Occupational standard
Quality specialist, level 5

The occupational standard is a document that describes the job and competence requirements, i.e. a set of skills, knowledge and attitudes required for successful job performance in a particular occupation.

Application areas of the occupational standard:
1) Drafting of curricula and training programmes meeting the requirements of labour market;
2) Evaluation of competence of the people, incl self-evaluation and conformity evaluation upon awarding an occupational qualification;
3) Description and introduction of occupational qualifications;
4) Career planning and creation of a basis for lifelong learning;
5) Identification of personnel training needs and planning of training;
6) Drafting of job descriptions and recruitment of employees;
7) Comparison of occupational and educational qualifications.

The quality specialist, level 5 occupational standard is the basis for the drafting of curricula in in-service training and in the assessment of competence of the people upon awarding an occupational qualification.

Occupational qualification title	Estonian qualifications framework (EstQF) level
Quality specialist, level 5	*5*

Part A
Job description

A.1 Job description
Quality management is creating and developing an environment for the management of change in an organisation and the formulation of subjective estimates and opinions into a flow of transparent management information, which can be subjected to measurable objectives. It is a systematic and conscious activity towards the improvement of an organisation's effectiveness and to ensure sustainability and competitiveness. Fulfilment of the tasks of the quality specialist and quality manager is important in all organisations regardless of the size of organisation, existence of the job, sector, form of ownership, etc. In the case of absence of this job, such tasks will be performed by the managing director or a person appointed by the managing director. Quality specialist, level 5 administers consistently the quality management system of the organisation within the scope of their authority and assumes responsibility for its effectiveness. In their activities concerning quality they are guided by the quality policy of the organisation and the relevant guidelines and orders of the quality manager and process owners and the job description that has been assigned to them. The quality specialist may require supervision when carrying out their duties. The objective of a quality specialist's work is the sustainable and comprehensive satisfaction of customer quality requirements in all sections of the organisation, working together with colleagues.
A.2 Units

A.2.1 Administration of quality management system:
    1) introduction and control of quality management system.
A.2.2 Control of requirements applicable to an organisation:
    1) integration of requirements in the management system.
A.2.3 Coordination and support of process management:
    1) mapping of (core) process(es);
    2) analysis of (core) process(es).
A.2.4 Coordination of quality-related training courses (in cooperation with the person responsible for human resources):
    1) planning and conducting of training courses;
    2) assessment of training results.
A.2.5 Collection and analysis of data:
    1) creation and implementation of a measurement system;
    2) monitoring, analysis and assessment of results;
    3) submission of results.
A.2.6 Control of system of customer relationships:
    1) introduction of a system of making promises to customers;
    2) introduction of a system to determine customer requirements and wishes;
    3) introduction of customer communication processes and system in the course of service provision/ product supply;
    4) introduction of a system for handling customer complaints, claims and disputes;
    5) introduction of a system for carrying out customer opinion and satisfaction surveys.

A.2.7 Organising management system evaluation and process development:
1) comprehensive self-assessment of organisational management quality;
2) comprehensive external assessment of organisational management quality;
3) internal audit;
4) external quality audit (depending on the specific aspects of the organisation).

A.2.8 Management of process change projects:
1) formulation of the problem/challenge;
2) defining the scope of the problematic situation;
3) identification of root cause(s);
4) formulation and testing of corrective actions;
5) correction of a problem and confirmation of the result;
6) prevention of an analogous problem in the future.

A.2.9 Support and consultation of organisation development (working together with management):
1) creation and control of a system of development (including improvement) suggestions;
2) identification of best practices and learning from them.

A.2.10 Organisation of internal and external communication concerning quality management (working in collaboration with the communication manager)
1) carrying out internal and external communication concerning quality management.

A.3 Working environment and specific aspects of work

The working hours of a quality specialist may be fixed or flexible. The workplace is indoors or outdoors depending on the specific characteristics of the organisation. Communication with colleagues and management accounts for a large portion of day-to-day work. Externally, customers, suppliers, representatives of government agencies and others must be communicated with. The tempo of work is variable, tasks also vary. The work may be mentally and emotionally demanding during the resolution of problematic situations.

A.4 Tools

Personal computer;
Operating system (for example Windows);
Office software suite (for example Word, Excel, Powerpoint, Outlook);
Communication – telephone, internet, intranet;
Appropriate measurement equipment;
Means for recording visual events: photo camera and video camera;
Fact collection database and analysis environment (for example Excel);
Tools for presenting information analysed on the basis of facts - whiteboard, projector, presentation software, media (internal TV, intranet, periodicals, notice boards).

A.5 Personal characteristics necessary for this job: abilities and personality traits

Analytical skills and ability to see the big picture and links,
perceptive abilities (clarity of thought, logical thinking, visual memory, spatial imagination ability and ability to concentrate),
mathematical capability (understanding of numbers and quantitative associations),
precision,
accuracy,
need for achievement,
trustworthiness,
self-discipline,
ability to collaborate,
sense of responsibility,

learning ability, adaptability, ability to generate innovation and ideas, empathy, friendliness.
A.6 Occupational training
To apply for the occupational qualification of quality specialist, level 5, it is recommended **-** completion of a level 5 curriculum corresponding to the requirements of the occupational standard or - professional work experience in the field of quality management.
A.7 Possible job titles
Quality specialist, quality inspector, quality controller, quality control associate (also quality control technician), quality technician, supply chain quality specialist, quality auditor (also quality internal auditor), quality analyst.

Part B
COMPETENCE REQUIREMENTS

B.1. The structure of the occupational qualification
In order to apply for the occupational qualification of quality specialist, level 5, a candidate is required to demonstrate competences B.2.1- B.2.10 and B.2.11 (transversal competences).

B.2 Competences

Obligatory competences

B.2.1 Administration of quality management system	**EstQF level 5**
Performance indicators: 1) documents the changes in the quality manual of the organisation in accordance with instructions; 2) documents the procedural rules, manuals, forms, etc. required for the functioning of the organisation's quality management system and quality assurance of products (services) on the basis of instructions. 3) uses IT solutions necessary for the functioning of the quality management system on the basis of instructions.	
Supporting knowledge: 1) principles of organisation management; 2) key principles of total quality management (TQM); 3) total quality management system standard ISO 9001; 4) drafting of process maps.	
Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.	

B.2.2 Control of requirements applicable to an organisation	**EstQF level 5**
Performance indicators: 1) participates in the teamwork for the integration of requirements on the basis of the field of activity of the organisation and strategic objectives.	
Supporting knowledge: 2) laws and legislation related to the field of activity of the organisation; 3) applicable standards; 4) organisational requirements and applicable requirements to the organisation (including proprietary requirements of the organisation); 5) customer requirements; 6) principles of the management system.	
Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.	

B.2.3 Coordination and support of process management:	**EstQF level 5**
Performance indicators: 1) drafts the document of core processes (for example a flow diagram) in accordance with instructions by using the possibilities of visual communication; 2) drafts the document of management and support processes (for example a flow diagram) in	

accordance with instructions by using the possibilities of visual communication:

3) documents process maps in accordance with instructions;

4) ensures the presentation of measurement results to relevant stakeholders, taking into consideration the different capabilities of employees to interpret numerical indicators, on the basis of instructions.

Supporting knowledge:

1) principles and methods of process management;

2) techniques for mapping processes;

3) associations between processes and the organisational structure;

4) systems for the monitoring of the operation of organisations (for example balanced scorecard);

5) mutual associations between measures;

6) difference between the result and process measurement and the performance indicator and the predictive indicator;

7) impact of measurement on the behaviour of people;

8) techniques for the visual presentation of results;

9) data analysis methods (for example 7 simple methods, statistical methods).

Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.

B.2.4 Coordination of quality training (in cooperation with the personnel manager)	EstQF level 5

Performance indicators:

1) documents the learning outcome(s) of the training in accordance with instructions and the development requirements of the target group requiring to be trained;

2) supports training in technical issues (for example presentation technology, rooms, formatting of training materials, copying materials, etc.);

3) transforms training assessments into suitable summaries that can be analysed in accordance with instructions;

4) prepares substantiated recommendations for the updating and enhancement of training (including methodology, subjects, training materials, etc.) in accordance with instructions and supports the analysis of recommendations using technology.

Supporting knowledge:

1) principles of development of organisations;

2) general principles of data analysis of measurement results arising from the specific characteristics of the organisation;

3) nature of training and impact on the organisation;

4) nature of the learning outcomes and objectives of training;

5) measurement techniques for the assessment of training results.

Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.

B.2.5 Collection and analysis of data	EstQF level 5

Performance indicators:

1) participates in the establishment of an appropriate measurement system in accordance with instructions;

2) monitors products and processes on the basis of instructions;

3) records and documents the results of monitoring in accordance with instructions;

4) monitors recorded contacts (including institutions outside of the organisation, etc.) by

stakeholders on the basis of the established measurement system;

5) develops proposals for development on the basis of the results of internal and external monitoring of the organisation for the next scheduled period (month, quarter, etc.) according to the procedural rules concerning the submission of proposals;

6) documents the results of monitoring on the basis of instructions and according to the approved scheduled interval (week, month, quarter, half-year, year);

7) prepares disseminated overviews of monitoring results in information channels (intranet, internal news, etc.) on the basis of instructions.

Supporting knowledge:
1) principles and requirements of the operation of an organisation;
2) customers and their requirements;
3) principles for defining fact-based information;
4) principles of visualisation and presentation of measurement results;
5) fundamentals of metrology.

Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.

B.2.6 Control of system of customer relationships	EstQF level 5

Performance indicators:
1) participates in the monitoring of customer communication processes in accordance with instructions;
2) makes proposals for the improvement of the system of customer relationship control and participates in the implementation of system improvement projects;
3) participates in the analysis of complaints, claims and disputes, using appropriate methods for the determination of root causes in accordance with their area of responsibility;
4) participates in the implementation of improvement plans developed on the basis of complaints, claims and/or disputes in accordance with instructions;
5) participates in the analysis of effectiveness of measures for improvement in accordance with instructions;
6) makes proposals concerning the improvement of the system for the handling of customer complaints and claims and dispute resolution and participates in the implementation of system improvement projects;
7) participates in conducting customer opinion and satisfaction surveys;
8) participates in the analysis of the results of customer opinion and satisfaction surveys;
9) participates in the implementation of appropriate measures undertaken on the basis of the results of customer opinion and satisfaction surveys;

Supporting knowledge:
1) fundamentals of quality management methods;
2) standards implemented in the organisation;
3) data collection methods;
4) data processing methods;
5) principles and methods of process management;
6) techniques for mapping processes;
7) associations between processes and the organisational structure;
8) systems for the monitoring of the operation of organisations (for example balanced scorecard);
9) mutual associations between measures;
10) difference between the result and process measurement and the performance indicator and the

predictive indicator;

11) impact of measurement on the behaviour of people;

12) techniques for the visual presentation of results;

13) data analysis methods (for example 7 simple methods, statistical methods).

Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.

B.2.7 Organising management system evaluations and process development	EstQF level 5

Performance indicators:

 1)   collects data, analyses the information obtained and provides feedback to the assessors and management in a format which can be reproduced;

 2)   coordinates the drafting of the application document and submits it to the organisation in charge of organising the external assessment in the agreed-upon manner and format;

3)   organises a visit of the organisation and hosts assessors by supplying them with a room, documents, catering and other necessary things for the smooth progress of the work;

4)   prepares an annual plan of required audits by quarter, month and/or week, guided by the expectations of the management, basic standards and/or the results of previous audits;

5)   organises the drafting of the questionnaire of the audit in accordance with the classification of the quality manual and the specific characteristics of the audited function;

6)   ensures that the audit is carried out according to the annual plan by coordinating the exact time of conducting the audit with the manager and specialists of the audited function and by coordinating the composition of KA at the start of each period;

7)   gets the auditees ready by sending the questionnaires for review in advance (approximately a week in advance);

8)   carries out reporting (nonconformity report) in accordance with the established format or method that has been agreed within the organisation and coordinates the resources for the implementation of the proposal with the (function) manager;

9)   verifies the collection of nonconformity report forms after the audits and enters them in the register of nonconformity reports, guided by the audit process that has been agreed;

10) systematically updates the register of nonconformity reports, monitoring the timeliness and rate of action for improvement;

11) in the course of audits and at their conclusion, makes proposals for the improvement of the situation on the basis of findings and documents them as a report;

12) hosts external assessors on the day of the audit by supplying them with a room, documents, catering and other necessary things for the smooth progress of the work.

Supporting knowledge:

1) fundamentals of auditing management systems.

Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.

B.2.8 Management of process change projects	EstQF level 5

Performance indicators:

1) collects and processes data related to the definition of the scope of a problematic situation or challenge in accordance with instructions;

2) collects and processes data upon identification of root cause(s) in accordance with instructions;

3) participates in the testing of causes found using appropriate testing methods;

4) collects and processes data in the course of action for improvement in accordance with

instructions provided;

5) prepares new documentation for changes processes by making use of appropriate documentation methods.

Supporting knowledge:
1) fundamentals of quality management methods;
2) standards implemented in the organisation;
3) data collection methods;
4) data processing methods.

Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.

B.2.9 Support and consultation of organisation development (working together with management)	EstQF level 5
Performance indicators:	
1) administers and forwards according to instructions the suggestions to the appropriate employees and provides feedback on the status of the proceedings to the submitters of the suggestions; 2) regularly inspects the content of the database of suggestions in order to notify the manager of any suggestions that have stalled; 3) keeps themselves up to date with developments and innovations taking place in the field by being a member of networks (for example being a member of working groups, sector organisations, etc.) and by actively seeking for the best practices in the field.	
Supporting knowledge: 1) principles of cooperation; 2) principles for the collection, retention and sending of data.	
Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.	

B.2.10 Organisation of internal and external communication concerning quality management (working in collaboration with the communication manager)	EstQF level 5
Performance indicators:	
1) documents information materials for internal and external communication on the basis of the communication plan; 2) administers and updates information materials in the internal and external communication channels on the basis of objectives, requirements and the current situation; 3) documents quality management terminology on the basis of instructions; 4) carries out the timely sending of internal and external communication to the correct target group in the correct volume, channel and format on the basis of the instructions;	
Supporting knowledge: 1) the nature, principles and techniques of communication; 2) organisational structure and division of labour; 3) principles of using communication channels;	
Assessment method(s): structured written assignment and/or study/work portfolio and/or interview.	

Transversal competences

B.2.11 Transversal competence of the occupational qualification of quality specialist, level 5	EstQF level 5
Performance indicators:	
1) understands quality processes within the organisation and is up to date with the activities of competitors in the relevant field;	

2) demonstrates initiative, makes quick and clear decisions even under the conditions of insufficient information;

3) initiates targeted action as required;

4) adheres to the objectives that have been established, plans actions and takes into consideration potential changes;

5) is focused on meeting various stakeholder requirements and achieving their satisfaction by working systematically, methodically and consistently;

6) presents information according to the level of understanding and requirements among the audience, using knowledge that is specific to the field;

7) participates in the resolution of concerns that have been expressed, supported by clear analytical thinking;

8) is capable of providing an overview of issues assigned to them for resolution both in writing and verbally;

9) collects, arranges and distributes quality-related information necessary to the organisation in accordance with instructions;

10) participates in the implementation of innovations developed within the organisation;

11) participates in the operation of internal social networks within the organisation by contributing to the accomplishment of clear consent and devotion of the parties;

12) is proficient in their job in the official language on the level of C1 and at least one foreign language on the level B2 (see Annex 2);

13) uses the computer on the level AO1 – AO7 (see Annex 1).

Supporting knowledge:

1) principles of communication psychology;

2) self-assessment;

3) teamwork;

4) verbal and written communication.

Assessment method(s):

The assessment of transversal competences is integrated with the assessment of all other competencies specified in the occupational standard.

Part C
GENERAL INFORMATION AND ANNEXES

Information on the preparation and approval of the occupational standard, on the body awarding occupational qualifications, and reference to the location of the occupational standard in classifications	
1. Designation of the occupational standard in the register of occupational qualifications	14-02012014-4.1/1k
2. The occupational standard is compiled by:	Enno Aermates, OÜ Smileoffice Toomas Arula, Nixor Eesti AS Siret Kegel, Incap Corporation Jari Kukkonen, expert/training provider Neeme Kärbo, Tartu Science Park (Tartu Teaduspark) Üllar Lainela, ERGO Estonia / Baltic insurance companies Kristel Leisalu, Elisa Eesti AS Tauno-Jussi Onoper, TJO Konsultatsioonid Kadi Prants, Estonian School of Hotel and Tourism Management Heli Rannik, Tallinn School of Economics Tiia Tammaru, Tallinn University of Technology Eneken Titov, Estonian Entrepreneurship University of Applied Sciences (Eesti Ettevõtluskõrgkool Mainor)
3. The occupational standard is approved by	Professional Council of Business Services and Other Business
4. Number of the decision of the Professional Council	15
5. Date of the decision of the Professional Council	02/01/2014
6. The occupational standard is valid until (date)	01/01/2019
7. Occupational standard version number *(1-n)*	1
8. Reference to the Classification of Occupations (ISCO 08)	33 Business and administration associate professionals
9. Reference to the level in the European Qualifications Framework (EQF)	5
C.2 Title of occupational qualification in foreign languages	
In English: Quality Specialist	
In German: Qualitäts Spezialist	
In Russian: специалист по качеству	
In Finnish: laatuspesialisti	
C.3 Annexes	
Annex 1 Computer skills Annex 2 Language skill levels Annex 3 Concepts	

TERMS

Description of terms used in this occupational standard are based on ISO 9000, 19011 standards and excellence models (EFQM, CAF).

Training evaluation levels - Donald Kirkpatrick's four-level training evaluation model. Enables to evaluate the training through (1) reaction of the trainees, (2) what the trainees have learnt, how they have changed their behaviour (3) and through the results of the training (4).

Root cause – source of non-conformity.

Accreditation – procedure by an authorized institution officially recognizing that an institution or a person is competent to perform set tasks.

Appropriate – efficient, contextual, also timely.

Assessor - A person who evaluates and gives feedback on the (management) quality of the organization or a process. This person highlights the strengths and areas that need improving on according to the evaluation criteria and scores the level, if necessary. External evaluators or assessors are used to receive an outside recognition of conformity with a management quality (excellence model). In the case of self-evaluation, employees of different areas of expertise and management levels in the organization are used as assessors.

Audit - a systematic, independent and documented process of acquiring the evidence for auditing and for its objective evaluation in order to assess the fulfilment level of the criteria of the audit. Internal audits (first-party audits) are conducted by the organization itself or by their order in order to evaluate the management system and for other internal purposes, based on which the organization can make a self-declaration of compliance. External audits are classified as second and third party audits. Second party audits are conducted by the parties that have interests in the organization, like customers or by others on their behalf. Third party audits are performed by external independent organizations that perform the ISO 9001 or ISO 14001 compliance certification or registration (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Auditor - a person with proven personal qualities and proven necessary competences for carrying out an audit (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). The necessary characteristics of an auditor are described in standard ISO 19011.

Self-assessment – a thorough, systematic and regular evaluation of the organization's actions and outcomes based on the excellence model. Self-assessment process enables the organization to determine its strengths and areas that need improving on, resulting in planned improvement strategy and progress monitoring (EFQM).

Preventive action- an action preventing a possible non-conformity or other cause for undesirable outcome. Preventive action is taken to avoid the occurrence; corrective action is taken to prevent re-occurrence (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Suggestion system – a system for gathering, evaluating and enforcing suggestions from the employees.

Stakeholder (EFQM) interested party (ISO 9000) – a person or a group interested in the functioning or success of the organization (3.3.1) (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). All parties interested in the actions and successes of the organization. These can be customers, partners, employees, owners, the government and legislators (EFQM).

Indicator – a measurable parameter evaluating the efficiency (productivity) of the operation of the organization. Key performance indicators are used in converting the overall objectives of an organization into measurable sub-objectives. Action indicators and result indicators are also measured. Every indicator has to be tied to a specific measure (for example: indicator- customer satisfaction level; possible measure- client satisfaction index, number of complaints, recommendation index).

Alignment – the consistent co-ordination and deployment of objectives, action principles etc. between different management levels or process stages in the organization.

Manager, leader – people who co-ordinate and balance the interests of the organization and of all its stakeholders. Managers include the senior management and all managers and team leaders of other different management levels (EFQM).

Excellence, quality of management – the ability of an organization to achieve the increase in satisfaction for all interested parties through efficient management.

Management system – a system for determining policies and objectives and a way to achieve them (i.e quality, environmental, occupational health and safety and other management systems) (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). Framework of processes and procedures used to ensure the fulfilment of actions necessary to achieve the organization's objectives (EFQM).

Mapping – examining and recording according to the chosen methodology.

Corrective action – action taken to eliminate the cause of a discovered non-conformity or other undesirable situation. There can be more than one cause for non-conformity. Corrective action is taken to avoid the repeated occurrence of the problem; preventive action is taken to avoid the occurrence of the problem. One must distinguish between correction and corrective action.

Correction - action taken to eliminate the cause of a discovered non-conformity. Correction can be performed along with corrective action. For example, correction can be a revision or a change of class (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality objective – objective or endeavour related to quality. Quality objectives are usually based on the organization's quality policy. Quality objectives are usually specified according to the relevant offices and levels (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality management system – a system for determining the quality policy and quality objectives and the ways to achieve these objectives (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality manual – document specifying the quality management system of the organization (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). Quality manuals can differ in detail and format in order to suit the size and complexity of the organization.

Quality plan – document specifying the involved parties, timeline and related resources needed for a project, product, process or contract. Often times the quality plan references parts from the quality manual or procedural documents (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality policy – Organization's general quality related intentions and the direction officially declared by the senior management. Quality policy is usually compliant with the general policy of the organization and forms a framework for achieving objectives (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Quality framework – generic or sector (field)-specific model, standard or system of criteria used to describe the efficient operation and/or the management quality of the organization. Most popular quality frameworks are management system standards and excellence models.

Quality – indicator with a set of characteristics that, when met, qualify for compliance with the requirements (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). Compliance is regarded as a necessity or expectation that is expressed, generally expected or mandatory. Specifying subordinate compound can be used to indicate the individual types of requirements – for example, product requirements, quality management requirements, customer requirements.   Requirements can be presented by different interested parties.

Creativity tool, creativity technique - generation of ideas for new or improved work habits and/or products and services. It is a thinking technique helping the user find new ideas.

Method – way of action, solution, efficient operation, technique, tool to achieve a defined task, incl. planned and/or consistent action.

Methodology – regulated approach to a larger action; teachings on the operational characteristics of an action or a job. Methodology teaches where and for what purpose methods (tools, techniques) should be used for.

Metrology – the science of measurement; methods ensuring the integrity of measurement and means and ways to achieve the necessary accuracy. Metrology includes all theoretical and practical aspects of measurement at any level of uncertainty in any field of science and technology.

Effectiveness – degree of fulfilment of planned activities and achievement of planned results (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). The relationship between the set objective and the achieved impact, effect or result (CAF 2013).

Conformity assessment - evaluation of the degree of fulfilment of requirements according to the set criteria and/or standards.

Nonconformity - non-fulfilment of requirements (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Nonconformity report - a written report documenting the nonconformity of a requirement.

Change, alteration – planned or unplanned response to certain forces. A change is the result of a change in the organization.

Change, modification – modification of an organization or a part of it. Modification is the result of a change in an organization. Modification, altercation and change are often used as synonyms.

Measure – quantitative or qualitative description of a (work) process, output, outcome and impact of an action defining a level of an operational indicator.

Requirement – necessity or expectation that is declared, generally expected or mandatory. For example: a law, a contract, a customer requisition, a standard (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Control – controlling and regulating the defining characteristics of a process (within the set limits). Organizational processes are usually planned and executed in conditions controlled for adding value.

Organizational excellence – general way of operation resulting in the balanced satisfaction of all interested parties (customers, employees, partners, society, owners), increasing the organization's chances of achieving long-term success (EFQM).

(Continual) improvement - (continual) activities in order to increase the degree of achieving the set requirements (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Problem solving tool – systematic method for solving problems and planning activities. Often used alongside creative methods in finding and mapping new solutions. Quality management distinguishes between statistical methods (based on data and facts) and logical methods (qualitative, based on experience, opinions and expert advice). The use of problem solving tools requires teamwork. Several methods are often combined in different stages of problem solving. Most common problem solving tool

sets are 7 simple (statistical) methods and 7 (new) management and planning methods, plus the Six Sigma methodology.

Process – reciprocally connected set of actions or a set of actions with a reciprocal impact turning inputs into outputs (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary). Value adding sequence of actions giving a necessary output out of different inputs (EFQM).

Process management – system management and monitoring of the organization as a system of reciprocal processes. The objective of this action is both the improvement of financial results and process effectiveness.

Process owner – person in the organization, who is responsible for the relevance and effectiveness of the process, involving other employees of the organization if needed. The difference between a process owner and a process manager is sometimes distinguished. Process owner is responsible for the overall purposeful and effective operation of the process (business excellence); process managers are responsible for the smooth operation of a process on a daily level (operational excellence).

Internal evaluator – member of an organization with a relevant training, who takes part in the internal evaluation. Internal evaluators act mainly as internal auditors or as self-assessment internal evaluators (assessors).

Internal evaluation – any management system or its evaluation conducted by the organization itself. Main forms of internal evaluations are first party audits (internal audits) and self-assessments.

Input – material and/or info, which will be turned into an output through a process. Process inputs are usually outputs of other processes.

Standard – normative document drafted based on a consensus and adopted by a recognized institution outlining the rules, guidelines and characteristics of actions or their outcomes. The document is intended for general and repeated use and is aimed at achieving an optimal level of order in a relevant context (EVS-EN 45020:2008 "Standardization and related activities"). A standard is a document describing the important parts of a product or a process.

Target group – group of people with common characteristic(s), to whom the offered service, product or related info is aimed at.

System – set of reciprocal elements or elements with a reciprocal effect (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Application document – standard document for external evaluators (assessors, validators, etc) to be presented in order to receive feedback and/or recognition on the level of organization's (management) quality.

Product/service – process outcome or the result of the set of activities of reciprocal impact transforming inputs into outputs. A service is the result of at least one activity happening between the contractor and the customer and is usually not incorporated into goods. Service rendering can include: activities performed on a product incorporated into goods that is supplied by the customer (fixing a car); activities performed with a product not incorporated into goods supplied by the customer (preparing the earnings report for a tax return); delivery of a product not incorporated into goods (supplying information in the context of conveying knowledge); creating an environment for the client (i.e. in hotels and restaurants) (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Efficiency – the relation between achieved goals and used resources (EVS-EN ISO 9000:2007. Quality management systems. Fundamentals and vocabulary).

Excellence model – system of criteria used to evaluate the organization's maturity level or organizational excellence describing the operation of the entire organization. Most popular excellence models are the EFQM Excellence Model, Baldrige Performance Excellence Model, CAF (Common Assessment Framework) and their adjustments.

External assessment – evaluation of an organization or a process level conducted by independent external evaluators. An external assessment gives feedback on the strengths and areas that need improvement and issue a numerical assessment (score) and relevant recognition upon need.

Challenge – a situation or an occurrence full of obstacles and the feeling of triumph that may be caused by the changes in objectives, changed risks or possibilities. Challenges are overcome by preventive action.

Output – the immediate outcome of a process. It is different from the overall outcome (impact) of the process for different stakeholders occurring with a certain shift in time.

Value chain – a value chain is formed by the actions of an organization that create added value and that compete with other companies that add value. The requirements of creating a value chain are customer's needs and expectations that are being met as well as possible.