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Quality Assurance Arena Training

Topic QA-1-2

Introduction to Quality Assurance

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Version: 1-2

Date: 2014-03-23



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1 Introduction

1.1 Summary

This training document details some of the primary and identifying features of the area of Quality Assurance in industry and how BE is applied to operations of that area.

1.2 Key Project Variables

Status Summary: Training

Project Manager: PL

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1.4 Acronyms and Abbreviations

1.4.1 All n One

BE	Business Express
BER	Business Express Release
SER	Service Enhancement Release

1.4.2 Training Document

QA	Quality Assurance
PDCA	Plan Do Check Act (cycle)
ISO	International Standards Organisation
NSAI	National Standards Authority of Ireland
IS	International Standard
CEO	Chief Executive Officer
KPI	Key Performance Indicator

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1.5 Key Stakeholders

1.5.1 All n One

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1.6 Version History

Version	1-2
Date	2014-03-23
Author	Emma Lacey
Modifications	NW Updates

Version	1-1
Date	2014-03-17
Author	Philip Lacey
Modifications	Layout and formatting changes

Version	1-0
Date	2014-03-16
Author	Emma Lacey
Modifications	Initial draft

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1.7 Learning Objectives

At the conclusion of this activity, participants should be able to:

Describe the key terms in the area of Quality Assurance

NOTE: Business Express has developed its own lexicon and we use it throughout this document, and we therefore include a section (2.3) to aid your understanding. There are also exercises and multiple choice support tests where appropriate.



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2 Theory

2.1 Recommended prerequisite training

QA-1-1 Introduction to Business Express

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2.2 Standard training approach

This document is broken into four sections:

- Section 1 provides some document management
- Section 2 provides theory on the training area including a Lexicon
- Section 3 provides scenarios and worked examples to highlight what is to be accomplished
- Section 4 provides instructional procedures associated with the scenarios

This training is appropriate to the level stated at the start of the document and it forms part of the All n One Learning Departments curriculum for BE. This curriculum is available in the document *BE Learning Department vX-x* where X is the major version and x is the minor revision.

In this document a procedure is identified as [Procedure X] where X is the number of that procedure. The procedures can be found in Section 4 of the document or in the indicated document.

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2.3 Lexicon

2.3.1 Previously explained terms

From QA-1-1 Introduction to Business Express

All n One is the name of the company that developed and delivers Business Express.

The **Internet** is a global network connecting millions of computers.

An **Internet Browser** is a computer program that allows the user to view documents from the Internet.

Cloud Computing is a large collection of computers connected together. Since it is not practical to draw all these connections a cloud image is used to represent them.

Software as a Service (SaaS) is a cloud based service that is rented, not purchased like traditional software.

Business Express (BE) is the flagship product of All n One and is a pure SaaS solution.

BE Client. An organisation that has rented an instance of BE.

User. An individual who uses BE.

Module. A set of related functionality grouped together for convenience. BE has a number of modules available to BE clients, some of which are mandatory. For example, System Access Management which contains all the system security functions.

Section. A subsection within a module where the grouping of functionality is further grouped, for convenience.



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Function. An individual function within a section or module

System Champion. A person within the BE Client organisation who has primary responsibility for the management of BE and its content. Users within the BE client requiring support will be directed to the System Champion.



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2.3.2 Terms explained in this training

2.3.2.1 *What is Quality?*

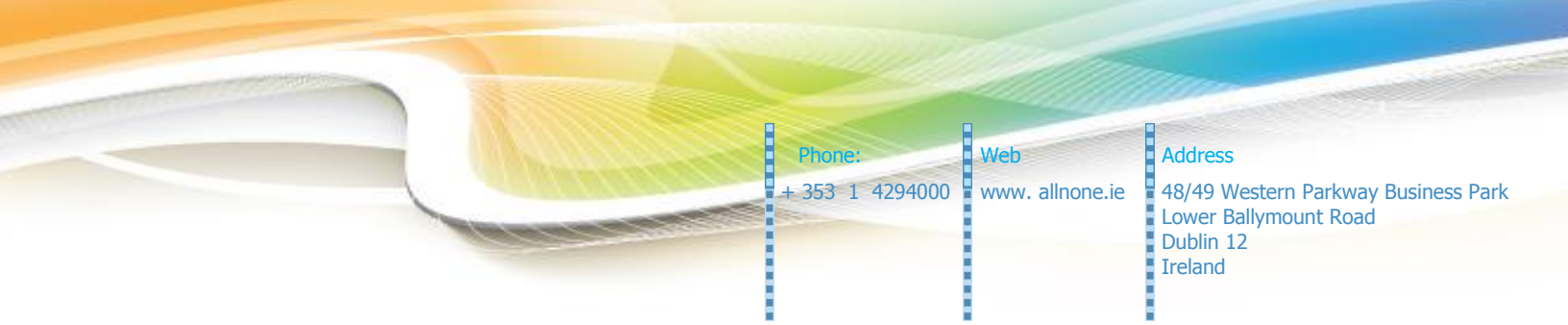
Believe it or not **Quality** is not a simple term to define. This is because each and every person you ask will have their own subjective view on it.

According to All n One's IT and Projects Director Philip Lacey quality is:

"An objective, measured approach to delivering a subjective need"

A company's approach will be objective as it has a particular goal in mind in that it has a service it provides to customers. Quality, and a company's approach to it, needs to be measurable otherwise how would you know if you're achieving your objectives. The need of the customer is always going to be subjective as it influenced by their own opinions and feelings.

Lending support to this concise definition is the fact that quality will mean different things to you depending on your place in the business relationship. Specifications of products or services will be important to some when being compared to others in the market, whereas quality as a measure of sustainability will be more important to others.



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To make the area of Quality more manageable consider that there are five aspects to it.

[http://en.wikipedia.org/wiki/Quality_\(business\)](http://en.wikipedia.org/wiki/Quality_(business))

Product: *First of all a business has to have something to produce; this is the product or service that the company is offering to potential and existing customers (it is servicing a subjective need). In All n One's case the primary service is called Business Express.*

Processes & Procedures: *Secondly there is the practice of operating the business and ensuring that there are processes and procedures in place.*

Quality Control: *Thirdly the actual act of quality control makes sure that the service is being produced in the manner it should be according to the processes and procedures.*

Quality Management: *Then follows quality management where the business has set itself up in such a way that it can analyse and improve its performance in delivering its offering.*

Quality Assurance: *The fifth aspect is the collective title of Quality Assurance. This is how the business goes about ensuring that its service will reach their customers in a way that will satisfy their need.*

2.3.2.2 *Why bother with Quality?*

Why should a company bother with quality you may ask. Particularly when tools and methods used to ensure it can be costly to a business.

Quality and its approaches give every employee a purpose in an organisation and unify the company as a whole. There are untold benefits to an employee feeling like they are worth something to their employer. The more successful a company is can be directly related to a company's ability to give their customer what they want.

There are actually a great many reasons why any company should bother with quality. Apart from what has already been mentioned, there are a few more significant reasons why quality is important:

http://www.ehow.com/info_7893070_quality-important-business.html

Customer Retention and Value: to retain customers for repeat business, a company must sell products that live up to the customer's expectations. If a customer has a good experience they are likely to come back when another need arises. A customer must feel that what they bought from you is worth it.

Reputation: a company's reputation relies heavily on the quality of its products or services. Customers who receive a lower-quality product than expected will complain to friends, family and co-workers about how the product or service didn't live up to their expectations. This will ultimately lower your reputation with the consumer, especially if the majority of your customers have had negative experiences.

Legal reasons: in many countries a company's products or services legally must perform the way it is supposed to. In other words, they must be "fit for purpose". If your products or services do not work properly or meet the expectations you define, then you can be sued by your customers.



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Safety: the things you sell to consumers must also be safe, and not just for legal reasons. Malfunctioning or unsafe products are a threat in almost every industry, and could lead to dangerous situations for your customers.

<http://smallbusiness.chron.com/quality-important-business-57470.html>

Meeting standards: accreditation to a recognized quality standard may be essential for dealing with certain customers or complying with legislation. Public sector companies, for example, may insist that their suppliers achieve accreditation with quality standards. Accredited quality control systems play a crucial role in complying with those standards. Accreditation can also help you win new customers or enter new markets by giving prospects independent confirmation of your company's ability to supply quality products.

Costs: Poor quality increases costs. If you do not have an effective quality control system in place, you may incur the cost of analyzing nonconforming goods or services to determine the root causes and retesting products after reworking them. In some cases, you may have to go back to the drawing board altogether and incur additional costs to replace them.

http://www.ehow.com/info_7765915_importance-quality-assurance.html

Improved employee morale: Employee morale is higher in a company using a quality assurance system, since the organization is more likely to run well, and actively seeks methods for improvement. Quality systems like Total Quality Management actively involve employees in the process of quality improvement. Employees become stakeholders in the organization and its success. Improved employee morale results in less absenteeism and turnover among workers.

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2.3.2.3 What is Quality Assurance?

What is **Quality Assurance**? Wikipedia defines QA as:

"Quality assurance (QA) refers to the planned and systematic activities implemented in a quality system so that quality requirements for a product or service will be fulfilled.

It is the systematic measurement, comparison with a standard, monitoring of processes and an associated feedback loop that confers error prevention. This can be contrasted with Quality "Control", which is focused on process outputs."

In developing products and services, quality assurance is any systematic process of checking to see whether a product or service being developed is meeting specified requirements. A quality assurance system is said to increase customer confidence and a company's credibility, to improve work processes and efficiency, and to enable a company to better compete with others.

Quality assurance was initially introduced in World War II when munitions were inspected and tested for defects after they were made. Today's quality assurance systems emphasize catching defects or glitches before they reach the customer.

<http://searchsoftwarequality.techtarget.com/definition/quality-assurance>

http://www.progressivedairy.com/index.php?option=com_content&view=article&id=6439:quality-assurance-consistency-efficiency-and-productivity&catid=49:management&Itemid=75

Quality assurance is assuring that tasks, procedures and processes are executed exactly as intended every time. It is about optimizing productivity, efficiency and ultimately profitability. Any time the processes involved are not implemented exactly as specified, performance will fall below potential. Quality assurance is necessary to enable ourselves and our employees to succeed.



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Quality assurance is needed to enable success. It is not something that is needed because people are stupid or unmotivated; it is needed to attain the excellence required to go to that new, next level of management.

Every time we lose time because we have not established proper priorities, work on a task someone else should be doing, or keep working when a break would increase productivity, we fall further behind our potential for that day. Time management and other tools to reach our potential are quality assurance. Each time that procedure is not followed exactly reduces the likelihood of reaching that potential.

A key to reaching this new, higher level of management is to expand our concept of **developing tasks, procedures and processes**. In addition to specifying the task, procedure or process, each time we need to also explicitly design a quality assurance program to ensure the potential is reached.

<http://ebookbrowse.net/gdoc.php?id=413714692&url=3ef382d625e6d3f56afd4927e307b27c>

What does quality assurance mean for your organisation? Again the question is asked, because it'll mean different things for different organisations, similar to the idea of quality. What is clear is that companies who follow a quality assurance program have a number of common principles that run throughout their organisation.

- Quality focused companies let everyone know about their quality.
- Quality focused companies zone in on what counts. They don't collect data for the sake of it; they focus on what's going to add real value to their operation.
- Quality focused companies make their quality assurance processes the star of their operation. They don't hide it away in a filing cabinet only to be brought out when their being audited.
- Quality focused companies focus on simplicity. There is no part of their quality assurance process that doesn't need to be there. They focus on simple processes that are going to enable them to satisfy their customer's needs and wants.



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- Quality focused companies will have a knock on effect up and down their supply chain. Major suppliers will have to conform to certain standards if they are to maintain a healthy business relationship with an organisation that has a quality assurance system in place.
- Quality focused companies are always vigilant. Quality assurance processes imply there is a constant cycle of reviewing and updating processes to obtain a high level of quality. When a company is monitoring the results of its efforts it has to remain constantly vigilant to the implications of that data.
- Quality focused companies aren't afraid to dig deep with their data. The phrase there is more than one way to skin a cat might come to mind, but companies that use quality assurance programs will always get as much information as possible out of the data that results from their processes.

What does quality assurance mean for your organisation? In a call centre environment basically it means ensuring the agents are giving optimal support and advice to the customers. Quality Assurance offers an organisation so much more but it needs to ensure it has the tools to deliver the improvements. It offers a company a platform to tackle inefficiencies and gives a clear direction and way forward for the company.

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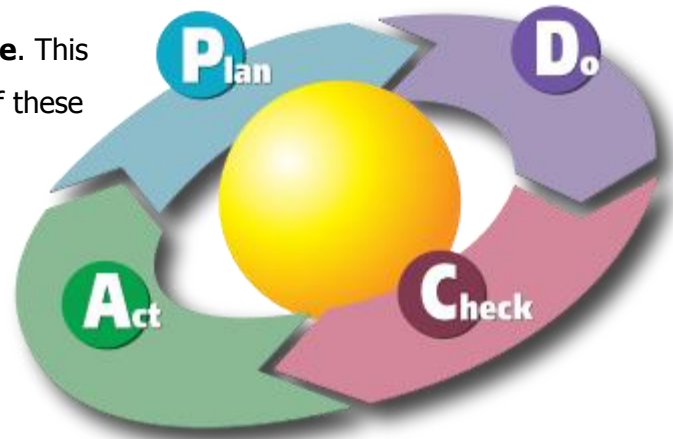
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2.3.2.4 Quality Assurance Approaches

There is no one-stop-shop for the ideal approach to quality assurance in an organisation. The approach adopted completely depends on the ethos of the company, the product or service it's offering, and the buy-in from the top levels of the company all the way down. Many organisations will adopt a theory, and then adapt it to their own setup.

2.3.2.4.1 PDCA cycle

A common approach that is widely recognised is the **PDCA cycle**. This comprises of four main stages: Plan – Do – Check – Act. Each of these stages of the process would be tailored specifically to the company's processes. When adopted, as the name suggests, this approach is a continuous cycle aimed at improving the company's offering so that they can satisfy the subjective needs of their customers.



<http://en.wikipedia.org/wiki/PDCA>

Plan: a company must establish the objectives and processes necessary to deliver results in accordance with its targets and goals. By establishing output expectations, the completeness and accuracy of the specification is also a part of the targeted improvement. When possible those involved should start on a small scale to test possible effects.

Do: this is the stage where the plan is actually implemented. The process documented earlier is executed. At this stage data should be collected for analysis at later stages in the cycle.

Check: here the actual results should be studied. These results should also be compared against the expected results from the plan phase to ascertain if there are any differences to what was expected. Look for deviation in

implementation from the plan and also look for the appropriateness and completeness of the plan to enable the execution phase. Charting data can make this much easier to see trends over several PDCA cycles and it will also make the information easier to digest. This information is what you need for the final phase.

Act: request corrective actions on significant differences between actual and planned results. Analyze the differences to determine their cause. Determine where to apply changes that will include improvement of both the process and/or product or service.

When passing through the four stages of the PDCA cycle doesn't result in any need for improvement, the scope to which the PDCA is applied can be refined to plan and improve with more detail in the next iteration of the cycle; or attention can be placed in a different stage of the process.

Note: Some modern trainers now also refer to the "A" as "Adjust". This helps trainees to understand that the 4th step is more about adjusting/correcting the difference between the current state and the planned state instead of thinking that the "A" is all about action and implementation (which actually happens in the second ("D") stage).



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2.3.2.4.2 ISO Approaches

However there are other approaches. Those companies familiar with the International Standards Organisation (ISO) set of quality standards may be more accustomed with that organisation's approaches to quality assurance.

The ISO documentation goes into far more detail on the various approaches, and that documentation is available if you want to gain a much deeper understanding of these approaches.

Such detail is outside the scope of this paper, but what follows should give you a good basic understanding of the ISO standard approaches to quality assurance.

<http://www.pdfbooksplanet.org/engineering-and-technology/1953-iso-9000-quality-systems-handbook-updated-for-the-iso-90012008-standard-sixth-edition-using-the-standards-as-a-framework-for-business-improvement.html>

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2.3.2.4.3 A Task Based Approach

One approach is to prescribe what has to happen then supervise adherence to these rules or procedures. This was the Taylor System of management conceived by Frederick Winslow Taylor (1856–1915). Taylor formulated **four principles of scientific management** which were:

1. Develop a science for each element of a man's work. This is almost equivalent to the ISO 9001 requirement for documented procedures.
2. Scientifically select and then train, teach and develop the workman. This is equivalent to the ISO 9001 requirement for training and competence.
3. Heartily cooperate with the men so as to ensure all of the work is being done in accordance with the principles of the science that have been developed. This is equivalent to the ISO 9001 requirements for verification and audit.
4. The management takes over all of the work for which it is better fitted than the worker. This is not prescribed by ISO 9001 except for requiring certain activities of top management and a management representative.

Taylor clearly recognized that in an industrial age, work needed to be managed as a system and that management and workers are partners within it and not adversaries. But it was, as Taylor admitted, a "task based system".

Taylor is credited with the idea of separating decision making from work that at one extreme is interpreted as 'leaving your brain at the door'. In simple terms this leads to a separation between planners and doers but as workers became more educated they could undertake more of the planning and see planning and doing as two roles rather than two jobs.

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2.3.2.4.4 A Risk Based Approach

Another approach is to identify the risks to achieving quality and then manage these risks effectively. This was how ISO 9001 evolved. It was a compilation of the measures taken to remove the risk of shipping defective product to customers so they focused on the prevention, detection and correction of defects.

This started alongside Taylor's task based system by introducing inspection as a means of sorting good products from bad products. In an attempt to reduce end of line rejects, in-process inspection was introduced and eventually defect investigation cells were created to discover the cause of the rejects and put in place measures to prevent recurrence. The concept developed to an extent where there were:

- Final inspections to reduce the risk of shipping defective product to customers;
- In-process inspections to reduce the risk of passing defective product to the next stage in the process;
- Receipt inspections to reduce the risk of passing defective product into the process;
- Supplier appraisals to reduce the risk of receiving defective product from suppliers;
- Design reviews to reduce the risk of releasing deficient designs into production;
- Reliability analysis to reduce the risk of in-service failures;
- Hazards analysis to reduce the risk of harming people producing, using, maintaining or disposing of the product;
- Contract reviews to reduce the risk of entering into contracts, the organization is unable to fulfil.

There are many other risks we could enter into this list but we can characterize the risk-based approach by seeking answers to five questions:

1. What could jeopardize our ability to achieve our goal?
2. What measures can we take to contain these risks?
3. How will we know these risks have been contained?
4. How will we ensure the integrity of these checks?
5. How will we know these failures won't recur?



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This approach can lead to a dependence on inspection to detect problems before they enter the next process which is counter to what Deming advocated in the third of his 14 points when he said "Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place".

2.3.2.4.5 Goal Based Approaches

Quality does not appear by chance, or if it does, it may not be repeated and as Deming advocated one has to design quality into the products and services. The risk based approach depends on our ability to predict the effect that our decisions have on others and we may go over the top as is often the case with health and safety measures taken by local authorities or we might not have sufficient imagination to identify the consequence of our actions. We therefore need other means to deliver quality products – we have to adopt practices that enable us to achieve our objectives while preventing failures from occurring.

There are more approaches which complement these ISO standard approaches to quality assurance. There follows a brief description of them here, but again further detail is available in the ISO documentation.

A **system approach**: This views the organization as a system of processes and it is the effective management of the interactions between these processes that will enable the organization to achieve its goals.

A **process approach**: This recognizes that work is performed through a process to achieve an objective and it is the effective management of the activities and resources within this process that will deliver outputs that achieve the objective.

A **behavioural approach**: This recognizes that all work is performed by people and that it is the effective management of the interactions between people that will enable the organization to achieve and sustain success.

2.3.2.5 *Quality Standards*

According to the ISO: A standard is a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for purpose.

The benefits of adhering to standards themselves for any organisation would be synonymous with those of paying attention to quality in the first place.

There are a few quality standards out there that a company can engage to make sure it's delivering a good service. Employing these standards can often prove costly, but some would argue that it's worth its weight in gold when customers have the confidence to continuously return to purchase your offering. Repeat customers are what all businesses should be striving for. Everyone is familiar with the statistic that it costs approximately 80% less to retain a customer than to win a new one. Companies can build a reputation for quality by gaining accreditation with a recognized quality standard like ISO9001.

<http://smallbusiness.chron.com/quality-important-business-57470.html>

The most well-known set of standards that companies adhere to are those of the ISO. The benefits of ISO standards are that they ensure that products and services are safe, reliable and of good quality. For business, they are strategic tools that reduce costs by minimizing waste and errors, and increasing productivity. They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade. The ISO coordinates the work of hundreds of other national standards authorities.

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2.3.2.5.1 ISO Standards

There are a number of different standards within ISO that cover a broad spectrum of industries.

<http://www.iso.org/iso/home/standards.htm>

For example ISO14000 is concerned with Environmental management. This set of standards would aid companies in improving their environmental performance. Another commonly known ISO standard would be ISO22000 which deals with Food Safety management. Customers of companies in the food industry will be instantly assured that the products on offer have met a high level of quality criteria and are safe to purchase.

There is also a set of ISO standards to do with currency, ISO4217, which helps to avoid confusion when dealing with currencies in any country.

As far as quality assurance is concerned it is the ISO 9000 series that applies to its field.

The ISO 9000 family addresses various aspects of quality management and contains some of ISO's best known standards. The standards provide guidance and tools for companies and organizations who want to ensure that their products and services consistently meet customer's requirements, and that quality is consistently improved.

These standards are understood worldwide to be an acceptable set of quality management system standards.

There are many standards in the ISO 9000 family, including:

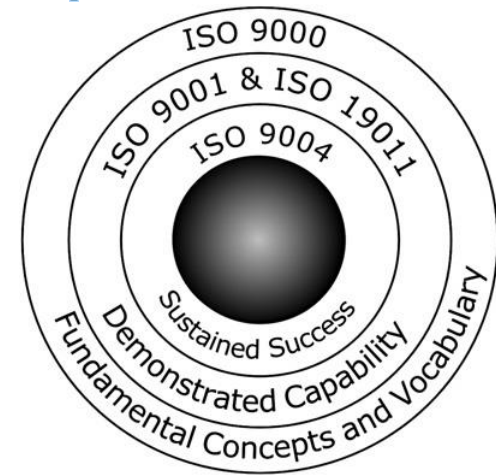
- ISO 9000:2005 - covers the basic concepts and language
- ISO 9001:2008 - sets out the requirements of a quality management system
- ISO 19011:2011 - sets out guidance on internal and external audits of quality management systems.
- ISO 9004:2009 - focuses on how to make a quality management system more efficient and effective

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The relationship between the standards in the series is illustrated in the adjacent figure. At the core is the organization sitting in an environment in which it desires sustained success. To reach this state the fundamental concepts and vocabulary as expressed in ISO 9000:2005 have to be understood, then, if necessary, the organization demonstrates that it has the capability of satisfying customers through assessment against ISO 9001 conducted in accordance with ISO 19011 and finally using ISO 9004 the organization is managed continually as a system of processes focused on delivering sustained success.



Further detail on the quality assurance standards within the ISO9000 family can be found in the ISO documentation.

As previously mentioned there are other sets of standards out there, apart from those of the ISO, which companies can strive to adhere to. For example the **National Standards Authority of Ireland, the NSAI**, is responsible for developing Irish standards and representing Irish interests in other standardisation bodies.

<https://www.nsai.ie/default.aspx>

In their own words, the NSAI develops and publishes standards to meet international demands for the quality, design, performance, safety and environmental impact of products and services. As with all sets of standards, these are agreed criteria that ensure products or services meet minimum criteria for trading with customers. Standards create a climate of trust in the marketplace for goods and services. For customers, a certified standard is a badge of quality. For business, it can provide protection against unfair competition and help instil consumer confidence.

While adhering to a set of standards is ideal it is not compulsory. Obviously there are many benefits to being able to say your company offering has a quality assurance stamp on it, not least of which is the confidence it instils in customers; but companies are not obligated to go down that tailored route. However there are some standards that are legally enforceable and companies operating in these industries must conform.

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<https://www.nsai.ie/Our-Services/Standardization/About-Standards.aspx#Standards and trade>

For example Section 28 of the National Standards Authority of Ireland Act, 1996, sets out regulations governing “the safe use of commodities and safe practices”. The Act empowers the Minister for Enterprise, Trade and Employment to prohibit the manufacture, storage, supply, sale or exhibition of goods which fail to comply with the requirements of the relevant Irish Standards or their equivalent. Under Section 28 there are standards that cover everything from the safety of toys to the toxicity of pencils.

Other legally enforceable quality standards are those that govern the area of food safety. By law, all food business operators must comply with Irish and EU legislation governing food hygiene. The legal requirements for catering and food retail businesses are set out in two Irish Standards certified by NSAI:

- I.S. 340:2007 Hygiene in Catering
- I.S. 341:2007 Hygiene in Food Retailing and Wholesaling.

These two voluntary Standards provide guidance on how to achieve compliance with the relevant legislation. The full text of either or both of these Standards can be obtained by contacting the NSAI directly.

Apart from the quality assurance standards set out by the ISO or NSAI there are some lesser known ones which would be as important to those involved in the applicable industries. For example anyone working in the field of youth work and children would know all about the National Quality Standards Framework for Youth Work. More information on this set of standards is available from the Department of Children and Youth Affairs, but it gives organisations a common language to detail their work with youth.

<http://dcya.gov.ie/viewdoc.asp?fn=/documents/youthaffairs/qualityframework.htm>

You could lose a lot of time delving into the world of quality assurance standards for various different industries. What is clear is that it is very prudent practice for organisations to strive to adhere to their applicable set of standards because of the myriad of benefits that this brings for their business.

2.3.2.6 *Typical Roles*

Every single employee should have aspects of quality assurance built into their roles, whether they are an entry level clerk or the CEO.

However there are some roles that are specific to the idea of quality assurance and management. Most organisations will have dedicated teams tasked with the process of quality assurance. This only serves to highlight how important it is as a business process.

You'll find that the duties of QA Specialists and QA officers are often interchangeable; but at least there is an effort to give a clear role to those involved in quality.

Quality Assurance Officer:

- Ensuring the effective resolution of any day to day quality issues.
- Ensuring client products and processes are fully compliant.
- Assist in internal process and system audits.
- Contribute to the improvement of company quality compliance procedures.
- Provide support for training.
- Manage quality systems documents to drive compliance.
- Review process investigations.
- Monitor design of new products and services and identify any validations etc. required.
- Assist in KPI production.

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Quality Assurance Specialist:

- Annual process reviews, ensuring compliance with regulatory requirements.
- Review of pre and post processing documentation for testing.
- Lead quality improvement projects
- Training new QA staff, and act in a mentor capacity.
- Participate in company process reviews
- Provide feedback on issues, ensuring continuous improvement in company processes.
- Support the introduction of new products/services used for quality purposes.
- Act as auditor of internal processes, and complete vendor audits when requested.
- Carry out any compliance related training for the company.

Quality Assurance Manager:

A QA manager must always be proactive in their management of the area and it's objectives. They should have a direct reporting line to senior management given the importance of the function. Their role should also include:

- Management of the QA team
- Approve budgets for the QA area.
- Review and approve the testing strategy for the company and provide formal sign off on all testing.
- Review of testing results to assess impact on the company.
- Participate in company induction programmes. This duty shows how serious some organisations take QA when it is highlighted to all new staff coming into the organisation.

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3 Scenarios

3.1 Overview

As with all of the scenarios listed below, the primary consideration is hands-on ability to use BE. All of the terms in the Lexicon that are used in this training permeate subsequent training.

NOTE: Different browsers and versions will show different layouts and options so this learning document will use a reference browser to demonstrate the How To scenarios

3.2 Sample QA program – eCourse

3.3 Sample QA program – QA Assessment

3.4 Sample QA program – Reporting

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4 Processes & Procedures

At this level there are no associated relevant processes or procedures for the user to note.

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5 Appendices – Trainer Notes

5.1 Set up steps

5.1.1 User configuration

5.1.2 Data File Configuration

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5.2 User Profile

User profile will be as follows:

5.2.1 Functional Access:

5.2.2 Content Access: