



PROMOTING BEST PRACTICE

For many years, the CQI's special interest groups (SIGs) have supported the professional development of members, by establishing themselves as vital sources of information for quality and best practice. Although some of their activities have been hindered by the coronavirus crisis, the groups have been devising strategies to continue promoting quality, best practice and new initiatives through the CQI. With many plans in the pipeline, Daniel Moore speaks with the SIGs to discuss their projects for the year ahead

The CQI's special interest groups (SIGs) form a vital component of the organisation's governance structure. They play an intrinsic role in promoting quality, best practice, CQI and IRCA membership, as well as sharing knowledge with members and non-members of the institute. Each group comprises of a steering group committee made up of volunteers, who are in charge of leading and meeting the objectives of their respective SIGs, ensuring alignment with the CQI's 2020-30 Strategy, and operating in accordance with the institute's rules, policies, and procedures.

Each year, the SIGs' steering group committees are responsible for producing and submitting their quarterly and annual reports to the CQI's Executive Team and Membership Council, highlighting the challenges within their respective sectors, and how they've achieved their SIGs' objectives and KPIs. In conjunction with this, the SIGs are tasked with reviewing their overall strategies, and establishing plans and success criteria for the year ahead; all of which are mapped against the CQI Strategy.

Currently, the impact of Covid-19 continues to affect the ways in which the SIGs operate, resulting in many of their business activities being suspended or cancelled altogether. With these challenges ahead, *Quality World* sat down with the SIGs to find out more about their strategies and how they intend to deliver them over the coming months. ▶

Deming Special Interest Group (DemingSIG)



Established: 2002

Chair: Alan Hodges, CQP FCQI (retired)

Website: quality.org/article/cqi-deming-special-interest-group

QW: What is the purpose of DemingSIG?

Alan Hodges: Sharing the concepts of Dr Deming's comprehensive 'Management for Quality' (MfQ) philosophy. It's surprising to me that many people still haven't heard of him, especially as quality and ISO 9001 is centred around his thinking. For example, the emphasis on customer focus or evidenced-based decisions (knowledge, facts, data and variation) are intrinsic parts of Deming's quality philosophy.

For those reasons, it's important for us as a group to continue raising awareness and passing on Deming's teachings to other members, which they can apply to their quality processes.

QW: How many members are in the DemingSIG?

AH: We currently have 1,430 members on our database, and eight members on the DemingSIG Steering Group Committee, who are responsible for leading the group's activities. According to the figures, 17 per cent of the DemingSIG membership is in the 18 to 39 category, which is a fairly good indication of people being in their formative career years, and the value that our group is giving to them.

QW: How is the DemingSIG promoting the group's activities and encouraging other CQI members to join the DemingSIG?

AH: We usually hold four annual events each year, which normally consist of a one-day presentation on a particular subject. We held several in 2019/20 on 'Structured Approach to Continual Improvement in ISO 9001' (including A3 thinking, targets and human aspects). Previously, our themes have been 'Using ISO 9001 to Deliver a Robust & Sustainable Workplace' and 'Better Quality for Less'.

Before the coronavirus outbreak, we used to rely on those face-to-face events. However, we are now looking at webinars and other digital platforms to continue maintaining our relationships with the DemingSIG membership, due to the social distancing measures that are in place.

QW: What is the DemingSIG's strategy and how does it align with the CQI's Competency Framework?

AH: The heart of the DemingSIG strategy is summed up in a quote from Deming's last book, *The New Economics* (2000): "The present style of management has created a prison rooted in...the destructive effect of competition between people throughout organisations." Deming goes on to explain that: "It would be better if everyone would work together as a system with the aim for everybody to win. What we need is cooperation and transformation to a new style of management."

In advocating Deming's style of management, our strategy supports the CQI's Competency Framework, by placing a strong emphasis on the vital significance of leadership throughout the organisation's systems within the context of deep industry-specific knowledge. Deming's work placed an ultimate responsibility for transformation with top management through governance, as identified in the CQI's Competency Framework.

QW: What projects does the DemingSIG have coming up?

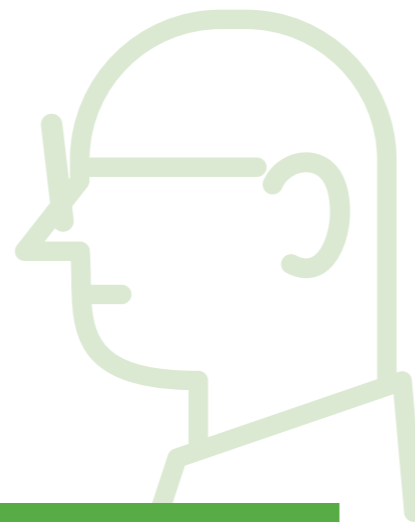
AH: Our new objectives are centred around delivering a range of short targeted events in a video conferencing format.

Some of the subjects we currently

have planned include: Effects of targets and league tables; Breaking away from Taylorism; Agile didn't solve our problem; and Blended learning. DemingSIG members are notified by email about our events and also in *Quality World*, where possible.

"Seventeen per cent of the DemingSIG's membership is in the 18 to 39 category, which is a fairly good indication of people being in their formative career years, and the value that our group is giving to them"

More information on these events will be available in due course.



▶ For information on how to join the DemingSIG, visit: quality.org/article/cqi-deming-special-interest-group

Defence Special Interest Group (DSIG)



Chair: Rick Ellis, CQP MCQI, Quality Head of Profession at Atomic Weapons Establishment, UK

Website: cqidig.org/

QW: What is your first activity as DSIG's new Chair?

Rick Ellis: I officially started as DSIG's Chair on 1 June this year. In my new position, I will be looking at ways of attracting a younger generation into quality as a career choice from the start, specifically within the defence sector. Many quality professionals take up the profession later in their employment, following a successful career, typically in an engineering, construction or manufacturing discipline. While this gives a high degree of experience, it doesn't always bring innovation and vision in the way that younger recruits do with their new ideas and ways of working. A successful organisation is one that can draw on its experience, while exploiting the vision and innovation of free thinkers.

QW: Could you tell us more about the DSIG's three-year strategy (2019-2022) and how you plan to deliver it?

RE: The strategy sets out a roadmap to guide our mission to success over the three-year period. It presents quality as a career of choice, and provides the defence sector context to the CQI 2020-30 Strategy. The DSIG Steering Group and the CQI constantly review our progress

and act as governance for the process.

Our strategy also involves integrating with other strategic partners/groups to align our approach to attract and retain fresh talent in the defence industry's quality profession. This approach, although still in its infancy, seems to be working, as the number of graduates and apprentices selecting quality as a career is increasing.

QW: What are some of DSIG's key achievements?

RE: The growth in diversity, and the inclusion of a wider community of membership, currently focusing on female hires, has shown some considerable success. We want to focus and continue promoting diversity and inclusion in all its guises.

"The average age for quality professionals across the sector is high, and unless this is addressed, we are facing, and will continue to face, a fundamental staffing challenge"

QW: How are you promoting the CQI's activities through the DSIG's membership and networks?

RE: We are at the early stages of an initiative to energise the membership and networks for the CQI. This will be our focus for the remainder of the year, as we try to get through the coronavirus pandemic the best we can.

QW: What are the main challenges facing the Defence sector and how does the DSIG plan to overcome them?

RE: The key realisation was that we are all experiencing the same issues, namely: recruitment, retention, and an aging demographic challenge. The average age for quality professionals across the sector is high, and unless this is addressed, we are facing, and will continue to face, a

fundamental staffing challenge.

The DSIG and its approach of expanding diversity and inclusion will allow us to address this in an achievable and consistent manner. It is essential that no one is missed and that everyone has an opportunity to prosper within our sector.

QW: What is next for the DSIG?

RE: Developing a career pathway for quality professionals within the defence sector by giving them structure, guidance, direction and support as they start their career in quality, no matter what stage they are at.

Projects currently under development include demonstrable quality competencies, the role of the next generation of quality professionals, and the expansion of the DSIG Committee and its membership. We are reaching out to our membership to support us with these projects.

▶ To find out more about the DSIG, including how to join, go to: cqidig.org

Rail Special Interest Group (RailSIG)



Established: 2015

Chair: Jon Briggs, CQP MCQI, Head of Quality at Thales, UK

Website: quality.org/article/cqi-rail-special-interest-group-railsig

QW: What are the current objectives for the RailSIG?

Jon Briggs: The RailSIG's Rail Map 2022 has been developed to focus on the improvement areas for quality within the rail industry and is aligned to the CQI 2020-30 Strategy themes: Align Operating Model, Redesign Offering, Lead Quality Management Practice and Broaden the Scope of the Profession.

Under those headings, we plan to identify and forge new relationships with other industry-related bodies to promote the RailSIG's activities, and develop the RailSIG's marketing plan, by promoting the group's activities on social media and at branch presentations in the near future.

Under Redesign Offering and Lead Quality Management Practice, the RailSIG is in the process of developing the Rail Body of Quality Knowledge. The sections that are being drafted at the moment are: History and Future; Legal and other requirements; Organisation and Stakeholders; Management Standards; Procurement and Supply Chain Assurance; Rail Operations and Public Interfaces; Configuration Management; Materials, ID and Traceability; and Knowledge Management, to name a few.

Other plans include reviewing the ISO/TS 22163:2017 Railway applications –

Quality management system – Business management system requirements for rail organizations: ISO 9001:2015 and particular requirements for application in the rail sector Standard, promoting CQI membership with rail quality professionals and getting involved in mentoring opportunities to guide and pass on skills/knowledge to the next generation of quality professionals in rail.

ISO/TS 22163:2017 is a newish standard that the RailSIG will be raising awareness of within our quality community, as many of our members were unaware of its existence, plus we want to assess to see if it would be best practice to implement it within the UK rail industry.

QW: How is the RailSIG promoting the CQI's activities and encouraging others to join the group?

JB: The RailSIG has grown in strength, mainly due to the members' close collaboration with the Network Rail Infrastructure Quality Strategy (working group), which was started in June 2018 by Ian Mitchell, CQP FCQI, Transformation Director at Network Rail, and Chair of the CQI's Board of Trustees. The Network Rail Strategy Working Group has been used as a catalyst to move activities forward in the RailSIG and into the wider UK rail industry.

QW: What quality practices has the group put forward to the CQI?

JB: We currently have a work in progress activity associated to competency, which will be published through the CQI in Q4 2020. It will become a rail specific reference for managing competency within the UK rail industry. This has been developed from the sharing of the RailSIG members' own company quality competency frameworks, which has allowed us to define a baseline by taking the best aspects from all of the frameworks that we have reviewed.

To complement the Network Rail's Competency Framework, we are forming a digital Body of Rail Quality Knowledge document to give sector-specific information to quality professionals within the sector.

QW: What has been one of the RailSIG's biggest achievements?

JB: Increasing the numbers of active

members and their respective companies that provide a good cross rail industry representation for the UK. This was helped significantly by the Network Rail Infrastructure Quality Strategy initiative and the support to the RailSIG from the Network Rail Strategy Working Groups'

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heads of quality, plus the supplier quality representatives from 13 companies.

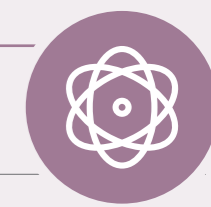
However, there are still some areas of representation required from train operating companies and other suppliers to the rail industry. Part of the RailSIG's objectives for 2020/2021 is to grow representation in quality for these specific areas.

QW: What projects has the RailSIG got coming up later this year?

JB: Our current plans are to hold four RailSIG working group sessions and one RailSIG specific event, which will be delivered as virtual webinars, while working through our Rail Map for 2022. We will be announcing more information on these projects soon, so watch this space.

▶ To find out more and to join the RailSIG, go to: quality.org/article/cqi-rail-special-interest-group-railsig

Nuclear Special Interest Group (NucSIG)



Established: 2007

Chair: Amanda McKay, CQP FCQI, Quality and Assurance Director at Balfour Beatty Vinci, UK

Website: cqinucsig.wixsite.com/nucsig

QW: What are the main objectives of the NucSIG?

Amanda McKay: Upskilling and bringing new people into the sector and demonstrating the capabilities of nuclear. Another important mission for us is to drive change within the nuclear sector through the use of digital technology, such as remote inspections, building information modelling (BIM) and sharing knowledge about new techniques. The new build sector, for example, is using a lot of progressive assurance systems and digital tools, including laser scanning and drones, which are difficult to use in the existing nuclear arena, due to concerns around security.

QW: Has the NucSIG and its objectives changed much since its inception?

AM: The traditional membership for NucSIG has been site licensing companies and tier one contractor employees. However, over the years, we have broadened our membership to bring in those from other sectors including defence, construction and some healthcare businesses related to nuclear.

Alongside this, we have introduced our Nuclear Next Generation Working Group (NNG), which will operate under NucSIG, following its launch on 1 October this

year. The NNG will focus on bringing in younger people into the nuclear quality profession and helping those wishing to make the transition from other industries into nuclear.

QW: What are some of the NucSIG's key achievements?

AM: Raising the profile of the nuclear quality profession, by getting industry bodies to recognise quality as a key career path in the sector. As a group, we managed to achieve this by encouraging the Nuclear Decommissioning Authority (NDA) to change its People Strategy in 2015 to add quality and inspection as an area of skills shortage, due to the demographic crisis where older workers are getting ready to retire over the coming years and old knowledge will consequently be lost.

I had previously worked on NDA's original People Strategy for the nuclear sector and they didn't see quality as being a problem until around 2010. It was during this time that they realised they couldn't deliver

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all these nuclear projects without having quality professionals on board because of the skills and competencies they possess.

I think one of the bigger achievements for NucSIG was the launch of our Nuclear Body of Quality Knowledge (NBQK) guidance in 2009 – an extensive document, designed to assist people coming into the nuclear quality profession with any topics/issues that may arise during their careers. The document is on its third revision and has been updated and published on our website (cqinucsig.wixsite.com/nucsig).

QW: What projects has the NucSIG got coming up?

AM: We have created our own strategy around the CQI's 2020-30 Strategy. I'm in the process of updating our strategy document in line with comments that were made at our last Steering Group Committee meeting.

The NucSIG strategy incorporates the following aims:

- Developing and launching the NNG.
- The Nuclear Quality Career Path. Defining the career path, knowledge and skills that are required for people coming into nuclear, while using the CQI's Competency Framework to guide new people who are entering the nuclear quality profession.
- A revision/general update of our NQK document.
- Developing a nuclear quality practitioner/nuclear quality training module as a fourth working group.

In conjunction with the strategy, we are planning several webinars. These webinars will be about the NNG launch, the NucSIG Strategy and the Nuclear Body of Quality Knowledge.

More information on these events will be available to members very soon.

▶ For more details about the NucSIG, including how to join, visit: cqinucsig.wixsite.com/nucsig

Construction Special Interest Group (ConSIG)



Established: 2012

Chair: Jon Adshead, CQP MCQI, Compliance and Audit Director at MACE Group, UK

Website: consig.org

Quality World: What is the purpose of ConSIG?

Jon Adshead: Our group's main focus is to further quality management in the construction sector. As ConSIG's Chair, I am in charge of engaging with ConSIG's Steering Group Committee and our 1,688 members to collaboratively identify new ways of moving the quality agenda forward in construction.

QW: How is the ConSIG promoting the CQI's Competency Framework to quality professionals working in construction?

JA: Developing training and running events to promote the CQI and quality in the construction sector. One way we have done this is by taking a different approach with the CQI's Body of Quality Knowledge (BoK) guidance – a set of concepts, terms and activities that define the domain of the quality profession – which a number of the CQI's SIGs have developed to supplement this with sector-specific BoK.

Instead of creating a document for the BoK, which needs to be maintained, updated and managed, we decided to produce informative articles under the CQI brand; publishing them on the Designing Buildings Wiki (designingbuildings.co.uk)

– an online platform that is widely used across the field of construction. This strategy has allowed us to reach both members and non-members of the CQI to raise awareness of the institute and ConSIG to bring in new members.

QW: What has been some of the recent successes for ConSIG?

JA: Under the leadership of Karen McDonald, CQP MCQI, Quality Manager at Skanska, UK, a dedicated working group developed a training programme specification for CQI-approved training providers (ATPs) to develop courses meeting [construction] industry needs. Together with Nina Abbassi, CQP FCQI, Director of Abbassi Ltd, and Mike Debenham, CQP FCQI, Owner at Business Process Improvement, UK, this has been successfully developed into a CQI-recognised training programme called 'Quality in Construction'. This course has been successfully piloted and is now publicly available. [You can learn more about it on p48 and online at quality.org/training/quality-construction.]

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QW: What is the ConSIG working on at the moment?

JA: Getting our Next Generation Network off the ground to help bring younger talent into construction. As a group, we see this as a critical initiative going forward because of the digital skills that are now required for completing building projects and the demographic crisis in construction. Many of those from the baby boomer generation are getting ready to retire over the coming years, which means the fresh talent coming through are going to need the digital as well as the traditional skills from their older workforce, if they want to

survive and thrive in quality construction. Additionally, we are looking to set up another working group to look at the Encore – a training specification targeted at quality managers in construction companies – and see what the next training requirement will be after we've collected feedback from ConSIG members, who will be advising us about what we should develop to support our industry.

QW: What is the biggest lesson the group has learned from Covid-19?

JA: Learning how to use IT properly so we can make the best use of the software, systems and capabilities available to us in a structured manner. Some of these technologies to note include: building information modelling (BIM), drones, GPS, artificial intelligence, and digital asset management.

If we can learn to use those digital tools properly, we will be able to operate remotely, reduce costs, improve customer satisfaction/service, and operate much more efficiently than we have as a sector.



To find out about the Quality in Construction course, see p48. For details on joining the ConSIG, visit: consig.org

The Pharmaceutical Quality Group (PQG)



Established: 1977

Vice Chair: Neil Wayman, CQP MCQI, Global Quality Director at AstraZeneca, UK

Website: pqg.org/a/

Quality World: Why was the PQG introduced?

Neil Wayman: The group was initially formed in 1977 to help support new and experienced quality professionals in the pharmaceutical industry. At the time, there was a perceived gap in training for those who wanted to become better quality professionals, which was another reason for the group's inception.

QW: What areas of the pharmaceutical sector does the PQG cover as a group?

NW: The PQG supports all businesses and sectors in the pharma industry; from those who manufacture medicines, through to pharmaceutical distributors and suppliers to the sector. We cover the whole spectrum!

Forty-three years since PQG's establishment, and one of our prime goals is still to continue to support quality professionals with their training needs, by keeping them abreast of topics, legislation, and regulation updates/changes, while providing a forum for networking opportunities, so that they are able to continue operating effectively.

QW: How does the PQG's activities tie in with the CQI's 2020-30 Strategy?

NW: The PQG is working to align its future

strategy alongside the CQI's five strategic themes to effectively contribute to the quality profession, the quality management discipline and the CQI as an organisation.

QW: What are the main challenges facing the pharmaceutical quality profession?

NW: The size, diversification and globalisation of the sector, as well as the regulations surrounding it, which have continued to grow. The quality landscape has completely changed, as we advance medical science and see new modalities such as monoclonal antibodies and advanced therapeutics, coupled with more complex delivery systems (devices).

QW: How has the PQG been addressing some of those issues?

NW: We have been regularly arranging meetings on quality assurance, good manufacturing practice (GMP) and hot topics, such as the recent changes to Annex 1 in the EU regulations for the Manufacture of Sterile Medicinal Products; while managing our PS 9000 certification scheme for packaging suppliers to the pharmaceutical industry.

In addition to these practices, we have been producing monographs – which provide guidance on a range of regulatory requirements – and organising co-operative ventures and meetings with major pharmaceutical bodies, including the Medicines and Healthcare products Regulatory Agency (MHRA), and other sector groups such as the Pharmaceutical and Healthcare Sciences Society (PHSS) and the ECA Foundation.

Other initiatives we have conducted include a recent revamp of our website (pqg.org/a/), developing a new Facebook page, and getting input for our Twitter and LinkedIn channels to create more networking opportunities for PQG members.

QW: What's next on the PQG's agenda for 2020/21?

NW: Our next project is looking at the ways in which we create and deliver our monographs, as they form a vital part of what we produce for our members. Some of our monographs are quite old and out of

date, so we are looking into re-energising and bringing them up to date.

The challenge remains in getting volunteers and working groups together with the right subject matter experts to drive the work to produce new monographs through effective collaboration. We have recently launched our 'Good Distribution Practice For Active Substances' monograph (number 13).

Going forward, it's about continuing to set a clear future direction, vision and strategy for the PQG and having a strong committee of volunteers in place to help us achieve our core aim for supporting quality professionals working in the pharmaceutical industry.

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For more information or to enquire about joining the PQG, visit: pqg.org/a/