

Do Schools/Universities Need a QA System?

A recent discussion with a group of flight schools was highlighted by the above question. DTI has long had an opinion on this topic and relayed the information as follows.

Education today is a global industry. The days of relatively cozy local markets with captive student populations are disappearing fast as international competition comes to our doorsteps. There is only one way to survive in such competitive markets and that is to offer very high-quality products or programmes. So what does high quality mean to a school? Current wisdom suggests that a business

should delight its customers so perhaps a school should delight its stakeholders.

This can only be done by having a high-quality culture or ethos that pervades all the activities within a school. It has to be a way of life and not a one-off project for the Quality Department or even for those responsible for accreditations. The development of a quality culture can only come by being led, promoted, supported and acted out by the Dean and by his or her management team. A key way to do this is to have a formal management system for the pursuit of excellence and the man-

agement of quality improvement, which should lie alongside the other management systems for research, teaching and learning, marketing and financial management.

The system should specify standards, set key performance indicators, have a measurement system for these, require regular reporting, and be taken seriously as evidenced by management actions such as celebrating success and taking remedial action in less successful areas.

For further info on how to achieve this goal please feel free to contact us at 1-866-870=5490, or at web-mail@dtiatlanta.com.

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We believe this is the only picture of the tornado that hit downtown Atlanta recently. This was not far from our offices.



Interesting weather seems to follow us. As our class at NASA "rushes" to shelter to avoid the waterspout coming (look at background cloud), we stopped for a memento!

This month's QA tip—Dr. W. Edwards Deming



Sometimes as we get more sophisticated we lose sight of the basics and soon our system collapses like a house of cards. Here we pay tribute to the man who laid it all out for us.

W Edwards Deming was an American stat-

istician, considered the **father of the modern quality movement**. Edwards Deming strongly influenced Japanese industry post WWII with **Statistical Process Control (SPC)** and **Total Quality Management (TQM)**.

In 1982 Edwards Deming published "*Out of the Crisis*" identifying **14 points for management** which if

applied would enable Japanese manufacturing efficiencies to be realised.

As we are all aware, the philosophies of Dr. Deming were embraced by the Japanese auto industry, and as they say, the rest is history. On the next page we have listed the 14 points and have a brief summary of each.

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*Does experience help?
No, not if you're doing the wrong thing!*

**It is not necessary to change,
Survival is not mandatory!**

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Deming's 14 Points Summarized!

1. Create **constancy of purpose** and continual improvement - long term planning must replace short term reaction
2. Adopt the new (Japanese) philosophy - by management and workers alike.
3. Do not depend on (quality) inspection - **build quality into the product** and process
4. Choose quality suppliers over low cost suppliers - to minimize variation in raw materials and supply.
5. **Improve constantly** - to reduce variation in all aspects e.g. planning, production, and service.
6. Training on the job - for workers and management, to reduce variation in how job is done.
7. **Leadership not supervision** - to get people to do a better job, not just meet targets.
8. Eliminate fear - encourage two-way communication, encourage employees to work in the organization's interest.
9. Break down internal barriers - department's in an organization are "**internal customers**" to each other and must work together.
10. Eliminate slogans (exhortations) - processes make mistakes not people. Management harassment of workers will create bad relations if no effort made to improve processes.
11. **Eliminate numerical targets** - management by objectives (targets) encourages low quality.
12. Remove barriers to worker satisfaction - including annual appraisals
13. **Encourage self improvement** and education for all
14. Everyone is responsible for continual improvement in quality and productivity - particularly top management.

Question: You know the difference between an auditor and a terrorist?
Answer: You can negotiate with a terrorist.

