

Quality Management Maturity Grid

Assessor: _____

Department: _____

| Measurement Categories | Stage 1: Uncertainty | Stage 2: Awakening | Stage 3: Enlightenment | Stage 4: Wisdom | Stage 5: Certainty |
|--|---|--|--|---|---|
| Management understanding and attitude | 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"/> |
| Quality organisation status | 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"/> |
| Problem handling | 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"/> |
| Cost of quality as % of sales | 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"/> |
| Quality improvement actions | 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"/> |
| Summary of company quality posture | "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"/> |