

#### **Animation 9.4**

There are a number of alternative approaches to managing quality. Quality Inspection can be carried out after the operation to detect errors and rectify them before the goods get to the customer. This is often costly and occurs too late in the process as goods have already been made. In services it is inappropriate as the Customer is also the inspector.

Quality Control can take place during the process itself using statistical sampling and setting quality standards. Again this tends to be costly and late in the process. It is better if the customer is 'assured' that the product or service they are going to receive is going to be satisfactory before the operation takes place.

This is the basis of Quality Assurance where organizations have their operations and quality procedures audited by a third party and become accredited to national or international quality standards such as ISO 9000. In many industries having one of these quality standards is an order qualifier.

A further development of the control of quality throughout the operation is Total Quality Management, or TQM.

TQM takes a more holistic view of quality and includes all of the other approaches to a greater or lesser extent.

TQM makes quality strategic within the organization and introduces teamworking and staff empowerment, involving employees in every department and at every level in the business, as well as suppliers and customers.