



"Ah! Go on, Go on, Go on-line"

So pleads actress Pauline McLynn in her alter ego role, as Mrs Doyle from the TV comedy series "Father Ted". This excellent promotion from the Inland Revenue is ironic when one considers the Information Technology (IT) problems facing the tax authorities. The old adage of - "how to make a small fortune out of computerisation ?" - "start with a big fortune !", could also be "How do you avoid downsizing ?" , "Computerise !"

The board of the Inland Revenue has agreed to fund an **extra 1250** staff in an attempt to reduce the backlog of problems, or as they put it, to restore the level of efficiency that existed before the introduction of their integrated IT system. The problem arose when the 'Pay as you earn' system (Cop) was linked to the National Insurance Recording system (Nirs2). This cost saving measure increased unresolved cases from 2.4 million to about 8 million, and although resolving these problems is unlikely to generate revenue, they have to be resolved to maintain some form of integrity of the database. This example is hardly unique; what it shares with other examples is that word 'integration'. When two, or more, sophisticated systems are put together the problem is rarely their individual 'quality' but the fact that they are being asked to work beyond their original scope.

There is a wonderful analogy with 'quality systems and techniques'. Consultants often influence organisations to adopt new 'Total Quality' solutions which possibly share many features with existing methodologies. However the subtle differences in these common features often require complete retraining to enable the 'new' system to function.

Editors note: DH*i* consultancy and training pride ourselves on our integration programs that form part of our customer requirements analysis. These integration programs ensure that we do not retrain organisations in areas where they already have expertise, but by adapting our systems we seamlessly incorporate these islands of excellence.

'IT' has become an absolute necessity in modern business, but at what

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cost. In the UK, across all industry sectors, we are spending about £2.3K per employee per year on IT, and this figure is rising at 8% to 12% per annum. Some sectors such as Energy, Banking and Computer services naturally have much higher expenditure per employee (above £12K per annum). There is a mass of statistics, but basically IT spend tends to track alongside Gross Domestic Product (GDP), except for a mad spending spree during the 98/99 fiscal year, also software expenditure continues to rise whilst hardware expenditure is erratic. There are great benefits to be gained from exploiting all you can from IT in terms of effectiveness (Quality of your product or service) and efficiency (which is another word for profitability). These benefits can be won easily because IT, both hardware and software is efficient, effective and reliable. The area of risk occurs when you reach the threshold of your technologies ability to cope with change, and this risk can 'go over the edge' when incompatible systems are welded together. For example, take a typical system (excuse the technical language below)

System A takes data into a database and shuffles it about a bit (output A).

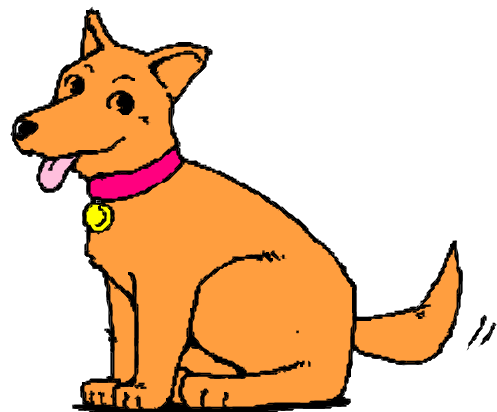
System B takes data into a database and shuffles it about a bit (output B).

Disaster = Output A and Output B are shuffled together to form Output C.

A fighting chance of success = Database A is integrated with system B to create the required output.

"Too simplistic!", I hear you cry, but I would ask you to look at real examples, especially from the public sector from 1992 to 1999. I would give you specific examples but I think I signed a pink paper promising not to do so.

I have stumbled across another piece of IT from Japan that could be indispensable. A translator from dog language to human speech (honestly!). At about £60, I know you can't wait to purchase one and wait for those first words such as "I have just bitten your leg". A word of warning; take care if you are making a private telephone call, and I would keep the dog out of the bedroom; blackmail from a dog is an interesting concept.



If you are getting interested in Norm's articles - Don't miss

David Hutchins & Norman Towe presenting their workshop-

"Quality Function Deployment and it's 'Metatools'".

Quality Function deployment (QFD) has long been used in design and development to ensure that Customer's requirements are paramount, understood and pursued throughout the design process. The versatility of this tool enables it to be used beyond design into every aspect of an organisation for planning and implementing change.

When used with it's Metatools it becomes a major technique for all aspects of Business Performance Improvement and Planning.

The 'Metatools' used are adaptations of:

Design of Experiments

Mistake proofing

Value Analysis

FMEA (Failure Modes and Effects Analysis)

The course / workshop is designed to give delegates practical guidance and training to enable them to apply this technique in the workplace.

20 November 2001

Dunchurch, Nr Rugby 1 day £220 plus VAT

Contact margaret@hutchins.co.uk for more information.

Quality History – Let's conjugate the verb 'To Quality'

Oxford English Dictionary

I never claim to be an expert, or even have anything but a passing interest, in History, but I do get asked some interesting questions about Quality History. When I was asked to identify when the 'modern' definition of the word 'quality' came into use, I thought, 'now that is NOT an interesting question', however...

I dragged my 4Kg 'P-Q' dictionary volume to my desk. (I am sure my flat-bed scanner gave a frightened squeak at this point.) The etymology of 'Quality' actually proved to be of interest, but as I closed the volume

I had a subliminal sight of [quality. *v.*]. Verb ! I hastily reopened the book and read with interest. For years I have been lecturing about the fact that a 'financial director' finances an organisations activities, and a 'production director' causes production to occur, and a 'design director' causes design, and so on, but a 'quality director' cannot 'quality', since there is no such verb. Now I find there is !

Let's return first to 'Quality' (non-verb). The OED gives about 11 distinct definitions of the word ..

1. Character, disposition, nature, of someone.
2. A mental or moral attribute
3. Rank or position [in society]
4. Nobility, high birth.
5. Profession, occupation, business, esp. that of an actor
6. Title, description, character, capacity.
7. An attribute, property, special feature.
8. The nature, kind or character of something.
9. The aspect of things under which they are considered.
10. Variations of 8 & 9
11. A particular class, kind or grade of anything.

Early use of the word can be found about 1290, and many uses of the word can be found in Shakespear's works. A trawl through the progression towards 'excellence' can be seen from the roots of definitions 1 & 11. E.g. "Come give us a taste of you Quality" (Hamlet).

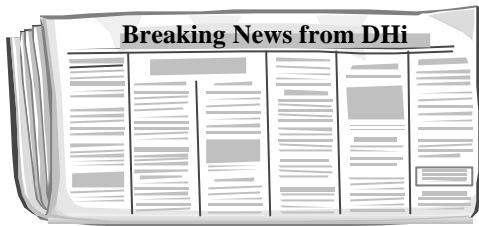
As a verb we have an example from 1579 from John Jones' 'The arte and science of preserving bodie and soule in healthe' - "By these three they be all qualified. Motion ingendreth, Light shapeth and sheweth, influence disposeth or qualiteth". Careful reading suggests that after all, I can relax, since the use of the verb is in the context that - quality can be designed in and they have appropriated the word as a verb. Achievement of quality is through people applying good practice and disciplines, and not by 'Quality Directors' QUALITYING.

"Balanced Scorecards" (TQ36) 1 Day Seminar

Designed for Business managers and Quality professionals who wish to maximise their organisations ability to counteract competitor pressure. The Balanced Scorecard provides an effective solution by providing managers at all levels with clear quantified goals. Our Seminar will show the means by which the measures can be identified at the strategic level of business planning, and progress through a series of steps to the deployment of specific targets for each level and function of the organisation.

19th November 2001 Hook Nr Basingstoke

Contact margaret@hutchins.co.uk for more information.



DHi Events that are Different

ISO 9001-2000

A clutch of courses to help you steal a march on the rest!

Business Transition Planning

We are happy to announce a new course for those who wish to know a lot more about ISO 9000:2000 for business planning purposes. You or your colleagues may or may not be experienced auditors to benefit from the course but a good knowledge of the old standard would be useful.

It is based on the content of our IRCA approved Transition Auditor course which is designed for certified auditors.

The course includes approximately 50% participative activities to enable exploration of the standard in depth.

The course is being conducted at the Hook House Hotel nr Basingstoke Hants. **18/19 December 2001.**

A special promotional fee for Touchstone readers of £350 non residential or £420 residential plus VAT (cheque with booking please).

Lead Auditor training.

We are nearing completion of a total revamp of our Lead Auditor training course and submission for approval. The old course was always extremely well

received, very hard work and fun. The participants enjoyed it and so did we. The new course will be even better. We are very excited about the changes we have made to bring out the essential features in the new standard and are offering it to be run for the first time between **3 -7 December 2001.**

Fees £760 non residential or £1040 Residential. Plus VAT.

Transition Auditor Course - 2 days

This IRCA approved course (IRCA No. A17013) course is primarily intended for certified auditors who wish to upgrade their registration from the old

version of the standard. Autumn dates are: **17-18 October** Basingstoke Hants, **21-22 November** Dunchurch and **19-20 December** Basingstoke Hants.

Fees £450 non residential or £520 Residential.

Internal Auditor training course.

We are also currently preparing our ISO 9000:2000 version of this popular 2 day course for IRCA approval and plan to conduct it for the first time on

10/11 October 2001. Fees £450 non residential or £520 Residential.

If you need any help with the implementation of ISO 9000:2000 please bear in mind that whilst the eight management principles may be new to many, implementing these and other TQ concepts has represented the core of our business for many years and we are good at it! This is our speciality and we can help you to get the most out of this impressive new standard.

International Quality College

Benchmarking

During this event, managers will learn how and when to use Benchmarking techniques to bring their Strategic Business Plan into focus. Through group work and case study material, participants will learn the steps involved, addressing why, what, when, where and how to Benchmark. Using Hoshin Management Principles participants will understand how to Deploy strategy and policy throughout the Organisation.

**2 days £450 Non residential
£520 Residential**

Just in Time

Just in Time provides a philosophy that if applied properly could revolutionise industry. The concept - making nothing until needed and then producing to the highest level of quality – sounds simple, but it can cut a company costs by up to 60% of sales revenue.

The presenter draws on his experience of those organisations already working Just in Time, particularly in Japan.

JITs can only be achieved by company wide dedication to improve the predictability of processes and to achieve dramatic cycle time reduction.

**1 day
£220**

Balanced Scorecards

In an age where both customers and competitor knowledge and information is freely available, even small differences in approach can make big differences to business performance.

One technique being used by leading organisations is the Balanced Scorecard. This is particularly the case with those organisations apply Six Sigma management and developing knowledge Based Management Systems.

Today, it is vital to be able to deploy clear goals down through the organisation in quantifiable form. All too frequently in the past, these non financial measures have been deployed in qualitative rather than quantitative form.

The Balanced Scorecard provides an effective solution to this problem by providing managers at all levels through to front line supervision with clear quantified non financial goals for each of the relevant parameters.

**1 day
£220**

ISO 9001:2000

Management Awareness seminar

The changes to ISI 9000 are far more profound than many of the certification bodies would have you believe. Most organisations have approximately 2 years in which to prepare depending upon the date of their last surveillance visit. In our opinion, many will need all of that time if they start straight away.

This one day Management awareness seminar is designed to make sure that you are under no illusions as what is required and what you will have to do. We thoroughly recommend your attendance.

1 day £220

Transition Auditor training

We are pleased to say that our Transition Auditor course was approved by IRCA last December. Since then it has received extremely favourable reviews from the five courses we have so far conducted. Auditors should be aware that:

- Audits conducted against the criteria of the new standard will only be accepted for certification from those who have successfully completed the Transition course or have gained exemption.

- Auditors who wish to transfer to the new ISO 9000:2000 based certification scheme must complete the the necessary 4 complete audits totalling at least 20 working days. Cont >>>>

Partners in Quality. Due to the extraordinary success of TouchStone and forwarding on from our direct contacts, we have no idea how many people are reading it or where it has reached around the world. So, we want to know who you are and to build our links with you.

The sharing of information between ourselves, our clients and the Global Quality community is important to us so we have created the idea of Partners in Quality. All you are required to do to become a member is to return the form at the bottom of the special last page of this edition. We will then send you an email copy of the certificate also shown on that page which you may print if you wish. You will also be given a unique registration number which will enable you to attend our courses and seminars or purchase our products at discounted rates. Also, we are contemplating the creation of an extension to our web site which will contain benchmarking information. There may at some later stage be a charge for the use of this service but it will be free to all those who have previously registered as Partners in Quality during the next few months. In effect you will become a founder member!

International Quality College

Transition Auditor course Continued>>>

•These audits must be conducted after successful completion of the Transition course. Audits conducted before taking the Transition course will not be eligible.

•Auditors wishing to maintain certification to any of the sector schemes such as TickIT based on ISO 9000 will be only accepted for certification purposes if they have been performed following completion of Transition training.

•Evidence of transition training will be required on renewal of certification unless only renewing against the old standard.

•Transition training is mandatory due to the fact that the ISO 9000:2000 series of standards differ significantly from the (1994) versions. Auditors must understand the new requirements and the significantly different (process based) approach required for effective auditing against the revised standard.

IRCA Registration No A17013

**2 days £450 Non residential
£520 Residential**

Lead Auditor course

This course is currently being extensively revised to meet the requirements of the new standard and we hopefully plan to present it in June 2001. All of the case material and exercises will relate to the new features in the standard.

**5 days £750 Non residential
£1030 Residential**

Internal Auditor course

This course is also currently being extensively revised to meet the requirements of the new standard and we hopefully plan to present it in June 2001. All of the case material and exercises will relate to the new features in the standard.

**2 days £450 Non residential
£520 Residential**

Quality Function Deployment and it's Metatools

Quality Function Deployment (QFD) had long been used in design and development to ensure that Customer's requirements are paramount, understood and pursued throughout the design process. The versatility of this tool enables it to be used beyond design into every aspect of an organisation for planning and implementing focused change.

What QFD is used with it's "metatools", it becomes a major technique for all aspects of Business Performance Improvement and Planning.

The "metatools" used are adaptations of:
Design of Experiments
Mistake proofing
Value analysis
FMEA (Failure modes and effects analysis)

This course is designed to give delegates practical guidance and training to enable them to apply this technique in their workplace.

1 day £220

Comments from some recent attendees

What aspect of the day did you find most useful?

- The understanding of the new standard and Auditing technique
- All of it!
- It has provided me with the "building blocks" to enable me to go ahead into the future
- All – a well balanced course – usual good standard of course from DHI

Strategy Deployment & Development (Hoshin Management)

The importance of Business Strategy to the success of Quality initiatives led David Hutchins International to develop a powerful and effective structure through which organisations can identify best-in-class across the spectrum of key factors, and then use these to put and sustain their own position at the front.

The programme is aimed at business executives at Board level who are normally concerned with long-range planning, visioning and strategy development.

1 day £220

Next month

Along with our regular features, More of our comments from the survey - what you said about us !

Quality of Supplies and Suppliers

2 day intensive workshop/seminar

The dramatic changes that are taking place in Supply Chain Management are resulting in a major rethink about business policy by both suppliers and their customers alike.

The seminar considers the impact of e-Supply Chain Management (e-SCM), QS 9000, the new ISO 9001:2000, Six Sigma and SPC, Vendor rating and Vendor Appraisal, the use and limitations of Sampling inspection.

2 Days £450 plus VAT. **15th 16th October 2001**

Registration Form

Course Title:

Title: Forename:

Surname:

Position:

Company:

Address:

Tel: Fax:

Email:

VAT No:

No of Delegates:

Names:

Course Price £

10% Group discount (3 or more people) £

VAT @ 17.5% £

Total £

Booking details

The course fees are plus VAT at 17.5%, which includes all documentation, refreshments and luncheon.

Group bookings

There will be a discount of 10% on bookings of 3 or more people from the same company. Payments must be made at the same time.

Payment

Payment may be made by Sterling Cheque (made payable to DAVID HUTCHINS INTERNATIONAL LTD) To ensure admission payment must be received prior to workshop.

How to Register

Please complete and return the attached booking form to: David Hutchins International Ltd, Forest Pines, 60 Robin Lane, SANDHURST, GU47 9AU
Tel: + 44 (0) 1256 359102 Fax: + 44 (0) 1276 37609
email: quality@hutchins.co.uk

Cancellations

If you cannot attend, a substitute delegate may attend in your place but it is regretted that refunds, in respect of any cancellation, cannot be made unless notice is received in writing 10 working days before the date of the event. Cancellations prior to this will be refunded less an administrative charge of £50.

Enquiries

Enquiries, telephone bookings, and changes to delegate information should be made to: Patricia Dias
Tel: + 44 (0) 1276 36616.

Special Meals

Special dietary requirements can normally be catered for but please inform us no later than 3 days prior to the event.

Partners in Quality qualify for 10% discount on all courses



Quality Tools & Techniques Brainstorming refresher by Norman Towe



Thanks to several of you for suggesting the above topic. It would appear that we all know how to 'brainstorm', but the technique is getting a little stale in some organisations, with predictable outputs. Described by one reader as '... a session where a question is asked, we fill a sheet of the flip chart (eventually), discuss why almost all suggestions are impractical, and go back to work'.

Very different from: 'creating innovative ideas in an enjoyable environment'.

So, do we all know how to 'brainstorm' ?

Note from Norm

"Process for Brainstorming"

- Step 1 Identify an issue that requires an innovative input
- Step 2 Collect appropriate data about the issue
- Step 3 Select an appropriate team and facilitator
- Step 4 Select an appropriate 'brainstorming' methodology
- Step 5 'Brainstorm'
- Step 6 Select & apply the chosen 'solution' to the issue
- Step 7 Review the process

Tools for continual/Continuous Improvement are disarmingly simple yet very few are able to enjoy their power.

Few that is except for clients of DHi who know very well what can be achieved.

We have clients going back more than 2 decades who are still using the tools we taught them.

One of them – a well known pottery - was asked recently 'how much do you think you have saved over the years? The reply was 'we have no idea it must be millions but more important than that, we would not be here now if we had not done it!

So, if you have not yet got very far in this direction, have had a go but were disappointed, then this is the time to pick up the phone and give us a call. It could just be the first day of the rest of your life!

Step 1

Identify an issue that requires an innovative input

An issue is a problem or a decision that needs an answer, and since we should not use this technique for everything, because it is expensive in resource, it should be an issue that demands priority. Also where a logical solution can be provided or where simple research can provide the solution we should eschew brainstorming.

Therefore, an important issue where innovation and involvement is required.

These parameters alone create motivation in a team through self-esteem and challenge; a little different from 'brainstorming being something we do every Friday after our team briefing'.

Who should identify the issue ?

Don't use another brainstorming session to decide this !

If it is important and demands priority it should be self-evident !

However, for the teams benefit, make sure they know the level of interest in the solution, which is probably the board-room. Interest in this case is the place from where the team can expect support, not the place who will attribute blame if a solution cannot be found.



Quality Tools & Techniques

Brainstorming refresher (continued)

by Norman Towe



Step 2

Collect appropriate data about the issue

'Appropriate data', means exactly that, not everything associated with the problem, but all data required to identify the problem clearly and in a way that can be communicated to the team.

I am sure we have all been to 'brainstorming' sessions where one word was used to identify the problem or decision, "today we will brainstorm 'overtime' !".

"Overtime" is a solution for another problem, that could be an issue, if it is being used inefficiently or continually thereby sapping resource strength. Good questions for brainstorming often take the form 'we need to identify a new or modified process / product / service to achieve this outcome, under these conditions"



Tips from Norm

Step 2 is the key to brainstorming - It is vital that the task for team is clearly identified. In practice we would also identify the scope of the task, by identifying the deliverable expected from the team. Do we want concepts for development; do we want ideas taken to prototype, measures taken etc. Brainstorming is not like calisthenics that you use each morning to get fit; it is a tool in the quality armoury used to resolve vital issues by involvement.

Step 3

Select an appropriate team and facilitator

Innovation requires the right environment to enable people to be innovative. We are not looking for inventors, but a team who work well together and who have an interest in the outcome. Choice of the facilitator is critical to success; someone who can supply that innovative environment with skills to allow free flow of ideas, maintain interest, keep everyone on the right path, but able to listen hard for that nugget of an idea that could easily be missed. Listening hard often requires the facilitator to avoid being a participant which, for some, can be the most difficult attribute.

Some might say that 'brainstorming' helps teambuilding. Possibly, but if we have identified an important issue for resolution, we have no time or resource for dual purpose here - select a team that is already a team.

I would suggest a team is 4 to 8 people for maximum effectiveness, based on experience rather than theory.

Don't miss

David Hutchins & Norman Towe presenting -

"Quality Function Deployment and it's 'Metatools'"

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Quality Tools & Techniques Brainstorming refresher (continued) by Norman Towe



Step 4

Select an appropriate 'brainstorming' methodology

Suggested methodology: Briefly discuss the issue to ensure everyone understands. This usually requires the team to revisit Step 2, and if necessary to reword the question and seek approval for any new parameter.

Select brainstorming rules e.g. 1 idea per person on 'post-its' then display them - then start again, or round-robin with every fourth idea a humorous one. This is where the skill of the facilitator comes in, and methodology of 'how/' rules may be left them.

Every idea is discussed for clarification once all ideas have been received. You may then decide to have a recess of 1 hour or 1 week since other ideas will flow in once you think the list is closed.

When clarifying it is important to keep records to ensure such clarification is not lost.

Step 5

Brainstorm - get on with it !

Step 6

Select & apply the chosen 'solution' to the issue

There are many ways to list reduce, including 'ease & effect' techniques or simple consensus approaches. One methodology I always find useful is the 'non debate' style, where the team as a whole puts forward the motion 'why this will work', without anyone being allowed to say "yes - but". This is followed by the whole team discussing 'why this can't work', again without anyone being allowed to say "yes - but". This tends to prevent compromise of ideas, which often dilutes a concept for development.

Two or more separate or combined ideas may result as chosen, and require trials before implementation. Don't forget 'design of experiments' which may reduce your development costs.

Step 7

Review the process

Self evident, but we sometimes forget. Simple reviews are often the best - "What did we set out to do ? Did we do it ? Did we do it in the most effective and efficient manner ? Is everyone including the team happy with the process ?"

Step 8 ?

RECOGNISE THE TEAM, THE FACILITATOR & THEIR WORK

Please remember that these articles are only an outline, and we cannot give more than a taste. I will try to answer any questions we receive by e-mail.

Norm

Partners in Quality

This is to certify that

Name.....

Shares with David Hutchins International Limited the belief that Quality can only be achieved through people.

It is our understanding that the desire to do quality work is natural to mankind and that success is only possible in the competitive world of today if we can use the collective thinking power of all of our people to become the best.

We also believe that we must endlessly strive for continuous quality improvement and continuous cost reduction because there has never been any end to man's creative possibilities. Always we can find better ways of doing things.

Signed Dated

David Hutchins, Chairman David Hutchins International Limited

Registration Number

Registration Form

Title:	<input type="text"/>	Forename:	<input type="text"/>
Surname:	<input type="text"/>		
Position:	<input type="text"/>		
Company:	<input type="text"/>		
Address:	<input type="text"/>		
	<input type="text"/>		
Country	<input type="text"/>		
Post/Zip Code	<input type="text"/>		
Tel:	<input type="text"/>	Fax:	<input type="text"/>
Email:	<input type="text"/>		