

# Quality Management Maturity Grid

Assessor: \_\_\_\_\_

Department: \_\_\_\_\_

Measurement Categories	Stage 1: Uncertainty	Stage 2: Awakening	Stage 3: Enlightenment	Stage 4: Wisdom	Stage 5: Certainty
<b>Management understanding and attitude</b>	No comprehension of quality as a management tool. Tend to blame quality department for "quality problems" <input type="checkbox"/>	Recognising that quality management may be of value but not willing to provide money or time to make it all happen <input type="checkbox"/>	While going through quality improvement programme learn more about quality management; becoming supportive and helpful <input type="checkbox"/>	Participating. Understand absolutes of quality management. Recognise their personal role in continuing emphasis <input type="checkbox"/>	Consider quality management as an essential part of company system <input type="checkbox"/>
<b>Quality organisation status</b>	Quality is hidden in manufacturing or engineering departments. Inspection probably not part of organisation. Emphasis on appraisal and sorting <input type="checkbox"/>	A stronger quality leader is appointed but main emphasis is still on appraisal and moving the product. Still part of manufacturing or other <input type="checkbox"/>	Quality department reports to top management, all appraisal is incorporated and manager has role in management of company <input type="checkbox"/>	Quality manager is an officer of company; effective status reporting and preventive action. Involved with customer affairs and special assignments <input type="checkbox"/>	Quality manager on board of directors. Prevention is main concern. Quality is a thought leader <input type="checkbox"/>
<b>Problem handling</b>	Problems are fought as they occur; no resolution; inadequate definition; lots of yelling and accusations. <input type="checkbox"/>	Teams are set up to attack major problems. Long-range solutions are not solicited <input type="checkbox"/>	Corrective action communication established. Problems are faced openly and resolved in an orderly way <input type="checkbox"/>	Problems are identified early in their development. All functions are open to suggestion and improvement <input type="checkbox"/>	Except in the most unusual cases, problems are prevented <input type="checkbox"/>
<b>Cost of quality as % of sales</b>	Reported: Unknown Actual: 20% <input type="checkbox"/>	Reported: 3% Actual: 18% <input type="checkbox"/>	Reported: 8% Actual: 12% <input type="checkbox"/>	Reported: 6.5% Actual: 8% <input type="checkbox"/>	Reported: 2.5% Actual: 2.5% <input type="checkbox"/>
<b>Quality improvement actions</b>	No organised activities. No understanding of such activities <input type="checkbox"/>	Trying obvious "motivational" short-range efforts <input type="checkbox"/>	Implementation of a multi-step programme (e.g. Crosby's 14-step) with thorough understanding and establishment of each step <input type="checkbox"/>	Continuing the multi-step programme and starting other pro-active / preventive product quality initiatives <input type="checkbox"/>	Quality improvement is a normal and continued activity. <input type="checkbox"/>
<b>Summary of company quality posture</b>	"We don't know why we have problems with quality". <input type="checkbox"/>	"Is it absolutely necessary to always have problems with quality?" <input type="checkbox"/>	"Through management commitment and quality improvement we are identifying and resolving our problems." <input type="checkbox"/>	"Defect prevention is a routine part of our operation." <input type="checkbox"/>	"We know why we do not have problems with quality." <input type="checkbox"/>