

UNIT 7: QUALITY MANAGEMENT

Introduction

- In this unit we will explore quality management that you as a manager will need to perform to improve customer service delivery.
- First we look at the concept of Total Quality Management (TQM).
- We shall also discuss ISO certification as a vehicle to quality management.
- We will end the unit by examining the Customer Service Charter (CSC) as a tool for quality service delivery and effective customer care strategies.



Unit objectives

When you have worked through this unit you should be able to:

- i. Explain the concept of Total Quality Management (TQM), in particular relating to customer service.
- ii. Discuss ISO certification as a vehicle to quality management
- iii. Develop Customer Service Charter (CSC) as a tool for quality service delivery.
- iv. Describe effective customer care strategies



What is Total Quality Management (TQM)

- Total Quality Management (TQM) is the continuous improvement of all the functions and processes of the institution in order to exceed customer needs thereby delighting the customer.
- It refers to managing the entire organization so that it excels in service provision which is important to the customer.
- TQM system is an integrated system of methods, principles, and best practices that provide a framework for organizations to strive for excellence in the everyday process.

TQM

What is TQM?

Total = everyone is involved in

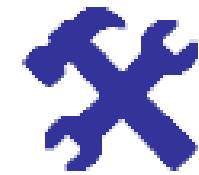
**Quality = continuously improving
service to customers**

**Management = with data and profound
knowledge.**

Characteristics Total Quality Management (TQM)

- Focus on customer satisfaction and delight
- Top management commitment
- Quality is a strategic issue
- Structured problem solving
- Employees are key to consistent quality
- Continual improvement
- Process-centered
- Inter-unit cooperation
- Fact-based decision making
- Communications





Activity

- i. Identify your internal and external customers.
- ii. What are the needs/expectations of these customers?
- iii. Discuss how you can delight these customers.



ISO Certification as a vehicle to Total Quality Management (TQM)

- ISO means International organization for Standardization
- It is considered to be a foundation for establishing continuous improvement process.
- ISO consists of a series of international standards for quality systems recognized and adopted worldwide.
- ISO can be used for external quality assurance purposes and can be considered to be a foundation for establishing continuous improvement process.
- It provides guidelines on establishing systems for managing quality service delivery.
- It defines the required elements of an effective quality management system.
- It can be applied in any organization.

Principles of ISO QMS

- Customer focus
- Leadership
- Involvement of people
- Process approach
- System approach to management
- Continual improvement
- Factual approach to decision making



Steps in the ISO certification process

- **Step 1:** Top management commitment
- **Step 2:** Establish implementation team
- **Step 3:** Start ISO 9000 awareness programs
- **Step 4:** Provide training
- **Step 5:** Develop quality management system documentation
- **Step 6:** Document control
- **Step 7:** Implementation
- **Step 8:** Internal quality audit
- **Step 9:** Management review
- **Step 10:** Pre-assessment audit
- **Step 11:** Certification and registration



Customer service charter

- This is a high level document, endorsed at the top management level, which briefly and clearly states the **standards of service** that any **customer** or **user** can expect from an organization.
- It is an agreement of what the organization promises to do to satisfy its customers.
- It also clearly outlines the **services**, **cost** and the **obligations** of the customer.
- A service charter is designed to be seen by the public.
- It is meant to raise quality, secure better value and extend accountability.





- Customer Service Charter (CSC) is important for the following reasons:
 - customers deserve value for money;
 - have a right to consultation, courtesy, information and the opportunity to express their views in relation to services provided.
 - It holds the organization accountable for the level of services they provide,
 - it alleviates ambiguity from the processes,
 - Provides clients with set commitments that can be referred to when evaluating the organizations performance and is an integral part of service improvement.

Customer care

Effective Customer Care is the act of responding to **customer needs** and **expectations** in a way that will make them have a memorable experience and motivate them to come back and tell others.



Customer care principles

- Understanding your customers
- Satisfying customer expectations and delivering excellent service
- Understanding customer needs/wants
- Handling customer complaints
- Managing customer relations



Strategies for managing customer complaints

- **Acknowledge the customer as an individual.** The first step involves the simple 'acknowledgment' that we see the person with the complaint or questions as an important individual and view him or her as having a legitimate concern that needs to be resolved.
- **Assess the situation by gathering all of the facts:** At this point, you and the customer are both aware a problem exists. You will also no doubt be very aware if the complaint is emotional, annoyed, angry or frustrated.



- **Affirm that you have a correct understanding of the question or concern:** Once you have properly assessed the circumstances of the problem, it's time to affirm what you have learned from the complainant.
- **Analyze the different actions that will provide a solution:** After both you and the customer understand the problem and all the factors involved, develop a strategy for dealing the complaint raised.
- **Agree with the customer that he is satisfied with the outcome:** Agree on a plan as to how the problem will be resolved.





- We have come to the end of Unit 7 on Quality Management.
- In this unit, we have looked at the concept of Total Quality Management (TQM) and how a manager can apply the principles of TQM to ensure service delivery.
- In addition, we examined the concept of ISO certification and how it can help enhance service delivery in an institution.
- We have concluded the unit by looking at the importance of a customer service charter.
- We hope you can now help in the development of a customer service charter for your school.

Remember to read through the case studies that follow and record your responses in your personal journal.