Joseph Juran

Joseph Juran, usually seen as one of the "Quality Gurus" died recently at the age of 103. He was born in Romania and emigrated to America in 1912. After graduating in electrical engineering he joined the inspection department of AT&T. After the Second World War he joined New York University as a professor of industrial engineering and began developing a consultancy practice. He was the author of the Quality Control Handbook, first published in 1951, that became the standard reference work in the field. He went to Japan in the 1950s and his lectures and teachings on the importance of quality played a major role in the turnaround in the reputation of Japanese goods – from unreliability to world beating quality. According to Juran, "Japan reached economic super-power status and they did it though quality". The Japanese recognised his contribution and awarded him the Order of the Sacred Treasure. In 1979 he founded the Juran Institute and in 1986 the Juran Foundation which later became part of the University of Minnesota business school.

Juran's approach can be broken down into two sections; **breakthrough and control**.

What is needed is a *breakthrough* to new levels of quality performance, (the old standards are not good enough), and having achieved the breakthrough in performance then it is necessary to *control* at the new quality performance level. Juran's approach to achieving Managerial Breakthrough is outlined below.

Stage 1 Breakthrough in Attitude
Provide a favourable climate for embarking on the introduction of company-wide quality planning. A challenging opportunity to make improvements, selling the idea to management and the workforce
Stage 2 Pareto:
Identifying the priorities by concentrating on the vital few and ignoring the trivial many
Stage 3 Organisation
Coordinating the project work, studying and analysing the problem by:
> Breakthrough in knowledge (steering and diagnostic)
> Breakthrough in culture (overcoming resistance to change)
> Breakthrough in performance (to the new standard level in performance)

Stage 4 Control at the new standard level of performance
Stage 5 Repeat the above stages
Having achieved the breakthrough to the new quality standard, the process needs to be repeated continuing the cycle of improvements to new even greater heights in quality performance

Juran is well known and respected world wide in the field of Quality Assurance. The management guru Peter Drucker once said, "Whatever advances American manufacturing has made in the last 30 – 40 years we owe to Joe Juran and to his untiring, steady, patient, self-effacing work".

ISO Standard for Biometrics

The new standard from ISO called *ISO 19092:2008 Financial services – Biometrics – Security framework* establishes the security requirements for the implementation and management of state of the art biometric identification technology within the financial industry. According to Mark Lundin, Chair of the

ISO subcommittee who developed the standard, "ISO 19092 offers a valuable international consensus-based tool to the finance industry that will encourage the secure implementation of biometrics as an authentication method within this sector. This standard is one step ahead, paving the way for the next generation of safer and more reliable financial transactions, increasingly important in today's electronic era".

For further information, please visit www.iso.ch

IT Disaster Recovery Standard

All organisations can suffer a disaster – fire, explosions, flood, and they need to assess risks and take actions to reduce them. The new standard from ISO, *ISO/IEC 24762:2008, Information technology – Security techniques – Guidelines for information and communications technology disaster recovery services* offers help on the information and communications technologies and services necessary for disaster recovery as part of business continuity management. The guidance offered includes:

- Implementing, operating, monitoring and maintaining the necessary facilities and services necessary for disaster recovery
- Fallback and recovery support for the organisation's ICT systems
- The capabilities which outsourced ICT disaster recovery service providers should possess and the practices they should follow, so as to provide basic secure operating environments and facilitate the organisations' recovery efforts
- The selection of a recovery site, and
- Requirements for ICT disaster recovery service providers to continuously improve their services.

Mr Sy, project editor of the standard said, "This next generation standard takes into account today's technological developments to minimise damage in a crisis situation from an information security and communication standpoint.

The fallback arrangements included in the standard will help both during periods of minor outages and, more importantly, will play an essential role in ensuring information and service availability during a disaster or failure, and for a long-term complete recovery of activities. This is particularly important today as organisations around the world are increasingly vulnerable to threats of terrorism, natural disasters, piracy and other crises"

For further information, please visit www.iso.ch

Improving Road Safety

ISO have recently approved a new project committee to develop an international standard for road traffic safety management systems and its first meeting will be in Stockholm in June 2008. ISO Secretary General Alan Bryden outlined the background behind the formation of the committee. " As was highlighted at the 2nd United Nations Stakeholder Forum on Global Road Safety, in which ISO participated, in April 2007, road crashes kill more than 1.2. million a year, and for every single death there are 20 to 50 serious injuries. Road traffic injuries also impeded economic development with costs to emerging economies from fatalities and disabling injuries estimated at 1 -2 % of GNP. ISO already contributes to many aspects of road safety with more than 200 standards related to this field. The new standard to be developed by the committee will provide a structured, holistic approach to road safety that will complement government and industry programmes and initiatives. Backed by international agreement, it will help to fulfil the UN's objective of improving global road safety, e.g. by providing public services and private companies operating fleets of vehicles, including transportation services, freight and car rentals, with a specific an globally recognised safety management system standard."

In the meantime, ISO continue to release standards that will improve road safety such as *ISO 23600: 2007 Assistive*

products for persons with vision impairments and persons with vision and hearing impairments – Acoustic and tactile signals for pedestrian traffic lights aims to ensure equivalent information worldwide at intersections equipped with pedestrian crossing signals.

For further information on both the new committee and ISO 23600:2007, please visit www.iso.ch

Secure Healthcare Information Exchange

ISO 17090:2008 Health Informatics – Public Key Infrastructure is a three-part standard of which each part makes a contribution to defining how digital certificates can be used to provide security services in the health industry. Digital certificate technology provides a way of giving appropriate protection for data conveyed across the internet.

ISO 17090-1 defines the basic concepts underlying the use of digital certificates in healthcare and provides a scheme of interoperability requirements to establish digital-certificate-enabled secure communication of health information
ISO 17090-2 details the use made of digital certificates in the healthcare industry and focuses, in particular, on specific healthcare issues relating to certificate profiles
ISO 17090-3 deals with management issues involved in implementing and using digital certificates in healthcare. It defines a structure and minimum requirement for certificate policies and a structure for associated certification practice statements

For further information, please visit www.iso.ch

A Comeback for Apprenticeships

The UK Government is committed to grow and strengthen apprenticeships and ensure that they become a mainstream option for young people and adults. Research from the Learning and Skills Councils shows that apprenticeship programmes deliver significant benefits to employers with 88% believing that apprenticeships lead to a more motivated and satisfied workforce. Some companies are now 'over-training' that is training a greater number of apprentices that their own organisation needs in order to increase skills in he supply chain. John Denham, Skills Secretary said: "We must work closely with employers to make it easier for them to improve the range of high-quality apprenticeships on offer so that more young people and adults get the skills and qualifications they need. I am delighted that these firms have shown such commitment to their workforce. Britain will only succeed in the global skills race if we develop the skills of our people to the fullest possible extent and apprenticeships have a key role to play".

For further information, please visit www.lsc.gov.uk

Climate Change

EU environment ministers have given general support for proposals to cut CO_2 levels by 20% by 2020. They hope to finalise the proposals by the end of 2008. UK Environment Minister Hilary Benn supported the views of the French Environment Minister Jean-Louis Borloo who said it was "extremely important that there be a political deal" before talks began on finding a successor to the Kyoto Protocol.

There is also to be a new European standard on energy management. This sets out the requirements for a system that will enable all organisations to continually improve their energy efficiency and to be independently certified to this effect. EN 16001 uses the Plan-Do-Check-Act approach for establishing an energy management system. The Draft standard can be downloaded free of charge from www.bsigroup.com/bsen16001dpc and comments are invited.