The Proposed Quality Competency Framework for the Future Quality Professional

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The CQI Definition of Quality

The CQI defines quality in terms of innovation and care:

**Innovation**
- in product
- in management and processes
- in service
- reduced waste and variation
- improved market share
- improved leadership, vision
- improved profitability, market leadership

**Care**
- society
- customers, partners and people
- environment
- health, safety and security
- sustainability
- business continuity
- effective management of risk

**Stakeholder satisfaction**
The CQI Competency Project 2012

• The CQI has initiated a project to articulate the role of Quality Professionals and to establish a relevant and up to date Quality Competency Framework during 2012.

• The framework will be delivered as a web based tool for both professionals and organisations to establish requirements for competence, assess competence, support learning and development and for career management.

• The competencies will
  • Be applicable to all sectors: private, public and not-for-profit
  • Be applicable to all levels of quality professional from strategic to tactical, and for non-quality professionals
  • Capture the expanding scope of quality management into areas (such as ethics, sustainability and security) and external forces (such as globalisation)
  • Provide a tool for employers and CQI members to assess competence and inform professional development
  • Provide a basis for improving access to the Experiential route to Chartered membership of the CQI
The Quality Profession and Competence

Globalisation of the supply chain, a risk averse society’s emphasis on corporate responsibility, moving the emphasis from mere compliance to effectiveness and efficiency of processes and waste reduction are now central to sustainable success for all organisations. The Quality Profession must be seen to hold the right competencies in order to be valued as people who can truly enable delivery of this success.

Many of the traditional competencies, focused on product and service quality are still relevant but the future Quality Professional will need to supplement these with other, broader business skills and knowledge, including:

- Business Management
- Performance Measurement and Improvement
- Organisational Governance
- Risk and Opportunity Management
- Commercial and Financial Understanding
- Systems Thinking
- Assuring Corporate Social Responsibility, Safety, Security and Business Continuity

And particularly the personal competencies to lead, advise and influence the organisation
What Leading Quality Professionals Said To Us About Competency

After discussions with a number of leading Quality professionals from different organisations and sectors, the statements below represent the key views expressed. Although there were differences in emphasis, there were few disagreements about the future competencies the profession needs to exhibit if it is to be valued by organisations.

1. Quality professionals of the future must develop competencies in business management, finance and commercial processes if they are to be valued by organisations.
2. The Quality professional must be seen as helping organisations learn how to improve performance and at the same time enable compliance to the requirements placed on them by stakeholders, including Customers, Society, Regulators and the Law.
3. The Quality profession needs to break out of its traditional home in manufacturing and engineering in order to be relevant to other sectors and the broader organisation.
4. Quality professionals need to be competent to work with and to support senior management in understanding what quality means to the organisation and devising appropriate strategies for success.
5. Quality professionals must show competence in systems engineering and systems thinking if they are to be seen as experts in management systems.
6. Quality professionals need to demonstrate the leadership behaviours and competencies to communicate to everyone the importance of quality in enabling a successful organisation.
7. Senior management want effective organisational governance, particularly in regulated aspects of their operation and they want good performance against the organisation’s stated goals and targets. The Quality professional needs to be demonstrably competent in both these areas, assessing whether this is the case and providing believable assurance (confidence) and relevant recommendations to management and stakeholders.
8. The Quality Professional needs to be able to communicate the need for improvement and change strategies appropriate to the organisation’s goals and to be competent to deploy a continuous improvement process and to recommend, assess, co-ordinate and if appropriate lead the necessary strategies for improvement and change.
9. The current competency set focused on product and service quality and Customer Satisfaction must not be lost. The competency set needs to be extended to enhance the performance of current Quality professionals and to bring a range of broader and more influential roles under the banner of Quality.
The Quality Profession and Organisational Governance

Governance: Conduct the policy, actions and affairs of an organisation with authority. (Oxford Dictionary of English)

Ensuring that all stakeholder requirements are defined, understood and met is central to an organisation establishing effective governance. Being able to demonstrate good governance is a key issue for senior management in all organisations.

All functions in an organisation must play their part in governance. They are each responsible for implementing a closed loop system that defines, deploys, delivers and monitors achievement of management intent, including correction, improvement and change where needed.

By establishing the cycle of Quality activities for the organisation (particularly the management system) the Quality professional can provide a systematic vehicle for the definition and deployment of organisational governance and for providing the assurance that it is effective in controlling the organisation.

Governance is a key area of competence for Quality professionals of the future.
The Quality Management Competencies

Based on Plan, Do, Study, Act and aligning with the principle Quality Management models such as ISO 9000 and The Business Excellence Model, the diagram to the right is the way we propose to structure the competency set. It allows the required competencies to be positioned under the key areas of Quality Management.

The Competencies will be aimed at an approach based on learning, innovation and improvement. Their objective is to provide the Quality Professional with the ability to assure the sustainability of the organisation through performance improvement and at the same time provide confidence to all stakeholders that current goals are being achieved and that compliance to all stakeholder’s requirements, whether Customer, Legal, Regulatory or Internal, is being maintained.
Quality’s Role in the Organisation

The role of the Quality Profession is to drive the cycle of Quality activities at all levels and in all parts of the organisation, integrating these at organisation level into an independent view of performance and compliance that managers and other stakeholders can use for assurance and decision making. It doesn’t take away the responsibility for everyone to manage quality in their part of the organisation.
The Quality Management Competency Areas

1. Delivering Quality Strategies and Plans and Goals – including:-
   - Understanding the Concepts of Quality, its History and Development
   - Focusing on Customers and Stakeholders
   - Embedding Quality in Organisational Strategies
   - Establishing Quality Policies, Objectives and Targets
   - Establishing a Culture of Quality
   - Understanding your Organisation’s Vision, Mission, Values and Purpose
   - Understanding your Organisation's business model and plans
   - Dealing with specific Regulation and the Law affecting your Organisation
   - InfluencingExternally on behalf of Your Organisation
   - Understanding Your Organisation’s Partnerships
   - Planning to Achieve Quality Outcomes
   - Developing and Deploying Supply Chain Quality Strategies.
   - Managing Supply Chain Relationships and Interfaces
   - Leading the Quality Function and Quality Professionals

2. Design and Deployment of Management Systems – including:-
   - Understanding the Principles of Governance and Management
   - Design of Management Systems
   - Management of External Certification
   - Measurement, Metrics and Analysis of Business Performance
   - Employing Systems Thinking
   - Quality Requirements in Standards, Regulations and the Law
   - Quality Requirements in Customer Contracts and Contract Documents
   - Defining Quality Requirements in Supply Contracts
   - Process Mapping and Management
   - Techniques for Product and Service Quality Control
   - Designing and Implementing Effective Process Control
   - The use of Statistical Techniques
   - Establishing Management Review and Factual Decision
   - Document Management and Control

3. Providing Independent Assurance – including:-
   - Assuring Quality Throughout the Product or Service Lifecycle
   - Assuring in specialist domains (e.g. software)
   - Independent Assessment, Audit and Investigation for organisational learning and improvement.
   - Risk and Opportunity Management
   - Human Factors in error prevention
   - Establishing Compliance and the Management of Non-Conformance
   - Assessment of Supplier Capability
   - Delivering Assurance in the Supply Chain
   - Assessing Organisational Health
   - Measurement, Metrics and Analysis of Business Performance
   - Data Analysis, Information Management, Review and Reporting

4. Business Improvement – including:-
   - Improving for Business Benefit
   - Business and Financial Understanding
   - Risk and Opportunity Management
   - Measurement, Metrics and Analysis of business performance
   - Tools and techniques for Process, Product and Service Improvement
   - Improvement of Supplier and Supply Chain Capability
   - Establishing Continuous Performance Improvement
   - Managing Change

This list is not exclusive and many elements will be relevant to more than one competency
The Key Behavioural Competency Areas

Delivering the role of Quality Professional requires the full range of behavioural competencies that any other profession would need. However, the role requires a particular focus on leadership and relationships with others in the organisation. The following personal and behavioural competencies are considered key to delivering the role and will be included in the Quality Competency Framework:

- Leadership Behaviours including:
  - Influencing Skills
  - Credibility and clarity in communications, written and verbal
  - Delivering a measured response
  - Dealing with poor performance
  - Facilitation and supporting behaviours
  - Being visibly positive and enthusiastic
  - Earning Trust
  - Building Relationships and Networks
  - Resilience and Determination
  - Self Confidence
  - Initiative
  - Understanding Others
  - Working in Teams
  - Customer Focus
Sector and Organisational Competencies

These are quality management competencies specific to the organisation and sector and they need to be developed by the individual and the organisation. They will be included generically in the Quality Management area of the Quality Competency Framework in order to establish the requirement.

CQI Special Interest Groups will co-ordinate organisations to establish consistent specific Competencies for a particular Sector. These will be referenced from the CQI core framework.

The generic competencies will include the following (see slide 10)

• Understanding your Organisation’s Vision, Mission, Values and Purpose
• Understanding your Organisation's business model and plans
• Dealing with specific Regulation and the Law affecting your Organisation
• Influencing Externally on behalf of Your Organisation
• Understanding Your Organisation’s Partnerships
The competencies will be in two sections –
• Quality Management - the knowledge and skill needed to do the job
• Leadership - the behaviours that enable the quality professional to fulfil the role and responsibilities

Each competency will carry an outline description together with a statement on why the competency is important.

There will be four levels of competence for each:
1. Learner - has limited knowledge and little skill, requires supervision
2. Developer - has gained knowledge of the role requirements and with support can undertake tasks with a degree of competence.
3. Experienced Professional - has gained extensive knowledge of the role and can confidently engage with the Customer and other stakeholders at all levels. Needs very little support but some direction.
4. Leader/Expert - Determines strategies, provides leadership and direction and represents Quality at the most senior company levels and controls budgets and resources. Alternatively could be a technical leader as a recognised subject matter expert.

These can be aligned to the four CQI qualification levels:
• Associate
• Practitioner
• Member
• Fellow

And used to create competency profiles for generic quality roles such as:
• Quality Technician / Quality Administrator / Quality Support Officer etc.
• Quality Engineer / Advisor / Technician / Customer Service Advisor / Compliance Officer etc.
• Quality Manager / Head of Quality
• Quality Director
Introducing the Quality Competency Framework

The Quality Competency Framework

1. DEVISE QUALITY STRATEGIES, PLANS AND GOALS

2. DESIGN AND DEPLOY MANAGEMENT SYSTEMS

3. PROVIDE INDEPENDENT ASSURANCE

4. DRIVE STRATEGIES FOR IMPROVEMENT

Leadership Behaviours

Leader / Expert

Experienced Professional

Developer

Learner
CQI Competency Project Timeline

April – Planning - Complete

May / June – Key Stakeholder Engagement - Complete

June / July / August – Design and Development – In Progress

June / July / August – Wider Engagement – In Progress

September / October – Final Delivery of Competency Framework

November / December – Approval and Launch Planning

January 2013 – Launch and Implementation

Briefings and Communications activities from June onwards