

Zero Defects Option

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Tutorial Presentation

Quality Questions: 1 to 5

True or False

1. Quality is a measure of goodness of the product that can be in ranges such as fair, good, excellent.
2. The economics of quality requires that management establishes acceptable quality levels as performance standards.
3. The cost of quality is the expense of doing this wrong.
4. Inspection and test operations should report to manufacturing so they can have the tools to do the jobs.
5. Workers attitudes are the primary cause of defects.

Reference: Quality is Free, p158

Quality Questions: 6 to 10

True or False

6. Quality is the responsibility of the quality department.
7. I have trend charts that show me rejection levels at every key operation.
8. I have a lists of my ten biggest quality problems.
9. Zero Defects is a worker motivation program.
10. The biggest problem today is that the customer does not understand our problems.

Reference: Quality is Free, p158

History: Zero Defects

- Philip B. Crosby (1965)
 - ITT Only way to achieve its quality program
- Philip B. Crosby (1980)
 - Book: Quality is Free
- David C. Crosby (2005)
 - Pamphlet: The Zero Defects Option
 - Workbook, Consulting, etc

ITT Quality Program (1965)

Zero Defects Achieved these Goals

- Establish a competent quality management program in every operation, both manufacturing and service.
- Eliminate surprise non-conformance problems.
- Reduce the cost of quality.
- Make ITT the standard for quality - worldwide.

Reference: Quality is Free

Quality is Free (1980)

- Quality is conformance to requirements
- Non conformance detects the absence of quality
- Cheaper to do it right the first time
- Zero defect as the personnel, performance, and management standard
- Lack of Knowledge or Lack of Attention causes defects
- Top Management drives Zero Defect program
- Acceptable Quality Levels (TQM, Six Sigma) are problem solving, defect management – instead use prevention
- ISO-9000 is quality management not quality improvement

Reference: Quality is Free

Zero Defect: Principle #1

People Perform To The Standards Set (or Accepted) By Their Leader

- Inspectors do not cause defects, and they do not always find them.
- If no corrective action is taken to prevent the defect from recurring, it will happen again, and again, and again.
- Zero Defects applies to all work.

Reference: Zero Defects Option

Zero Defect: Principle #2

Quality means Conformance To The Requirement

- It is work done right, good work, work that conforms the specification: Zero Defects.
- Do not confuse it with goodness. Only Conformance to the Requirement lets you know if you have a quality product or service, or if you have something else.
- Your quality standards are what you promised your customer. Write them down. Meeting this promise every time you do the work, is Zero Defects. Not meeting those requirements, is something else.

Reference: Zero Defects Option

Zero Defect: Principle #3

Quality is an Absolute

- A product or service either conforms to its requirements, or it does not.
- If it conforms, it is quality. Quality is an absolute.
- Non conformance options:
 - Scrap: Bad, because all is lost
 - Rework: Almost as bad as Scrap, and maybe worse
 - Use-As-Is: Unofficial changes to quality requirement. Leads to deviation approval as a way of life.

Reference: Zero Defects Option

Zero Defect: Principle #4

Products and Services Must Have Clear Quality Standards

- The Quality Standards are the specifications... the requirements with which to conform.
- Engineering drawings, photographs, manuals, models, and other formal documents.
- If quality is ‘conformance to the requirement’, the requirement must exist and be clear and formal, not subject to **unofficial** change.
- If your work cannot conform to the requirement, maybe the requirements should be **officially** changed to what you and the customer really need

Reference: Zero Defects Option

Zero Defect: Principle #5

All errors are caused by Poor Attitude, Lack of Ability, and Built-in Problems in the Workplace

- Attitudes are thought habits that can be changed.
- Lack of Ability can sometimes be improved with training.
- Problems in the workplace must be identified and eliminated.
- If you want Zero Defects performance, you must recognize these error-causes and deal with them.

Reference: Zero Defects Option

Zero Defect: Principle #6

The Leader Is Responsible for Quality

- The leader must set the performance standard and provide the wherewithal to produce a quality product or service.
- If you are the leader, and the product or service does not meet its quality requirements, it is your fault.

Reference: Zero Defects Option

Zero Defect: Principle #7

The Leader Must Adopt the Performance Standard of Zero Defects, and Make It Known

- This brings us full-circle to Principle Number One.
- The Performance Standard of Zero Defects means that defects are not acceptable, and that if they occur, corrective action will be taken to prevent their recurrence.
- The ZD performance standard also means that quality management will be done with the idea of preventing defects, not finding them and fixing them.

Reference: Zero Defects Option

References

Crosby, David C., “The Zero Defects Option: Every Leader Has The Option To Prevent Defects – Or Not”, The Crosby Company, Wedron, Illinois, USA, 2005.

available with workbook at web site:

<http://www.qualitynews.com>

Crosby, Philip B., Quality is Free: The Art of Making Quality Certain, Penguin Books, New York, NY, USA, 1980.
Paperback edition.

Quality Answers

1. False
2. False
3. True. Quality is Free. It is non conformance that wastes the assets.
4. False
5. False
6. False
7. Is not True
8. There is no such thing as a quality problem.
9. False
10. False

Reference: Quality is Free, p232-234