

Introduction

According to Dr. Juran every profession needs a body of knowledge as one of the foundations that defines the profession and provides the basis for regulation of the profession.

The Body of Quality Knowledge is the framework that defines the current boundaries of knowledge of the quality profession within the UK. It is set out as simple statements of knowledge that can be used and developed by user groups such as the educational establishment, training establishments, membership and those organisations that need to define guidance or competencies for their quality professionals.

It is not intended to be the repository of quality knowledge, which can be said to be the collection of papers, treatise, books, educational and training programmes that have been developed over the years by leading members of the profession. The CQI's Body of Quality Knowledge is

revised and administered by the Professional Policy Board which accepts requests for revision as and when they arise from user groups and other interested parties.

Level 1 of the Body of Quality Knowledge provides an overview of the current boundaries of the knowledge of the profession. Level 2 expands on Level 1 to the extent considered useful for the user groups, i.e. level 2 is not intended to be restrictive nor unduly prescriptive in limiting user groups that wish to extend the current boundaries of the profession's knowledge.

Note: The Body of Quality Knowledge is not a syllabus, nor a set of competencies, nor a programme of training. Such documents are the responsibility of the appropriate user groups, and will be a further development arising from levels 1 and 2.

Module 1: Concepts of Quality, its History and Development	
Level 1: Summary Description	Level 2: Expansion
1.1 The history and tradition of inspection, quality control and quality assurance up to c. 1970	The development of quality from craft and tradition up to the widespread development of quality systems. Historical perspective of the development and use of standards in regulating quality (Pre-Roman, European Guilds, Gold/Silver Marks etc).
1.2 The evolution of quality thinking, post c. 1970	The development of systems thinking; new approaches to quality management; quality management standards; definitions of quality and quality assurance; the introduction of third-party certification schemes.
1.3 The influence of "Quality Gurus"	Deming, Juran, Feigenbaum, Ishikawa, Taguchi, Crosby, Shingo, Ohno; modern leading edge thinkers.
1.4 Development of formal quality systems into the service sectors, professions and other (non-manufacturing) businesses	Service element of product supply (specification, customisation, after sales, etc.); service typology; terminology and definition; public, private and voluntary sectors and professions.
1.5 Continual improvement	Benefits; systemic and corporate improvement; tools and methods.
1.6 The quality infrastructure - roles of the different bodies	Government, accreditation bodies, certification bodies, standards bodies, regulatory bodies, professional bodies, customers, consultants; interfaces.

Module 2: Customers, Suppliers, other Stakeholders and Markets		
Level 1: Summary Description		Level 2: Expansion
2.1	Markets	Internal and external markets; market analysis.
2.2	Customers	Internal and external customers; purchasers, end-users and consumers; managing customer relationships; customer needs and expectations.
2.3	Suppliers	Internal and external suppliers; company and personal suppliers; managing supplier relationships; supplier needs and expectations.
2.4	Stakeholders	Identifying stakeholders; managing stakeholder relationships; stakeholder needs and expectations (and conflicts).
2.5	Satisfaction and loyalty	The customer focused organisation; measuring and/or monitoring satisfaction; complaints and complaint management; data gathering and analysis; customer loyalty; product recall, replacement and disaster management.
Module 3: Interactions of Organisations and People		
Level 1: Summary Description		Level 2: Expansion
3.1	Standards and ethics	Need for organisational values and for codes of conduct, professional principles and business ethics.
3.2	Corporate structure and culture	The importance of corporate structure, values and culture in an organisation. Global cultural differences.
3.3	Roles and responsibilities of corporate management	Roles and responsibilities of corporate management in relation to managing the business or organisation; public, private and voluntary sectors.
3.4	Communication	Communication theory; methods of communication and their effectiveness.
3.5	Management infrastructure	Design, implementation and maintenance of an infrastructure appropriate to the organisation's goals, methods of production and service delivery.
3.6	Role of the individual	Job design and specification; responsibility; authority and accountability; competence levels; professional bodies and institutions.
3.7	Leadership, empowerment, motivation and teamworking	Leading and managing teams; leadership styles; motivational theory; team selection; team building; delegation of authority; setting targets; facilitation.
3.8	Awareness raising – learning, training and mentoring	Training specialists and non-specialists; self learning; continuing professional development (CPD); mentoring; coaching; validation; knowledge theories; training effectiveness.

Module 3: Interactions of Organisations and People - continued	
Level 1: Summary Description	Level 2: Expansion
3.9 Performance management	Staff supervision; reviews; competence; personal development plans; promotion; setting objectives; financial and motivational reward.
3.10 Impact of technology on people	Specifying and selecting appropriate technologies; introduction of technology to improve the product/process/service, the conditions and the working environment; effects of technology on people and the environment; managing stress.
3.11 Quality consultancy - its variety and roles	Internal/external consultancy role; advantages/disadvantages to organisations; management of or involvement in consultancy activities; selection of the most appropriate consultant.

Module 4: Technologies and Techniques	
Level 1: Summary Description	Level 2: Expansion
4.1 Specifying, designing and developing processes, products and services	Input requirements, for example customer, statutory, regulatory, technical, production, service or other specifications. Transforming input requirements into specification, processes and defined systems using appropriate quality tools and methodologies. Verification and validation of the specification, design, process and system outputs.
4.2 Process analysis and improvement	Mapping, process analysis, benchmarking and competitor analysis using the appropriate improvement tools and methodologies.
4.3 Problem diagnosis and improvement tools	Selection of appropriate tools including risk assessment, process capability, statistical process control (SPC), reliability, maintainability, life cycle, product/service failure techniques and other quality control tools.
4.4 Measurement, assessment, monitoring and control	Data collection and analysis; use of statistics, failure mode and effects analysis (FMEA), inspection methods and techniques, attributes & variables, quantitative & qualitative techniques.
4.5 New materials, technologies and techniques	Use of existing quality tools in new technology, for example design of experiments, Taguchi, prototyping, piloting and other tools. Assessment and development of new quality techniques.
4.6 Managing continual improvement	<p>Recognising the evolutionary nature of continual improvement techniques. The influence of culture.</p> <p>Selection of appropriate continual improvement tools and techniques to improve the business, products and services.</p> <p>Evolutionary versus breakthrough improvement.</p> <p>Change management.</p>

Module 5: Laws, Standards, Models, Associations and Professional Bodies		
	Level 1: Summary Description	Level 2: Expansion
5.1	Legislation	Legal framework; consumer protection, enforcement agencies; EU directives; employment directives, product liability, legal requirements.
5.2	Standards development	Sources and use of standards: national, EU and international Process of development, development bodies and committees. The development, use and role of corporate standards.
5.3	Management system standards	Application of management and other relevant standards, specifications and guidelines into an organisation (e.g. ISO 9000 series, ISO 14000 series & OHSAS 18001, sector standards, ISO 9001 derivatives)
5.4	Compliance management and enforcement	Regulated industries and professions; National, EU and international self regulation, CE, kite marking, government legislation, licensing. Methods of enforcement, accreditation & certification.
5.5	Excellence models and awards	International, for example EFQM, Baldrige, Deming Prize, IQA; national, for example Charter Mark, IIP; use to encourage improvement or benchmarking.
5.6	Audit, self assessment and appraisal	Internal/external audit; ISO 19011; certification processes; self assessment to the various excellence models; capability assessment. Auditor certification schemes.
5.7	Industry associations	Their role and purpose.
5.8	Specialist professional bodies	Their role and purpose.

Module 6: Corporate Strategy		
	Level 1: Summary Description	Level 2: Expansion
6.1	Strategic management	Vision, values and mission; business environment; quality planning within the corporate strategy; goals, objectives and principles; customer focus strategy; business plans; stakeholder concerns.
6.2	Corporate governance	Governance structures and accountability; ethics; AGMs; audits; management reviews; committees and reporting structures; corporate citizenship.
6.3	Elements of corporate strategy	Corporate structure; operational processes and systems; learning from success and failure; managing introduction of new technology; assessment and management of risk; managing corporate business change; initiative fatigue.
6.4	Management systems	Designing, installing and maintaining management systems to meet organisational needs; application of management system models; integrated management systems (holistic approach): quality, environment, health & safety, finance, human resources, IT, data protection, knowledge management.
6.5	Impact of corporate strategy on people	Different management styles; different corporate cultures; quality of working life; involvement of the whole workforce; performance management.
6.6	Managing quality across the (global) organisation, its stakeholders, suppliers and customers	Global considerations; impact of different cultures; international partnerships; working relationships with (global) stakeholders, suppliers and customers; global communication.
6.7	Quality in its total business concept	Models and value chains; sustaining the quality drive; contribution from supporting functions; corporate vs. departmental management; departmental vs. process management; business process change; decision making; benchmarking; fitness for purpose; future quality developments.
6.8	Corporate social responsibility	Accountability; reporting; system integration; stakeholder involvement; sustainability; ethical supply chains; environmental and social impact.