

# ICTQual AB



## Qualification Specification

### ICTQual AB Certified Quality Manager



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# ICTQual AB's

## Certified Quality Manager

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# Qualification Specification about

## ICTQual AB Certified Quality Manager

### About ICTQual AB's

ICTQual AB is a distinguished awarding body based in the United Kingdom, dedicated to fostering excellence in education, training, and skills development. Committed to global standards, ICTQual AB's provides internationally recognized qualifications that empower individuals and organizations to thrive in an increasingly competitive world. Their offerings span diverse industries, including technical fields, health and safety, management, and more, ensuring relevance and adaptability to modern workforce needs.

ICTQual AB's delivers high-quality educational solutions through a network of Approved Training Centres worldwide. Their robust standards and innovative teaching methodologies equip learners with practical knowledge and skills for personal and professional growth. With a mission to inspire lifelong learning and drive positive change, ICTQual AB's continuously evolves its programs to stay ahead of industry trends and technological advancements.

### Course Overview

The ICTQual AB Certified Quality Manager qualification is a globally recognized certification designed for professionals who want to develop high-level proficiency in quality management. It provides a comprehensive framework for individuals to lead quality initiatives, drive continuous improvement, and align organizational operations with international standards like ISO 9001. This certification goes beyond a simple credential, serving as a strategic investment to help professionals become agents of change who can influence policy and establish systems that create a sustainable competitive advantage.

#### Objectives and Aims

The primary objective of the ICTQual AB Certified Quality Manager qualification is to equip learners with the knowledge and skills necessary to excel in the field of quality management. The qualification aims to enable learners to:

- **Understand and Apply Quality Management Systems (QMS):** Gain a deep understanding of core quality management principles and the requirements of standards such as ISO 9001. This includes learning how to design, implement, and maintain an effective QMS.
- **Lead Strategic Quality Initiatives:** Develop the leadership and strategic planning skills needed to manage quality programs, conduct audits, and drive change within an organization.
- **Ensure Regulatory Compliance:** Learn how to interpret and evaluate relevant information to ensure products, services, and processes meet both national and international standards.
- **Drive Continuous Improvement:** Apply methodologies like Lean and Six Sigma to identify areas for improvement, reduce waste, and enhance overall efficiency and performance.
- **Measure and Analyze Performance:** Master the use of statistical techniques and key performance indicators (KPIs) to monitor quality, analyze data, and produce reports that inform decision-making.

## Targeted Audience

This qualification is designed for a diverse audience of professionals who are involved in or aspiring to a quality-related leadership role. The targeted audience includes:

- **Quality Professionals:** Individuals already working in roles such as Quality Assurance Analysts, Quality Control Officers, or Quality Engineers who want to advance their careers to a managerial level.
- **Mid-to-Senior-Level Managers:** Managers from various fields (e.g., operations, engineering, business administration) who need to incorporate quality management principles and systems into their existing roles.
- **Aspiring Quality Managers:** Anyone looking to transition into a leadership position focused on quality, particularly those with a foundation in a relevant field and at least two years of professional experience.
- **Consultants and Auditors:** Professionals who advise organizations on quality systems and regulatory compliance.

## Certification Framework

<b>Qualification title</b>	<b>ICTQual AB Certified Quality Manager</b>
<b>Course ID</b>	QC0050
<b>Grading Type</b>	Pass / Fail
<b>Competency Evaluation</b>	Coursework / Assignments / Verifiable Experience
<b>Assessment</b>	<p>The assessment and verification process for ICTQual AB's qualifications involves two key stages:</p> <p><b>Internal Assessment and Verification:</b></p> <ul style="list-style-type: none"> <li>✓ Conducted by the staff at the Approved Training Centre (ATC) to ensure learners meet the required standards through continuous assessments.</li> <li>✓ Internal Quality Assurance (IQA) is carried out by the centre's IQA staff to validate the assessment process.</li> </ul> <p><b>External Quality Assurance:</b></p> <ul style="list-style-type: none"> <li>✓ Managed by ICTQual AB's verifiers, who periodically review the centre's assessment and IQA processes.</li> </ul> <p>Verifies that assessments are conducted to the required standards and ensures consistency across centres</p>

## Entry Requirements

To enrol in ICTQual AB Certified Quality Manager, learner must meet the following entry requirements:

- ✓ **Age Requirement:** Learners must be 18 years of age or older.
- ✓ **Educational Background:** A Level 3 qualification or equivalent in Quality Management, Business Administration, Engineering, or a related field is recommended.
- ✓ **Professional Experience:** At least 2 years of relevant work experience in quality assurance, quality control, auditing, compliance, or operations
- ✓ **English Proficiency:** Must be proficient in English (reading, writing, and speaking)

## Qualification Structure

This qualification comprises 8 mandatory units for the complete qualification. Candidates must successfully complete all mandatory units to achieve the qualification.

Mandatory Units	
Unit Ref#	Unit Title
QC0050-01	Principles and Practices of Quality Management
QC0050-02	Quality Standards and Compliance
QC0050-03	Strategic Quality Leadership
QC0050-04	Quality Tools and Techniques
QC0050-05	Risk- Based Thinking and Decision-Making
QC0050-06	Supplier and Customer Relationship Management
QC0050-07	Quality Project and Change Management
QC0050-08	Performance Measurement and Continuous Improvement

## Centre Requirements

To ensure quality training delivery, centres must adhere to the following standards:

### 1. Centre Approval

- ✓ Centres must be formally approved by ICTQual AB's before delivering this qualification.
- ✓ Approval involves a review of facilities, policies, and staff qualifications.

### 2. Qualified Staff

- ✓ **Tutors:** Must hold a Level 6 qualification or equivalent in Quality Management, Business Administration, Engineering, or a related field is recommended.
- ✓ **Assessors:** Must hold a recognized assessor qualification (e.g., CAVA, AVRA) or equivalent)
- ✓ **Internal Quality Assurers (IQAs):** Must hold a recognized IQA qualification (e.g. Level 4 Award in the IQA and Level 4 Certificate in Leading the IQA) and experience to oversee assessment standards.

### 3. Learning Facilities

Centre must offer:

- ✓ Private study areas and internet-enabled workspaces (for blended or physical delivery)
- ✓ Academic and pastoral support for learners
- ✓ Administrative support must be available to manage enrolment, tracking, and learner queries efficiently

### 4. Health and Safety Compliance

- ✓ All training facilities must comply with health and safety regulations.
- ✓ Centres must conduct regular risk assessments for practical activities.

## 5. Learning Resources

- ✓ **Course Materials:** Approved textbooks, study guides, and digital content must align with the qualification standards.
- ✓ **Assessment Tools:** Templates and guidelines must be provided to ensure standardized evaluation processes.
- ✓ **E-Learning Support:** Centres offering online or blended learning must implement an effective Learning Management System (LMS).

## 6. Assessment and Quality Assurance

- ✓ Centres must ensure assessments meet ICTQual AB's competency standards.
- ✓ Internal quality assurance (IQA) must be conducted to maintain consistency.
- ✓ External verifiers from ICTQual AB's will review assessment and training practices.

## 7. Learning Support

- ✓ **Qualification Guidance:** Support for coursework and assignments.
- ✓ **Career Pathway Assistance:** Information on progression opportunities in sustainability and energy sectors.
- ✓ **Accessibility Support:** Accommodations for learners with disabilities or language barriers.

## 8. Policies and Compliance

Centres must uphold the following policies in accordance with ICTQual AB's standards:

- ✓ Equality, Diversity, and Inclusion Policy.
- ✓ Health and Safety Policy.
- ✓ Safeguarding and Learner Protection Policy.
- ✓ Complaints and Appeals Procedure.
- ✓ Data Protection and Confidentiality Policy.

## 9. Reporting Requirements

- Centres must provide ICTQual AB's with regular reports on learner registrations, progress, and certification outcomes.
- Assessment records must be maintained for external auditing and quality assurance purposes.

## Support for Candidates

Centres should ensure that materials developed to support candidates:

- ✓ Facilitate tracking of achievements as candidate's progress through the learning outcomes and assessment criteria.
- ✓ Include information on how and where ICTQual AB's policies and procedures can be accessed.
- ✓ Provide mechanisms for Internal and External Quality Assurance staff to verify and authenticate evidence effectively.

This approach ensures transparency, supports candidates' learning journeys, and upholds quality assurance standards.

## Assessment

This qualification is competence-based, requiring candidates to demonstrate proficiency as defined in the qualification units. The assessment evaluates the candidate's skills, knowledge, and understanding against the set standards. Key details include:

### 1. Assessment Process:

- ✓ Must be conducted by an experienced and qualified assessor.
- ✓ Candidates compile a portfolio of evidence that satisfies all learning outcomes and assessment criteria for each unit.

### 2. Types of Evidence:

- ✓ Observation reports by the assessor.
- ✓ Assignments, projects, or reports.
- ✓ Professional discussions.
- ✓ Witness testimonies.
- ✓ Candidate-produced work.
- ✓ Worksheets.
- ✓ Records of oral and written questioning.
- ✓ Recognition of Prior Learning (RPL).

### 3. Learning Outcomes and Assessment Criteria:

- ✓ **Learning Outcomes:** Define what candidates should know, understand, or accomplish upon completing the unit.
- ✓ **Assessment Criteria:** Detail the standards candidates must meet to demonstrate that the learning outcomes have been achieved.

This framework ensures rigorous and consistent evaluation of candidates' competence in line with the qualification's objectives.

Unit Descriptors

QC0050-01- Principles and Practices of Quality Management

This unit provides a foundational understanding of the core concepts, philosophies, and principles of quality management. It covers the historical evolution of quality thinking, from early inspection-based models to modern, holistic approaches like Total Quality Management (TQM). Learners will explore key figures and their contributions, and apply fundamental principles such as customer focus, leadership, process approach, and continuous improvement to ensure a robust quality culture.

Learning Outcome:	Assessment Criteria:
1. Understand the core concepts and historical evolution of quality management.	<div>1.1 Critically analyze how historical quality philosophies have shaped modern practices.</div> <div>1.2 Evaluate the significance of key figures like Deming and Juran in the evolution of quality.</div> <div>1.3 Synthesize core concepts of quality assurance and quality control within a single operational framework.</div> <div>1.4 Examine the shift from a product-focused to a process-focused approach in quality management.</div> <div>1.5 Justify the relevance of historical quality models for today's global market.</div>
2. Apply the principles of Total Quality Management (TQM) and quality philosophies (e.g., Deming, Juran, Crosby).	<div>2.1 Formulate a strategic plan to integrate TQM principles across an entire organization.</div> <div>2.2 Analyze how Deming's 14 points can be used to address complex problems in a service industry.</div> <div>2.3 Design a quality improvement initiative based on Juran's trilogy.</div> <div>2.4 Critically assess the strengths and weaknesses of Crosby's "zero defects" philosophy in a modern manufacturing context.</div> <div>2.5 Demonstrate the application of a chosen quality philosophy to resolve a specific quality issue.</div> <div>2.6 Propose how a TQM approach can enhance stakeholder engagement.</div>
3. Analyze the role of quality in enhancing organizational performance and stakeholder satisfaction.	<div>3.1 Evaluate the direct and indirect financial impact of a successful quality program on a business.</div> <div>3.2 Analyze the relationship between enhanced quality and increased customer loyalty and retention.</div> <div>3.3 Formulate a clear business case demonstrating how quality can be a source of competitive advantage.</div> <div>3.4 Examine the impact of quality on employee morale, productivity, and retention.</div> <div>3.5 Justify how a commitment to quality can improve a company's brand reputation.</div>

QC0050-02- Quality Standards and Compliance

This unit focuses on the application and interpretation of international and national quality standards, with a strong emphasis on ISO 9001. It examines the structure and requirements of these standards, teaching learners how to establish and maintain a quality management system (QMS). The unit also covers the role of internal and external audits, ensuring an organization's compliance with legal and regulatory requirements.

Learning Outcome:	Assessment Criteria:
1. Interpret and apply key international standards such as ISO 9001, ISO 14001, and ISO 45001.	<div>1.1 Critically assess the core requirements of ISO 9001 and their importance for an organization.</div> <div>1.2 Formulate a plan to implement a single clause of ISO 9001 within a specific department.</div> <div>1.3 Compare and contrast the objectives of ISO 14001 and ISO 45001.</div> <div>1.4 Justify the selection of a specific ISO standard for an organization based on its operational goals.</div> <div>1.5 Demonstrate how the ISO 9001 framework can be used to improve a business process.</div>
2. Ensure organizational alignment with regulatory and industry-specific quality requirements.	<div>2.1 Analyze the impact of a specific regulatory requirement on an organization's quality management system.</div> <div>2.2 Develop a compliance roadmap to align a new product with industry standards.</div> <div>2.3 Evaluate the potential risks and consequences of non-compliance.</div> <div>2.4 Justify a decision to change a process to meet a new quality regulation.</div> <div>2.5 Propose a system for regularly monitoring and updating compliance requirements.</div> <div>2.6 Synthesize regulatory and industry requirements into a single compliance strategy.</div>
3. Prepare for and participate in audits to demonstrate compliance and system effectiveness.	<div>3.1 Plan an internal quality audit for a specific business process.</div> <div>3.2 Perform the role of an auditee, providing appropriate evidence of compliance.</div> <div>3.3 Evaluate the findings of a mock audit and suggest corrective actions.</div> <div>3.4 Demonstrate clear and effective communication during an audit.</div> <div>3.5 Justify the importance of an audit trail for a quality management system.</div>

QC0050-03- Strategic Quality Leadership

This unit develops the leadership skills necessary to champion a culture of quality throughout an organization. Learners will explore how to integrate quality objectives into business strategy, set clear quality policies, and effectively communicate them to all stakeholders. It covers the leadership role in motivating teams, fostering an environment of continuous improvement, and driving organizational change.

Learning Outcome:	Assessment Criteria:
1. Lead and embed a quality-driven culture across all levels of an organization.	<div>1.1 Analyze the key factors that lead to success or failure when embedding a quality culture.</div> <div>1.2 Propose a change management strategy to overcome resistance to quality initiatives.</div> <div>1.3 Evaluate the effectiveness of different leadership styles in promoting quality.</div> <div>1.4 Formulate a communication plan to ensure all employees understand their role in quality.</div> <div>1.5 Justify a plan to reward and recognize employees for quality contributions.</div> <div>1.6 Critically assess the role of top management in driving a quality-focused organization.</div>
2. Align quality objectives with business strategy to drive competitive advantage.	<div>2.1 Develop a set of quality objectives that are both measurable and directly linked to a company’s strategic goals.</div> <div>2.2 Evaluate how quality performance metrics can be used to track progress against business objectives.</div> <div>2.3 Analyse the strategic benefit of using quality as a primary market differentiator.</div> <div>2.4 Justify how continuous improvement can be a core part of an organization’s long-term business strategy.</div> <div>2.5 Propose a method for regularly reviewing and adjusting quality objectives to meet evolving business needs.</div>
3. Develop leadership and communication skills to influence quality outcomes.	<div>3.1 Demonstrate effective communication skills by presenting complex quality data to non-technical stakeholders.</div> <div>3.2 Formulate a strategy for building consensus and securing buy-in for a quality project.</div> <div>3.3 Justify the use of active listening to identify and address quality-related issues raised by employees.</div> <div>3.4 Propose conflict resolution strategies for quality disagreements within a team.</div> <div>3.5 Evaluate the importance of persuasive communication in driving quality-focused decisions.</div>

3.6 Analyze the role of emotional intelligence in leading a quality initiative.

QC0050-04- Quality Tools and Techniques

This unit provides a practical toolkit of methods and techniques used for quality analysis and improvement. It covers statistical process control (SPC), root cause analysis, and problem-solving methodologies. Learners will gain hands-on experience with tools like cause-and-effect diagrams, Pareto charts, and control charts to analyse data, identify trends, and implement effective solutions to quality issues.

Learning Outcome:	Assessment Criteria:
1. Utilize core quality tools such as Pareto Charts, Fishbone Diagrams, Control Charts, and FMEA.	<div>1.1 Construct a Pareto chart from a dataset to identify the most significant quality issues.</div> <div>1.2 Develop a Fishbone diagram to identify the potential root causes of a process failure.</div> <div>1.3 Interpret a Control Chart to determine if a process is in a state of statistical control.</div> <div>1.4 Create a Failure Mode and Effects Analysis (FMEA) to assess the risks of a new product design.</div> <div>1.5 Justify the selection of a specific quality tool for a given problem-solving scenario.</div>
2. Apply problem-solving frameworks including PDCA, 5 Whys, and Root Cause Analysis (RCA).	<div>2.1 Apply the Plan-Do-Check-Act (PDCA) cycle to a quality improvement case study.</div> <div>2.2 Conduct a 5 Whys analysis to uncover the ultimate cause of a non-conformance.</div> <div>2.3 Synthesize different problem-solving methods to address a complex quality issue.</div> <div>2.4 Propose a framework for conducting a comprehensive Root Cause Analysis (RCA).</div> <div>2.5 Critically assess the limitations of a specific problem-solving tool.</div> <div>2.6 Evaluate the effectiveness of a chosen problem-solving framework based on project outcomes.</div>
3. Measure, analyse, and improve process capability and product quality.	<div>3.1 Calculate and interpret process capability indices such as Cp and Cpk.</div> <div>3.2 Analyze data to determine if a process is capable of meeting customer specifications.</div> <div>3.3 Formulate a plan to improve a process's capability based on statistical analysis.</div> <div>3.4 Justify a decision to re-engineer a process based on its measured performance.</div> <div>3.5 Demonstrate the use of statistical analysis to predict future quality performance.</div>

QC0050-05- Risk-Based Thinking and Decision-Making

This unit introduces the concept of risk-based thinking as a core component of a modern quality management system. Learners will explore how to identify, assess, and mitigate risks that could affect product or service quality. It teaches a proactive approach to management, enabling professionals to make informed, data-driven decisions that prevent potential problems and seize opportunities for improvement.

Learning Outcome:	Assessment Criteria:
1. Integrate risk-based approaches into planning and operational processes.	<div>1.1 Analyse the role of risk-based thinking as a proactive approach to quality management.</div> <div>1.2 Develop a risk register for a new product launch, identifying potential quality-related risks.</div> <div>1.3 Evaluate how risk management can be integrated into a company's overall business planning.</div> <div>1.4 Justify the importance of a risk-based approach in preventing non-conformities.</div> <div>1.5 Propose a method for continuously monitoring and updating a risk management plan.</div> <div>1.6 Critically assess the link between effective risk management and long-term organizational stability.</div>
2. Conduct risk identification, analysis, and mitigation using structured methodologies.	<div>2.1 Perform a risk analysis for a given process, identifying potential hazards and their causes.</div> <div>2.2 Propose a set of mitigation strategies for high-priority risks.</div> <div>2.3 Evaluate the effectiveness of a chosen risk mitigation strategy.</div> <div>2.4 Justify a decision to accept a low-risk factor.</div> <div>2.5 Demonstrate the use of a risk matrix to prioritize risks for mitigation.</div>
3. Make data-driven decisions to prevent non-conformities and optimize quality performance.	<div>3.1 Analyse a dataset of non-conformities to identify patterns and root causes.</div> <div>3.2 Use performance data to justify a decision to implement a new quality control measure.</div> <div>3.3 Propose a feedback loop system to use data for continuous improvement.</div> <div>3.4 Critically assess how bias can affect decision-making based on data.</div> <div>3.5 Formulate a report presenting a data-driven recommendation to senior management.</div> <div>3.6 Evaluate the impact of a data-driven decision on overall quality performance.</div>

QC0050-06- Supplier and Customer Relationship Management

This unit focuses on managing the quality aspects of an organization's external relationships. It covers the processes for selecting, evaluating, and collaborating with suppliers to ensure the quality of incoming materials and services. It also emphasizes the importance of understanding and meeting customer needs, gathering feedback, and resolving complaints to build long-term relationships and ensure customer satisfaction.

Learning Outcome:	Assessment Criteria:
1. Evaluate and manage supplier performance through defined quality criteria and KPIs.	<div>1.1 Develop a comprehensive scorecard for evaluating supplier performance.</div> <div>1.2 Analyse supplier performance data to identify trends and potential risks.</div> <div>1.3 Formulate a plan for a supplier audit based on established quality criteria.</div> <div>1.4 Justify the importance of a transparent and data-driven supplier management process.</div> <div>1.5 Propose a system for rating and selecting new suppliers.</div>
2. Foster effective communication and collaboration within the supply chain.	<div>2.1 Propose a strategy to improve communication between an organization and a key supplier.</div> <div>2.2 Evaluate the benefits of a collaborative supplier relationship on product quality and delivery.</div> <div>2.3 Formulate a plan for a joint quality improvement project with a supplier.</div> <div>2.4 Analyse how information sharing in the supply chain can lead to better quality outcomes.</div> <div>2.5 Justify the use of a shared quality dashboard for all supply chain partners.</div> <div>2.6 Critically assess the role of trust in a successful supplier relationship.</div>
3. Enhance customer satisfaction and loyalty through quality-focused service delivery.	<div>3.1 Develop a system to collect and analyze customer feedback on product or service quality.</div> <div>3.2 Propose a strategy to transform a customer complaint into an opportunity for improvement.</div> <div>3.3 Evaluate the link between a quality-focused service experience and customer loyalty.</div> <div>3.4 Formulate a plan to train customer-facing staff on quality principles.</div> <div>3.5 Analyze the impact of quality on repeat business and customer referrals.</div>

QC0050-07- Quality Project and Change Management

This unit equips learners with the skills to manage quality-related projects and successfully lead change initiatives. It covers project planning, resource allocation, and stakeholder management within a quality context. The unit explores techniques for overcoming resistance to change, implementing new quality processes, and ensuring a smooth transition to a more effective and quality-focused operational model.

Learning Outcome:	Assessment Criteria:
1. Plan and manage quality improvement projects using structured methodologies (e.g., DMAIC, Lean).	<div>1.1 Develop a project charter for a complex quality improvement project, including scope, objectives, and deliverables.</div> <div>1.2 Apply the DMAIC (Define, Measure, Analyse, Improve, Control) framework to a practical business problem.</div> <div>1.3 Critically assess the suitability of Lean methodology for a specific project.</div> <div>1.4 Justify the allocation of resources for a quality improvement initiative.</div> <div>1.5 Propose a method for managing stakeholder expectations throughout a project.</div> <div>1.6 Evaluate the success of a completed quality project against its initial objectives.</div>
2. Apply change management principles to drive sustainable quality enhancements.	<div>2.1 Analyze potential sources of resistance to a new quality process.</div> <div>2.2 Formulate a comprehensive communication plan to manage a significant quality change.</div> <div>2.3 Justify the use of a specific change management model (e.g., ADKAR) for a project.</div> <div>2.4 Propose a strategy for ensuring that quality enhancements are sustained over time.</div> <div>2.5 Evaluate the success of a change initiative based on employee adoption and compliance.</div>
3. Monitor project effectiveness through milestone tracking and stakeholder engagement.	<div>3.1 Develop a timeline and key milestones for a quality project.</div> <div>3.2 Formulate a report to communicate project progress and outcomes to stakeholders.</div> <div>3.3 Justify the importance of regular project reviews with all relevant parties.</div> <div>3.4 Propose a method for collecting and acting on stakeholder feedback during a project.</div> <div>3.5 Evaluate the impact of stakeholder engagement on a project's success.</div> <div>3.6 Analyse how project tracking can help in identifying and mitigating risks.</div>

**QC0050-08- Performance Measurement and Continuous Improvement**

This unit focuses on the critical importance of measuring and analysing performance to drive continuous improvement. It covers the establishment of key performance indicators (KPIs) and quality metrics. Learners will use data analysis to identify performance gaps, implement corrective and preventive actions, and employ improvement cycles like the Plan-Do-Check-Act (PDCA) model to systematically enhance processes and outcomes.

Learning Outcome:	Assessment Criteria:
1. Develop and implement performance metrics aligned with quality goals.	<div>1.1 Formulate a set of key performance indicators (KPIs) to monitor a product's quality.</div> <div>1.2 Justify the selection of a specific metric to measure a process's efficiency.</div> <div>1.3 Design a dashboard to visualize and communicate key quality metrics.</div> <div>1.4 Propose a system for regularly collecting and updating performance data.</div> <div>1.5 Analyse the relationship between a set of metrics and overall business performance.</div>
2. Conduct regular reviews and audits to identify improvement opportunities.	<div>2.1 Plan and execute a comprehensive quality system review.</div> <div>2.2 Evaluate the findings of an audit to prioritize areas for improvement.</div> <div>2.3 Propose a schedule for regular reviews and audits to ensure system health.</div> <div>2.4 Justify the use of both internal and external audits in a quality management system.</div> <div>2.5 Formulate a detailed report based on audit findings, including recommendations for action.</div> <div>2.6 Critically assess the effectiveness of an existing review process.</div>
3. Promote a culture of Kaizen and continuous improvement (CI) across functions.	<div>3.1 Formulate a strategy to encourage and empower all employees to participate in continuous improvement activities.</div> <div>3.2 Analyse the role of leadership in fostering a culture of Kaizen.</div> <div>3.3 Propose a system for capturing and acting on employee suggestions for improvement.</div> <div>3.4 Justify the use of a specific CI tool (e.g., 5S) to address a workplace issue.</div> <div>3.5 Evaluate the impact of a continuous improvement culture on overall organizational performance.</div>

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