



International
Labour
Organization

SCORE

EXPERIENCES

Quality:
Managing
continuous
improvement



A NEW CHALLENGE FOR FABRI...

WAREHOUSE



I DON'T UNDERSTAND!

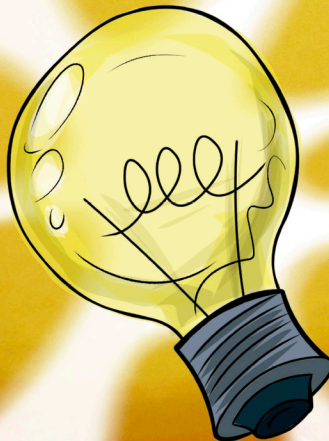
HOW IS IT POSSIBLE THAT WE HAVE SHIPPED THESE PIECES WITH DEFECTS?

YOU ARE RED FABRI, STOP COMPLAINING SO MUCH.

THIS IS HAPPENING OFTEN FABRI.

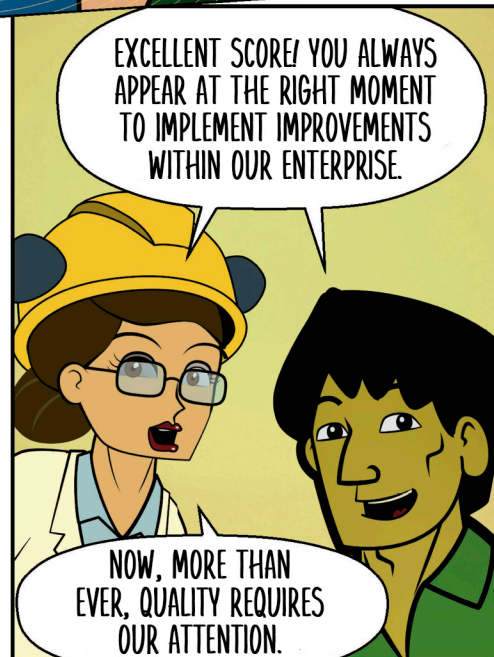
THIS CANNOT CONTINUE. IT'S A WASTE OF WORK AND EFFORT.

WE MUST FIND A SOLUTION.



THIS IS AN OPPORTUNITY FOR IMPROVEMENT!

LET'S CALL SCORE!



LATER IN THE MEETING ROOM, SCORE
EXPLAINS THE ADVANTAGES OF
IMPLEMENTING MODULE 2.

IMPLEMENTING MODULE 2
IN THE ENTERPRISE WILL
ENABLE YOU TO:

- ESTABLISH QUALITY OBJECTIVES.
- APPLY KEY CONCEPTS OF QUALITY.
- PROMOTE A QUALITY ASSURANCE CULTURE.
- USE DIFFERENT TOOLS TO ANALYSE AND SOLVE QUALITY PROBLEMS.
- INCREASE CUSTOMER SATISFACTION BY REDUCING PRODUCTION DEFECTS.
- IMPROVE THE QUALITY OF PRODUCTS AND SERVICES.
- PROMOTE ON-TIME DELIVERIES.

EXCELLENT, SO EACH PIECE PRODUCED
WILL MEET ALL QUALITY STANDARDS
BEFORE REACHING THE CUSTOMER.

IN OTHER WORDS,
THERE WILL BE A
HAPPY ENDING.

THIS SOUNDS GREAT,
BUT ALSO LIKE A LOT OF
WORK...

WHY SHOULD WE GIVE SO
MUCH IMPORTANCE TO
QUALITY?

NEGLECTING QUALITY IS COSTLY
AND WE MUST PAY GREAT
ATTENTION TO IT TO ENSURE
ENTERPRISE COMPETITIVENESS AND
GOOD WORKING CONDITIONS.

THAT'S HOW IT
IS COLLEAGUES.

NOW I'LL SHOW YOU THE COSTS
WE BEAR IF WE FAIL TO
UNDERTAKE AN ADEQUATE QUALITY
MANAGEMENT SYSTEM.

Intangible Costs

REDUCED
CUSTOMER
CONFIDENCE.

ENTERPRISE
REPUTATION IS
AFFECTED.

REDUCTION IN
WORKER MORALE.

DELAYS CAUSED
BY DEFECTIVE
PRODUCTS.

ADDITIONAL
LABOUR FORCE.

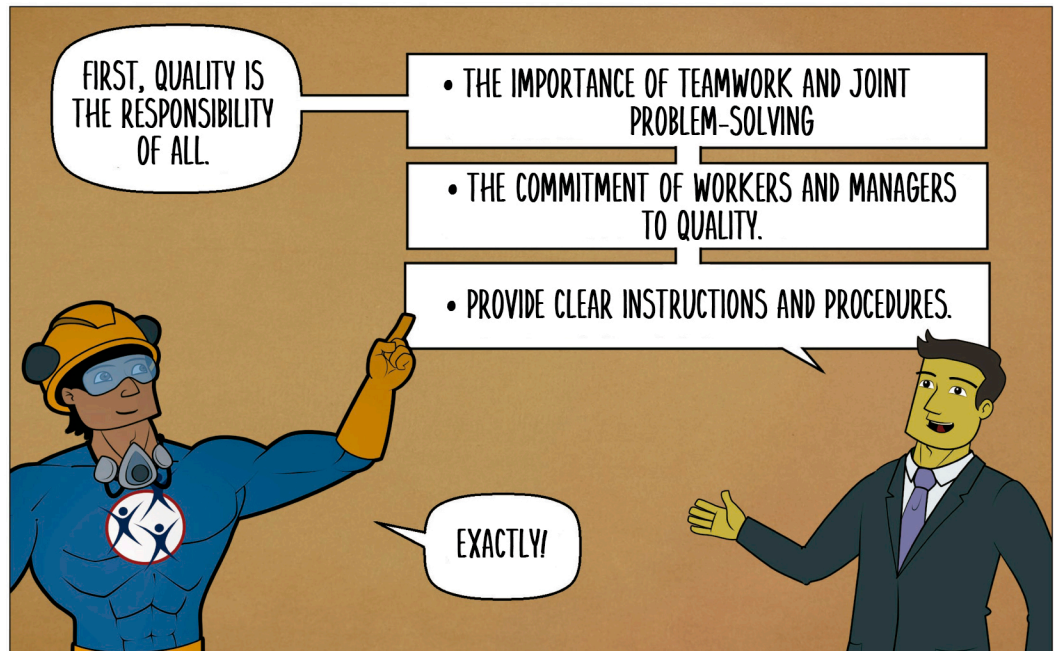
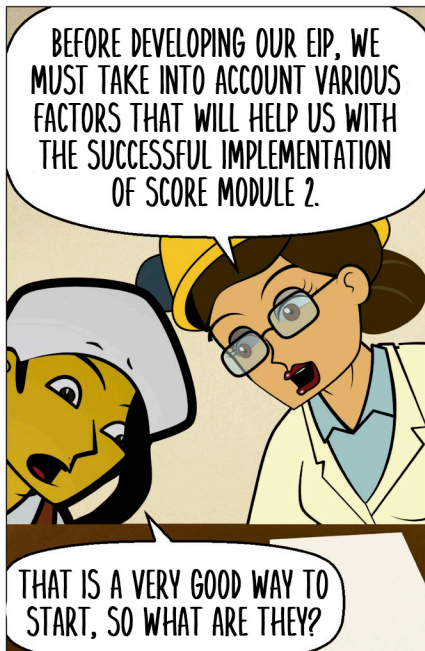
MATERIAL
REPAIRS AND
SALVAGE.

WARRANTY AND
REPLACEMENT
COSTS.

MATERIAL
WASTE.

DISCOUNTS ON THE
SALE OF DEFECTIVE
PRODUCTS.

LOSS OF
SALES.



MANAGERS' AND WORKERS' RESPONSIBILITIES IN QUALITY ASSURANCE

MANAGEMENT MUST DEVELOP AND COMMUNICATE:

- QUALITY POLICIES AND PROCEDURES
- QUALITY OBJECTIVES
- TASK DESCRIPTIONS WITH CLEAR QUALITY INDICATORS

WORKERS MUST:

- COMPLY WITH POLICIES AND PROCEDURES
- ACTIVELY PROMOTE A QUALITY ASSURANCE CULTURE
- PREVENT PROBLEMS FROM ARISING IN THE FUTURE BY COMMUNICATING OPPORTUNITIES FOR IMPROVEMENT

BOTH MANAGEMENT AND WORKERS NEED TO JOINTLY DEVELOP A CULTURE WHEREBY COMMUNICATION IS EFFECTIVE AND THERE IS COMMITMENT TO QUALITY.

