Guide to the Quality Body of Knowledge (QBOK®)

ASQ®

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ASQ's Vision: By making quality a global priority, an organizational imperative, and a personal ethic, ASQ becomes the community for everyone who seeks quality concepts, technology, and tools to improve themselves and their world.

Guide to the Quality Body of Knowledge (QBOK®)

To meet the knowledge and professional-development needs of the quality community, ASQ offers this guide to the Quality Body of Knowledge (QBOK®). For more than 60 years, ASQ has been the world's leading authority on quality, advancing learning and knowledge exchange to improve business results and create better workplaces and communities. Assuring that a vital, growing body of knowledge is accessible to everyone is more than an ASQ operational objective; it is an obligation rooted in the Society's stewardship of the quality movement.

In the spirit of stewardship, ASQ seeks to describe the scope of quality practice throughout the years while facilitating the research, knowledge development, and knowledge sharing activities that will keep the QBOK advancing. Core to ASQ's vision of the QBOK is the premise that quality is the foundation for and the path to ongoing development and creativity, transformative change, and sustainability. Organizations, communities, and individuals perform at their peak and contribute the most value when they operate with the firm footing that quality provides.

The QBOK presented here is as much about inviting new perspectives on the future of the quality journey as it is about codifying the past. You have a role to play in shaping quality's future. Each day, the QBOK grows through the participation of practitioners at all stages of the journey.

ASQ

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Part I. What is the QBOK and why do we need it?

What is a body of knowledge (BOK)?

A body of knowledge (BOK) is the sum of knowledge generally accepted on a subject. Defining a BOK for a particular discipline means outlining the scope and extent of the knowledge that would be expected of any professional within that field. Since the knowledge of a discipline rests with the practitioners and academics who apply and advance it, actual decisions about specific applications depend upon the individual and need not be accepted uniformly.

What is the Quality Body of Knowledge (QBOK®)?

The sum of all information relating to or concerning quality, the QBOK® contains practical and academic content and data on defining, achieving, measuring, controlling, and improving quality, including:

- Concepts and definitions
- Tutorials, tools, technologies, and methodologies
- Process management systems
- Forms of teamwork and training
- Case studies and detailed application examples
- In-depth discussion of the history and ongoing evolution of quality philosophy

Drawn from ASQ and many other sources, the QBOK continually grows as new thinking, examples, and applications emerge. Content comes in the form of books, journals, conference proceedings, certification bodies of knowledge, training materials, and electronic and multimedia resources.

In keeping with its organizational mission and its purpose of stewardship, ASQ's role is to maintain an up-to-date BOK that is readily accessible to everyone who seeks knowledge about quality. Stewardship extends beyond the needs and goals of any single organization. The target audience for the QBOK is therefore a worldwide community of organizations and individuals interested in quality.

Why do we need a QBOK?

Responding to voice of the customer data indicating a need for improved access to more quality knowledge, ASQ elevated its focus on managing the QBOK so that it delivers on the full promise of its value. As the following formula expresses, the QBOK is essential to the Society's ongoing ability to fulfill its mission and meet the continually changing needs of members and other customers:

QBOK value = (a) contribution to member value
+ (b) contribution to ASQ mission
+ (c) contribution to ASQ sustainability

(a) QBOK contribution to member value

Knowledge sharing is one of the primary purposes of professional associations. No matter where members fall on the continuum of knowledge seeker to contributor, the QBOK is designed to enhance their experiences.

For Knowledge Seekers

Members and other customers—including companies, individuals, and organizations worldwide—come to ASQ with an infinite variety of information needs. However, they all share three primary expectations that can only be met by a QBOK that is well managed through broad participation of the quality community:

1) Vitality – The information is necessary, of critical importance, life-sustaining, and growing.
2) Accessibility – Customers can find the information they want, when they want it, in the forms they want.
3) Reliability – The information is consistently dependable, accurate, and authentic.

The sections that follow detail the Society's progress and ongoing efforts to keep the QBOK growing and vital, categorize content to make information easier to find, and validate content so that customers can trust the quality of what they find.

For Knowledge Contributors

The QBOK initiative will also benefit subject matter experts who possess valuable information but may not be aware of the many distribution channels that are open to them. Members will find a supportive community that will help them make their own impact on the future of quality practice, share success stories and lessons learned, and join in discussion with peers.

For prospective authors and other contributors, the QBOK effort will:

- Identify knowledge needs in quality practice, even commissioning research specifically to address the most compelling needs of the day.
- Routinely issue calls for papers and other content submissions.
- Provide communities for peer collaboration for sharing and developing ideas before publication.
- Provide means of recognition within and beyond the membership.

(b) QBOK contribution to ASQ mission and vision

The QBOK has a clear and direct part to play in fulfilling ASQ's vision to be the community of choice for all who seek quality technology, concepts, or tools to improve themselves and their world.

Beyond its obvious mission to make knowledge accessible, however, the QBOK is also uniquely positioned to unite other ASQ initiatives and strategic priorities related to content development and distribution. Whether it means providing a philosophical foundation and topic structure for the work of the ASQ Learning Institute™, establishing partnerships with quality knowledge organizations worldwide as part of the Global Transformation Initiative, or defining the relationship of quality and social responsibility, the QBOK has the potential to be a central hub in the Society-wide effort to become an integrated knowledge community.

(c) QBOK contribution to ASQ sustainability

A well-defined and available QBOK will continually improve the state of quality knowledge and practice and help gain recognition for the quality discipline. Ultimately, the purposeful expansion of the QBOK in response to identified emerging knowledge, trends, and markets will advance quality practice, adding value for the Society. Defining future directions for the QBOK also contributes to the definition of the future direction of the Society. The QBOK therefore occupies a key role in ASQ's Living Strategy and the effort to ensure the longevity of quality.

Moreover, solidifying the QBOK foundation and clarifying that it is neither US- nor ASQ-centric will be an important step as ASQ continues to develop as a truly global organization.

Part II. What does the QBOK look like, and how did it get that way?

Toward formalizing an authoritative and comprehensive definition of what quality encompasses, ASQ is developing a strategic management framework that presents a topical view of the QBOK. While recognizing the utility and value of already well-established frameworks for defining the scope of quality practice, particularly the Baldrige core values and ISO 9000 principles, the QBOK also seeks to provide guidance for future research and development. For the first time, members will find emerging subjects like social responsibility, sustainability, transformational change, and innovation explicitly represented within the QBOK.

The goal is to establish a process-based BOK that is easily updated, capable of being contextualized for different industries and applications, and responsive to member needs and input.

The QBOK Framework: The Quality Journey

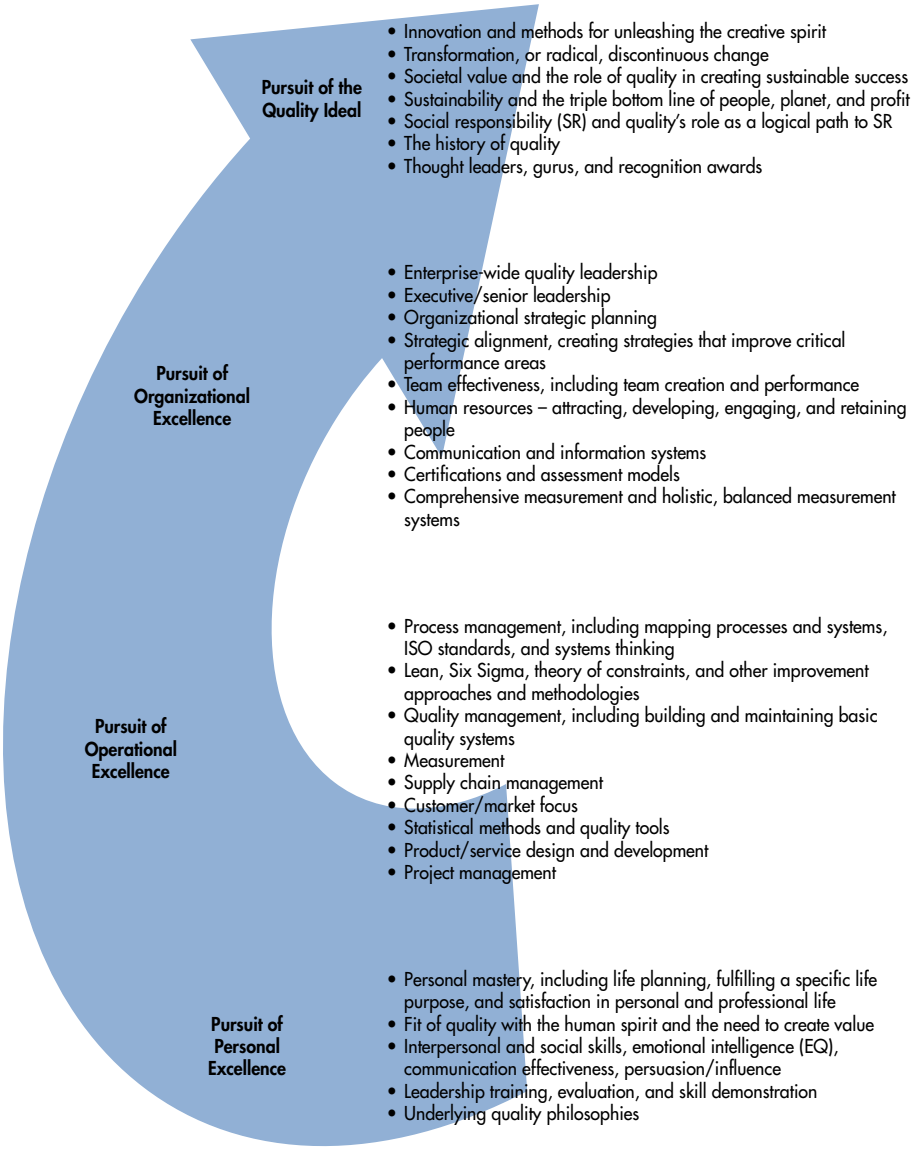
The history of the development of quality knowledge can be found in the stories of countless individual and organizational journeys spanning geography and time. Collectively, those stories demonstrate how base quality competency sets the foundation for ongoing individual and organizational achievement, growth, and innovation.

As **Figure 1** depicts, the journey begins with the pursuit of personal excellence. Then, the pursuit of operational excellence leads to the pursuit of organizational excellence, which enables pursuit of the quality ideal. These broad stages in the journey offer a framework for organizing and understanding the thousands of topics that make up the QBOK.

For individuals and organizations alike, the overall message is that quality is the entry point to higher levels of performance and innovation. The model is consistent with the core values of the Baldrige framework while also reinforcing the relevance and value of quality for those outside of traditional quality roles.

Appendix A presents a sampling of topics in the QBOK framework. As steward over the QBOK, ASQ leads the charge to further the development of knowledge around all topics included, from conserving quality's foundation to shaping quality's future. ASQ does not, however, claim ownership over these topic areas and has interest in partnering with other organizations and individuals for content development.

Figure 1. The quality journey



What does stewardship mean?

Figure 2 illustrates a system of stewardship designed to ensure the vitality, reliability, and accessibility of the QBOK. Working with input and data from the quality community, a strategic advisory group provides overall direction and oversight for all knowledge acquisition, management, and dissemination activities. Headquarters staff will be responsible for the tactical implementation of recommendations. Member units and other groups will have the opportunity to participate in tactical projects as well, particularly around content dissemination.

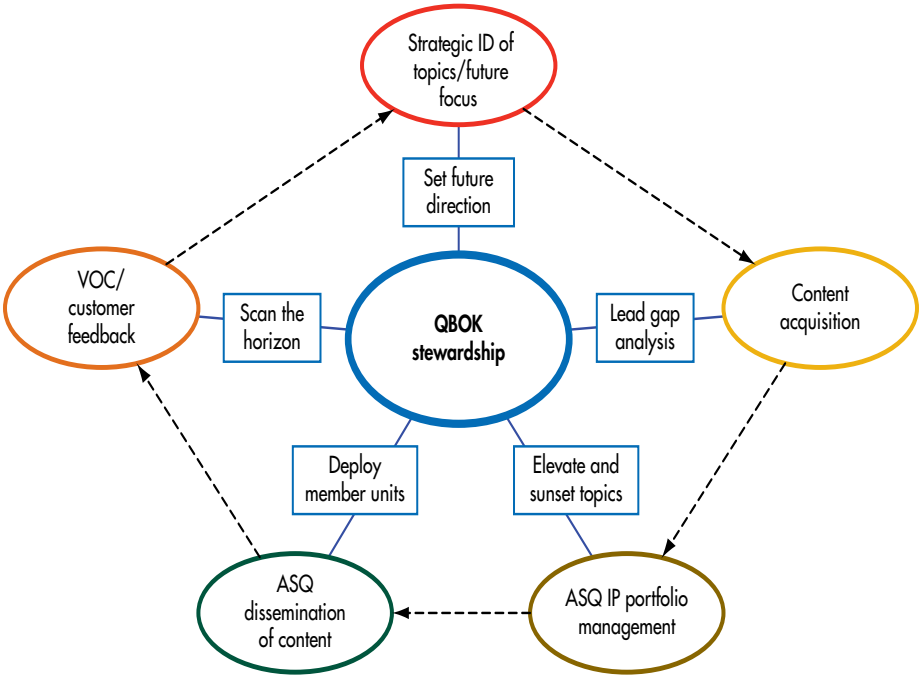
ASQ's active stewardship is at the heart of the model, with the following subsystems operating in support:

- Strategic identification of topics and future focus areas (new process to launch in 2009) – In its role as steward, ASQ convenes the quality community to discuss the future of quality, identify emerging needs and topics, and assess changes to the QBOK framework.
- Voice of the customer (VOC) management – Stewardship for a worldwide QBOK centralizes ASQ's existing VOC processes and extends the reach of feedback beyond ASQ communities and customers.
- Content acquisition – Stewardship adds a broader focus to ASQ's acquisition and development of new quality knowledge. Gap analysis exposes content needs of the larger quality community to help prioritize acquisition.
- Intellectual property (IP) portfolio management (new process formally launched in 2008) – ASQ's management of its own content portfolios takes into consideration the interests and needs of the larger quality community.
- Content dissemination – Stewardship means providing member units and other communities worldwide with content and marketing tools, enabling them as full partners in distributing quality knowledge.

Suppliers, inputs, process, outputs, customers (SIPOC) diagrams for all five subsystems are available in **Appendix B.**

As the main model and supporting SIPOCs show, ASQ's role as steward is to reach beyond internal processes, communities, and content. Broad participation is crucial not only to successful deployment of the QBOK, but also to its continued evolution. Only the input of BOK customers and partners, from knowledge seekers to contributors and thought leaders, can keep the QBOK developing in ways that will continue to have value.

Figure 2. QBOK stewardship system



Development of the Framework and Stewardship System

The framework and stewardship system represent the high-level results of the efforts of a short-term advisory group convened specifically to give clarity to the QBOK and establish a future direction. The group considered a variety of existing models, categorization schemes, and benchmarks in relation to ASQ's objectives to enhance member value and fulfill its mission and vision.

Resources Considered

Widely accepted models in quality:

Baldrige framework and core values
ISO 9000 principles

Existing ASQ topic categorization schemes:

Certification bodies of knowledge and test specifications
Taxonomy, created and vetted by membership in 2003
Content inventories and portfolios

Web site navigation
Quality glossary
Topic lists from *Quality Progress*, Quality Press, and other publications

Outputs of ASQ internal partners and initiatives:
Division BOK and topic lists, as available
ASQ Learning Institute™
Publications Management Board and editorial review boards

External partners and benchmarks:
- International Academy of Quality (IAQ)
- Juran Center/Carlson School of Management Body of Knowledge in Quality
- GOAL/QPC QIC BOK (Quality Innovation and Creativity)
- Aerospace and Defense Learning Institute (ADLI), BOK of the Aviation, Space and Defense supplier quality professional
- CQI (Chartered Quality Institute) Body of Quality Knowledge
- Union of Japanese Scientists and Engineers (JUSE)
- SWEBOK® (Software Engineering Body of Knowledge)
- PMBOK® (Project Management Body of Knowledge)

In analyzing both internal and external resources, the advisory group determined that all topics included in the QBOK first must represent concepts, processes or procedures, methods, skills, or tools fundamental to quality practice. Second, evidence that topics are generally accepted must exist, either through a presence in multiple categorization schemes or seminal reference works.

The most detailed levels of the QBOK framework of topics will be developed and validated by ASQ divisions concentrating on their areas of expertise. Process guidance for creating, vetting, and maintaining the framework comes from *ANSI/NISO Z39.19-2005, Guidelines for the Construction, Format, and Management of Monolingual Controlled Vocabularies.*

Part III. What content will I find in the QBOK and how can I use it?

The ASQ QBOK content repository expands with every publication developed, every course launched, and every event held. As new content is added, it is inventoried and categorized by topic, industry, date, and other dimensions.

Just as the knowledge in the QBOK grows, the ways in which that knowledge becomes transferable also continue to broaden, from formal publications like books, periodicals, and individual articles; to standards and certification specifications; to events and experiences like courses and conferences; to audio, video, and multimedia presentations and a range of other established and emerging formats.

The table in **Figure 3** summarizes current content levels for traditional QBOK dissemination vehicles.

Figure 3. Summary of content in the QBOK (end of 2008)

	Current Holdings	Rate of Growth
Magazine and Journal Articles	More than 20,000 from the founding of ASQ to present, print and electronic.	New articles added monthly from *Quality Progress* magazine, quarterly from 7 ASQ journals and 2 division journals.
Books	More than 1,000 hard copy and electronic books in print.	Each year, Quality Press publishes 20-30 new books and acquires approximately 30 titles from partner organizations.
Case Studies	1,400 in print and electronic formats.	20 Web-exclusive and approximately 20 published in print periodicals per year.
Certification Programs	15 certifications, each with a BOK, exam, and exam prep materials.	New programs added as determined by Certification Review Board.
Conference Proceedings	7,000 articles and presentations.	200 articles and presentations each year from 4-5 headquarters conferences, plus proceedings from 20-30 division/forum conferences each year.
Courses	289 titles.	20-30 added per year, with older courses rolling off the schedule.
Daily News Updates	150-175 stories online at all times.	Average of 10-12 stories added from major news sources each business day. More than 2,500 per year.
Multimedia	40-50 podcasts, videos, webinars, narrated slideshows, and interactive content offerings.	50-75 multimedia offerings to be added per year.
Newsletters	8 content newsletters from headquarters, monthly to quarterly delivery; 25 from divisions. Hundreds from sections and other member units.	Hundreds of individual issues released per year.
Standards	180 hard copy and electronic standards.	Determined by international standards bodies.
Tools, Tutorials, Templates	75 downloadable tools and templates. 50 topic overviews and tutorials.	25 tools and tutorials to be added in 2009; 20 in 2010.
Links to Partners	Lists of links for more than 250 organizations and reference sites related to more than 50 topics in quality.	Partner lists reviewed annually.

Accessing the QBOK

Responding to customer expectations for centralized online access to the QBOK in all of its forms, ASQ launched the Knowledge Center in July 2008 at www.asq.org/knowledge-center.

ASQ's Web activity is crucial to maintaining, disseminating, and continuously expanding and developing the QBOK. Keeping ASQ at the forefront of quality's evolution means ensuring that the vitality, relevance, and accessibility of the QBOK is readily visible to a worldwide audience.

The Knowledge Center provides around-the-clock access to the QBOK for seekers and contributors alike, addressing three main customer needs:

1. **Find specific information.** For visitors who know what they are looking for and have a specific purpose for accessing the QBOK, the Knowledge Center offers search and browse functions. Customers can explore hot topics, navigate through collections of quality tools and resources, and search all content by topic, industry, and more.

2. **Learn what's new and important.** The Knowledge Center offers an inviting front door for newer visitors who are curious about quality and ASQ and for others looking to stay up to date on current developments. Visitors at all experience levels will see what's important, popular, and recommended in quality this day or this week.

3. **Participate in knowledge exchange.** For visitors who want to contribute content, ask a question, or exchange information with other quality professionals, the Knowledge Center surfaces calls for content and opportunities to contribute knowledge and interact with ASQ communities. Additionally, the Knowledge Center serves as a convenient gateway for visitors to take advantage of the unique, personalized information services that only a stewardship-focused organization like ASQ can provide in the world of quality resources.

As the main instrument for QBOK accessibility, the Knowledge Center can be reached from the primary menu on the ASQ homepage and every page of the ASQ Web site (see **Figure 4**).

Main Areas of the Knowledge Center

The Knowledge Center delivers on customers' three core needs through the following primary areas:

Homepage: www.asq.org/knowledge-center

- Editor's Picks: Hand-selected items including newly available offerings from ASQ headquarters and member units, relevant news headlines from sources beyond ASQ, and current calls to action, updated weekly. Site visitors may subscribe to receive automatic notification of updates.
- Hot Topics: Pages devoted to content around topics determined by user statistics, customer feedback and information requests, and periodic environmental scans. Topics are assessed quarterly and new topics are launched as needed.
- Featured Case Study: One-click access to a featured case study, plus a link to more case studies, sortable by industry, topic, date, and more. Updated bi-weekly.
- Featured Quality Classic: One-click access to classics pulled from ASQ's archives, selected based on usage statistics, some available electronically for the first time. A new classic is added every month.

Search: www.asq.org/knowledge-center/search

- Driven by a database of QBOK content that has been professionally organized and categorized.
- Covers tens of thousands of articles, books, standards, and training opportunities in ASQ's repository, all searchable by topic, keyword, industry, date, and more.
- Only indexes QBOK content resources. Excludes promotional Web pages and pages that do not deliver intellectual property.
- Makes new content accessible the instant it is added to the repository.

Submissions: www.asq.org/knowledge-center/submissions

- Highlights current calls for content and "most wanted" topics.
- Lists all opportunities for contributing content to ASQ in one central location, including access to submission guidelines – everything from submitting short journal and Web articles to crafting book proposals to submitting conference presentations.
- Offers tips and techniques for getting published and basic information on copyright issues for content creators.
- Contains one unified submission form for contributing content for consideration by any or all ASQ opportunities.

Information Services

- **Ask a Librarian:** www.asq.org/knowledge-center/ask-a-librarian-index. Submit information requests and questions to the Quality Information Center

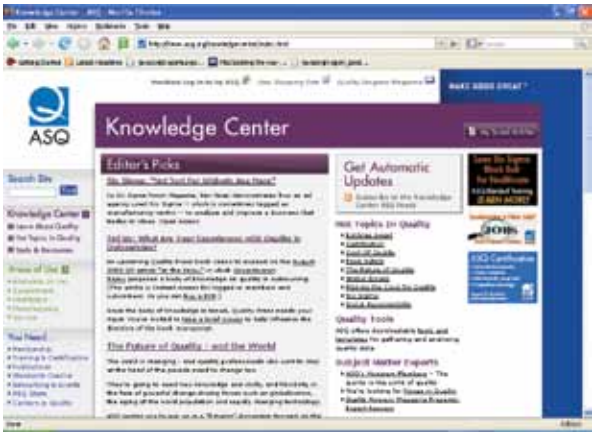
to receive personal research services from an ASQ librarian. "Question of the Week" highlights representative questions and answers.

- **Ask an Editor:** www.asq.org/knowledge-center/ask-an-editor-faqs. Editors provide personal assistance in helping contributors develop and submit content to the QBOK.
- **Ask the Standards Team:** www.asq.org/knowledge-center/standards/index.html. Visitors to "Standards Central," a Web destination for the latest news, how-to information, tools, and resources related to standards, can ask specific technical questions of experts working in standards-related professions.

Knowledge Center help: E-mail ASQ staff for more information about any of the content or services offered through the Knowledge Center: knowledgecenter@asq.org.

Figure 4. Accessing the Knowledge Center

The Knowledge Center is accessible from the left menu of any ASQ Web page.



The homepage of the Knowledge Center.

Community-focused Access

As the Knowledge Center expands and more members of the quality community begin to recognize it as their main gateway for accessing and participating in quality content, it further reinforces the value proposition of the QBOK. Collecting content in one central location makes the breadth and depth of available resources and topics evident. Communities of customers and contributors at all levels of engagement with ASQ, from casual Web visitors, to members, to active member leaders, can see the opportunities currently open to them, as well as become aware of the opportunities they would enjoy at higher levels of membership and participation.

The table in **figure 5** describes customer/member accessibility levels and ASQ's online value path. Abstracts, temporary sneak peaks, and full-text samples of content at higher access levels encourage visitors to advance along the value path from Web surfer, to registered user, to member, to member leader/contributor.

Figure 5. ASQ's online value path

	Public	Registered	Member	Contributor
Primary content needs	• Core QBOK addressing common business issues • General new-to-quality content	• Industry-specific applications • Targeted solutions-based content	• Technical content • Solutions • Latest advancements • Information services • Community opportunities	• Professional development opportunities • Recognition for QBOK contributions
Content/ information benefits accessible	• Knowledge Center and Standards Central headlines • "Learn About Quality" topic overviews • Recommendations and "how to" information about getting started	All content available to the public, plus: • Case studies • Newsletters • Podcasts • Tools and templates • Select webinars • Sample articles from print periodicals • Sample issues of each ASQ quarterly • Sample chapters from books	All available to public and registered, plus: • *Quality Progress* archives • Quarterly journal articles older than two years • World Conference/ Annual Quality Congress papers • Research services • Newsletters, primers, webinars, technical papers, presentations, and more from forum/ division of choice	All available to public, registered, and members, plus additional research and editorial services
Next steps in value path	Will become registered customers to obtain increased access to content or resources, including specific applications and more context-specific information.	Will become members if they see joining as a way to receive valuable members-only content and features.	Will participate in more content communities, consume more content, become contributors if they perceive relevance, value, ease of access.	Will become member leaders and repeat contributors if they perceive value, ease of contributing.

Part IV. How can I participate?

Individuals, organizations, ASQ member units, and other ASQ entities all have roles they can play. In becoming a central hub for content acquisition, management, and dissemination activities throughout the Society, the QBOK seeks to provide high-level guidance and assistance to all stakeholders, enable resource sharing, and improve decision making for all.

Among the benefits to stakeholders are:

- Specific ideas, recommendations, and resources for content creation based on voice of the customer data from across the Society.
- Process support for content development.
- Notifications of Society content available for use, and tools and recommendations for dissemination.
- Centralized support for awareness-raising efforts.
- Opportunities for improving the overall visibility and accessibility of the content they create, such as inclusion in the Knowledge Center.
- Opportunities to share voice of the customer feedback and venues for presenting new ideas and helping to shape the direction of quality practice and thinking.

Stakeholder Roles

Member Units

ASQ member units are critical to the Society's knowledge sharing and creation activities. The value for individuals increases with the greater variety of participation channels and opportunities for collective learning and knowledge sharing that member units offer. Member units also can benefit by drawing from the larger QBOK to enhance the section, division, or network member's experience.

While member units are strongly encouraged to participate formally in the QBOK effort to the fullest extent possible, all may determine their own levels of involvement. Initially, member units have three paths for participating:

1. Raise awareness of QBOK content in general, and member unit content in particular.

   ASQ headquarters offers a collection of communication materials ready for use:

   - PowerPoint presentations, ready-to-use or customizable for meetings or Web sites
   - Handouts to distribute to members

- Sample QBOK content to share during meetings, on Web sites, or in newsletters or other content offerings
- Guides to content available to members and assistance with legal usage and distribution

2. Create new content.

   As the QBOK effort advances, divisions will be presented with new opportunities for targeted research and content creation by topic and industry. Sections will also find opportunities to use the QBOK as a resource for developing local offerings.

   Many units currently have well-established processes for developing newsletters and publications, webinars and courses, and other content offerings. The QBOK can be used to resource those publications. For those that wish to begin new content development efforts or improve processes, the QBOK effort will facilitate sharing of best practices across the Society as well as enable partnering and resource sharing.

   Every piece of content created through the efforts of a member unit adds to the QBOK repository. Currently, it is the expectation of ASQ that all member units take responsibility for the quality of their content, subjecting it to appropriate levels of peer review. In the future, a requirement of accessibility through the Knowledge Center or other ASQ search engines may be an additional level of review or oversight by a central advisory group.

   Any member unit content that doesn't have ASQ or member unit branding will receive a high-level editorial review and some basic branding, including a notice of copyright, the member unit's name and URL, and the ASQ logo.

   Finally, to protect the content created and developed by member units, the QBOK effort provides centralized assistance with copyright basics. Approved legal forms for use when acquiring content are available, along with assistance in managing copyright and permissions issues for the full life cycle of the content.

3. Contribute to content categorization and help set future direction.

   Just as ASQ has stewardship over the QBOK as a whole, member units are the stewards of industry-, subject-, and application-specific portions of the QBOK. Member units can actively exercise their stewardship by developing the QBOK framework in greater detail for their particular areas of focus. All member units will be invited to define the specific topics and subtopics within their own BOK. Suggested formats and templates are available, along with topic lists and categorization schemes used in the broader QBOK.

Member units can also have a role in ongoing QBOK management for those topics in their domains. Member units will have opportunities to receive increased access to premium QBOK content in exchange for helping to classify and categorize that content. Peer review oversight roles according to areas of specialization will also be established to help ensure the quality and reliability of content in the repository.

Periodically, member units will be asked for insight on the latest developments and customer needs within their areas of specialization, and they will be invited to help assess the future direction of the overall QBOK.

Individual Subject Matter Experts

To continue to grow, the QBOK depends upon the contributions of individual subject matter experts (SMEs). Authors, researchers, instructors and academicians, and quality practitioners—both within and outside of the quality profession—can help ensure the vitality and reliability of the QBOK by:

- Creating and contributing content for publication or delivery by ASQ
- Participating in discussions and community activities
- Joining peer review boards to review new content formally, or taking advantage of online options for informally reviewing and commenting on content
- Becoming active participants in member unit BOK activities

Although subject matter experts will still be able to work directly with individual publications and activities, they will also find new possibilities through the QBOK effort. Subject matter experts will no longer have to locate their own best opportunities but can turn to QBOK staff who can act as agents to help them identify the right venues for their expertise, original ideas, and interests.

Other ASQ Content Initiatives and Advisory Boards

The QBOK effort touches many other initiatives and projects across ASQ, particularly those already generating, categorizing, and distributing content. Just as QBOK looks to divisions and other member units for expertise over specific industries and topic areas of the framework, it relies on the expertise of existing content efforts and boards, such as those listed below, regarding management processes for specific formats and delivery modes:

- ASQ Learning Institute™
- Publications Management Board (PMB)
- Existing review boards for *Quality Progress* magazine and other periodicals
- Conference review boards
- Certification review boards

All existing boards will be expected to provide input to QBOK decision-making and help set the overall content direction for the Society. In turn, these efforts will benefit by receiving recommendations to guide their business planning, build their editorial calendars, and share resources for new content recruitment and development.

The comparison table in **Figure 6** illustrates how the QBOK can act as a hub to coordinate the activities of all content stakeholders in a unified effort toward centralized objectives.

Figure 6. Comparing the QBOK and other ASQ content efforts

	ASQ Learning Institute™	Publications and Editorial Review Boards	Conference Review Boards	Certification Review Boards	QBOK
Content Types & Formats	All training formats, including instructor-led, self-paced, and blended.	Publications including books, *Quality Progress*, quarterly journals and magazines, newsletters, other periodicals.	Presentations, recordings, papers, and other proceedings from conferences, roundtables, and events.	Certification bodies of knowledge, test specifications, and exams.	All formats and modes of delivery- synchronization of systems and processes across all formats and modes.
Scope of Content Management	Addresses various aspects of QBOK, may include quality topics and job descriptions, breaks learning into modules.	Each publication has its own editorial calendar and categorization scheme within ASQ's overall taxonomy.	Each conference board operates independently to select topics and review content. Categorization work completed by headquarters after events.	Topics determined by master review board and ASQ Board of Directors. Each certification involves categorization by topic and by levels of cognition.	Ensure one master set of data and provide philosophical foundation: QBOK is the system for creating and maintaining the "master data" for all other efforts.
Resources	Increasingly internal focus, toward relying primarily on ASQ member units for content development and dissemination.	Internal and external. Content contributors and reviewers need not be ASQ members.	Internal and external. Content contributors and reviewers need not be ASQ members.	Primarily ASQ members, though not a requirement.	Recognizes divisions and other member units as stewards over specific sectors and topic areas, but also looks outside ASQ to engage subject matter experts and organizations regardless of affiliation.

Initiatives not as directly related to content development and dissemination can also provide input to the QBOK and draw data and results from it. The QBOK will help coordinate content creation and dissemination to support strategic priorities like social responsibility. The research and environmental scans of the QBOK will also provide recommendations around topic areas that may warrant launching new initiatives or communities.

Partner Organizations

Since its founding in 1946, ASQ has worked in partnership with other organizations worldwide that are focused on quality improvement. Content partnerships have traditionally focused on distribution and dissemination activities such as exchange or reselling of completed content, and some development activities such as co-sponsoring or co-organizing conferences and events.

QBOK now begins the next stage in true strategic partnering by engaging other organizations in proactively addressing the future growth and ongoing relevance and value of quality. Working with partner organizations will ensure that the QBOK casts a wide enough net to provide for discovery of emerging topics and new voices of expertise. QBOK will also seek to learn from the best practices of content-producing organizations as it surveys and develops new formats and processes for making knowledge available on a timely basis.

Some of the key initial partnership opportunities the QBOK effort will pursue include:

- International Academy of Quality (IAQ)—Conducting aligned projects coordinating the efforts of subject matter experts.
- Juran Center/Carlson School of Management—Launching research projects, engaging graduate students, and focusing on the knowledge needs of next-generation quality leaders and teachers.
- JUSE and other quality organizations outside the United States—Working with and through ASQ's Global Transformation Initiative to attract and retain a truly worldwide audience by ensuring that the QBOK meets the needs and "speaks the language" of customers in all markets and sectors.
- APQC—Conducting research and benchmarking studies related to quality.
- Dozens of current publishing partners like GOAL/QPC, training providers, and World Partners® program organizations—Initiating new opportunities for collaboration and more involvement in earlier stages of content development.

As partnership efforts develop, the focus will be not only on bringing more content into the QBOK from more resources, but also on standardizing review processes and criteria across different content types.

Part V. What is the future of the QBOK?

The activities discussed in the sections above amount to a continuation of established content efforts that have served the Society well for more than 60 years, along with a new emphasis on shaping the ongoing evolution of quality and its importance to individuals and organizations everywhere.

Fully embracing ASQ's responsibility as steward over quality will require:

- Continued reliability in addressing the needs of the world for information on the fundamentals of quality and organizational effectiveness.
- Bold, clear, convincing connections between a solid quality foundation and achievement of organizational and individual higher purpose.
- More purposeful content resourcing from a wider field of possibilities.
- New models of collaboration with individuals and organizations.
- Responsiveness to changes in customer needs as the economy and technology change.
- Researching and predicting new trends and developments in time to lead solutions.
- Ensuring a global focus and relevance for all content efforts.

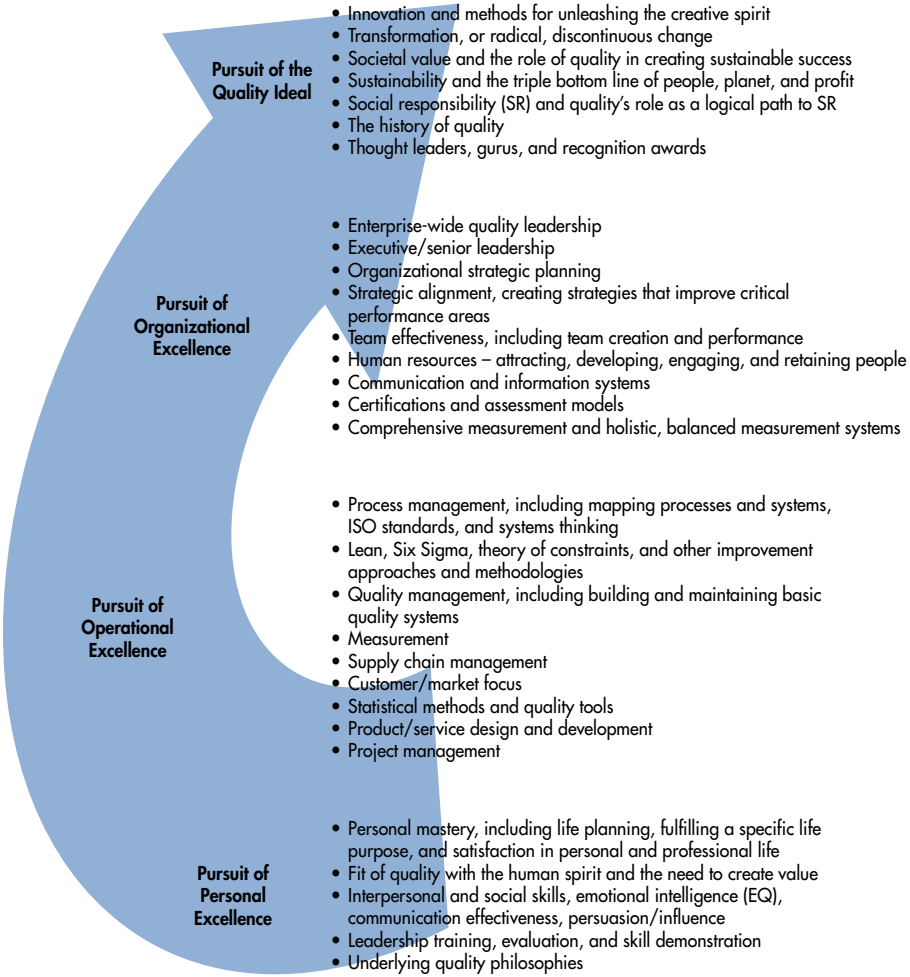
At headquarters the first steps will involve more strategic management of the QBOK portfolio around key topics and industries, coordinating recruitment and development of new offerings and delivery channels. The first steps for member units will be to develop the framework in greater detail, and then participate in guiding the content efforts of the Society for their areas of focus. The full impact of ASQ's stewardship, however, will only be felt once the quality community comes together in a unified effort to advance quality thinking and practice.

The story of the QBOK is first and foremost quality's journey. In its role as steward, ASQ is leading the charge in furthering the journey in ways that will continue to hold value and relevance. By convening the quality community in an active and unified effort, ASQ seeks to ensure that a growing, reliable, and accessible QBOK remains available to all individuals, organizations, and communities worldwide.

Appendix A: The QBOK Framework

The thousands of topics within the QBOK fit into a framework based on several broad stages in the quality journey: pursuit of personal excellence, pursuit of operational excellence, pursuit of organizational excellence, and pursuit of the quality ideal.

As the figure below shows, the journey begins with base quality competency. Individual processes, skills, and quality philosophy form the underpinning for the rest of the journey. Improving enterprise systems and increasing quality in all aspects of an organization then prepare the way for a focus on sustainability and holistic living. A quality mindset adds rigor to creativity, innovation, and social responsibility, and quality becomes integrated into movements, not just organizations and communities.



Although not all topics in the framework can be included here, a more detailed look at some of the topics at the highest levels follows.

1. Pursuit of Personal Excellence

Personal mastery

- Personal vision, purpose
- Life planning, fulfilling a specific life purpose
- Personal enjoyment, satisfaction in personal and professional life
- Commitment and accountability
- Self-knowledge and self-assessment

Interpersonal and social skills

- Emotional intelligence (EQ)
- Verbal/written communication and listening skills
- Persuasion/influence
- Conflict resolution

Professional development

- Leadership training, evaluation, and skill demonstration
- Continuing education
- Quality certification

Underlying quality philosophies

- Personal improvement
- Seeking mutually beneficial solutions
- Quality of decisions – data, emotions, values, decision-making approaches
- Error awareness and prevention – "Do it right the first time"

2. Pursuit of Operational Excellence

Process management and improvement

- Continual process improvement
- Engineering economics
- Activity based costing (ABC)
- Trend and pattern analysis
- Problem solving
- Lean
- Theory of constraints
- Process standardization
- Risk management/abatement
- Value engineering
- Statistical process control
- Process capability
- Root cause analysis
- Six Sigma
- Systems thinking

2. Pursuit of Operational Excellence (continued)

Quality management principles
- Quality assurance
- Quality control
- Quality analysis
- Quality planning
- Quality improvement
- Cost of quality/cost of poor quality

Quality management tools
- Seven fundamental quality tools
- Management and planning tools
- Process improvement tools

Quality assurance approaches
- Measurement systems/metrology
- Defect analysis and prevention
- Auditing
- Reliability and risk management
- Process documentation

Measurement
- Sampling
- Data collection methods
- Statistical analysis
- Variation
- Reliability and validity
- Gauge R&R
- Calibration and standardization
- Qualitative assessment
- Survey analysis and use

Standards
- Accreditation
- Certification
- Compliance
- AS9100
- ISO 9000
- ISO 14000
- ISO 26000
- QS-9100
- TS16949
- Statistical standards

Supply chain management
- Supplier identification
- Supplier relationship management
- Supplier requirements
- Supplier logistics

Customer/market focus
- Market segmentation
- Customer requirements identification
- Quality characteristics/critical to quality
- Specifications and tolerances
- Customer relationship management
- Customer satisfaction measurement
- Customer loyalty management

Statistical methods
- Data types
- Probability
- Descriptive statistics
- Hypothesis testing
- Design of experiments
- Modeling relationships
- Tools – graphical and non-graphical tools

Product/service design and development
- Design for manufacturability/ serviceability
- Human factors analysis
- Toyota Production System

Project management
- Quality project planning
- Project documentation
- Project management tools

3. Pursuit of Organizational Excellence

Leadership
- Organizational structures
- Organizational culture
- Roles and responsibilities
- Change management
- Participative management
- Empowerment
- Reward and recognition/ motivation
- Corporate ethics

Strategic planning
- Vision, mission, and values
- Strategic planning models
- Strengths, weaknesses, opportunities, threats (SWOT) analysis
- Market analysis
- Stakeholder analysis
- Internal capability analysis
- Regulatory factors
- Resource allocation

Teams
- Types of teams
- Team development, team building
- Team roles and responsibilities
- Employee involvement and facilitation
- Team performance and evaluation

Human – social systems
- Culture and diversity
- Social Darwinism – rigidity
- Human resource management
- Performance management
- Behavioral modification
- Education and training needs analysis
- Instructional design and delivery
- Communication effectiveness and efficiency – information systems
- Safety
- Ergonomics

Infrastructure
- Knowledge management
- Technology
- Financial management

Organizational analysis
- ISO certification
- Industry certifications
- Organizational performance measurement
- Benchmarking
- Assessment models
- Quality/performance excellence award criteria
- Comprehensive/holistic measurement systems
- Competitive analysis

Quality philosophies – principles and practices
- Crosby's absolutes of quality management
- Shewhart cycle
- Deming's 14 points
- Feigenbaum's management fundamentals
- Ishikawa's total quality control and quality circles
- Juran Trilogy
- Taguchi methods

4. Pursuit of the Quality Ideal

Innovation
- Design for Six Sigma
- Quality function deployment
- TRIZ

Transformation
- Four cornerstones
- Mindsets for performance
- Discontinuous creation methods
- Transformative coaching
- Transformative cycle
- Whole system engagement
- Generative dialogue
- Asset-based community development (ABCD)
- Shoji Shiba transformational case studies

Sustainability
- People, planet, profit — triple bottom line
- Business/corporate social responsibility (BSR/CSR)
- Environmental management
- Fair trade certification
- Regulatory compliance/ Sarbanes-Oxley

History of quality
- Craftsmanship guilds
- Factory system/product inspection
- Industrial Revolution
- Early 20th century process control
- World War II, sampling inspection and statistical quality control
- Total quality
- Quality award programs
- International standards
- Process management and improvement (Six Sigma, lean, and theory of constraints)
- Beyond manufacturing

Thought leaders/"gurus"
- ASQ honorary members
- Other influential contributors

Organizational recognition awards
- European Quality Award
- Baldrige National Quality Program
- Other national quality awards/ awards for excellence
- State and local quality awards
- Shingo Prize

Individual recognition awards
- Distinguished Service Medal
- Crosby Medal
- Deming Medal
- Edwards Medal
- Feigenbaum Medal
- Freund-Marquardt Medal
- Grant Medal
- Ishikawa Medal
- Juran Medal
- Lancaster Medal
- Shainin Medal
- Shewhart Medal
- Brumbaugh Award
- ASQ Section and Division awards

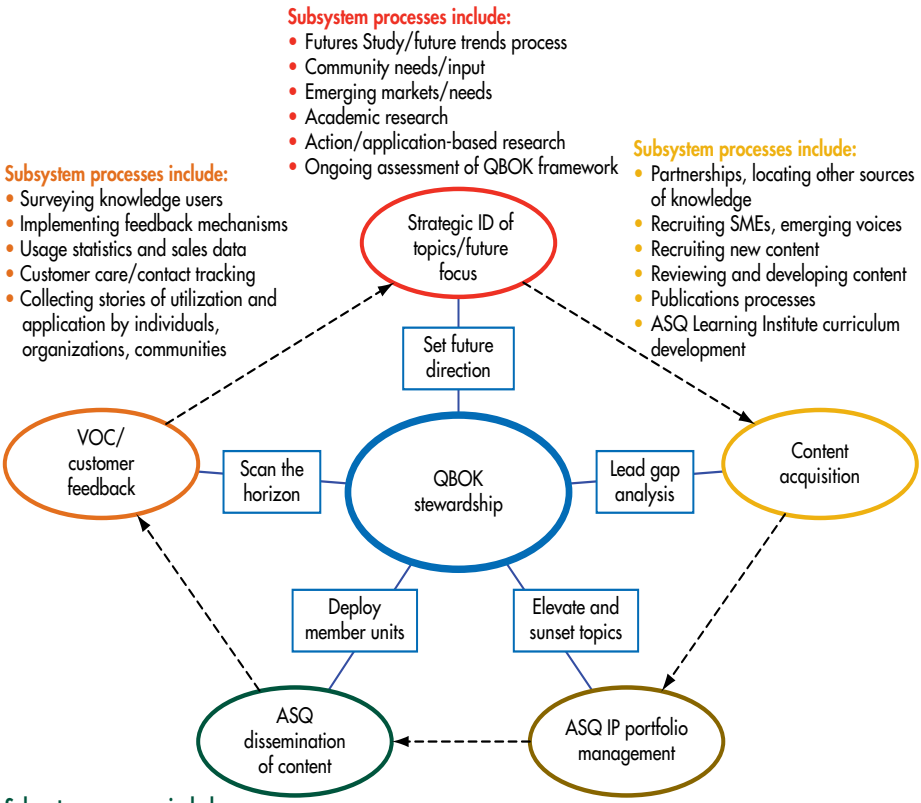
Appendix B: QBOK Stewardship System

The model on page 28 offers a high-level view of the QBOK system to be fully implemented by June 30, 2009. ASQ's active stewardship for quality is at the heart of the model, with five subsystems, listed in the table below, operating in support.

Work to be done by ASQ specifically in its capacity as steward of the QBOK is represented in column 2 in the table below. The model on page 28 also highlights ASQ's stewardship role through the boxes connected to each subsystem. Setting direction for the future, conducting gap analysis, elevating and sunsetting topics, deploying member units and communities, and scanning the horizon all require a focus beyond ASQ processes, content, and communities.

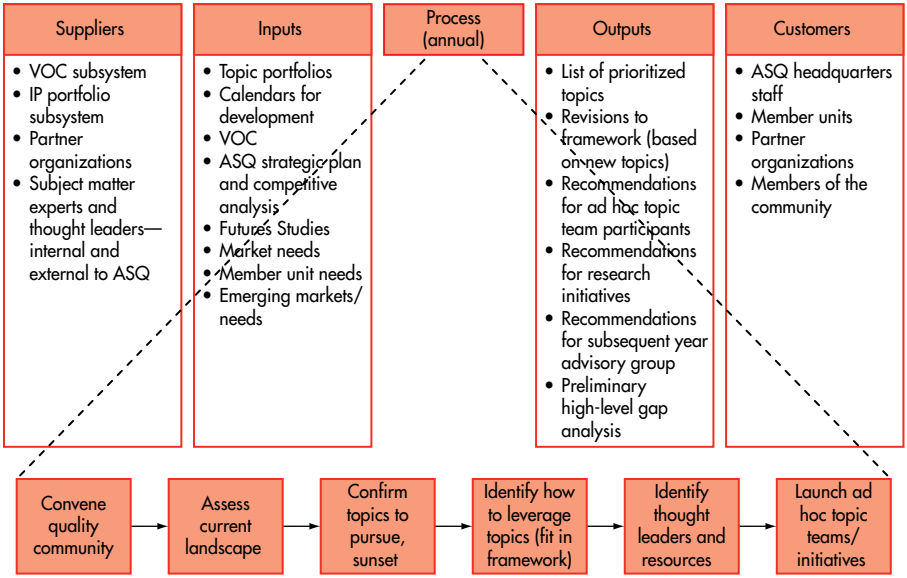
Subsystem	The Stewardship Difference	Process Details
Strategic identification of topics and future focus areas	In its role as steward, ASQ convenes the quality community to discuss the future of quality, identify emerging needs and topics, and assess changes to the QBOK framework.	New process to be developed in 2009. Draft process documented in suppliers, inputs, process, outputs, customers (SIPOC) diagram on page 29.
Voice of the customer management	Stewardship for a worldwide QBOK extends the reach of feedback beyond ASQ communities and customers.	Processes in place across functional areas of ASQ and centralized in QBOK. Documented in SIPOC diagram on page 30.
Content acquisition	Stewardship adds a broader focus to ASQ's acquisition and development of new quality knowledge. Gap analysis exposes content needs of the larger quality community to help prioritize ASQ acquisition.	Processes in place across functional areas of ASQ and centralized in QBOK. Documented in SIPOC diagram on page 31.
Intellectual property (IP) portfolio management	ASQ's management of its own content portfolios takes into consideration the interests and needs of the larger quality community.	New process formally launched in 2008. Pilots incorporating new external attention to be completed in 2009. Documented in SIPOC diagram on page 32.
Content dissemination	Stewardship means providing member units and other communities worldwide with content and marketing tools, enabling them as full partners in distributing quality knowledge.	Processes in place across functional areas of ASQ and centralized in QBOK. Documented in SIPOC diagram on page 33.

QBOK Stewardship System



QBOK Subsystem — Strategic Identification of Topics and Focus Areas

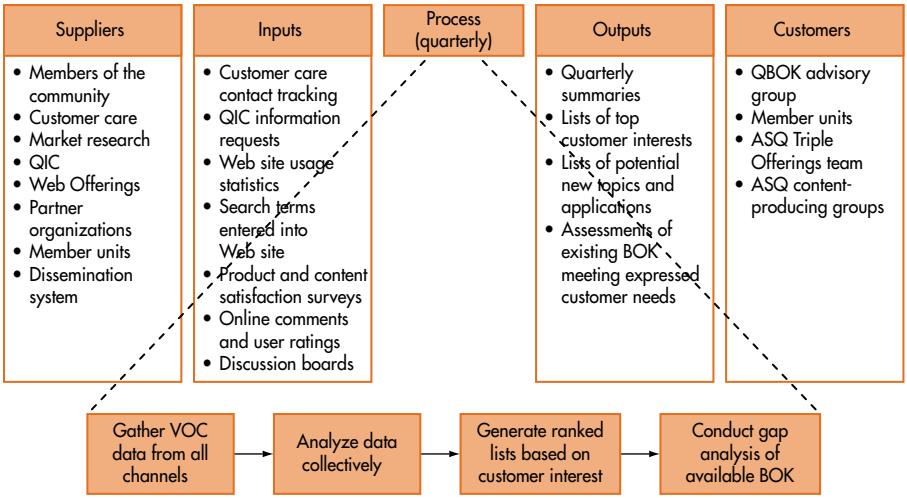
An overarching QBOK advisory group will have responsibility for identifying and confirming strategic areas of focus for QBOK activities. The makeup of the group will continually change, allowing as broad a range of backgrounds and specializations as possible. The group will also periodically launch specialized ad hoc teams to guide the stewardship process for individual key topics of interest.



In addition to this annual process, every two to three years the QBOK advisory group will conduct a more rigorous futuring process (still to be developed), perhaps in conjunction with the ASQ Futures Study.

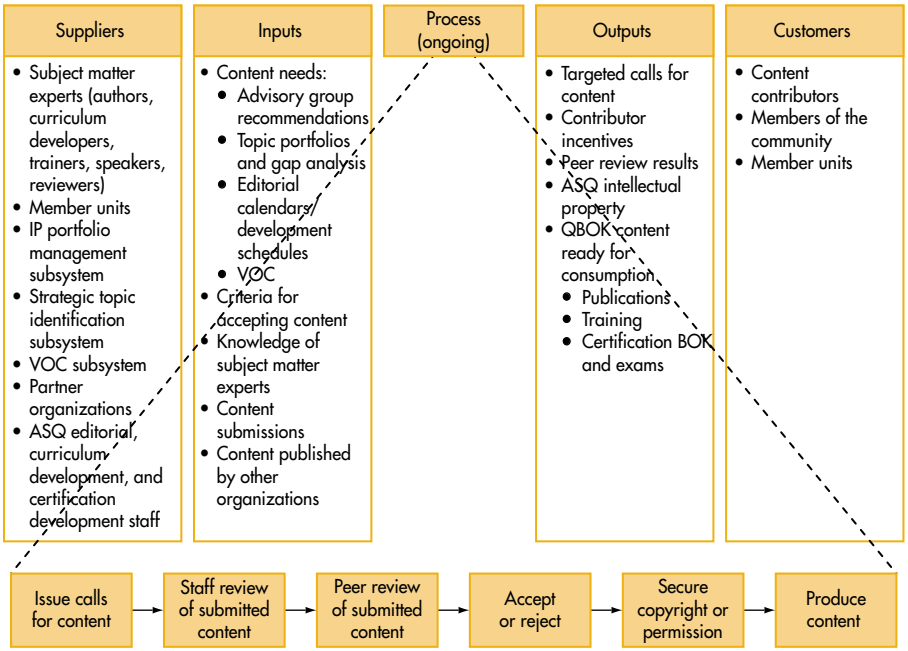
QBOK Subsystem — VOC

All content-producing groups within ASQ continually seek and monitor customer input. The QBOK group collectively analyzes voice of the customer data from all channels to make use of findings organization-wide.



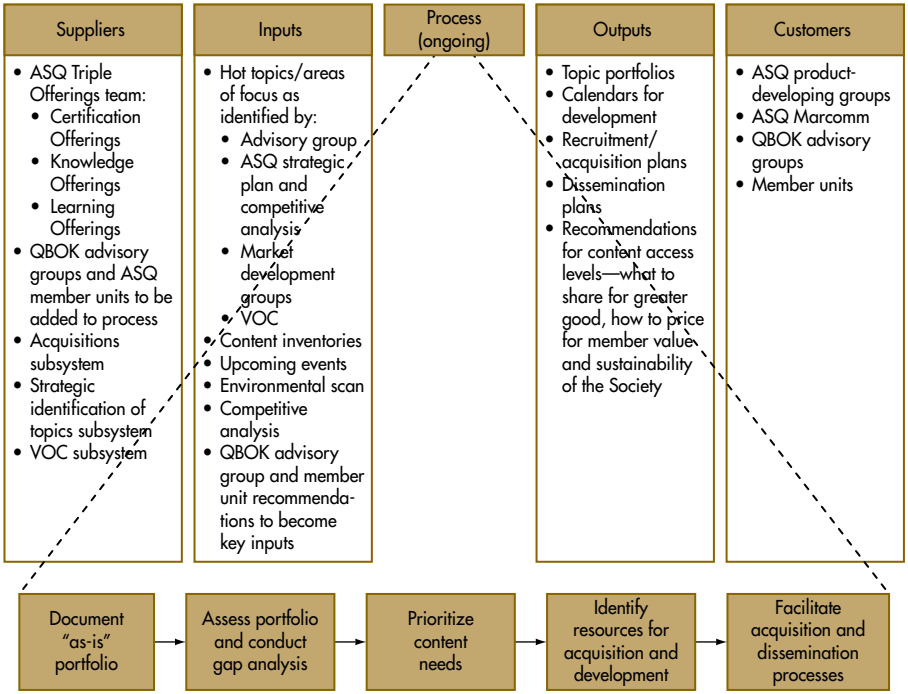
QBOK Subsystem — Acquisition

Acquisition is the engine that keeps the QBOK growing. Subject matter experts are obviously suppliers to the acquisition process because of the valuable content they contribute, but they are also important customers. The QBOK seeks to provide the right outlets and appropriate levels of prestige and recognition so that contributors remain interested in generating new content. Since the QBOK is not limited to ASQ intellectual property, content previously published by other organizations also can be acquired.



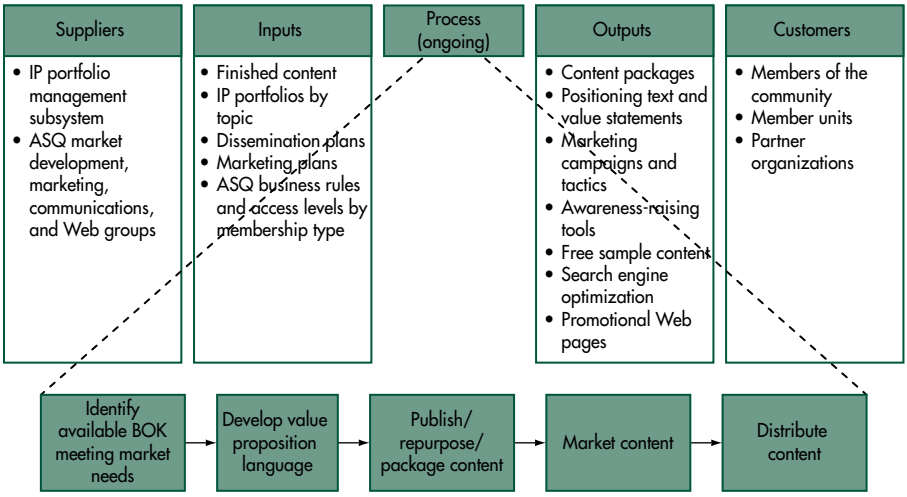
QBOK Subsystem — ASQ IP Portfolio Management

Portfolio management is centralized by ASQ's Triple Offerings (Certification Offerings, Knowledge Offerings, Learning Offerings) team process for coordinated content acquisition, management, and dissemination. Currently, this process does not directly involve member units. The goal is to invite member units to participate in 2009, expanding the process to conduct portfolio management society-wide.



QBOK Subsystem — ASQ Dissemination of Content

All members of the Society are partners in extending the reach of quality knowledge and spreading the message of the value of quality. The QBOK dissemination system seeks to provide not only timely and relevant BOK to meet customer demand, but also to supply member units and partner organizations with useful marketing tools for their own outreach efforts.



Appendix C: Glossary of Terms and Abbreviations

ASQ Learning Institute™ – A comprehensive professional development resource where people learn the concepts, techniques, and tools of quality to improve themselves, their organizations, and their world. The institute encompasses all learning events throughout the organization—headquarters, sections, divisions, and forums—and will require that all events meet quality standards for content and delivery. Accessible online at www.asq.org/learninginstitute.

Baldrige core values – Underlying principles for the Baldrige Criteria for Performance Excellence, specifying beliefs and behaviors of high-performing organizations. The core values include visionary leadership, customer-driven excellence, organizational and personal learning, valuing workforce members and partners, agility, focus on the future, managing for innovation, management by fact, societal responsibility, focus on results and creating value, and systems perspective.

BOK / body of knowledge – The sum of knowledge generally accepted on a subject.

Global Transformation Initiative – Initiative to create a unified presence for the Society and its members throughout the world: www.asq.org/members/gti.

IP / intellectual property – Creations for which legal property rights apply. For the QBOK initiative, the most common types of intellectual property rights that apply will be copyrights over created content.

ISO 9000 principles – Eight quality management principles on which the series of ISO 9000 quality management system standards is based: customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making, mutually beneficial supplier relationships.

Knowledge Center – ASQ's main instrument for QBOK accessibility. Centralizes access to the QBOK in all forms, providing online access to content at www.asq.org/knowledge-center, offering research and information services, and highlighting opportunities to participate.

PMB / Publications Management Board – Advisory board that oversees all ASQ publication activities, including Quality Press books and ASQ periodicals.

QBOK/ Quality Body of Knowledge – The sum of all information relating to or concerning quality. Contains practical and academic content and data on defining, achieving, measuring, controlling, and improving quality, including

concepts and definitions; tutorials, tools, technologies, and methodologies; process management systems; forms of teamwork and training; case studies and detailed application examples; and in-depth discussion of the history and ongoing evolution of quality philosophy. Content comes in the form of books, journals, conference proceedings, certification bodies of knowledge, training materials, and electronic and multimedia resources.

QIC / Quality Information Center – ASQ's library that houses and catalogues content archives, updates databases with new content, facilitates professional content tagging, and provides research services to members.

Triple Offerings – Team of three ASQ product or "offerings" groups that recruit, develop, and distribute books, courses, periodicals, certifications, conferences, and other knowledge products.

World Partners® Program – ASQ partnership program created to support the needs of the global quality community and sustain a worldwide environment for quality: www.asq.org/global/world-partner-program.html. Currently 15 organizations are ASQ World Partners.

More quality-related terms and definitions are available in the ASQ online glossary: www.asq.org/glossary/index.html.

Quality Body of Knowledge (QBOK®)

ASQ®