



QUALITY GLOSSARY

Caution

This quality glossary has been drawn from different documentary sources both internal and external to CIRAD. The definitions contained herein should not be construed as replacing definitions and texts published by official bodies. They are provided here only for information in order to familiarize agents with the language of quality that they will have to appropriate and master.

Documentary sources

Several definitions have been taken (in part or in full) from glossaries and lexicons available on the Internet, in particular from the following sites:

<http://www.qualiteonline.com/vocabulaire.html>

<http://www.qualite.qc.ca/4.htm>

Other useful links

Many institutional or personal websites host pages dealing with quality. Some of them are:

<http://www.cofrac.fr/>

http://www.tbs-sct.gc.ca/pubs_pol/ojepubs/tb_o/siglist_f.asp

<http://perso.wanadoo.fr/nathalie.diaz/>

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360° evaluation	<p>Evaluation of staff based on information from different internal and external clients in direct contact with the individual concerned.</p> <p>This technique provides a broader and much more accurate view of the employee's performance. It is therefore no longer left to the superior alone to evaluate the performance of his subordinates.</p>
5S method	<p>A workplace organization method. The 5 S's correspond to five Japanese terms: Seiri (Sort), Seiiton (Set in order), Seiso (Shine), Seiketsu (Standardize) and Shitsuoke (Sustain) that translate the need to:</p> <ul style="list-style-type: none"> - Sort, clear, classify, - Set in order, straighten, simplify, configure, - Shine, sweep, scrub, clean and verify, - Standardize, stabilize, conform, - Sustain, self-discipline, practice. <p>The 5 S's provide greater efficiency while eliminating activities that do not add value.</p>
Accreditation	<p>Formal recognition by an authorized third-party body (in France: Cofrac or French Accreditation Committee) that an entity is competent to carry out a specific task. Accreditation may be voluntary, in order to showcase one's competence, or obligatory under the framework of certain regulations.</p> <p>Accreditation is based on a normative standard as well as on additional requirements imposed by the accreditation body in terms of the quality system and technical skills.</p> <p>Accreditation (for example, of ISO 17025 for laboratories) is a guarantee for contractors or stakeholders of the robustness of the results delivered.</p>
Action plan	<p>A plan for the optimal use of resources by answering questions: Who does what? When? In which order?</p> <p>The tasks and measures needed to achieve an objective are thus better defined and structured. The action plan is especially used when tasks fall outside the normal responsibilities of employees.</p>
Activity	<p>A set of tasks performed by a person or entity.</p>
Activity-based accounting	<p>Accounting expenditures and allocating them to different activities based on the actual use of resources.</p> <p>Contrary to the method of accumulating all general expenditures in the same category, activity-based accounting allows a more precise cost structure to be obtained by providing the actual cost of each activity.</p> <p>Analysis and decision making are then based on facts and not on financial assumptions.</p>
Actor	<p>A participant in an action or process.</p> <p>Modern management is based on the need to empower people and make them real actors within an enterprise. This responsibility implies a clear definition of the functions and fields of action of each person, adequate access to information, recognized autonomy of each actor in his or her sphere of competence, recognition of the possibility of mistakes and, finally, the sharing of power.</p>
Affinity diagram	<p>A diagram that shows ideas, opinions or subjects grouped according to their natural affinities. From these elements which seemed <i>a priori</i> unrelated, new points of view emerge which allow us to analyze and develop new approaches. Useful when dealing with a complex situation with no obvious answer.</p>
Audit	<p>An on-site verification activity, such as an inspection or examination, for assessing the conformance of a mechanism with the requirements of the standards adopted.</p>

Audit client	Organization or individual requesting an audit.
Audit conclusions	The result of an audit which the audit team arrives at after considering the audit objectives and all audit findings.
Audit criteria	A set of policies, procedures or requirements used as reference.
Audit findings	Results of the evaluation of audit evidence against audit criteria.
Audit programme	Set of one or more audits scheduled for a specific duration and undertaken for a specific purpose.
Audit proof	Records, statements of fact or other information relevant to the audit criteria and that are verifiable.
Auditee	An organization or person being audited.
Authorization	<p>An act whereby an organization recognizes that a product or another organization is capable of rendering a given service under defined conditions.</p> <p>Notes:</p> <p>For example, the Ministry of Labour authorizes a body to undertake operations provided for under French regulations.</p> <p>Example: APAVE is an authorized body to carry out on site equipment inspection.</p>
Batch number	A characteristic combination of numbers or letters that specifically identifies a batch.
Benchmarking	<p>A method of measuring performance against a reference value which may be an average or a value defined as a standard.</p> <p>Benchmarking is a commercial or managerial technological monitoring method that consists in searching for and finding the most effective solutions either from one's competitors or in sectors of activity with similar problems.</p> <p>Indexing (or comparing) a value relative to an internal or external reference value.</p> <p>In addition to processes and results, benchmarking also applies to structures.</p>
Benchmarking of processes	<p>Establishing standards by comparing the activities of the organization to similar activities of organizations within or outside the boundaries of the industry concerned.</p> <p>This technique can be used at all levels of the organization.</p> <p>From overall performance to activities specific to sub-processes, benchmarking helps in setting realistic goals and implementing winning practices that address weaknesses and opportunities for organizational improvement.</p>
Beneficiary	Internal or external intended recipient of the results.
Brainstorming	This technique involves bringing together a number of people to produce interesting or new ideas on a general theme. The exchange between the members of the group must be free, only the initial objective is specified. The goal is to generate as many ideas as possible in response to a given question or problem. Used in a group, this technique has the advantage of creating a listening atmosphere in which criticism has no place. Indeed, one of the essential rules is that participants are forbidden from making value judgments on ideas from the others. On the other hand, they can grab an idea of another participant to transform it or propose a new development. The aim is to foster synergy between the participants in order to generate as many ideas as possible, which are then analyzed.

Break point	A point defined in an appropriate document beyond which an activity should not continue without authorization by a designated body or authority.
Buyer	Client in a contractual arrangement. Often called party of the second part.
Capability	The ability of an organization, system or process to produce a product that meets the requirements for that product.
Certification	A voluntary approach meant to affirm – by means of a certificate issued by a competent, impartial third party body – that a product, service, quality system, the staff of a company or an organization is in conformance with requirements specified by a predefined standard.
Certification of personnel	<p>Just as it is possible to certify a supplier for a given product under given conditions, an employee too can be certified. Certification of personnel helps mobilize and empower employees around the importance of quality.</p> <p>Based on specific criteria, certification depends on the employee's quality training and history.</p> <p>The employee must have sufficient mastery over the working and monitoring methods so that it is no longer necessary to undertake acceptance checks on his finished products.</p>
Change communication	<p>Maximizing the chances of success of change projects by developing the various communication channels needed and by improving the quality of communication.</p> <p>There exist different types of communication: descending, ascending, horizontal, and comprehensive.</p> <p>As each type has different objectives, it is important to align the communication strategy with the strategy of change.</p>
Characteristic	Distinctive feature. A characteristic may be intrinsic or attributed, qualitative or quantitative.
Client	Intended recipient of a product or service provided by a supplier.
Client loyalty (cost-benefits)	<p>Analysis of the costs and benefits of client loyalty to learn how to improve its management.</p> <p>It is often cheaper to retain a client than to find a new one, hence the importance of understanding the loyalty process and the associated costs.</p> <p>It then becomes possible to identify which clientele is really profitable, when it will become profitable, and what is its economic contribution.</p>
Client satisfaction	The client's perception of the level of satisfaction of his requirements.
Client satisfaction survey	<p>A survey of clients to gauge and follow their level of satisfaction while identifying opportunities for improvement.</p> <p>As the survey only provides the client's answers, it is necessary to ensure that the questions really help to evaluate the factors critical to the success of the business.</p> <p>Given that results will be used to guide improvements, it is also essential to validate the representativeness of the clientele as well as the quality of the data analysis.</p>

Client visit	<p>Developing a partnership relationship with client organizations and identifying opportunities for improvement based on the actual needs of these organizations. By meeting client users (and not only the buyer), we develop a common understanding of their needs as well as the constraints of the supplier. This sharing facilitates the identification of avenues for improvement, increases the level of value added to the process and establishes a relationship of trust between the two parties.</p>
Commitment	<p>Contract between parties governing compliance with established rules.</p>
Compatibility	<p>The ability of entities to be used jointly under specific conditions to satisfy relevant requirements.</p>
Competence	<p>Demonstrated ability to apply knowledge and know-how.</p>
Competency profile	<p>A competency profile is designed to define a particular job's knowledge requirements, skills and expectations. It can help improve a company's employee recruitment, performance evaluations and compliance with human resources policies.</p> <p>It can help improve the appropriateness of the person-post pairing and design a plan of staff development in relation to strategic skills for the organization.</p> <p>To determine what these key competencies are, we analyze the skills observed in employees who excel in different strategic positions. Competency profiles can then be defined for each type of position.</p>
Complaints management	<p>Process of handling complaints and turning them into opportunities for improvement.</p> <p>The complaint should not be seen as a bother but as an opportunity. It is therefore important to implement an organizational system and channels of communication to establish relationships conducive to listening to complaints.</p> <p>The client who complains is probably the involuntary spokesperson for a number of other clients.</p> <p>One has to be receptive to this moment of truth and tell the client that his or her complaint is a source of improvement.</p>
Conformance	<p>Satisfaction of specified requirements.</p>
Continuous quality improvement	<p>An approach for integrating quality in the enterprise's management methods. This approach is based on the establishment of a permanent cycle of quality improvement according to the principle proposed by Deming for the industrial sector. This four-phase cycle is known as PDCA (Plan, Do, Check, Act).</p>
Contract review	<p>Systematic actions undertaken by the supplier prior to signing the contract to ensure that quality requirements are adequately and unambiguously defined, documented and achievable by the supplier.</p>
Control chart	<p>To monitor and follow a process of changes over time by graphically representing the regularity and variability of the process</p> <p>The different types of control charts allow the anticipation of drifts of the processes while ensuring that the production remains within pre-established control limits.</p> <p>This statistical tool is one of seven quality control tools and supports statistical process control.</p>

Correction	Action to eliminate detected non-conformance. A correction can be made in conjunction with a corrective action. A correction can be, for example, a repeated operation or a reclassification.
Corrective action	<p>Action taken to eliminate a cause of non-conformance, a defect or any other undesirable event, in order to prevent its recurrence.</p> <p>Notes:</p> <p>Corrective actions may require, for example, changes in procedures and systems in order to improve quality.</p> <p>There is a difference between correction and corrective action:</p> <ul style="list-style-type: none"> - Correction pertains to a repair, a repeated operation or rerun, or an upgrade and concerns the processing of the existing non-conformance. - Corrective action pertains to the elimination of the cause of non-conformance. <p>Comparing different options in terms of the investment required and the potential cost-effectiveness.</p> <p>It is a rational evaluation analysis that is particularly useful when the financial impact is an important selection criterion; the different options can be prioritized according to the expected benefits and the costs that they entail.</p>
Cost analysis	<p>The cost of achieving quality is a means of measurement. It encompasses quite disparate notions such as the cost of internal and external failures and their consequences, the cost of prevention and the cost of evaluation (also known as the cost of detection).</p>
Cost of achieving quality (COQ)	
Criteria	Statement of a method or an element to satisfy a requirement.
Critical equipment	Equipment that has a direct influence on the quality of the measurement results.
Curative action	Action to eliminate non-conformance without any delay.
Dashboard	<p>A synthetic document that is a report or indication of the status, condition, or success of something or someone.</p> <p>Designed as a communication tool, it can integrate a dimension of performance of quality that is expressed by one or more indicators.</p>
Decision tree	<p>A graphical representation of the options available and their estimated quantitative results, taking into account the probability of their achievement.</p> <p>The decision tree diagram shows the various options for rationally selecting those that are most likely to achieve the expected results.</p>
Defect	Failure to meet a requirement or reasonable expectation pertaining to an intended use, including those related to safety.
Defects classification	<p>Classification of problems of quality according to their impact on the client in order to standardize corrective actions.</p> <p>As perfection is unattainable, products and services have a multitude of defects, but each of them does not generate the same level of client dissatisfaction.</p> <p>It is therefore necessary to appreciate these differences in order to react according to the importance of the problem.</p> <p>Once the classification is established, employee training will help to standardize corrective actions according to the type of defects.</p>

Deployment of objectives	Convergence of the efforts of separate units of an enterprise towards the attainment of common objectives. In other words: translating strategic orientations into results and concrete actions across the enterprise. To do this, the enterprise's overall objectives are defined according to the position it wishes to occupy. They are then deployed vertically and horizontally so that they have meaning for each unit and each employee, while maintaining an overall coherence.
Document	Information medium and the information it contains.
Drift	Successive and uncontrolled delays usually arising from structural causes.
Effectiveness	Level of achievement of planned activities and of expected results.
Efficiency	Real effectiveness including an economic dimension. Quality as it pertains to yields, the ability of a system to produce optimally what is expected of it.
Employee monitoring survey	<p>A survey of employees to know their perception on a multitude of topics such as work climate and management practices.</p> <p>Employees are in the best position to know what is going well and what is going wrong in the organization and very often they know how to improve the situation. It is therefore important to listen to them. The employee monitoring survey is an excellent tool as a starting point for continuous improvement and for monitoring changes in attitudes and perceptions.</p>
Empowerment	Assignment of responsibility for a task by a manager. Empowerment refers to satisfaction with predefined requirements.
End user	Person or group that uses or will actually use a product or a system. During the design phase, the end user's presence is indispensable. The absence of the end user may lead to serious design flaws
Entity	A group of related persons and means constituting, for example, an activity, a team or a project. A person, partnership, organization or business that has a legal and separately identifiable existence.
Equipment history sheet	<p>Recorded data containing the following information at the very least:</p> <ul style="list-style-type: none"> - Unique identification of the piece of equipment, - Manufacturer's name, model, serial number, - Installation date, - History of the metrological operations carried out (calibration, verification, etc.), - Maintenance operations, - Acceptance criteria for the declaration of conformance, - Estimated date of next calibration, - Any other information deemed useful.
Equipment qualification	Operation to demonstrate that a piece of equipment is working properly and is actually delivering the expected results.
Evaluation and monitoring of suppliers	<p>Daily evaluation and monitoring of supplier performance and effectiveness with regard to key organizational goals.</p> <p>In a supply chain context, the quality of products and services is closely linked to that of the suppliers. It is therefore essential to know the performance of the latter with a view to improving it.</p> <p>This technique also serves as a basis for certification programmes and supplier partnerships.</p>

Excellence

Objective of the search for total quality in all the areas characteristic of the company's activity. Characteristics common to well-managed companies that strive to achieve this objective are:

- the tendency towards reactivity and flexibility ;
- establishing close relationships with the client (or user);
- the autonomy and empowerment of actors;
- the search for innovation;
- the motivation of staff;
- the definition of key values that inspire collective action;
- a focus on the reality of development;
- the adoption of simple structures;
- the definition of flexible and strict guidelines;
- the expression of autonomy and the need for monitoring.

Failure tree

An analytical tool to identify the causes of potential problems of a product, process or service.

It is mainly used for reliability prediction or design performance analysis.

It provides an overview of the potential problems and their interrelations and calls for a detailed analysis to enable proactive action to be taken during the design phase.

FIFO (First In, First Out)

Rule of inventory management that states that the item that went in first comes out first.

Five W's

A method of structuring and systematizing the analysis process by considering all aspects of the situation by asking the following seven questions (actually 5 W's and 2 H's):

What? (subject)

Who? (person or entity)

Where? (location)

When? (time)

How? (method)

How much? (costs)

Why? (goal)

Five Why's

A technique of analyzing cause-effect relationships and of going back to the root causes by using the 'why?' question five times (or more if necessary). In doing so, one is obliged to move progressively from a general level of reflection to a detailed level.

This technique is usually combined with other analytical tools such as the cause-effect diagram.

Flow chart

A graphical way of representing a sequence of activities or processes in order to determine the chronology of tasks and their relationships.

The work team thus acquires a common vision of the process, with the language associated with it, thus facilitating communication and improvement.

FMECA

Failure Mode, Effects and Criticality Analysis is a method of preventive analysis of reliability.

It consists of :

- Researching and describing the potential failures of a system from their origins (causes) to their consequences (effects).
- Quantifying through a criticality index (C) the risks that these failures entail for the user (internal or external client).
- Prioritizing the corrective actions to be initiated to optimize and perpetuate the system's reliability.

We distinguish between:

FMECA Product: to make product design and definition more reliable.

FMECA Process: to make a process (manufacture, inspection, etc.) more reliable.

FMECA Machine: to make the design and the definition of the equipment more reliable or to optimize its maintenance.

Focus group

Collection of client perceptions on a well-defined field of interest through a group constituted for this reason.

The focus group is mainly used to rely on synergy to enrich the discussion and lead to more concrete results. Indeed, it is much easier for a client to clearly identify his perception when he can compare it to that of others.

Functional specifications

A document through which the buyer expresses his need (or the one he is responsible for conveying) in terms of functions of service and constraints. It is a translation of the needs of the client into features of the system to be designed.

For each of these features, there are defined criteria of assessment and their levels. Each of these levels must be endowed with some flexibility.

This document increases the efficiency of the design and implementation process while facilitating communication between the parties concerned. Requirements are formulated in terms of functions with criteria of assessment and flexibility.

The functional specifications therefore contain no solution and leave room for the widest possible range of solutions.

The functional specifications must allow for a maximum of expression of the need in terms of the different users according to the phases of **the living state of the product**

Gantt chart

A chart used to document, plan and follow the sequence of tasks of an improvement project. To facilitate management and communication, the Gantt chart shows the sequence of activities and timelines, responsibilities and level of completion.

Good manufacturing practices (GMP)

Good manufacturing practices are one component of quality assurance. They guarantee that the products are manufactured and checked in a consistent manner and in accordance with the quality standards appropriate for their use and as required by the marketing authorization.

Good manufacturing practices apply to both production and quality control.

The basic GMP requirements are:

- every manufacturing process has to be clearly defined and systematically revised in the light of experience; it must be demonstrated that the process is capable of repeatedly producing products meeting their specifications;
- critical manufacturing steps and all major modifications are validated;
- all means necessary for the implementation of GMP are provided, including:
 - ° suitably trained and qualified personnel;
 - ° suitable and sufficiently spacious premises;
 - ° adequate equipment and services;
 - ° correct products, containers and labels;
 - ° approved procedures and instructions;
 - ° adequate storage and means of transport;
- the instructions and procedures are written in an appropriate style and use a clear, unambiguous vocabulary, particularly suited to the means provided;
- operators are trained to implement procedures properly;
- readings are made manually or with recording equipment during manufacture; they prove that all the steps required by the procedures have indeed been followed and that, both qualitatively and quantitatively, the product obtained conforms to its specifications. Any significant deviations are recorded in detail and examined to remedy them;
- production and distribution (marketing) records are maintained in order to trace the complete history of a batch; they are written clearly and are easily accessible;
- the distribution of products carries a minimum of risk to their quality;
- a product-recall system is created in case it becomes necessary to recall a product batch;
- complaints concerning the marketed products are examined, the causes of the manufacturing defects sought and the appropriate measures taken, not only with regard to the defective product itself but also with a view to preventing the recurrence of these defects.

HACCP

Hazard Analysis and Critical Control Points.

Method of identifying and controlling hygiene risks in order to comply with European directives and French laws. A must for food security.

Implementation of a plan to prevent and monitor food safety risks.

Histogram

Graphical representation of a series of data to visualize the type of distribution, the central tendency and their dispersion.

The histogram is usually in the form of a bar graph representing the frequencies of a series of data divided into several classes or cells.

Human error

An error whose immediate cause is one or more of the following human factors: poor knowledge or misuse of a procedure, non-use of available data, non-search for relevant data, and misuse of available data due to lack of knowledge.

Idea flow

Coming up with ideas and organizing them to discover new avenues.

Taking the form of a relationship diagram, the idea flow is a natural adjunct to brainstorming because it involves a non-linear process compatible with the natural functioning of the brain: exploring ideas and then categorizing and linking them.

Indicator	Objective data describing a situation from a strictly quantitative point of view. It indicates a result. An indicator is used to measure the difference between the expected result and the result obtained. An indicator must be easy to use. All the indicators (the measurement) are grouped together in a document called the 'dashboard'. An indicator is a decision-making tool and makes it possible to measure the effectiveness of an implemented mechanism.
Indicator relevance	Actual capacity of an indicator to show improvements caused by procedural or structural changes. Example of irrelevance: an indicator of a result that cannot be improved by a procedural or structural modification.
Indicator reliability	The actual capacity of an indicator to detect precisely and consistently the events it is supposed to detect.
Indicator validity	Overall characteristic of an indicator including sensitivity and specificity. A valid indicator actually measures what it is supposed to measure theoretically; i.e., no false positives and no false negatives.
Information	Significant data.
Information monitoring	Structuring the active monitoring of the environment in order to optimize the use of the growing mass of information. Focused on the business objectives of the company, information monitoring enables the collection, routing and processing of information so as to facilitate decision making in order to develop competitive advantages.
Infrastructure	System of facilities, equipment and services necessary for the operation of an organization.
Inspection	An action to measure, examine, test or gauge one or more characteristics of an entity and to compare the results with the specified requirements to determine conformance for each of these characteristics.
Interested party	Person or group of persons with an interest in the functioning or success of an organization.
Interpretation	Action carried out by the laboratory, in response to the question asked, to explain and/or assign meaning to data on the basis of the results obtained or professional judgment.
Involvement	Manifestation of the willingness of an individual or entity to participate in solving a problem or undertaking a project. It must be expressed in accordance with pre-determined objectives.
Ishikawa diagram	Diagram in the form of a fishbone that represents in a hierarchical way the various causes that can be at the origin of a dysfunction. Also called a cause-and-effect diagram.
ISO	The International Organization for Standardization (ISO) is an international standardization body composed of representatives of national standardization organizations from 157 countries. Created in 1947, the ISO has a mandate to produce international standards, called ISO standards, in the industrial and commercial fields.

Just in time (JIT)

A way of organizing the supplier-to-customer chain to maximize the flexibility and responsiveness of the company while reducing stocks to an optimal level.

In just-in-time supply chains, it is the client who triggers production in order to receive the order at the right time, without the need for unnecessary storage. Just-in-time philosophy encompasses four main principles:

- Produce in required quantities,
- Maintain industrial flexibility,
- Maintain minimal stocks,
- Eliminate wastage.

Kaizen

A Japanese technique for improving quality or the manufacturing process based on the sum of minor adjustments or improvements that every worker can propose to implement at his or her workstation. In this way, a culture of continuous improvement throughout the organization is developed and sustained.

Kaizen relies on the integration of a structure of improvement within the daily management process. This approach involves everyone's participation in reducing and eliminating the causes of losses within processes and in the organization. The organization can thus achieve ever more stringent objectives of cost, quality and deadlines.

Knowledge management

Facilitating the development of individual and collective knowledge and skills, guiding the development of knowledge, linking individual learning with group practices, facilitating knowledge transfer and fostering the development of key skills.

Knowledge management achieves these goals by facilitating the implementation of an organizational structure and by implementing a range of methods and techniques.

Latent error

Error whose effects take time to become apparent, as opposed to active errors. Latent errors are likely to be prevented by an analysis of the root causes (often system errors), even if the effect is triggered by an immediate cause (human error).

Leader

The person who shows the way forward.

Leadership

The action of leading a group of people or an organization, or the ability to do this. Leadership implies the ability to elicit willingness and commitment from others.

Life-cycle cost analysis

Financially evaluating the cost of acquiring a product by considering its entire life cycle.

Unlike a cost-of-purchase valuation, life-cycle analysis takes into account all costs pertaining to:

- establishing the relationship with the supplier,
- acquisition of the product,
- after sales service,
- recycling or disposal of the product.

In this way, false economies based on the sole analysis of the purchase price are avoided.

Listening to clients continuously

Creating a communication channel between the organization and its clients. The organization is, in this way, constantly connected to the current and future needs of the clients.

Communication opportunities are not usually lacking in an organization, but there is a need for a comprehensive strategy to coordinate activities, organize data collection, identify market trends and opportunities, identify opportunities for improvement, and identify problems at the source.

Management

Person or group of persons who direct and control an organization at its highest level.

Management by process

A way of management that focuses on improving corporate performance by managing and optimizing a company's business processes. For an organization, it consists of:

- Identifying the processes and activities that comprise them;
- Describing them;
- Specifying the actors;
- Designating their 'owner' (one who steers the process);
- Defining the steering mechanisms;
- Improving processes and their activities on an ongoing basis.

Management by wandering around (MBWA)

A style of business management which involves managers wandering around, in an unstructured manner, through the workplaces, at random, to check with employees, equipment, or on the status of ongoing work. In this way, employees are mobilized by showing them the importance of their work.

This technique also makes it possible to involve the members of the management and to make them aware of the day-to-day problems that the employees have to encounter.

If management takes the time to meet employees in their workplaces, the employees will feel valued and important, and productivity will indirectly increase.

This seemingly simple technique creates a vital link between the objectives of management and their implementation by employees.

Management review

A planned meeting that takes place within a given organization during which a formal evaluation of the status and adequacy of the quality system takes place in relation to the quality policy and its objectives. The management review is a requirement of many management standards.

Management system

A system to establish policy and objectives and to achieve these objectives.

Manufacturing resources planning (MRP 2)

A method for the effective planning of all resources of a manufacturing company. It involves planning and scheduling the resources required for production resulting from the client's request.

Unlike MRP 1, MRP 2 systems have the advantage of operating in a closed loop, which makes it possible to follow the production and to readjust production plans continuously.

In addition, MRP 2 makes it possible to manage all the resources needed to convert materials into finished products.

Material requirements planning (MRP 1)

Planning and scheduling the flow of materials according to demand priorities.

Based on actual needs or estimated demand for finished products and their nomenclature, the production master plan is transformed into a supply plan.

Each production unit (including the supplier) can thus know how many components will be needed and when they will be needed.

Measurement control system	A set of correlated or interactive elements required to perform metrological confirmation and continuous monitoring of measurement processes.
Measurement equipment	Measuring instrument, software, measurement standard, reference material or auxiliary apparatus or combination thereof necessary for carrying out a measurement process. Measurement equipment generally has several metrological characteristics.
Method	A reasonably complete set of rules and criteria to establish a precise and repeatable way of accomplishing a task and achieving the desired results.
Method of organization	Establishing and maintaining a work environment conducive to quality.
Methodology	<p>‘Abstract’ level of a science whose scope covers all the elements involved in the materialization of a method.</p> <p>Often used in the sense of a set of methods, principles, procedures and standards used to define a synthesis of approaches for developing a project.</p>
Metrological characteristic	A distinctive feature that can influence the results of a measurement. Metrological characteristics may be subject to calibration.
Metrological confirmation	<p>Set of operations required to ensure that a measuring instrument meets the requirements for its intended use. Metrological confirmation usually includes calibration or verification, any required adjustments or repairs and recalibration, comparison with metrological requirements for the intended use of the measuring equipment, and any required locking and labelling.</p> <p>Metrological confirmation shall not be considered complete until the suitability of the measuring equipment for the intended use is demonstrated and documented.</p>
Metrological function	This function is responsible for organizing defining and implementing the measurement control system.
Metrology	<p>Management of the preparation and execution of measurement operations to ensure measurement results, their traceability and the determination of their level of uncertainty.</p> <p>Metrology makes it possible to choose the measurement method and instrument appropriate to the level of precision sought. More generally, it is defined as the science of measurements and concerns the theoretical and practical aspects of the measurement operations of any organization.</p>
Mobilization through empowerment	<p>Creation of a mobilizing environment in order to give everyone a sense of ownership of the success of the organization.</p> <p>When projects, participation structures and work environments are guided by the principle of empowerment and employees are given the necessary tools, everyone feels that they are contributing to the organization as a whole. The benefits are numerous: increased flexibility, reduced supervision requirements, lowered costs, a considerable increase in employee involvement, etc.</p>
Model	Technique of simulation to represent, with a certain level of abstraction, the structure of a system in order to anticipate its results.

Murphy's Law

This 'law' is often expressed as: Anything that can go wrong will go wrong. In a programme, when among one of the many logical possibilities tested, there is still an untested path and it can lead to a catastrophe, it is to be expected that this catastrophe will take place.

Another interpretation is based on the observation that a pessimistic analysis of a situation and its evolution is reflected in defeatist behaviour and thus has every chance of coming true. At the same time, this result justifies the defeatism or the negativism that happens to be at its origin.

Mystery client

Mystery clients are 'clients' trained to observe service operations through the eyes of the client. To this end, they rely on a set of well-targeted assessment points to collect customer service quality data.

In this way, the enterprise gains a working knowledge of client perception, which makes it possible to orient improvement activities to better meet needs and expectations.

Need

What is required or desired by the user.

This need may be 'expressed or implied, avowed or unacknowledged, latent or potential'. It is in fact this need of the user that is at the origin of the producer's intention to design and produce a product. But this need must be characterized and translated in the form of functions to be fulfilled by the product or service (functional specifications). This need has to be validated.

Non-conformance

Deviation from a specified requirement of an entity's procedures or system of operation.

Non-conformance handling

Action to be taken on a non-conforming entity with a view to resolving the non-conformance.

Non-conforming work

Work is non-conforming if any aspect of the analysis or analysis report fails to meet one or more of the existing procedures or client requirements.

Non-quality cost (NQC)

Quantifying the costs of planning and managing the quality system.

By quantifying the costs of different categories (prevention, evaluation, internal and external failures), the costs associated with each of these categories can be better allocated and thus the total costs of non-quality can be optimized.

Objectives

Aim or result which one proposes to achieve by implementing the appropriate means to achieve it. An objective must have six essential characteristics. It must be realistic, attainable, specific, measurable, time-bound, and ambitious.

Operational security

The set of properties that describe availability and the factors that it depends upon: reliability, maintainability and maintenance logistics.

Opinion

Views resulting from an analysis or evaluation, in response to the question asked and not having force of a decision, formulated by the laboratory on the basis of results obtained and in the current state of knowledge.

Organization

(1) Company, firm, enterprise or institution or part thereof, with limited liability or other status, whether public or private, with its own functional and administrative structure.

(2) Responsibility, hierarchical relationships and relationships arranged according to a structure that enables an entity to perform its functions.

Pareto chart	<p>A graphic representation of undesirable events. It represents a series of causes or problems in order to visualize their relative importance and cumulative impact. It is used to focus efforts on priority problems or causes. Using a bar graph, the Pareto chart can be used to perform a frequency or cost analysis according to the needs of the study.</p> <p>The Pareto chart relies on the principle of the same name: 80% of the effects are due to 20% of the causes.</p>
Performance indicators	<p>Indicators that measure the degree of achievement of the company's objectives and to follow their evolution. This eliminates perceptions and opinions in favour of objective findings.</p>
Planning for change	<p>Preparing the company for organizational changes and maximizing the chances of success.</p> <p>Change often leads to a period of more or less comfortable imbalance, which obviously generates increased resistance. It is therefore essential to go through a diagnostic stage to analyze the situation to be changed and its organizational context. Finally, planning itself will define the actions to be taken to introduce the desired change.</p>
PRE-check	<p>Checking the average of a fairly stable process that is not subject to rapid drifts when properly set in motion.</p> <p>Easier to use and more visual than control charts, PRE-check is mainly used for the setting up and production of small batches.</p>
Prerequisites	<p>Knowledge and know-how necessary to effectively follow a training module or comprehensive training (AFNOR-NFX 50-750-1).</p>
Preventative action	<p>Action taken to eliminate the causes of a non-conformance, a defect or of any other potential adverse event to prevent them from occurring.</p> <p>Note: Preventive actions may require, for example, changes in procedures and systems to improve quality.</p>
Problem resolution process (PRP)	<p>The process of identifying the real problem and its true causes and then implementing permanent solutions.</p> <p>The PRP provides the team with a way of working that ensures that the process is carried out in the right order and in the right way, without the influence of power relations or discussions based on perceptions and subjective opinions.</p>
Procedure	<p>'A procedure is a specified way of performing an activity' (ISO 8402).</p> <p>Description of the operations to be carried out, precautions to be taken or measures to be taken in a field, directly or indirectly related to the manufacture of the products concerned.</p>
Process	<p>A set of correlated or interactive activities that transforms inputs into outputs (ISO 9000:2000 standard).</p>
Process analysis	<p>Analysis and review of the process so that it responds to client needs in the most efficient and effective manner possible.</p> <p>By taking help from those directly involved, a detailed analysis and graphical representation of the process is carried out in order to identify activities without added value for the client, while taking into account the organization's real constraints.</p>

Process managers	<p>Managers who verify the expectation of the quality objectives based on the results of the associated indicators and the target values. They improve the overall efficiency of the process for which they are responsible by:</p> <ul style="list-style-type: none"> • Identifying the most relevant indicators, in relation to the objectives set for the process; • Ensuring the effective availability of necessary resources; • Verifying compliance with process input and output data; • Identifying risks and by identifying critical points within the process they are managing.
Process-based management	<p>Management of the company on the basis of business processes rather than functions.</p> <p>Since the processes are set up to meet client needs, this method of management emphasizes their satisfaction and the complementarity and interdependence of activities.</p> <p>Process-based management also allows the deployment of performance indicators that correspond better to client needs, while greatly facilitating the management of internal client-supplier relationships.</p>
Product	<p>Result of activities or processes.</p>
Production cell	<p>Small centres (cells) of responsibility into which resources are reorganized in an effort to increase the organization's flexibility.</p> <p>When resources and tasks related to a product or product family are combined, autonomous and flexible mini-factories are created within the plant itself.</p> <p>Production cells integrate particularly well in a just-in-time programme that requires more flexibility or in a staff mobilization programme (increased employee versatility and level of knowledge).</p>
Profit sharing	<p>An incentivized compensation system so that employees take an active part in improving the performance of the company.</p> <p>Profit sharing involves two elements: (1) a measurement system to monitor the financial performance of the company and (2) a programme of continuous improvement to improve the performance of the company.</p> <p>Naturally, the success of the program depends on the level of integration of these two elements on a daily basis as well as their suitability to the values of the company.</p>
Progress circle	<p>Small ad-hoc group bringing together members of different departments to solve a problem raised by the company's management. The progress circle has a limited lifespan.</p>
Project	<p>A single process that consists of a set of coordinated and controlled activities with start and end dates, undertaken to achieve an objective that meets specific requirements, including time, cost and resource constraints.</p>
Protocol	<p>Description of techniques to be applied and/or instructions to be followed.</p>
Qualified	<p>Status granted to an entity when its ability to meet the specified requirements has been demonstrated.</p>
Quality	<p>All the characteristics of an entity that confer on it the ability to satisfy expressed and implicit needs.</p>

Quality approach	All the actions that the company takes to develop and grow through the satisfaction of its clients.
Quality assurance	‘All those planned and systematic actions necessary to provide adequate confidence that an entity, product or service will satisfy given requirements for quality’ (ISO 8402).
Quality assurance manual (QAM)	The Quality Assurance Manual is a document which shares the quality system with the outside world. It is in fact made available to clients as part of contractual and commercial relationships and is thus used to communicate the organization’s commitment to quality. It also serves as an internal communication tool.
Quality assurance model	A standardized or selected set of quality system elements brought together to satisfy quality assurance needs in a given situation. A document setting out the quality policy and describing the quality system of an organization.
Quality assurance system	A set of rules to measure the performance required to ensure the desired quality of products and services. The goal of a quality assurance system is to help an organization master its processes and obtain benefits from improvements.
Quality audit	‘A systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and suitable to achieve objectives’ (ISO 8402). A quality audit consists of the formal evaluation of a product, process, system or even person to determine if the quality activities and related results meet the established requirements. The audit can be performed periodically by independent auditors in order to identify deviations from a given benchmark. It sometimes leads to official certification.
Quality audit observation	Finding made during a quality audit and backed up by tangible evidence.
Quality auditor	Person qualified to undertake quality audits.
Quality campaign	A campaign to mobilize and sensitize staff to the organization’s quality approach. Embodying a strategy of improvement, the quality campaign’s aim is to inform staff in order to stimulate the effort towards quality, but also to gather information and provide the necessary assistance to support and complement the organization’s quality strategy.
Quality characteristic	Intrinsic feature of a product, process, or system relative to a requirement. Note: A characteristic assigned to a product, process, or system is not a quality characteristic of that product, process, or system.

Quality circle

Small ad-hoc group of volunteer employees set up to undertake an improvement project.

The constitution of quality circles within companies is based on the traditional importance accorded to decisions made by a group when they represent the culmination of a common thought. The quality circle must meet a threefold requirement of autonomy, cohesion and convergence.

The quality circle is marked by its voluntary approach based on a participatory management culture.

It is the employees who decide on the improvement project that they will deal with using the problem-solving process and other quality tools.

In this way, they themselves take charge of the quality of what they produce and are thus more mobilized because they have the opportunity to participate in the improvement of the enterprise and their work.

On the organizational level, these principles are not neutral:

- autonomy implies independence;
- cohesion avoids rivalry and conflict;
- convergence leads to the total involvement of group members.

Applied to the life of the enterprise, these principles are reflected in a form of organization that is much more cellular than hierarchical, where the place for discussion and consensus-building forms the basis for the decision-making process.

Quality committee

A committee of quality professionals responsible for establishing the policies and plans of the quality improvement system across the entire organization.

It ensures the support of senior management in the implementation of the quality system by demonstrating the seriousness of the process and consolidating the initiatives of the different quality programmes of the organization.

Quality control

‘Operational techniques and activities used to meet quality requirements’ (ISO 8402).

quality control is a term that encompasses all activities that check the characteristics of a product, service or entity and compare the results to the specified requirements.

Quality control is part of good manufacturing practices. It concerns sampling, specifications, testing, as well as the organization, documentation and release procedures which ensure that the necessary and appropriate analyses have actually been carried out and that raw materials, packing materials and products are not released for use, sale or supply without their quality being deemed satisfactory.

The basic requirements for quality control are:

- adequate facilities, trained personnel and authorized procedures are available for the sampling, testing and analysis of raw materials, packing materials, intermediate, bulk and finished products and, where appropriate, the monitoring of environmental parameters with respect to good manufacturing practices;
- samples of raw materials, packing materials, intermediate, bulk and finished products are taken, by approved methods, by quality-control staff;
- the inspection and testing methods are validated;
- readings are made manually or by recording equipment. They demonstrate that the procedures required for sampling, monitoring and analysis are effectively applied. All deviations are recorded in detail and examined;
- the finished products contain the active ingredients provided for in the qualitative and quantitative formula for the marketing authorization, have the required purity, are contained in the correct packaging and are properly labelled;
- reports are drawn up on the basis of the results of checks on raw materials, packing materials, intermediate, bulk and finished products for comparison with specifications. The product evaluation involves an examination and critical review of manufacturing documents, as well as an estimate of deviations from established procedures;
- no product batch is released for sale or distribution before the person in charge of the marketing has certified that it meets the requirements of the marketing authorization;
- reference samples of the raw materials and products shall be kept in sufficient quantities to permit further checks if necessary. The product is stored in its final packaging, except for exceptionally large packs.

Quality diagnosis

Systemic analysis of the company in its internal and external environment leading to the identification of the strengths and weaknesses and to the development of a plan of progress.

Quality evaluation

Systematic examination to determine the extent to which an entity is able to meet the specified requirements.

Quality function deployment

(QFD)

Integration of the ‘voice of the client’ into the design process. Client needs and expectations are translated into measurable features and functionality. Using an analysis matrix (called ‘House of Quality’), links are established between the WHAT and the HOW, taking into account HOW MANY to quantify the how. One can then separate the essential characteristics from desirable ones, which will guide the development efforts and determine where to invest to design a product or service that will meet the client’s expectations.

Quality improvement	Action undertaken across the organization to increase the efficiency and yield of activities and processes in order to increase benefits to both the organization and its clients.
Quality improvement group (QIG)	<p>A group consisting of people from different departments and complementary skills brought together to address a particular quality issue.</p> <p>Used with the aim of prevention rather than correction, the quality improvement group has a power only to recommend, with actual decision-making power following the normal hierarchical line.</p> <p>When it has fulfilled its mandate, the QIG is dissolved.</p>
Quality loop	Conceptual model of the interrelated activities that influence quality during the various phases ranging from the identification of needs to the evaluation of their satisfaction.
Quality losses	Losses caused by the misuse of the resources' potential in processes and activities.
Quality management	The set of activities of the organization's management that determine quality policy, objectives and responsibilities, and their implementation through such means as quality planning, quality control, quality assurance and quality improvement in the framework of the overall quality system.
Quality management	<p>'Aspect of the company's management function that determines quality and its implementation' (ISO 8402).</p> <p>All the activities of the general management function that determine the quality policy, objectives and responsibilities, and which implement them through means such as quality planning, quality control, quality assurance and quality improvement in the framework of the quality system.</p> <p>Quality management is a process of long-term conduct of quality policy within an organization. It is based on the commitment of managers, the participation of all the staff and the implementation of a rational system of quality measurement and improvement.</p>
Quality management system	A management system to guide and monitor an organization in matters of quality.
Quality manual	A document setting out the quality policy and describing an organization's quality system.
Quality monitoring	Continuous monitoring and verification of the status of an entity and analysis of records to ensure that specified requirements are met.
Quality plan	Document describing the procedures, resources, and sequence of quality related activities pertaining to a particular product, service, contract or project.
Quality planning	Activities that determine quality objectives and requirements, as well as requirements for the implementation of elements of the quality system.
Quality policy	<p>General orientations and objectives of an organization regarding quality, as formally expressed by management at the highest level.</p> <p>Defining and grouping the company's quality guidelines and expressing the management's and the organization's commitment in terms of quality.</p> <p>Used in conjunction with the mission statement and the general policy, the quality policy makes it possible to orient action at all levels of the organization in order to achieve quality objectives.</p>

Quality requirements	Expression of needs, or their translation into a set of requirements expressed in quantitative or qualitative terms, for the characteristics of an entity in order to allow its realization and examination.
Quality system	The organization of all the procedures, processes and means necessary to implement quality management.
Reclassification	Modification of the class of a non-conforming product in order to make it conform to requirements different from those originally specified.
Record	Document that provides tangible evidence of the activities carried out or the results obtained.
Reference base	A set of references covering a field of activity.
Rejection	Action on a non-conforming product to prevent its use as originally intended (recycling, destruction).
Relative cost of quality	Cost incurred to ensure satisfactory quality and confidence in it, as well as losses incurred when satisfactory quality is not achieved.
Responsibility	Commitment on the part of an individual or group to carry out a mission or task. The degree of responsibility can be higher or lower depending on the functions performed and the means made available to those assuming responsibility.
Safety	State in which the risk of bodily injury or material damage is limited to an acceptable level.
Safety management	Management approach to safety risks and implementation of a dynamic of continuous improvement aimed at the reduction of workplace accidents and the systematic prevention of risks.
Sampling	Drawing conclusions about a population by studying only a few representative elements. One can thus validate or invalidate hypotheses on the basis of statistical laws.
Sampling inspection	An inspection that does not check all the units in a lot; only a sample is checked. Using statistical tools, the acceptability of the entire batch is judged, which considerably reduces inspection costs, while limiting the risks for the client and the supplier. However, this technique makes it possible to verify the quality of the batches only afterwards.
Scope of certification	Limits of the certified entity which may be, for example, an activity, a team or a project.
Self-monitoring	Self-monitoring is a process in which the employees themselves verify the quality of what they produce, which allows them to better control their processes and to take responsibility in the context of an internal client-supplier relationship. Self-monitoring empowers each individual with respect to the quality of what he produces. It also makes it possible to reduce the time between the discovery of a fault and the adjustment of the process.

Service	Result generated by activities at the interface between the supplier and the client, and through activities internal to the supplier to meet the client's needs.
Service delivery	The activities of the supplier that are necessary for the provision of the service.
Service mapping	<p>A graph for analyzing and displaying the service process to the client.</p> <p>Similar to a flow chart, service mapping highlights the different lines of contact with clients.</p> <p>Each of the activities is positioned in relation to these lines, which makes it possible to identify the most critical points for quality of service and points of value addition for the client.</p>
Setback	Understood and controlled delay in relation to planning.
Seven basic tools of quality	<p>Improvement of quality using seven tools as part of a problem-solving approach. These tools collect, illustrate and explain the facts so as to facilitate the analysis of a problem. They are:</p> <ol style="list-style-type: none"> 1 - check sheet (data collection sheet) 2 - flow chart or run chart 3 - control chart 4 - histogram 5 - scatter diagram 6 - Pareto chart 7 - cause-and-effect diagram.
Societal requirements	Obligations resulting from laws, regulations, rules, codes, acts and other considerations.
Specifications	Document listing the requirements.
Staff qualification	Operation acknowledging the acquisition of skills by staff on the basis of experience and/or prior training.
Standard	A document drawn up by consensus and approved by a recognized body which provides, for common and repeated uses, rules, guidelines or characteristics for activities or their results, guaranteeing an optimum level of order in the given context.
Statistical process control (SPC)	<p>A method of quality control which uses statistical methods. The evolution of the processes are followed and checked statistically in order to apply corrective measures to prevent the production of off- tolerance parts.</p> <p>Using different statistical tools, the specific causes of variation that are not associated with the process itself are identified and eliminated. We thus obtain a stable process which performs within its nominal limits.</p>
Strategic leadership behaviour	<p>Orienting leadership behaviour based on business objectives and strategic planning.</p> <p>The aim is to develop a management style and a work organization capable of mobilizing and motivating employees around a common direction set by organizational strategies.</p>

Strategic orientations	<p>Guidance of the company by upper management according to market conditions and the constantly evolving industrial context.</p> <p>The company must adjust to take advantage of new opportunities, and even reinvent its role in the market.</p> <p>Especially useful in creating a strategic plan, the reflection on possible orientations must always be based on the mission of the company and on an in-depth analysis of the issues and the environment.</p>
Structured project prioritization	<p>Mobilization of the parties around the real priorities by establishing through consensus the criteria for prioritizing strategic management projects.</p> <p>This exercise of prioritization is based on the business objectives as well as on the necessarily limited resources of the company.</p>
Sub-contractor	<p>Entity that supplies a service or product to a supplier.</p>
Supervision	<p>Administrative task that consists of verifying the conditions for achieving objectives defined by a consensus-based decision-making process. Supervision should be based on the motivation and the mobilization of each worker, on the delegation of responsibility and the quality of communication. Good supervision helps to avoid major conflicts and facilitates the resolution of discrepancies.</p>
Supplier	<p>Entity that supplies a product to a client.</p>
Supplier client relationship (SCR)	<p>A way of improving the efficiency and effectiveness of the organizational system by establishing a supplier-client chain within the organization. To satisfy the external client, one must first satisfy each of the internal clients. And since the chain cannot be stronger than its weakest link, it is important to strengthen each link.</p> <p>By acting both as a client and as a supplier, employees become more aware of the importance of quality at each stage in order to satisfy the needs of their internal and external clients.</p>
Supply chain	<p>Flow of products and information along logistics processes from the purchase of raw materials to the delivery of finished products to the consumer. The supply chain encompasses all service providers and clients.</p>
System	<p>Set of correlated or interactive elements.</p>
Tangible proof	<p>Information whose veracity can be demonstrated based on facts obtained by observation, measurement, testing or other means.</p>
Technical expert	<p>Person with specific knowledge or expertise in the field to be audited. Specific knowledge or expertise includes knowledge or expertise on the organization, process or activity to be audited, as well as familiarity with the language and culture. A technical expert will not act as an auditor on the audit team.</p>
Test	<p>A technical operation which consists of determining or verifying one or more characteristics of a product, process or service according to a specified operational mode. Usually, the operational mode involves the application of various constraints.</p>
Time and priority management	<p>Planning of daily activities according to major strategic objectives. Objectives are broken down into small tangible and realistic results in order to organize one's time and follow one's priorities on a day-to-day basis.</p>

Total quality management (TQM)	An organization-oriented, quality-based management system based on the participation of all members and aimed at long-term success through client satisfaction and benefits for all members of the organization and for society.
Traceability	Ability to retrieve the history, use or location of an entity by means of recorded information.
Training management	Orientation of training efforts and activities so that they support the enterprise's business plan and objectives. This also helps to mobilize and develop the potential of each employee and thus attract and retain the people the enterprise needs most.
Training programme	Structuring and developing training according to the needs of the company and the requirements of each position. Once the competency profile of each position has been established, training plans are put in place and employee development is monitored in relation to the company's orientations and mission.
User	Any entity (or person) for which the product is designed and which uses at least one of its functions at any time during its life cycle. It should be emphasized that the user is most often a target group of persons and that it will therefore be necessary to know the correct typology of the actual or potential users. It is important to better understand the needs of this user – either person or entity – in order to characterize his/its request according to different criteria of assessment of the service expected. This then leads to the development of the functional specifications.
Validation	Confirmation by examination and through tangible evidence that the particular requirements for a specific intended use are met. Evidence, in accordance with the principles of good manufacturing practice, that the implementation or use of any process, procedure, material, raw material, packaging item or product, activity or system actually achieves the expected results.
Verification	Confirmation by examination and through evidence that the specified requirements have been met.
Visual communication	Clarifying communication and facilitating comprehension using visual means. By facilitating the standardization of information, visual communication makes it possible to structure and consolidate strategic information on the enterprise's quality efforts.
Waiver	Written permission to deviate from specified requirements. A waiver must have a pre-defined start and end date.
Weighted criteria evaluation	Evaluation and comparison of several options based on a list of weighted criteria. Working together as a team to determine criteria and weighting rules greatly facilitates consensus building and significantly increases the commitment of members to the chosen option.
Work environment	The set of conditions under which the work is performed.

Working team

A team of employees created to develop a spirit of collaboration and partnership between them in order to improve results through a convergence of individual efforts resulting in a mobilizing synergy.

When improperly used, working teams can generate significant tension and loss of time. It is therefore essential to know the different **types of team** **as well as** the role of each participant **in each team** in order to fully benefit from its creation.

Zero defect

Without any defects.