

55th EOQ Congress
World Quality Congress
Budapest, Hungary - June 20-23, 2011

"Navigating Global Quality in a New Era"



June 21, 2011 (Tuesday) 55th EOQ Congress

CONCURRENT SESSIONS
KEMPINSKI HOTEL CORVINUS

Tuesday 13:30 – 17:30
Erzsébet tér 7-8, Budapest V.

REGINA BALLROOM II.

Tuesday 15:30 – 17:30

11.2. REPOSITIONING QUALITY FOR MANUFACTURING II.

15:30 – 17:30

Session Chair: *Hans Dieter Seghezzi, University St. Gallen, Switzerland*

15.55 The Role of the Quality Manager – Success Factors and Problems

Sanna Rosendal and Åsa Danielsson, Sandholm Associates AB, Sweden

Rosendal, Sanna (Sweden)

Sanna Rosendal is a consultant at Sandholm Associates AB. She holds a Master of Science in Engineering from the Royal Institute of Technology and a master in Education from the Stockholm University. Sanna is also a trained Black Belt according to Six Sigma and she has training in Lean leadership. As a consultant Sanna has developed educations in continuous improvements.

Danielsson, Åsa (Sweden)

Åsa Danielsson, market manager at Sandholm Associates AB, holds a Master of Science in Engineering from the Royal Institute of Technology. He is a trained Black Belt according to Six Sigma and also has training in Lean leadership.

The role of the quality manager

– Success factors and problems

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Abstract

The role of the quality manager is fundamental in organizations with a successful quality work. Even though many organizations do not use the exact title quality manager, the role still exists and generates similar challenges and problems.

The role of the quality manager in general has evolved from being a quality inspector to work with business excellence. A common perception within organization in Sweden is that the traditional role of the quality manager remains and the tasks categorized as quality assurance still takes up most of the quality manager's time. At the same time many organizations implement concepts like Six Sigma or Lean for quality improvement.

The present study investigates the quality manager's time distribution between different tasks and also the possible connection between the quality manager's tasks and their feeling of being successful. The study reveals how concepts like Six Sigma, Lean and ISO 9001 have an impact on the quality manager. Through a partnership with SKF the quality manager's educational background and possible future requirements has been revealed.

To initiate the construction of the questionnaire three feasibility studies were performed. A problem detection study was then conducted to shed light on what the quality manager perceive as important factors in his or her role. The results from these studies were used as a foundation when building the questionnaire.

Regarding time consumption, the results of the survey indicates that the quality manager in average uses the majority of the time on managing quality assurance tasks and only 24 % focused on quality improvements. However, the latter focus area gives the quality manager a feeling of being more successful in his or her work. This result is further strengthened by the performed regression analysis indicating that the quality manager feels successful as well as perceives to have full support from the management team when tasks like coordination and monitoring quality improvements are in focus instead of administrative work. To summarize these conclusions the quality manager should prioritize tasks regarding quality improvements and focus more on initiating, coordinating and

monitoring quality improvement projects. These tasks have a positive impact on the quality managers experience of being successful in their professional role.

Additional factors affecting the role of the quality manager are concepts like Lean and Six Sigma. Results from the survey shows that quality managers working with Lean and Six Sigma experience greater success in their professional role than managers lacking one of these concepts in their establishment. Furthermore the regression analysis shows that quality managers within organizations using ISO 9000 enjoy their work situation less than those lacking an ISO-certificate. Quality managers seems to feel that they are more successful and enjoy their work situation to a greater extent when not working with ISO 9000. A possible explanation for this could be that the standard in these cases might be used in the wrong way. A common viewpoint is that the standard requires too much documentation and that this may seem to be superior of the work. However, the ISO standard intends the business to produce the documentation they feel they need. Working with ISO 9000 should result in a greater scheme of activities and through this result in an increased interest in quality. To summarize the concepts Lean and Six Sigma are success factors according to the Swedish quality managers and even ISO 9000 can encourage to quality improvements if the concept is used correctly and with the intention to work with continuous improvements.

Several quality managers have mentioned the lack of commitment and organizational structure from the management team. The quality managers wishes to be enlightened regarding the managements expectations on their work. The analysis shows that quality managers feel they have support from the management when they are a part of the management team but only 65 % of the Swedish quality managers say they have a seat at the management group table.

This paper is based on research from the Royal Institute of Technology and a survey study interviewing 550 Quality Managers about their problems and success factors. The purpose of the paper is to identify the quality manager's role, tasks and education and in the long run to support the quality manager's role and future development in the debate.

Biography of the authors

Sanna Rosendal

Sanna Rosendal is a consultant at Sandholm Associates AB. She holds a Master of Science in Engineering from the Royal Institute of Technology and a master in Education from the Stockholm University. Sanna is also a trained Black Belt according to Six Sigma and she has training in Lean leadership. As a consultant Sanna has developed educations in continuous improvements.

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