exists.

n:

Sample size (the number of units in a sample).

National Quality Institute (NQI):

The National Quality Institute is a not-for-organization that provides strategic focus and direction for Canadian organizational excellence. www.ngi.ca.

Nominal Group Technique:

A technique similar to brainstorming, used by teams to generate ideas on a particular subject. Team Members are asked to silently come up with as many Ideas as possible, writing them down. Each member is

then asked to share one idea, which is recorded. After all the ideas are recorded, they are discussed and prioritized by the group.

Nonconformity:	The nonfulfillment of a specified requirement (see also “defect” and “imperfection”).
Out-Of-Control Process:	A process in which the statistical measure being evaluated is not in a state of statistical control, i.e., the variations among the observed sampling results can be attributed to a constant system of chance causes (see also “in-control process”).
Out Of Spec:	A term used to indicate that a unit does not meet a given specification.
Outputs/Outcomes:	The efficiency with which resources are transformed into goods and services and the quality of those outputs (how well they are delivered to clients and the extent to which clients are satisfied); and Outcomes (the results of a program activity compared to its intended purpose).
Pareto Chart:	A graphical tool for ranking causes from most significant to least significant. It is based on the Pareto principle, which was first defined by J. M. Juran in 1950. The principle, named after 19th-century economist Vilfredo Pareto, suggests that most effects come from relatively few causes; that is, 80% of the effects come from 20% of the possible causes. The Pareto chart is one of the seven tools of quality .
Partnerships:	A working relationship between two or more parties creating added value for the customer. Partners can include suppliers, distributors, joint ventures, and alliances. Note: Suppliers may not always be recognised as formal partners.
Partners:	Two or more parties in a working relationship creating added value for customers. Partners can include suppliers, distributors, joint ventures and alliances.
PDCA cycle:	Plan-Do-Check-Act Cycle.
Performance Management:	The use of performance measurements information to help set agreed-upon performance goals, allocate and prioritise resources, inform managers to either confirm or change current policy or program directions to meet

those goals, and report on the success or failure in meeting those goals.

Performance Measurement:

A process of assessing progress toward achieving predetermined goals.

Perceived Value:

The perception by a stakeholder of the total value of a good or service or relationship provided by an organisation. This can extend far beyond monetary value.

Perception:

The observations and interpretations by a person or a group of people that influence their opinions and behaviours.

Performance:

A measure of attainment achieved by an individual, team, organisation or process.

Principle:

A governing law used as a basis for prediction and reasoning.

Process:

A sequence of activities which adds value by producing required outputs from a variety of inputs.

Prevention vs. Detection:

A term used to contrast two types of quality activities. Prevention refers to those activities designed to prevent nonconformances in products and services. Detection refers to those activities designed to detect nonconformances already in products and services. Other terms used to describe this distinction is “designing in quality vs. inspecting in quality” or “building in quality vs. inspecting in quality”.

Process Capability:

Statistical measure of the inherent process variability for a given characteristic. The most widely accepted formula for process capability is 6 sigma.

QA:

Quality assurance.

QC:

Quality control.

Quality Audit:

A systematic, independent examination and review to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve the objectives.

Quality Control:	The internal operational techniques and activities used to fulfill stated requirements for quality through inspection.
Quality Function Deployment (QFD):	A structured method in which customer requirements are translated into appropriate technical requirements For each stage of product/service design development and production. The QFD process is often referred to as listening to the Voice of the Customer.
Quality Loss Function:	A parabolic approximation of the quality loss that occur when a quality characteristic deviates from its target value. The quality loss function is expressed in monetary units: the cost of deviating from the target Increases quadratically the farther the quality characteristic moves from the target. The formula used to compute the quality loss function depends on the type of quality characteristic being used. The quality loss function was first introduced in this form by Genichi Taguchi.
Quality Month:	Initiated by the American Society for Quality (ASQ), quality month began in the early 1980's and is celebrated annually in October in North America. Every year, individuals and organizations of all types hold special events to strengthen their commitment to quality and celebrate performance excellence
Reliability:	The probability of a product performing its intended function under stated conditions without failure for a given period of time.
Results:	The performance indicators, and the process by which they are monitored and evaluated, that measure the effectiveness of an Approach and its Deployment.
Rework:	The necessity to repeat previous effort because of inadequate or improper instructions, materials, knowledge or skills.

Right The First Time:

A term used to convey the concept that it is beneficial and more cost-effective to take the necessary steps up front to ensure a product or service meets its requirements than to provide a product or service that will need rework or not meet customers' needs. In other words, an organization should engage in defect prevention rather than defect detection.

Scatter Diagram:

A graphical technique to analyze the relationship between two variables. Two sets of data are plotted on a graph, with the y axis being used for the variable to be predicted and the x axis being used for the variable to make the prediction. The graph will show possible relationships (although two variables might appear to be related, they might not be: those who know most about the variables must make that evaluation). The scatter diagram is one of the **seven tools of quality**.

Senior Executive:

The highest-ranking people of the organisation and those identified by the organisation as the senior decision makers.

Seven Tools Of Quality:

Tools that help organizations understand their processes in order to improve them. The tools are the cause-and-effect diagram, check sheet, control chart, flowchart, histogram, Pareto chart, and scatter diagram (see individual entries).

Society:

All those who are, or believe they are, affected by the organisation, other than its people, customers and partners.

Special Causes:

Causes of variation that arise because of special circumstances. They are not an inherent part of a process. Special causes are also referred to as assignable causes (see also "common causes").

Specification:

A document that states the requirements to which a given product or service must conform.

Stakeholders:

All those who have an interest in an organisation, its activities and its achievements. These may include customers, partners, employees, shareholders, owners, government, and regulators.

Standards:	Prescribed set of rules, conditions, or requirements concerning definitions of terms; classification of components; specification of materials; delineation of procedures; or measurement of quantity and quality in describing materials, products, systems, services, or practices.
Strategic Goal:	A long-range target for change that guides an organization's efforts in moving toward a desired future state.
Strategic Objective:	A broad time-phased measurable accomplishment required to realize the successful completion of a strategic goal.
Strategic Planning:	A continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.
Statistical Process Control (SPC):	The application of statistical techniques to monitor and control a process. Often the term "statistical quality control" is used interchangeably with "statistical process control."
Strategy:	A high-level plan for achieving success in an activity, including in particular being a successful enterprise.
Supplier:	A contributor of goods or services to an organisation. An organisation is a customer of its suppliers.
Supplier Quality Assurance:	Confidence that a supplier's product or service will fulfill its customers' needs. This confidence is achieved by creating a relationship between the customer and supplier that ensures the product will be fit for use with minimal corrective action and inspection. According to J. M. Juran, there are nine primary activities needed: define product and program quality requirements, evaluate alternative suppliers, select suppliers, conduct joint quality planning, cooperate with the supplier during the execution of the contract, obtain proof of conformance to requirements, certify qualified suppliers, conduct quality improvement programs as required, and create and use supplier quality ratings.

System:	A network of interrelated elements working together towards a common aim.
Systematic:	A comprehensive and defined sequence of working.
Systemic:	Of the whole system and not confined to particular parts.
Taguchi, Genichi:	The executive director of the American Supplier Institute, the director of the Japan Industrial Technology Institute, and an honorary professor at Nanjing Institute of Technology in China. Taguchi is well-known for developing a methodology to improve quality and reduce costs, which is referred to as the Taguchi Methods. He also developed the quality loss function.
Taguchi Methods:	<p>The American Supplier Institute's trademarked term for the quality engineering methodology developed by Genichi Taguchi. In this engineering approach to quality control, Taguchi calls for off-line quality control, on-line quality control, and a system of experimental design to improve quality and reduce costs.</p> <p>Action taken to compensate for variation within the control limits of a stable system. Tampering increases rather than decreases variation.</p>
Top-Management Commitment:	<p>Participation of the highest-level officials in their organization's quality improvement efforts. Their participation includes:</p> <ol style="list-style-type: none"> 1) establishing and serving on a quality committee, 2) establishing quality policies and goals, 3) deploying those goals to lower levels of the organization, 4) providing the resources and training that the lower levels need to achieve the goals, 5) participating in quality improvement teams, reviewing progress organization-wide, recognizing those who have performed well, and revising the current reward system to reflect the importance of achieving the quality goals.
Total Quality Management (TQM):	Simply put, TQM is a management approach to long-Term success through customer satisfaction. TQM is based on the participation of all members of an organization in improving processes, products, services, and the culture they work in. TQM benefits all

organization members and society. The methods for implementing this approach are found in the teachings of such quality leaders as Philip B. Crosby, W. Edwards Deming, Armand V. Feigenbaum, Kaoru Ishikawa, and J. M. Juran.

Values:	The understandings and expectations that describe How the organisations people behave and upon which all business relationships are based (e.g. trust, support, fairness, teamwork).
Value-Adding Process:	Those activities that transform an input into a Customer-usable output. The customer can be internal or external to the organization.
Value:	Worth, desirability or utility. Usually, determined as a Balance between different characteristics (such as price and benefits).
Variation:	A change in data, a characteristic, or a function that is caused by one of four factors: special causes, common causes, tampering, or structural variation (see individual entries).
Vision:	An idealized view of a desirable and potentially Achievable future state where or what an organization would like to be in the future.
Vital Few, Useful Many:	A term used by J. M. Juran to describe his use of the Pareto principle, which he first defined in 1950. (The principal was used much earlier in economics and inventory control methodologies.) The principle suggests that most effects come from relatively few causes; that is, 80% of the effects come from 20% of the possible causes. The 20% of the possible causes are referred to as the “vital few”; the remaining causes are referred to as the “useful many.” When Juran first defined this principle, he referred to the remaining causes as the “trivial many,” but realizing that no problems are trivial in quality assurance, he changed it to “useful many.”
Voice of the Customer:	To maintain customer satisfaction, periodic collection of data is required to ensure accurate, current and complete information about customer needs and their relative importance. The key attributes that impact customer satisfaction can be identified and tracked to improve products or services. (see also Quality

Function Deployment).

**World-Class
Quality:**

A term used to indicate a standard of excellence: best of the best.