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"We engineer the quality of your success"

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Unfairness Kills Performance

Fairness in the workplace has a tremendous influence on everything, from product quality, to customer service, and ultimately, the bottom line.

Employees sometimes feel they are getting too little, or are giving too much, or perceive an unfair deal. They get irritated. At some point, these bad feelings trigger action.

Resentful employees can lose the desire to do a good job. They stop caring, sometimes they deliberately contribute to poor quality, mishandle customers, and restrict performance. They might even quit at inopportune times, or take their expertise and other things (financial records or competitive information) to a competitor.

Strategies to Manage Fairness At Work

■ **Gather Information**

Determine if, when, where, how, and why fairness is an issue in your company. Many employees will state their concerns, but for those that don't, look for trends in everything, from absenteeism, to behaviour, to scrap rates. Employee and team meetings will often paint vivid pictures.

■ **Act**

Don't let problems simmer. Take effective action immediately.

■ **Reinforce**

This might mean changes in training, communication, policy, and/or procedure.

Many Use A Team Approach; Few Do It Right

In a recent "Teaming For Excellence" survey:

- 87% use a team approach
- 22% are satisfied with their team results

The following areas needed improvement:

- 23% of employees understood the company's Mission Statement
- 10% of the companies have an effective reward and recognition system for teams
- 20% feel their teams are working on main priorities
- 24% are happy with their team chartering process

Companies need to use teams to operate their businesses. Most do not understand how to properly implement the team process.

If you need to do teams right, call PQA to discuss your situation.

A Definition Of Quality

- Q** - Quest for excellence;
- U** - Universal use of quality principles in all avenues of life;
- A** - Actions, rather than lip service, needed to achieve quality goals;
- L** - Ladder that everybody must patiently climb to reach the ultimate quality goals;
- I** - Integrity that everybody must possess;
- T** - Thirst for knowledge that must be developed before a quality program can be successful;
- Y** - Yield or fruit of a successful quality plan.

- by Francis D'Souza, Litton System Canada, Etobicoke

ISO-9000 Survey:

In a study examining forty Colorado firms registered to ISO-9000, respondents were asked how long it took them to achieve ISO-9000 registration. The most common time frame was 1 to 1.5 years.

In another study, the average total cost of registration was reported to be \$245,200.

Length Of Time To Achieve ISO-9000 Registration

Time Period	Frequency (%)
Less than 1 year	12.5%
1 to 1.5 years	52.5%
1.6 to 2 years	22.5%
2.1 to 2.5 years	5.0%
More than 2.5 years	7.5%

Did You Know ?

- IBM originally manufactured butcher scales and time clocks
- Until 1924, IBM was known as the Computing-Tabulating-Recording Company
- The company's nickname, *Big Blue*, originated from its early computers, which were big (the 705 computer, for example, took up an entire room) and usually blue in colour

Happy New Year from all the Staff at PQA!