

CONFIRMED
DECEMBER 2007

Total quality management —

Part 1: Guide to management principles

UDC 658.562

Committees responsible for this British Standard

The preparation of this British Standard was entrusted by the Quality, Management and Statistics Standards Policy Committee (QMS/-) to Technical Committee QMS/22, upon which the following bodies were represented:

Associated Offices Technical Committee	Electricity Association
Association of Consulting Engineers	Electronic Components Industry Federation
Association of Consulting Scientists	Energy Industries Council
Bristol Quality Centre	Engineering Equipment and Materials Users' Association
British Coal Corporation	GAMBICA (BEAMA Ltd.)
British Gas plc	Guildford County College of Technology
British Institute of Management	Health and Safety Executive
British Maritime Technology	Institute of Quality Assurance
British Non-Ferrous Metals Federation	Institute of Trading Standards Administration
British Nuclear Fuels plc	Institute of Chemical Engineers
British Paper and Board Industry Federation	Institute of Mechanical Engineers
British Photographic Association	Medical Sterile Products Association
British Quality Association	Mercury Communications Limited
British Railways Board	Ministry of Defence
British Standards Society	National Accreditation Council of Certification Bodies
British Steel Industry	National Association of Plumbing, Heating and Mechanical Services
British Telecommunications plc	National House-building Council
British Valve and Actuator Manufacturers' Association	National Quality Development Support Network
British Welded Steel Tube Association	PERA International
Cable and Wireless plc	Power Generation Contractors' Association (BEAMA Ltd.)
Chartered Institute of Marketing	Royal Institution of Chartered Surveyors
Chemical Industries' Association	Society of Engineers Incorporated
Computing Services Association	Society of Motor Manufacturers and Traders Limited
Consumer Policy Committee of BSI	Solvents Industry Association Ltd.
Consumers' Association	University of Salford
Defence Manufacturers' Association	Water Services Association of England and Wales
Department of Trade and Industry (National Physical Laboratory)	
Department of Trade and Industry (Standards and Quality Policy Unit, Quality, Design and Education Division)	
E E A (the Association of the Electronics, Telecommunications and Business Equipment Industries)	

This British Standard, having been prepared under the direction of the Quality, Management and Statistics Standards Policy Committee, was published under the authority of the Standards Board and comes into effect on 15 September 1992

© BSI 05-2000

The following BSI references relate to the work on this standard:
Committee reference QMS/22
Draft for comment 91/89400 DC

Amendments issued since publication

Amd. No.	Date	Comments

Contents

	Page
Committees responsible	Inside front cover
Foreword	ii
0 Introduction	1
1 Scope	1
2 References	1
3 Definitions	1
4 Fundamental concepts	2
5 Implementing total quality management	3
6 Role of supporting techniques	5
Annex A (informative) Example of a typical process of total quality management	7
Annex B (informative) Example of a systematic improvements process	7
Figure 1 — Simple process diagram	2
Figure 2 — Changing role of process owner	2
Table 1 — Selecting an appropriate tool or technique	4
List of references	Inside back cover

Foreword

This Part of BS 7850 has been prepared under the direction of the Quality, Management and Statistics Standards Policy Committee.

BS 7850 is published in two Parts as follows.

- *Part 1: Guide to management principles;*
- *Part 2: Guide to quality improvement methods.*

Total quality management assures maximum effectiveness and efficiency within an organization by putting in place processes and systems which will ensure that every aspect of its activity is aligned to satisfy customer needs and all other objectives without waste of effort and using the full potential of every person in the organization.

This philosophy recognizes that customer satisfaction, health, safety, environmental considerations and business objectives are mutually dependent. It is applicable within any organization.

Investment in material things is an accepted and well developed management practice but the application of total quality management primarily involves investment in time and people: time to train people; time to implement new concepts; time for people to recognize the benefits; and time for people to move forward into new and different company cultures. Every organization has to give these commitments if total quality management is to succeed.

This Part of BS 7850 gives guidance to senior management on the establishment of management principles which will maximize an organization's effectiveness.

A British Standard does not purport to include all the necessary provisions of a contract. Users of British Standards are responsible for their correct application.

Compliance with a British Standard does not of itself confer immunity from legal obligations.

Summary of pages

This document comprises a front cover, an inside front cover, pages i and ii, pages 1 to 8, an inside back cover and a back cover.

The BSI copyright notice displayed in this document indicates when the document was last issued.

0 Introduction

The objectives of an organization, of which customer satisfaction is a major consideration, should be known and understood by all members of the organization.

This British Standard gives guidance to management on ways to make the organization structure, management system and quality system more effective in meeting organization objectives, by improving and harmonizing the skills of the workforce. Organizations vary greatly in size, objectives and the procedures used and judgement needs to be exercised when using the guidance given.

The guidance shows how everybody in the organization should be aware that they have internal customers and suppliers as well as those external to the organization and that participation by all and leadership from management is essential to promote the full potential of the organization.

The guide emphasizes the need for measurement of performance and analysis to confirm that planning for problem solving has led to quality improvement. In addition, the monitoring of performance and revision of systems should be a continuing activity in which the use of diagnostic tools is advocated.

Investment in people and training are probably the two most important elements in achieving total quality management.

A serious attempt has been made to produce a guide that is not prescriptive but which gives guidance to management so that it can be adapted to suit prevailing objectives and methodology. The objectives of all organizations should include their responsibilities towards society including the health and safety of people within the organization, the customer receiving the product or service and the need to protect the environment. The meaning of the term "customer satisfaction" should be taken in its broadest sense when used in this standard.

1 Scope

This Part of BS 7850 gives guidance on the establishment of management principles, which will maximize effectiveness in meeting organizational objectives. It addresses the formulation of objectives and their implementation throughout an entire organization.

2 References

2.1 Normative references

This Part of BS 7850 incorporates, by reference, provisions from specific editions of other publications. These normative references are cited at the appropriate points in the text and the publications are listed on the inside back cover. Subsequent amendments to, or revisions of, any of those publications apply to this Part of BS 7850 only when incorporated in it by updating or revision.

2.2 Informative references

This Part of BS 7850 refers to other publications that provide information or guidance. Editions of these publications correct at the time of issue of this standard are listed on the inside back cover, but reference should be made to the latest editions.

3 Definitions

For the purposes of this Part of BS 7850 the definitions given in BS 4778 apply together with the following.

3.1

total quality management (TQM)

management philosophy and company practices that aim to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization

NOTE 1 The objectives of an organization may include customer satisfaction, business objectives such as growth profit or market position, or the provision of services to the community, etc. but they should always be compatible with the requirements of society whether legislated or as perceived by the organization.

NOTE 2 An organization operates within the community and may directly serve it, this may require a broad conception of the term customer.

NOTE 3 The use of this approach goes under many other names some of which are as follows:

- continuous quality improvement;
- total quality;
- total business management;
- company wide quality management;
- cost effective quality management.

3.2

process

any activity that accepts inputs, adds values to these inputs for customers, and produces outputs for these customers. The customers may be either internal or external to the organization

NOTE 1 Every activity within an organization comprises one or more processes. Figure 1 illustrates a sample process diagram.

NOTE 2 Inputs, controls and resources are all supplied to the process.