

Why Aren't Quality Models Working?

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Software Quality

*...the Quality of the Software
is dependent
on the quality of the processes
being used to develop it...*



Quality Management

is really about

Management Quality



Management Quality

is evolving to – but has not yet achieved –

Management Science



Quality Models Not Crafted by CEOs

- CEO's job is to manage the business toward profitability: usually little understanding of how systems and processes work
- Quality Models are usually developed by quality professionals
- There is a huge gap in understanding between the two



Ineffective, Inefficient , & Costly

When Executive Management fails to manage the quality of the system and its processes, the results are ineffective, inefficient, and costly:

the failure is to achieve any of the above fails in fiduciary responsibility and accountability to shareholders



Ineffective Systems

- Business operates in parallel with and independently of the quality system
- Product defects are rarely analysed to remove root cause – often process problems
- Effectiveness can only be achieved in a closed loop



Inefficient Systems

- Measurable process and quality objectives (if established at all) not tied directly to business goals
- Without process measurement can't determine whether or not process objectives are being met
- Without root causes being identified, probability increases that problem will recur = waste
- Time and effort is wasted on fighting fires



Costly Systems

- If gap exists between what quality models should do and what they actually do, there is waste
- Rework results from process disconnects, miscommunication, misunderstood requirements, missed objectives, reactive fire-fighting, missed delivery dates
- Every inability to manage the processes effectively results in costs: revenue leakage, rework, defects, mistakes, long lead times, lower productivity rates



Reasons for Quality Model Failure

- Lack of effective management involvement
- Lack of Integration of quality model into business infrastructure
- Lack of measurement



Lack of Management Involvement

- Executive Management commits resources, effort, funding, but not their own time, effort, interest
- Task for quality is delegated to staff
- Exec Management focusses on financial measurements, not operational quality issues



Lack of Business Integration

- Rarely are business plans tied directly to quality plans
- Executive Management treats quality separately from the rest of the business
- Executive Management resists applying the discipline of the quality model to its own processes, applying it instead to work product, but not the management, processes



Lack of Measurement

- Product defects are measured, but processes are not
- Unless processes are measured and tracked, accurate analysis and change/improvement activities can't be verified
- Without verification, it's hopeful guesswork at best



ISO 9001 Registrations Business

Final factor re: ISO 9001 QMS

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it's not in the best interests of Registrars to
fail audits – if they do, they lose clients



Quality Models

*...will work...
and product quality will improve
when Executive Management
accepts responsibility for
and applies leadership for
the system building the products*

