



THE QUALITY PROCESS ANALYST PRIMER

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II. QUALITY CONCEPTS & TEAM DYNAMICS

**REMEMBER: IF YOU DO WHAT
YOU'VE BEEN DOING, YOU'LL GET
WHAT YOU'VE BEEN GETTING.**

SOURCE UNKNOWN



**II. QUALITY CONCEPTS & TEAM DYNAMICS
PROFESSIONAL CONDUCT AND ETHICS**

I.A

Selected Ethical Principles

- **Confidentiality**
- **Conflict of interest**
- **Competency**
- **Integrity**
- **Negligence**
- **Objectivity**

A three question test for determining what is an ethical choice in a given situation:

- 1. Is it legal?**
- 2. Is it balanced?**
- 3. How will it make me feel about myself?**



**II. QUALITY CONCEPTS & TEAM DYNAMICS
PROFESSIONAL CONDUCT AND ETHICS**

I.A

Other Ethical Decision Models

- **Black-and-white model**
- **Full-disclosure model**
- **Doctrine of the mean model**
- **Golden rule model**
- **Market ethic model**
- **Equal freedom model**
- **Proportionality ethic model**
- **Professional ethic model**



**II. QUALITY CONCEPTS & TEAM DYNAMICS
QUALITY CONCEPTS / QUALITY**

I.B.1

Quality Fundamentals

The total quality effort for an organization requires structure in order for it to succeed. There must be some functional area to coordinate and guide the quality efforts of the organization. Feigenbaum has stated that “Because quality is everybody’s job in a business, it may become nobody’s job.”

The quality function has a mission to help the entire organization achieve total quality. It can help provide technical assistance to each department so they may achieve their strategic or tactical goals.

The quality function has two general responsibilities:

- Organizational wide focus (mission)**
- Specific departmental focus (mission)**

Some of the strategic quality goals are included in the strategic business plan. The quality department mission statement should address such questions as:

- What does the organization need?**
- What tasks can the department do?**
- How can the department help the organization?**



**II. QUALITY CONCEPTS & TEAM DYNAMICS
QUALITY CONCEPTS / QUALITY**

I.B.1

Quality Fundamentals (Continued)

Multiple plant, multi-division and multi-national organizations often have a corporate quality group. Customarily, each autonomous division has its own quality department.

The quality auditing function will conduct periodic audits to verify that proper test methods, training, techniques, and procedures are being followed.

In companies with multiple locations, centralization of certain quality functions may make sense. Basic functions such as inspection, quality control, or metrology may be retained at each location in order to maintain quick response and feedback.

Specialty functions such as reliability or quality engineering may be more suited to a centralized corporate level. Highly specialized equipment or very expensive test equipment might reside in a testing lab at a centralized location.



**II. QUALITY CONCEPTS & TEAM DYNAMICS
QUALITY CONCEPTS / QUALITY**

I.B.1

Quality Principles

Quality can be addressed by an organization in their vision or mission statements. Often, guiding principles are formalized into one or more quality policies.

The integration of study with Quality Council involvement will result in a collective philosophy about quality.

Some typical principle statements include:

“Total dedication to the customer”

“Quality must be built into each design and each process. It cannot be created through inspection.”

An organization’s principles may stress some of the following points:

- Customer satisfaction is a key**
- Defects must be prevented**
- Manufacturing assumes responsibility for quality**
- The process must be controlled**
- Everyone participates in quality**
- Quality is designed into the product**
- Total quality is a group activity**



**II. QUALITY CONCEPTS & TEAM DYNAMICS
QUALITY CONCEPTS / QUALITY**

I.B.1

Quality Policies

Quality policies are often developed by top management in order to link policies among all departments. A quality policy set by the top management will ensure that a systems approach will be undertaken.

Upper management should issue a written statement outlining the company's position on quality. These policies will be transmitted to all levels of the organization.

Quality policies often include several of the following thoughts:

- The only acceptable level of defects is zero**
- We will meet or exceed customer expectations**
- Defective products will not be shipped**
- We will build a relationship with our suppliers to ensure a quality product**
- We will engage in a revolutionary rate of quality improvement**