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## 6.1. High Points of This Chapter

1. The quality control process is a universal managerial process for conducting operations so as to provide stability—to prevent adverse change and to "maintain the status quo." Quality control takes place by use of the feedback loop.
2. Each feature of the product or process becomes a control subject—a center around which the feedback loop is built. As much as possible, human control should be done by the workforce—the office clerical force, factory workers, salespersons, etc.
3. The flow diagram is widely used during the planning of quality controls. The weakest link in facilities control has been adherence to schedule.
4. To ensure strict adherence to schedule requires an independent audit.
5. Knowing which process variable is dominant helps planners during allocation of resources and priorities.
6. The design for process control should provide the tools needed to help the operating forces distinguish between real change and false alarms. It is most desirable to provide umpires with tools that can help to distinguish between special causes and common causes. An elegant tool for this purpose is the Shewhart control chart (or just control chart). The criteria for self-control are applicable to processes in all functions and all levels, from general manager to nonsupervisory worker.
7. Responsibility for results should be keyed to controllability. Ideally the decision of whether the process conforms to process quality goals should be made by the workforce.
8. To make use of self-inspection requires meeting several essential criteria: Quality is number one; mutual confidence, self-control, training, and certification are the others. Personnel who are assigned to make product conformance decisions should be provided with clear definitions of responsibility as well as guidelines for decision making.
9. The proper sequence in managing is first to establish goals and then to plan how to meet those goals, including the choice of the appropriate tools. The planning for quality control should provide an information network that can serve all decision makers.