

# The role of the quality manager – Success factors and problems

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## Who I'm I?

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# Who I'm I?

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# Quality – continuous improvements

**From quality inspector to business excellence...**

**Common sense is not enough!**

**Only the result counts! We need effective methods ....**



# Approach

- Case study
- PDS



- Survey

# Case Study

- SKF Mekan
- Agria Djurförsäkring
- Älta skola

# PDS

Problems:

- Fire brigade call-outs
- Culture of Quality
- Management support



## Who got the questionnaire?

**550 quality managers:**

Participants from Sandholm Associates  
course in quality management

Addresses from PAR with the title  
'quality manager'



# Response

Response rate: 66 %

Equal distribution between PAR (144)  
and Sandholm (134)



# Statistical analysis

- Minitab
- Everything from simple pie charts to multiple regression analysis
- Multiple regression analysis is appropriate for this type of survey



# Multiple regression analysis

$$Y = ax_1 + bx_2 + cx_3 \dots$$

With this type of analysis you can search for correlations between several parameters.

- In this case we were interested in these parameters:

- Management support
  - Quality culture
  - Success in the role
- } Y

- Influencing factors for success x!



# Results and conclusions



# The role of the quality manager



# The role of the quality manager

The role of the quality manager can be unclear!

"The role as a quality manager is only a small part of my tasks."



"What do the managers expect from me?"

"The business uses the word quality, but we have not defined what it stands for."

"There are countless definitions of the concept of Quality."



# The role of the quality manager

## The quality manager feels successful when:

- They got time to identify and organize continuous improvements.
- When continuous improvements are in priority.
- When they can see results.



# The role of the quality manager

## The quality manager feels successful when:

- The two concepts Lean and/or Six Sigma are established in the business.
- They have the managers support.





# The role of the quality manager

The analysis shows a significant correlation between ISO 9001 and the quality managers feeling of not being successful.

208 of 278 quality managers are working with ISO 9001, 75 %.



# The role of the quality manager

The quality culture...

+ is growing when continuous improvements are in priority.

- fire brigade call-outs has a negative impact on the quality culture development.

Predictor	Coef	SE Coef	T	P
Constant	3,3660	0,6211	5,42	0,000
Kundrelat. frågor	0,07881	0,05262	1,50	0,135
Leverantörer	0,08820	0,04814	1,83	0,068
<b>Brandsläckningar</b>	<b>-0,23677</b>	<b>0,05138</b>	<b>-4,61</b>	<b>0,000</b>
Kvalitetsbristkostnad	0,05644	0,04749	1,19	0,236
Förbättringsarb. prio	0,41074	0,05711	7,19	0,000



# The role of the quality manager

The management support...

Poor quality costing

Management educated in quality

The quality manager experience they have an impact on the management team

The quality manager have a seat at the management group table

65 % of the quality managagers has a seat at the managers group table.



# The quality managers tasks



# The quality managers tasks

21. Allocate 100 % between the tasks:

Quality inspection

Maintenance of the management system

Identify quality improvements

Organization of continuous improvements

Administration of quality tasks

Data collection and reporting

Nonconformities

Other tasks



## Conclusion

The quality manager puts 20 % of their time on "other tasks"



# The distribution between the rest of the tasks?



Quality inspection

Maintenance of the management system

Identify quality improvements

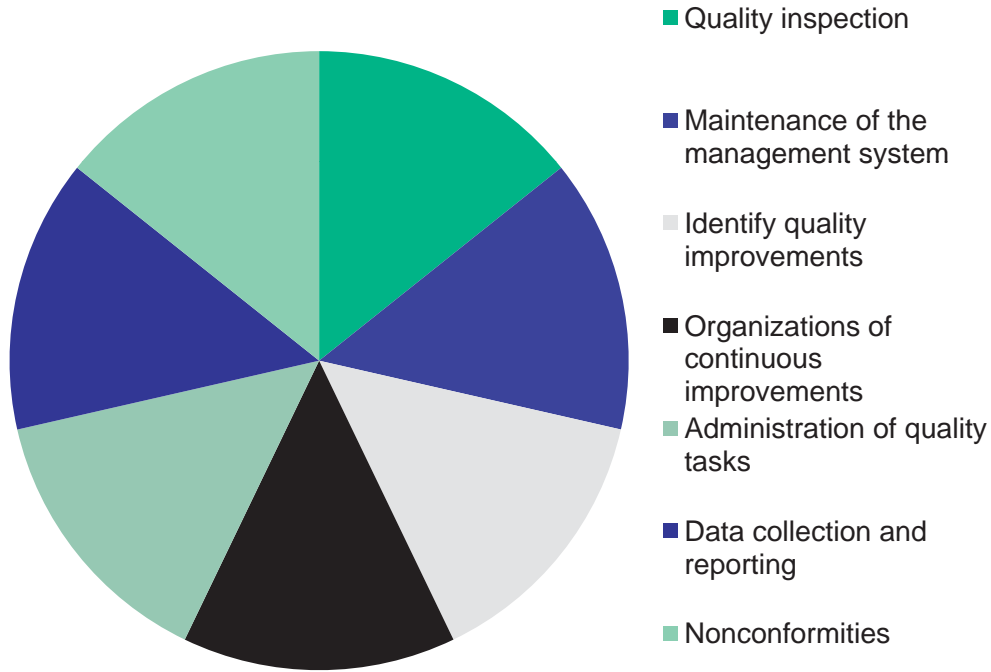
Organization of continuous improvements

Administration of quality tasks

Data collection and reporting

Nonconformities

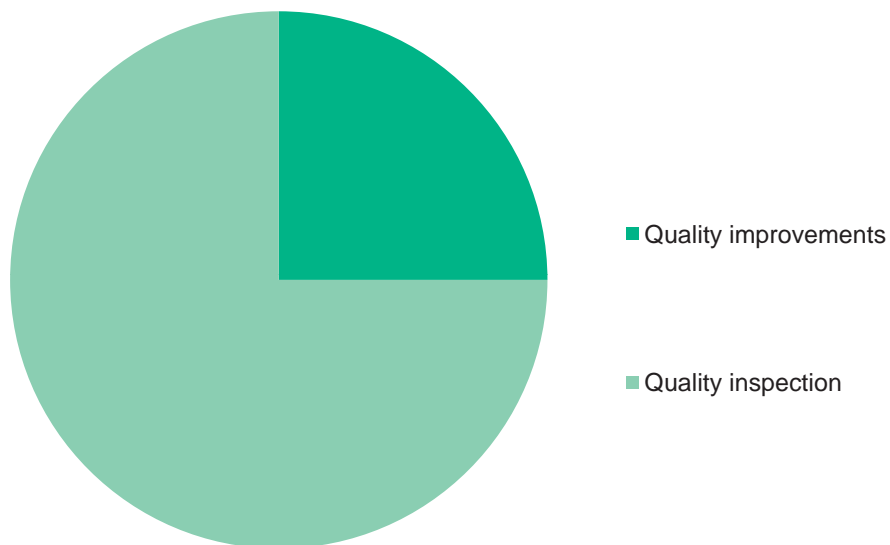




Equal time allocation among the remaining tasks.



## The quality managers tasks



Only 25 % of the time is earmarked for quality improvement work.



# Success factors impact on the tasks:

Quality culture

Nonconformities

Negative  
Maintenance of the  
quality  
management  
system

Data collection and  
reporting

Succeed in the quality  
management role

Nonconformities

Organization of  
continuous  
improvements

Identification of  
continuous  
improvements

The management  
support

Nonconformities

Organization of  
continuous  
improvements

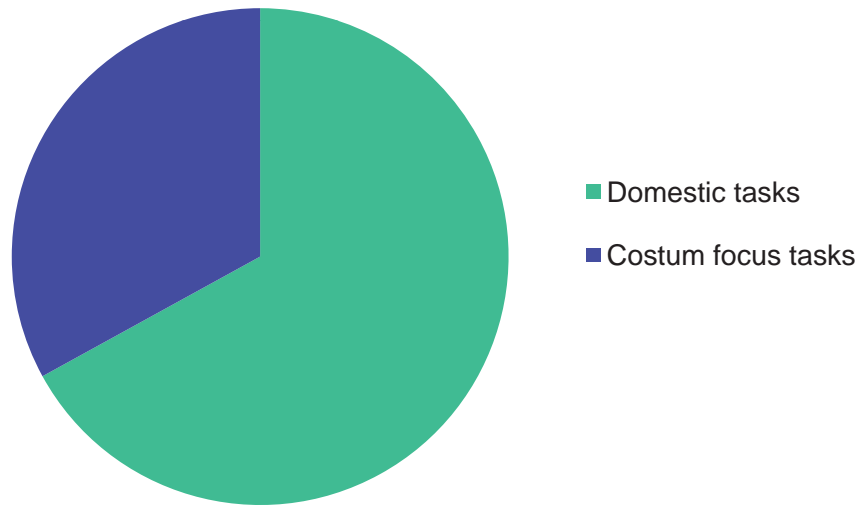
Negative  
Administration



# Domestic tasks v/s custom related focus



# The tasks of the quality manager



**Only 1/3 of the time on custom focused tasks.**

# The education of the quality manager

# The education of the quality manager

93% of the quality managers has some kind of education in quality!



# The education of the quality manager

The quality managers feels:

- They need more education
- They would do a better job if they had the possibility to get more education
- They feel they have the management group support if they had the possibility to get more education





**For more information**

**[www.sandholm.se](http://www.sandholm.se)**

