



SUBJECT	Continual Improvement Model	REV	9-22-2011
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ISO9001:2008 requires

8.5.1 Continual improvement

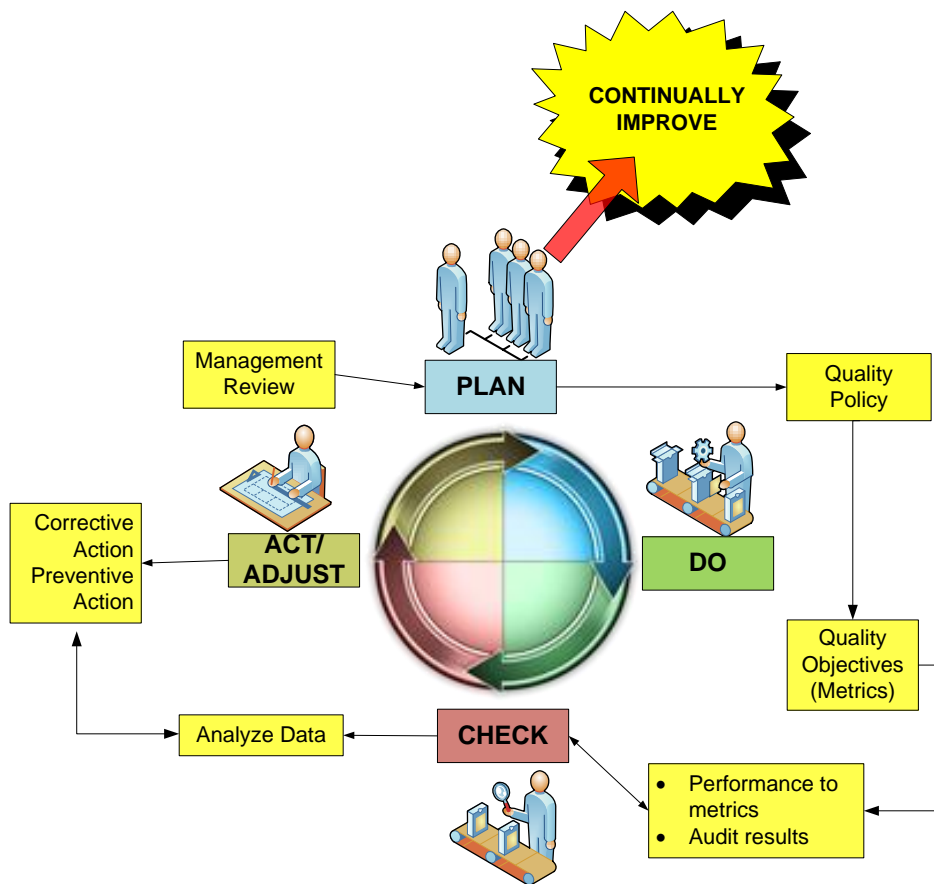
The organization shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management reviews.

In defining it, ISO9000:2005 (para 3.1.2) provides some additional insight

3.1.2 Continual improvement (is) recurring activity to increase the ability to fulfill requirements.

NOTE The process of establishing objectives and finding opportunities for improvement is a continual process through the use of audit findings and audit conclusions, analysis of data, management reviews or other means and generally leads to corrective action or preventive action.

CONTINUAL IMPROVEMENT MODEL





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How does the model work?

Management, as an integral part of its planning responsibilities, sets strategic and tactical goals with respect to products and markets. It implements a quality management system to ensure those strategic and tactical goals are met. One output of this process is the publication of a Quality Policy, Management’s expression of what it expects the quality management system to achieve. (Think of it as the Mission Statement of Quality Management System.)

In order to provide a means to measure performance of the quality management system, Management establishes set of metrics that are “consistent with the quality policy”. It begins with upper, macro level metrics (“Objectives”) that are linked to others representing performance of lower level departments and functions.

These are analogous to the multitude of flight instruments in the cockpit of a jumbo jet. Typically there are only six to eight instruments on the pilot’s and second officer’s panels which they use to gauge overall performance of the aircraft and its systems. As long as they are stable and remain within the nominal range, the pilot has a high degree of assurance that the aircraft is performing as it should. The data being displayed by this handful of instruments comes from the host of subsidiary instruments displayed in front of the flight officer. Should the main panel indicate the existence of an anomaly, the crew can refer to the subsidiary gauges to pinpoint the exact area causing the anomaly and so begin their corrective/preventive action process.

Likewise, Management must deploy additional metrics at “relevant functions & levels within the organization”, including metrics relating to product quality. Altogether, these metrics, along with the results of internal and external audits, provide objective evidence of system performance. The data are used as inputs to corrective/preventive action and to continual improvement.

Under this model, management continually monitors performance seeking discrete opportunities to improve.

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