

Quality WBT Glossary

Term	Definition
'Quality Master Plan'	A book by J.P. Russell, Quality Press, 1990, contact www.JP-Russell.com . Book is out of print and no longer available except as a PDF file.
acceptance criteria	Predetermined desirable characteristics that will meet customer requirements.
acceptance of self and others	Believing that you are a capable, valuable person and that your beliefs, feelings, opinions, and values are good. Believing that failures are events to learn from and not indicators of personal weaknesses. It also means that you feel the same way about others, although you do not have to like or agree with them.
accuracy	The closeness of agreement between an observed value and the accepted reference value. AIAG MSA Manual Third Edition
acid rain	Precipitation containing harmful amounts of nitric and sulfuric acids formed primarily by nitrogen oxides and sulfur oxides released into the atmosphere when fossil fuels are burned. Acid rain can take the form of wet precipitation (rain, snow, or fog) or dry precipitation (absorbed gaseous and particulate matter, aerosol particles or dust).
ACSI	American Customer Satisfaction Index. National survey of consumer satisfaction.
active implantable medical device (AIMD)	active medical device which is intended to be totally or partially introduced, surgically or medically, into the human body or by medical intervention into a natural orifice, and which is intended to remain after the procedure. AIMD covers implantable products such as cardiac pacemakers, defibrillators, infusion pumps, diaphragm stimulators, bladder stimulators, neuro stimulators and leads, electrodes, adaptors, transmitters, and software.
active medical device (AMD)	medical device relying for its functioning on a source of electrical energy or any source of power other than that directly generated by the human body or gravity
activity (s70)	The state of being active; action.
Activity Based Costing (ABC)	A costing system that links process activity costs to the product or service provided. Accounting technique that allows an organization to determine the actual cost associated with each product or service produced without regard to the structure of the organization.
administration processes	Non-realization processes used to distinguish between realization processes and other processes. May also be referenced as management processes or staff processes.
advisory notice	notice issued by the organization, subsequent to delivery of the medical device, to provide supplementary information and/or to advise what action should be taken in: 1) the use of a medical device, 2) the modification of a medical device, 3) the return of the medical device to the organization that supplied it, or, 4) the destruction of a medical device. NOTE Issue of an advisory notice might be required to comply with national or regional regulations.
aggressive	Standing up for your rights in such a way that the rights of others are violated. You attack the other person rather than the behavior. You dominate, control, humiliate, or use sarcasm to get your needs met. This is destructive behavior. It is a Win/Lose situation.
Alternate Response Assertion	A straight "I" message of what you want, think, feel, or need followed by a request for where the other person is in terms of feelings, opinions, needs, etc. Example: "I would like to see either movie A or B. Which would you like to see?"
ambiguous (s70)	Using words with doubtful or double meaning.
analysis (s70)	Breaking something complex into simple elements or components.
AOQ	Average Outgoing Quality (AOQ) is a common procedure, when sampling and testing is non-destructive, in which to 100% inspect rejected lots and replace all defectives with good units. In this case, all rejected lots are made perfect and the only defects left are those in lots that were accepted. AOQs refer to the long term defect level for this combined LSP and 100% inspection of rejected lots process [Ref http://www.itl.nist.gov/div898/handbook/ , accessed 12/03/04].
AOQL	Average Outgoing Quality Level (AOQL) is a plot of the AOQ (Y-axis) versus the incoming lot (X-axis). It starts at 0 for $p = 0$, and return to 0 for $p = 1$ (where every lot is 100% inspected and rectified). In between, it will rise to a maximum. This maximum, which is the worst possible long term AOQ, is called the AOQL [NIST/SEMATECH e-Handbook of Statistical Methods, http://www.itl.nist.gov/div898/handbook/ , accessed November 19, 2004].
appraiser	An operator or inspector who would normally use a particular measurement instrument. An appraiser can be both an actual person using an instrument every day and/or a person selected to take part in a Gauge Study. [author's definition not found in AIAG]
appropriate (s70)	Specially suited for or fitting.
AQL	Acceptable Quality Level (AQL) is a percent of defective product that is the base line requirement for the quality of the product of a producer. The producer wants to design a sampling plan such that there is a high probability of accepting a lot that has a defect level less than or equal to the AQL. [NIST/SEMATECH e-Handbook of Statistical Methods, http://www.itl.nist.gov/div898/handbook/ , accessed November 19, 2004].
AQL (Acceptable Quality Level)	The maximum percent defective that can be considered satisfactory.
aspect or environmental aspect	An activity that an organization performs as part of its business practices that interacts or may potentially interact with the environment in a positive or adverse manner.

assertively aggressive	The behavior to use when all other levels of assertive communication have failed. This is where you take the action that you have pre-planned. Example: with steel eyes, steel body, and a very firm voice you let the other person know that you have reached the end of your patience and that you will now take action (i.e., leave, send letters, file a lawsuit, call the police, or punch him/her out --- a last resort). However, you have not shown any disrespect to that person.
assertiveness	The behavior by which you stand up for your rights (beliefs, values, ideas, thoughts, etc.) without violating the rights (beliefs, values, ideas, thoughts, etc.) of others.
attribute data	1) A quality characteristic classified as either conforming or nonconforming to specifications [Quality Control, Besterfield, 1998, McGraw-Hill]. 2) Data requiring a count of discrete measurements such as good and bad [Quality Control Handbook, 4th Edition, McGraw-Hill], used when measurements are not possible (color, missing parts, scratches, damage, smoothness) or where go/no-go gauges are preferred over taking actual measurements (hole diameter range, over/under, align with template).
attributes of needs	Attributes are particular characteristics of a need. Customers may need correct pricing to be satisfied. Invoice attributes could include accuracy, be easy to decipher, detail line items, etc.
audit	1) Systematic, independent, and documented process for obtaining evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled [ISO 9000]. 2) A planned, independent, and documented assessment to determine whether agreed-upon requirements are being met. Ref. ASQC Quality Auditing Technical Committee (now the ASQ Audit Division). See quality audit.
audit criteria	1) Set of policies, procedures, or requirements. Note: Audit criteria are used as a reference against which audit evidence (3.3) is compared [ISO 19011, clause 3.2]. 2) Documentation used as reference for an audit.
audit evidence	Records, statements of fact or other information which are relevant to the audit criteria and are verifiable [ISO 9000]. Note: "verifiable" in the meaning that it can be crosschecked.
audit of intent	An examination of relevant QMS documentation to determine whether a defined segment of the documented system conforms to applicable requirements (also called a Documentation Review).
audit plan	Description of the on-site activities and arrangements for an audit [ISO 19011]. Simply, it is a plan for the audit that can take on any form convenient for the auditors and auditee. Description of the activities and arrangements for an audit [ISO 9000].
audit report (s70)	A summary of findings and observations resulting from an audit. All findings must refer to the procedure and paragraph that was contrary to the observed deviation. Major and minor findings should be noted as such.
audit scope	Extent and boundaries of an audit [ISO 9000]
audit team	One or more auditors conducting an audit supported if needed by a technical expert(s) [ISO 9000]. Teams are used to enhance the effectiveness of audits by giving different educated perspectives of the observed activities.
auditee	Organization or person being audited [ANSI/ISO/ASQC A8402-1994 and ISO 9000].
auditor	1) Person qualified to perform audits. 2) Person with the demonstrated personal attributes and competence to conduct an audit [ISO 9000]. 3) A person with the competence to conduct an audit [ISO 14001 3.2]
auditor, internal (s70)	An individual who has completed company prescribed training and who has witnessed the required number of audits to be certified by the company as an Internal Auditor.
authority (s70)	The power or right to enforce obedience.
B2B	Business-to-business. These are businesses that sell to each other (e.g., aircraft part companies to Boeing; food suppliers to Albertsons, Safeway, etc.). Business-to-business customer research is very different from B2C.
B2C	Business-to-consumer (like Coca Cola, Marriott, Kraft, etc.). Business-to-consumer customer research has had the lion's share of published techniques to date. Yet this research is very different from B2B.
Baldrige Award Criteria	The Malcolm Baldrige award is an annual award given by the Department of Commerce's National Institute of Standards and Technology (NIST). The publication containing the award criteria is the most ordered government document in the history of government printing. It is also the most proven template of business success that is out there.
benchmark	To contrast scores or processes from two different entities to uncover better, cheaper, faster or more financially lucrative methods.
best practice	Something observed that is outstanding and should be shared. Sometimes called "noteworthy achievement" or "positive practice."
best-in-class	Best-in-class are those companies, products, or services that rank number one in a performance measure. The performance measure can be financial, manufacturing, engineering, productivity, quality or any other business measure.
bias	The difference between the observed average of measurements (trials under repeatability conditions) and a reference value – historically referred to as accuracy. Bias is evaluated and expressed at a single point within the operating range of the measurement system. AIAG MSA Manual Third Edition
biased sample	Biased means that it is not representative of the whole population.
blind survey	The sponsor of the survey is not identified. An interviewer will call and say they are doing a survey on banks, on software packages, on restaurants, etc. and will ask questions to compare experience with different entities.
BOD	Biological Oxygen Demand: The amount of organic, materials present in a water sample as measured by a specific test.
BoK	This is an acronym for Body of Knowledge. Experts and practitioners in the field were surveyed to determine what

	an auditor should know. This is a formal survey and the results are statistically analyzed to identify the important topics. The BoK is revised from time to time based on survey results.
bottleneck	When one step or activity of a process is constraining or limiting, it is called a bottleneck. If you need more of something, eliminate the bottlenecks. Bottlenecks can be the size of the container, speed of a machine, waiting for approval, cure time, and so on.
brainstorming	A problem-solving tool used to generate ideas in a group. Everyone in the group generates ideas without qualification or judgment. The purpose is to generate the greatest number of possible solutions to a problem or creative ideas for later evaluation and development.
breakthrough improvement	A dynamic, decisive movement to a new, higher level of performance (ASQ Glossary, July 2002). Improvements that provide significant value added benefits to an organization.
calcium chloride	A white deliquescent compound, CaCl ₂ , used chiefly as a drying agent, refrigerant, and preservative and for controlling dust and ice on roads.
calibration	Process to set or compare values for a piece of inspection, measuring, or test equipment to a known standard under controlled conditions.
calibration (s70)	Verification that a measuring device is accurate and traceable to a known and accepted standard of accuracy.
capability (s70)	The ability to realize a product that will fulfill the requirements.
capable process	A capable process is one where most all the process parameter measurements fall inside the specification limits. Given a normal situation, the process output is going to fall within specification limits a certain percentage of the time such as 99.73% or higher.
capacity	1) The power or ability to hold, receive, or accommodate. 2) The estimated maximum level of output that meets objectives of a process on a sustained or on-going basis. 3) The facility or power to produce, perform, or deploy [Webster's Ninth Collegiate Dictionary, 1990 Merriam-Webster Inc., Springfield Mass].
carcinogen	A substance that causes cancer or is believed to cause cancer. (Safety Emporium MSDS Hyper Glossary)
care	Serious and reasonable intention as in "due care" and "reasonable care." "Reasonable" being the care a prudent person would exercise under the same circumstances.
CATI	Computer Aided Telephone Interview.
Central Limit theorem	As the population increases in size, the tendency is for it to approximate a normal curve.
CFCs	Chlorofluorocarbons. Gaseous compounds used in refrigerants and aerosols, which are harmful to the ozone layer.
characteristic	a distinguishing feature. Note a characteristic can be: inherent or assigned; qualitative or quantitative; a class of characteristics such as physical (e.g. mechanical, chemical) , sensory (smell, touch) , behavioral (e.g. courtesy, honesty), temporal (e.g. punctuality, reliability); ergonomic (e.g. physiological, characteristic, or related to human safety); or functional (e.g. maximum speed of an aircraft). ISO 9000
Check Sheet	A form prepared to facilitate ready checking off or marking [Webster's Third New International Dictionary, Unabridged. Merriam-Webster, 2002, at http://unabridged.merriam-webster.com (2 Dec. 2004)].
checklist	A list intended for ready checking and reference: INVENTORY, CATALOG; often: a complete list (a checklist of voters names) (a checklist of editions of an author) (a checklist of reptiles of the island) [Websters Third New International Dictionary, Unabridged. Merriam-Webster, 2002, at http://unabridged.merriam-webster.com (2 Dec. 2004)].
client, audit	The organization or person requesting the audit [ISO 9000].
closed questions	Closed questions are multiple choice or yes/no questions. They usually confine the answer to choices you give them. "Would you rather have green or red packaging?" is a closed question. A sample multiple choice or closed question is: Please circle which feature is most important to you: 1) Responsiveness, 2) price, 3) availability
cluster sampling	Where consecutive items within a time frame, dollar range, production run, etc., are chosen for evaluation. For example: This year's transactions, NE customers, or leisure time market.
clustering (G21)	Technique used in qualitative analysis that synthesizes comments into various buckets. For instance, inaccurate invoices, consistently late invoices and difficult to understand invoices would be clustered under invoices. Usually 2-3 people are involved so that there is some agreement.
CO	Carbon monoxide is a colorless, odorless, flammable and very toxic gas produced by the incomplete combustion of carbon. It is also a by-product of many chemical processes. A chemical asphyxiant, which reduces the blood's ability to carry oxygen. Hemoglobin absorbs CO two-hundred times more readily than it does oxygen.
CO ₂	Carbon Dioxide is a colorless, odorless gas that is found in the atmosphere and is also a result of fossil fuel combustion.
cognitive	of, relating to, or being conscious intellectual activity (as thinking, reasoning, remembering, imagining, or learning words). 2 : based on or capable of being reduced to empirical factual knowledge. Accessed March 25, 2007, Merriam-Webster, 2002 at http://unabridged.merriam-webster.com .
combined audit	When a quality management system and an environmental management system are audited together, this is termed a combined audit [ANSI/ISO/ASQ QE19011:2002].
comment (s70)	A statement made in an internal audit report of an observed situation that did not qualify as a finding because a clear deviation from procedures was not in evidence, but is included as a potential problem or subject for continuous improvement. Outside an audit, this would be documented on a Preventive Action Request (PAR).
common cause variation	A source of variation that affects all the individual values of the process output being studied – inherent process variation. [From SPC 2nd Edition – AIAG]

competence	1) Having requisite or adequate ability or qualities. 2) Having the capacity to function or respond in a particular way. Competence denotes having acquired and is using one's formal education, training, skills, and experience. 3) Demonstrated ability to apply knowledge and skills [ISO 9000].
competence (auditor)	Demonstrated personal attributes and demonstrated ability to apply knowledge and skills (ISO 19011, clause 3.9.14). Note that when referring to auditors, "demonstrated personal attributes" has been added to the original ISO 9000 definition of competence.
competence (s70)	Demonstrated ability to provide knowledge and skills.
complex process audit	Auditing processes within processes at the procedure or function level. A complex transformation such as: manufacturing (from raw material to finished good), operating (service operations), assembling (assembly line), and so on.
compliance	Compliance is used when referencing "compliance" to federal, state, and local rules and regulations and may carry legal implications.
compliance (s70)	Meeting the stated and implied intent of a documented requirement, policy, or procedure.
compliance standard	A standard that is designed (written) to be used by third-party audit and inspection organizations to assess compliance of organizations seeking approval, certification, registration, license, and so on. Sometimes called a requirement standard, regulation, code, treaty, contract, law, or others. Most of the time, compliance standards use auxiliary verbs (shall, must, will) to denote an absolute requirement. Note: This definition was created for the benefit of the students of this class.
concern, audit	Issues that are potential nonconformities.
concession	Permission to use or release a product that does not conform to specified requirements. Note: a concession is generally limited to the delivery of a product that has nonconforming characteristics within specified limits for an agreed time or quantity of that product (ISO 9000, 3.6.11).
concession (s70)	Gaining approval from a customer or internal authority to use-as-is or to re-grade a nonconforming item or service.
concessions	Where you can buy snacks at a football game.
conduct	A mode or standard of personal behavior especially as based on moral principles [http://www.yourdictionary.com].
confidence interval	Range around the mean that is acceptable for the averages. The range of values expected to include (at some desired probability called a confidence interval) the true value of a parameter.
Confidence level	A 95% confidence level tells you that 95 times out of 100 you will get the same results.
configuration	Interrelated functional and physical characteristics of a product defined in product configuration information [ISO 1007:2003, Quality management systems - Guidelines for configuration management].
configuration baseline	Approved product configuration information that establishes the characteristics of a product at a point in time that serves as reference for activities throughout the life cycle of the product [ISO 1007:2003, Quality management systems - Guidelines for configuration management].
configuration management	Coordinated activities to direct and control characteristics of a product, service, or system defined in documents (designs, specifications, procedures, manuals) or other means.
configure	1) To set up for operation or use especially in a particular way. 2) To shape according to some model: cause to conform. 3) Arrange in a certain form, figure, or shape: give a configuration to [Merriam-Webster, 2002, http://unabridged.merriam-webster.com (accessed 24 Apr. 2004)].
conformity	Fulfillment of a requirement [ISO 9000].
conformity (s70)	Affirmative and documented evidence that a product or service is fit for use for its stated purpose.
conformity assessment	Conformity assessment includes all activities concerned with determining directly or indirectly that relevant requirements in standards or regulations are fulfilled [NIST].
conjoint analysis	Conjoint analysis is a statistical technique that correlates the key drivers on a survey with overall satisfaction or dissatisfaction. For instance, your survey analysis may find that those who are dissatisfied with invoices are also very dissatisfied with your entire service or product line. If they are highly satisfied with the salesperson, that tends to correlate highly with overall satisfaction with your business.
consensus standard	1) A consensus standard in the international standards community is a standard that was approved by ballot of member organizations. Consensus standards are considered very powerful because of the multiple critical reviews required to reach agreement. 2) Consensus is defined as general agreement: or collective opinion: or the judgment arrived at by most of those concerned [Merriam-Webster Unabridged Dictionary, accessed 10/2003].
constituent part	Constituent is serving to form, compose, or make up a unit or whole. A synonym would be "component." [molecules and their constituent atoms -- A.C.Morrison]. A constituent part could be part that makes up an entire part or unit or assembly [accessed April 3, 2004 http://unabridged.merriam-webster.com , Merriam-Webster Unabridged Dictionary.]
containment	Immediate action taken to limit the spread or continuance of problem symptoms. Also called remedial action or quick fix. The root cause(s) is not addressed.
continual improvement	Continual improvement is thought (by some regulators) to be step-wise improvement, as opposed to continuous improvement that is thought to be perpetual or constant improvement. For that reason the word continual as opposed to continuous is used in the ISO 9001 standard. Common dictionaries do not support the distinction made by the standard writers. See continuous improvement for definitions.
continual improvement	A process of on-going changes that add value to an organization. Also known as continuous improvement.

(alt def)	
continual improvement (ISO 9000)	Recurring activity to increase the ability to fulfill requirements, ISO 9000 clause 3.2.13.
continual improvement (s70)	Recurring activity to increase the ability to fulfill requirements.
continuous improvement	Includes action taken throughout an organization to increase the effectiveness and efficiency of activities and processes in order to provide added benefits to the customer and organization. It is considered a subset of total quality management and operates according to the premise that organizations can always make improvements. Continuous improvement can also be equated with reducing process variation [The Certified Quality Manager Handbook, page 479].
continuous improvement (ASQ Glossary terms 1996)	The ongoing improvement of products, services, or processes through incremental and break through improvements [ASQ Glossary terms, '96].
continuous improvement (CQM Handbook)	Includes the actions taken throughout an organization to increase the effectiveness and efficiency of activities and processes in order to provide added benefits to the customer and organization.
contract	A binding agreement. Note: the concept of contract is defined in a generic sense in the International Standard. The word usage can be more specific in other ISO documents.
contract (s70)	An agreement between the company and a customer.
contract review (s70)	The process of accepting a contract from a customer and gaining agreement on all terms and conditions before validating the contract.
Control	1) Power or authority to manage. Exercising directing or restraining influence [Websters 9th New Collegiate Dictionary]. 2) Regulate [ISO 9001 Product Support Package N526]. 3) <i>Effective control</i> is when management directs events in such a manner as to provide assurance that the organization objectives and goals will be achieved [Statement from Internal Auditing Standards Glossary]. 4) When the requirements of clause 7.5.1 of ISO 9001 have been implemented and maintained.
control	To control the work environment means to direct, regulate, coordinate and monitor activities and variables that affect the conditions such that the quality of the work environment is known. Qualified and quantified limits for the desired quality of the work environment should be established and may be used to describe the extent to which control capabilities are implemented. [ISO 14969, clause 6.4.2.1]
control (2)	1) Power or authority to manage, exercising directing or restraining influence [Webster's 9th New Collegiate Dictionary]. 2) "Effective control" is when management directs events in such a manner as to provide assurance that the organization's objectives and goals will be achieved [Statement from Internal Auditing Standards Glossary]. 3) Control is when the requirements of clause 7.5.1 of ISO 9001 have been implemented and maintained.
control chart	A graph of a process characteristic, based on sample measurements in time order, used to display the behavior of a process, identify patterns of process variation, assess stability, and indicate process trends/direction.
control plan	Documented descriptions of the systems for controlling parts and processes to provide control of all characteristics important for quality and engineering requirements [ISO/TS 16949, 3.1.2]. There is also a document called a quality plan which may include control plans. ISO 10005 Quality management—Guidelines for quality plans has more information.
control plan (16949)	Documented description of the system and processes required for controlling product (see annex A).
correction	Action taken to eliminate a detected nonconformity. Correction may involve repair, rework, or re-grading [ISO 9000]. Note that correction may be used to describe a type of remedial action or response to a problem that does not address the underlying cause.
corrective	(adj) Tending or intended to correct.
corrective action	1) Action taken to eliminate the causes of an "existing" nonconformity, defect, or other undesirable situation in order to prevent "recurrence" (reactive). 2) Action taken to eliminate the cause of a detected nonconformity or other undesirable situation [ISO 9000].
corrective action (s70)	Action to eliminate the cause of a detected nonconformity or other undesirable condition.
corrective action request (car) (s70)	A document generated resulting from all Major Findings in an audit or to eliminate the cause of a detected nonconformity.
corroborate	1) Confirm, verify, authenticate. 2) To support with evidence or authority, to make certain [From Baldrige to Bottom Line, David Hutton, Quality Press 2000].
credibility	1) The quality or power of inspiring belief. 2) Capacity for belief [Webster's 9th New Collegiate Dictionary]. Note: "credible" is defined as offering reasonable grounds for being believed.
critical incidents	A technique used in Needs Assessment where the participant is asked to envision an occasion where they were using a particular service or product and were highly dissatisfied. They are asked to describe what dissatisfied them at the time. The interviewer digs to find out specifics about the dissatisfiers. Positive critical incidents are also used to determine what elements of the product or service pleases the customer.
cross tabs	Organizing answers by certain demographics or areas of interest
customer	Organization or person that receives a product [ISO 9000]. A customer can be internal or external to the organization. For example: A customer may be a consumer, client, end-user, retailer, purchaser, member, or associate.

customer complaint	written, electronic or oral communication that alleges deficiencies related to the identity, quality, durability, reliability, safety or performance of a medical device that has been placed on the market
customer goodwill	An intangible financial asset. Customer goodwill may manifest itself as repeat business, referrals, and brand loyalty. The excess of the purchase price of a business over estimated value of net assets is exclusive of goodwill (Merriam-Webster Unabridged on-line Dictionary accessed 7/14/2003).
customer needs	Needs can be technical, ergonomic preferences, social, intellectual, or spiritual. Needs also relate to specific company processes (e.g., sales service, pricing, ordering, packaging, shipping, delivery, design of the product, invoicing, etc.).
customer property	Property provided by the customer and owned by the customer. This can include raw materials, packaging, methods, intellectual property, and personal data.
customer satisfaction	Customer`s perception of the degree to which the customer`s requirements have been fulfilled [ISO 9000]. From the customer`s view, are products and services actually meeting the customer`s needs? How do they stack up against competitors? [From Baldrige to Bottom Line, David Hutton, Quality Press 2000].
customer satisfaction (s70)	The customer`s perception at the degree to which the customer`s requirements have been fulfilled.
customer satisfaction plan	A plan usually includes the mission of the group, the vision, target products or services, and target customers and their needs. The plan describes which processes addressing customer needs that are to be monitored. Standards may be included. The process of monitoring satisfaction is also included.
cycle time	The time from beginning to end.
defect	Non-fulfillment of a requirement related to an intended or specific use [ANSI/ISO/ASQ 9000]. Using the word defect to describe product, such as defective product, may have legal connotations, and should be avoided. However, in some industries, defect is used to describe a minor irregularity in a surface or a structure that may spoil the appearance but still function as intended. Examples may be dents or scratches.
defect (s70)	Not meeting the requirement relating to intended or specified use.
Defective	Wanting in something essential: falling below an accepted standard in regularity and soundness of form or structure (a defective imprint)(a defective pane of glass) or inadequacy of function (a defective mechanism) (defective eyesight): FAULTY, DEFICIENT, INSUFFICIENT [Webster's Third New International Dictionary, Unabridged. Merriam-Webster, 2002, at http://unabridged.merriam-webster.com (2 Dec. 2004)].
Deming, Dr. Edwards	A quality guru, both in Japan and in the U.S., who focused on fourteen management principles. His work combined statistical process control and management theory and practices.
design and development	1) A set of processes that transforms requirements into specified characteristics or into the specification of the product, process, or system [ISO 9000]. 2) A formal system of creating the realization process plans for meeting input requirements. For example: Products are designed, web pages are designed, and services are designed.
design and development (s70)	A set of processes that transforms requirements into characteristics, or the specification of a process, product or system.
design FMEA	Design FMEA is a technique for discovering product problems which could lead to safety risks, failures, malfunctions and/or reduce the product's life-span.
design responsible organization (16949)	Organization with authority to establish a new, or change and existing, product specification. NOTE: this responsibility includes testing and verification of design performance within the customer's specified application.
detection rating	It is an assessment of the ease with which a failure or the effect of a failure will be discovered.
directed sampling	Directed (or judgmental) sample selection is based on the auditor's judgment or direction given to the auditor. The auditor may purposely bias the sample selection to only high risk or problem areas.
discovery sampling	A random sampling technique that uses no methodology. Easy to use but could result in biased samples.
discrimination	The smallest readable unit. The measurement resolution, scale, limit, or smallest detectable unit of the measurement device and standard. It is an inherent property of gauge design and reported as a unit of measurement or classification.
dissatisfiers	Irritants to customers.
distinctness of image (DOI)	The reflective characteristic of a coating. DOI increases with increasing surface smoothness. Pigments can flocculate or there may be other imperfections.
DMR	Discharge Monitoring Report is a report that monitors and records the release or flow of storm water or other substance from a conveyance or storage container.
document	Information and its supporting medium (ISO 9000, 3.7.2).
document and data control (s70)	Positive control of documents, procedures, data, forms and computer records used within the QMS.
drivers of customer dissatisfaction	The questions that are most highly correlated with low overall customer satisfaction.
drivers of customer satisfaction	The questions that are most highly correlated with high overall customer satisfaction.
due care	Absence of negligence. Normal care, or what could be reasonable to expect.
due diligence	a term used for a number of concepts involving either the performance of an investigation of a business or person, or the performance of an act with a certain standard of care. It can be a legal obligation, but the term will more

	commonly apply to voluntary investigations. An example of due diligence in various industries is, the process through which a potential acquirer evaluates a target company or its assets for acquisition [Hoskisson, Hitt & Ireland, 2004, Competing for Advantage, p.251].
due professional care	Due professional care is the application of diligence and (good) judgment during the audit. Clause 4, Principles of auditing of BSR/ISO/ASQ QE19011-2002.
effectiveness	1) Extent to which planned activities are realized and planned results achieved [ISO 9000]. 2) The consideration or balance between achieving the desired results (the product) and how they were achieved (the process) [After the Quality Audit, Quality Press, 2nd ed, page 116]. 3) The ability of a process to achieve its objectives or intended purpose [The ASQ Audit Handbook, Quality Press, 3rd Ed. pg 118].
efficiency	1) Relationship between the result achieved and resources used [ISO 9000]. 2) Accomplishes objectives and goal with optimal use of resources [After the Quality Audit, Quality Press, 2nd ed, page 113].
element (tenet) (s70)	A term used in the ISO 9000-1994 Standard relating to sections of the document now known as clauses in the ISO 9000:2005 Standard.
EMS	Environmental Management System: The organizational structure, responsibilities, practices, procedures, processes and resources for implementing and maintaining environmental management.
endangered or threatened	The Endangered Species Act allows for two levels of protection: threatened and endangered. Endangered means that a population/species is in danger of extinction throughout all or a significant portion of its range. Threatened means that a species/ population is likely to become endangered within the foreseeable future. Endangered listings immediately trigger the full protection of the ESA; with threatened listings, agencies have more flexibility in how the species should be protected/recovered.
environment	Surroundings in which an organization operates, including air, water, land, natural resources, flora, fauna, humans and their interrelation.
environmental boundary line	The scope in which an organization operates or can control.
environmental objective	An environmental objective is an overall environmental goal, consistent with the environmental policy, that an organization sets itself to achieve [ISO 14001 3.9].
environmental performance	The measurable results of an organization's management of its environmental aspects. In the context of environmental management systems, results can be measured against the organization's environmental policy, environmental objectives, environmental targets and other environmental performance requirements [ISO 14001 3.10].
environmental policy	The overall intentions and direction of an organization related to its environmental performance as formally expressed by top management [ISO 14001 3.11].
environmental target	A detailed performance requirement, applicable to the organization or parts thereof, that arises from the environmental objectives and that needs to be set and met in order to achieve those objectives [ISO 14001 3.12].
equipment	1) the physical resources serving to equip a person or thing; 2) the implements (as machinery or tools) used in an operation or activity; 3) fixed assets other than land and buildings. The word equipment usually covers all the things used in a given work or useful in effecting a given end, except the personnel needed for efficient operation or service. Synonyms are: apparatus, machinery, paraphernalia, outfit, tackle, gear, and device. http://unabridged.merriam-webster.com (13 Nov. 2008).
ergonomics	An applied science concerned with designing and arranging things people use so that the people and things interact most efficiently and safely. Also called "human engineering."
error of the mean	Confidence interval. What range around the mean is acceptable to you? Usually given in percentage points.
error proofing (16949)	product and manufacturing process design and development to prevent manufacture of nonconforming products.
ethical	1) Of or relating to the field of ethics or morality. 2) Involving or expressing moral approval or disapproval. 3) Conforming to professionally endorsed principles and practices. [http://unabridged.merriam-webster.com].
ethical conduct	Ethical conduct is the foundation of professionalism. Ethical conduct is characterized by attributes of trust, integrity, confidentiality, and discretion. This is an ISO 19011:2000 principle of auditing. Clause 4, Principles of auditing of BSR/ISO/ASQ QE19011-2002.
ethics	1) The discipline dealing with what is good and bad or right and wrong or with moral duty and obligation. 2) A - a set of moral principles or values; B - a theory or system of moral values; C - the principles of conduct governing an individual or a group; [http://unabridged.merriam-webster.com].
evidence	Data (records, responses to questions, observations, etc.) that can be verified. Also called "objective evidence." Evidence can be qualitative and/or quantitative (See audit evidence).
evidence-based approach	Evidence-based approach is the rational method of reaching reproducible (traceable) and reliable (consistent) conclusions. Clause 4, Principles of auditing of BSR/ISO/ASQ QE19011-2002.
exclusions (s70)	The action of excluding, leaving out.
external audit (s70)	Scheduled audits by independent certified auditors (Third Party) or other interested parties (Second Party) for the purpose of maintaining a certification, license or contract between two parties.
fair presentation	Fair presentation is the obligation to report truthfully and accurately. Audit results and other information should be reported in a fair and unbiased manner. This is an ISO 19011:2000 principle of auditing. Clause 4, Principles of auditing of BSR/ISO/ASQ QE19011-2002.
FAQ	Frequently Asked Questions.

fauna	All the animal life of a given place.
finding	1) Deficiency found during an audit. 2) The result of an investigation. 3) A type of audit result that makes a statement about systemic problems. 4) Results of the evaluation of the collected audit evidence against audit criteria [ISO 9000].
finding (s70)	Results of the evaluation of the collected audit evidence.
flora	All the plant life of a given place.
flowchart	A picture of the separate steps of a process in sequential order. Sometimes called a process flow diagram or service map [The Quality Tool Box, Tague, Quality Press].
FMEA	Acronym for Failure Mode and Effects Analysis, a systematic, structured approach to process improvement in the design and process development stage.
framework (s70)	A structure made of parts joined.
frequency	Frequency is how often an effect or action occurs.
functional (s70)	Relating to activity rather than to structure or form.
Gantt chart	A schedule that usually has the hours, days, or months at the top of the chart and the steps on the left. Gantt charts make it easy to visualize the schedule and sequence of activities.
gig list	A list of minor infractions.
global warming	An increase in the average temperature of the Earth's surface, which occurs following an increase in greenhouse gases. Worldwide warming of the atmosphere due to increases in the amount of carbon dioxide, methane, nitrous oxide and other gases being released into the atmosphere by the burning of fossil fuels.
gold customers	High revenue and high profit. You can use other criteria (e.g., high usage and high leverage), depending on your business. These are target customers and you want to focus your customer satisfaction system on them.
GR&R	Gage Reproducibility and Repeatability
greenhouse gases	Gases that trap the heat of the sun in the Earth's atmosphere, producing the greenhouse effect. The two major greenhouse gases are water vapor and carbon dioxide. Other greenhouse gases include methane, ozone, chlorofluorocarbons, and nitrous oxide.
Guide or Guidebook	Something (as a guidebook, signpost, or instruction manual) that provides a person with guiding information. A person may be a guide to lead or direct others. In industry it is common for guidebook and guideline to mean the same thing.
Guideline	A line by which one is guided: as an indication or outline of future policy or conduct (like of a government). Also, a line by which one is guided: as a cord or rope or an identifying number, letter, or word written on copy or set in a single line of type and placed above type matter for the guidance of copyreader and printer [Webster's Third New International Dictionary, Unabridged. Merriam-Webster, 2002, at http://unabridged.merriam-webster.com (2 Dec. 2004)].
HAP	Hazardous Air Pollutant (PM10, NOx, CO, SO2, VOC) or any of the hazardous air pollutants regulated by the EPA.
haphazard sampling	Selecting a sample with a goal to be as random as practical and be representative of the population being examined.
HFCs	Hydrofluorocarbon. A fluorocarbon emitted as a by-product of industrial manufacturing.
hierarchical	1. Of an authoritarian or aristocratic character: STRATIFIED 2. Having the power to control: INFLUENTIAL <i>a denial ... due to pressure from a political or hierarchical source interfering with the due course of judicial proceedings --</i> M.R.Cohen [Websters Third New International Dictionary, Unabridged. Merriam-Webster, 2002. unabridged.merriam-webster.com (accessed on 17 Jun. 2004)].
histogram	A bar chart representation of the distribution of data. A graphic summary of variation in a set of data. People are able to detect patterns. Histograms are one of the seven basic quality tools.
honor system	Function: Noun. A system granting freedom from customary surveillance (as to students or prisoners) with the understanding that those who are so freed will be bound by their honor to observe rules and regulations; specifically : a system of conducting examinations without faculty supervision. The Webster Third New International Dictionary, Unabridged. Merriam-Webster, 2002. http://unabridged.merriam-webster.com (22 May 2004).
IAOB	International Automotive Oversight Bureau
IATF	International Automotive Task Force - IATF members include the following vehicle manufacturers: BMW, DaimlerChrysler, Fiat, Ford Motor Company, General Motors (including Opel Vauxhall), PSA Peugeot-Citroen, Renault SA, Volkswagen and their respective trade associations - AIAG (U.S.), ANFIA (Italy), FIEV (France), SMMT (U.K.) AND VDA (Germany).
identification (s70)	Positive markings on a product or document that verifies its identity and revision level.
impact or environmental impact	A change that takes place in the environment, positively or negatively, as the result of an environmental aspect.
implantable medical device (IMD)	medical device intended to be totally or partially introduced into the human body or a natural orifice, or to replace an epithelial surface or the surface of the eye, by surgical intervention, and which is intended to remain after the procedure for at least 30 days, and which can only be removed by medical or surgical intervention. NOTE This definition applies to implantable medical devices other than active implantable medical devices.
improve	To enhance in value or quality: make more profitable, excellent or desirable [accessed March 2003, Merriam-

	Webster online unabridged dictionary].
improvement point	Areas of ineffectiveness or poor process efficiency.
incremental improvement	Improvements that are implemented on a continual basis (ASQ Glossary, July 2002). Improvements that provide value added benefits to an organization on an on-going basis (continuous).
independence	Independence is the basis for impartiality of the audit and objectivity of the results. Avoiding conflicts of interest is a key element of independence. Clause 4, Principles of auditing of BSR/ISO/ASQ QE19011-2002.
influent	Water, wastewater, or other liquid flowing into a reservoir, basin, or treatment plant.
information	1) Meaningful data. Examples are records, procedures, and work instructions in many mediums (ISO 9000:2000, clause 3.7.1). 2) Something received or obtained through informing such as knowledge communicated by others or obtained from investigation, study, or instruction [Merriam-Webster Unabridged Dictionary, accessed 9/2003 at http://unabridged.merriam-webster.com].
infrastructure	A system of facilities, equipment and services needed for the operation of an organization [ISO 9000].
innovative	Action taken to change a process or system to introduce something new (proactive).
inspection	Activities such as measuring, examining, and testing of characteristics against predetermined acceptance criteria to determine conformity.
inspection (verification) (s70)	An activity placed at critical points within a process to positively determine conformance before a product or service can move to the next step or operation.
integrated risk management	The monitoring of credit, market, and liquidity risk simultaneously
intellectual property	Knowledge that may or may not be in physical form (e.g. written in a manual). The property may be in someone's memory.
intercept surveys	B2C surveys usually done at the point of sale (POS).
interested party	Person or group having an interest in the performance or success of an organization [ISO 9000].
internal audit (s70)	A systematic independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled.
IRCA	International Register of Certificated Auditors (IRCA) is a UK organization that certifies auditors for second and third party audits. They certify Quality Management System (QMS) auditors and quality management system (QMS) lead auditors.
is is-not table	A tool used to quantify and organize factual data which describes the problem. The what, where, when, and how big principle of questioning against the problem statement is used to provide data relative to the situation being analyzed. 8D process glossary, 16 December 2002.
ISO 14001	A management system standard for an environmental system titled "Environmental management systems – Requirements and guidance for their use." Sometimes referred to as an EMS standard.
ISO 9000/9001	International standard issued by ISO on Quality Management Systems. ISO 9001 contains Quality management systems – Requirements. ISO 9000 is the vocabulary and quality fundamentals standard. Some also use the ISO 9000 term to refer to the entire series of quality management system standards.
ISO 9001	An international quality management systems requirements standard issued by the International Organization for Standardization. The standard has been adopted by more than 400,000 organizations around the world.
ISO/IEC 27001	ISO/IEC 27001 ISMS Information security management systems
ISO/TC 176	Technical Committee of the International Organization for Standardization (ISO) that is responsible for Quality management and quality assurance standards. Every member body of ISO has the right to be represented on the committee.
isolated incident	An occurrence of an action or situation felt as a separate unit of experience. Set apart from others. Not likely to reoccur. Not inherent in the process of system design.
JAMA	Japanese Automobile Manufacturers Association.
joint audit	When two or more auditing organizations co-operate to audit a single auditee, this is termed a joint audit [ANSI/ISO/ASQ/QE19011:2002].
key characteristic	Characteristics of operations and activities that can have a significant impact. For example for landfilling, track solid waste volume and recycling volume as an indicator of environmental impact. Also see characteristic and special characteristic.
labelling	written, printed or graphic matter affixed to a medical device or any of its containers or wrappers, or accompanying a medical device, related to identification, technical description, and use of the medical device, but excluding shipping documents. NOTE Some regional and national regulations refer to <i>labelling</i> as <i>information supplied by the manufacturer</i> .
laboratory (16949)	Facility for inspection, test or calibration that may include, but is not limited to, chemical, metallurgical, dimensional, physical, electrical or reliability testing.
laboratory scope (16949)	controlled document containing: specific tests, evaluations and calibrations that a laboratory is qualified to perform; list of the equipment which it uses to perform the above; and list of methods and standards to which it performs the above.
LASP	A Lot Acceptance Sampling Plan (LASP) is a sampling scheme and a set of rules for making decisions. The decision, based on counting the number of defectives in a sample, can be to accept the lot, reject the lot, or even (for

	multiple or sequential sampling schemes) to take another sample and then repeat the decision process [NIST/SEMATECH e-Handbook of Statistical Methods at http://www.itl.nist.gov/div898/handbook/ accessed November 19, 2004].
liability	1) The quality or state of being liable. 2) Something for which one is liable (especially pecuniary obligation, debt, is usually used in plural). 3) Someone who acts as a disadvantage [http://www.yourdictionary.com].
liable	1) A - obligated according to law or equity; B - subject to appropriation or attachment. 2) A - being in a position to incur liability; B - exposed or subject to some usually adverse contingency or action [http://www.yourdictionary.com].
likelihood	The degree to which an effect or action is expected to happen.
Likert scale	A 5, 7, 9 point scale that usually spans the range from being "very dissatisfied to very satisfied" or "strongly disagree to strongly agree." Likert found that you get no more statistical discrimination on a 5-point scale than you do on 7 or 9, but some entities feel more comfortable with a longer scale.
linarity	The difference in bias errors over the expected operating range of the measurement device or system. Linearity expresses the correlation of multiple and independent bias errors over the operating range (small to large).
Log or Logbook	Any of various journals or records in which are noted sequential data on the speed or progress or performance of something: (1) a record of the performance of an engine or boiler or similar piece of equipment (2) a record of the progress made in drilling an oil well including notes on formations penetrated and on the casing used [Webster's Third New International Dictionary, Unabridged. Merriam-Webster, 2002, at http://unabridged.merriam-webster.com (2 Dec. 2004)].
LTPD	Lot Tolerance Percent Defective (LTPD) is a designated high defect level that would be unacceptable to the consumer. The consumer would like the sampling plan to have a low probability of accepting a lot with a defect level as high as the LTPD. [NIST/SEMATECH e-Handbook of Statistical Methods, http://www.itl.nist.gov/div898/handbook/ , accessed November 19, 2004].
maintain	1) cause or enable (a condition or state of affairs) to continue [Guidance on the Terminology used in ISO 9001 and ISO 9004, 15 Oct 08]; 2) to keep in a state of repair, efficiency, or validity : preserve from failure or decline [Merriam-Webster, 2002. http://unabridged.merriam-webster.com (16 Nov. 2008)].
management audit	The term "management audit" has been popularized by Allan J. Sayle and is the title of his book [Management Audits, 3rd Edition, 1997]. The objective of a management audit goes beyond compliance auditing. A management audit objectives can include determination of the auditee organization capability in achieving goals, effectiveness, efficiency, and achievement of on-going improvement.
management review (s70)	A formal review by the company leadership of the state of the QMS. This review is conducted at least annually.
management system (s70)	To establish and achieve policy and objectives. A management system of an organization can include different types such as a Business, Financial or Quality Management System.
manufacturing (16949)	Process of making or fabricating: production materials; production or service parts; assemblies; or heat treating, welding, painting, plating or other finishing services.
market risk	The sensitivity of the market value of a portfolio to changes in financial asset prices such as interest rates, foreign exchange rates, equity prices, and commodity prices.
measureable (s70)	Able to be measured.
measurement	The assignment of numbers or values to material things to represent the relations among them with respect to particular properties.
measurement process	1) A set of operations to determine the value of a quantity [ISO 9000]. 2) Measurement: the figure or amount obtained by measuring [Webster]. 3) Steps for determining value or quantity.
measurement system	A collection of instruments, gauges standards, operations, methods fixtures, software, personnel, environment and assumptions used to quantify a unit of measure or fix assessment to the feature characteristic being measured. The complete process used to obtain measurements. Key features of a measurement system are parts, measuring device(s) and appraiser(s) [author's definition not found in AIAG]
measurement system error	The combined variation due to gauge bias, repeatability, reproducibility, stability and linearity. It is the sum of the errors observed when taking a measurement or reading from a device.
measuring equipment	1) Measuring instrument, software, measurement standard, reference material and/or auxiliary apparatus or combination thereof necessary to realize a measurement process [ISO 9000]. 2) The device used to determine the value or quantity.
medical device (MD)	any instrument, apparatus, implement, machine, appliance, implant, in vitro reagent or calibrator, software, material or other similar or related article, intended by the manufacturer to be used, alone or in combination, for human beings (see standard or handout for complete list of purposes) and which does not achieve its primary intended action in or on the human body by pharmacological, immunological or metabolic means, but which may be assisted in its function by such means.
mercury	A highly toxic metal often used as an electrode in process to keep reactive products apart.
meta	1 a : occurring later than or in succession to : after. b : situated behind or beyond. 2 : change : transformation. 3: more comprehensive : transcending -- usually used with the name of a discipline to designate a new but related discipline designed to deal critically with the original one. Webster's Third New International Dictionary, Unabridged. Merriam-Webster, 2002. http://unabridged.merriam-webster.com (17 Sep. 2007).
method	1) A plan or system of action, inquiry, analysis, etc. 2) Order or system of one's actions. 3) The manner in which

	one acts, as in conducting business [Random House College Dictionary]. Note: methodologies may be a body of methods rules, and postulates, employed by a discipline, a particular procedure, or set of procedures [wwwwebster (defunct)].
methodologies	1) System of methods, principles, and rules of those of science [Random House College Dictionary]. 2) A body of methods, rules, and postulates, employed by a discipline, a particular procedure or set of procedures [wwwwebster (defunct)]. 3) The analysis of the principles or procedures of inquiry in a particular field [wwwwebster (defunct)].
methodology (s70)	The method of doing something.
Methyl Isocyanate	A crystalline compound used for pesticide that may be inhaled or absorbed through the skin. Symptoms include cough, chest pain, eyelid edema and unconsciousness. Over the next 24 to 72 hours symptoms include acute ling injury, cardiac arrest and death. (CDC)
Mil-Q-9858A	A US Military Specification, Quality Program Requirements, issued December 16, 1963 that superseded Mil-Q-9858 issued April 9, 1959. It was the first standard of its kind to go beyond the quality control inspection department to put forth the concept of quality management and establishing requirements for other departments such as engineering, manufacturing and purchasing to achieve quality. Many phrases in current day quality standards are directly derived from Mil-Q-9859A.
mission statement (s70)	A statement of truths and values that establish the moral and ethical makeup of a company.
mistake proof	To render a potential problem invulnerable to failure. Mistake-Proofing is the process of detecting and preventing mistakes from being made.
mitigate	To lessen or to try to lessen the seriousness or extent of.
mitigation	Limitation of any negative consequence or outcome of a particular event, activity, or process.
moments of truth	Every time the customer touches a person or element of a company. Reservations, repairs, invoices, bathrooms, sales, are all touch points.
morph	to undergo transformation from an image of one object into that of another especially by means of computer-generated animation. To undergo transformation. Accessed March 25, 2007, Merriam-Webster, 2002 at http://unabridged.merriam-webster.com .
MSDS	A Material Safety Data Sheet is an informational document provided by the manufacturer regarding the safety and handling procedures and precautions for materials used in the workplace.
MTBE	Methyl tert-butyl ether (MTBE) is a fuel oxygenate that is used in gasoline to reduce the atmospheric pollution associated with automobile emissions. (USGS Toxic Substances Hydrology Program)
navigable water	Navigable waters of the United States are those waters that are subject to the ebb and flow of the tide and/or are presently used, or have been used in the past, or may be susceptible for use to transport interstate or foreign commerce.(33 CFR Part 329)
needs assessment	Determining the critical needs of customers. Needs assessment is usually done in interviews with customers by phone or in person. Other critical needs are identified through complaints, open comments on surveys, and doing conjoint analysis on surveys (derived needs). Asking open-ended questions and critical incidents are two favorite techniques for doing needs assessment.
network	an interconnected, linked or interrelated chain, group, process, or system. A characteristic of a network is that there is normally more than one path to an output . For example: the internet is a network, the telephone system is a network.
nitrogen	The 14th of the 107 elements, nitrogen is important for plant growth and is found in many commercial fertilizers. It also is found in the environment in different forms (sometimes as a gas, sometimes as a compound with oxygen or hydrogen), from both natural and man-made sources. Because of this, it is often washed through a watershed into a stream or river. If there is too much nitrogen in the water, it is a pollutant.
non-application	a requirement in clause 7 that is not applicable due to the nature of the medical device(s). Non applicable requirements do not need to be included as part of the QMS. For example, an organization providing a disposable, medical device does not need to include within its QMS controls for servicing the device. Or if an organization provides a non-sterile medical device, they do not need to include sterilization controls within their QMS.
noncompliance	A popular term used to describe audit finding in regulated industries. A violation of a law or regulation would be identified as a noncompliance.
nonconformity	Non-fulfillment of a specified requirement [ANSI/ISO/ASQC A8402-1994], or non-fulfillment of a requirement [ISO 9000].
NOx	Nitrogen oxides. One of the six criteria pollutants. The term used to describe the sum of nitric oxide (NO), nitric dioxide (NO2), and other oxides of nitrogen, which plays a major role in the formation of ozone. The major sources of man-made NOx emissions are high temperature combustion processes, such as those occurring in automobiles and power plants. [From: vista.cira.colostate.edu/improve/Education/Glossary/glossary.htm]
NPDES	A provision of the Clean Water Act which prohibits discharge of pollutants into waters of the United States unless a special permit is issued by EPA, a state, or, where delegated, a tribal government on an Indian reservation.
objective	1A) Uninfluenced by emotion, surmise, or personal prejudice. 1B) Based on observable phenomena, presented factually [American Heritage Dictionary].
objective evidence	Data supporting the existence or verification of something [ISO 9000].
objective evidence (s70)	A trail of paper or data demonstrating that procedures are followed in their logical sequence, producing the desired outcome.

observation	Something viewed. During an audit or investigation, an observation could be information which may be evidence to support audit findings.
observation (s70)	An incident found during an audit that is outside the scope of the planned audit. It is usually a deviation observed in a non-related area or in a procedure or standard not on the current audit agenda.
obsolete document (s70)	A form, procedure, or document that is no longer current but is retained in a segregated area for historical and traceability purposes.
OC	Operating Characteristic (OC) Curve plots the probability of accepting the lot (Y-axis) versus the lot fraction or percent defectives (X-axis). The OC curve is the primary tool for displaying and investigating the properties of a LASP [NIST/SEMATECH e-Handbook of Statistical Methods, http://www.itl.nist.gov/div898/handbook/ , accessed November 19, 2004].
occurrence rating	An assessment of the likelihood a failure mode will occur and the frequency with which it will happen.
OEM	The acronym stands for Original Equipment Manufacturer. OEMs are a special class of supplier to the automotive industry. OEMs manufacture parts for production and service to the automotive companies.
OHSAS 18001	Occupational health and safety management systems. Requirements standard
OJT	On-The-Job. Normally used to refer to on-the-job training. A trainee is given an assignment and his/her progress is monitored and recorded.
open-ended questions	Open-ended questions are questions that do not imply the answer. They allow customers to focus on whatever is in the top of their minds. Examples: What are the most important needs you have in Product X or Service Y ? What were your expectations?
operational definition	Translates customer needs into specific operations requirements.
operational procedures (Operations Procedures, Standard Operations Procedures, etc) (s70)	Documented procedures that describe a process in sufficient detail to train skilled operators and to audit the processes' outcomes.
operational risk	The risk of loss that arises from inadequate systems, controls, human error, or other management failure that does not relate to strategic, market, or credit activities.
optimum	The amount or degree of something that is most favorable to some end; especially: the most favorable condition (as temperature, light, moisture, food) for growth and reproduction of an organism [accessed on Oct. 31, 2002, http://unabridged.merriam-webster.com]. Optimize is to make as favorable, or as good, or as effective as possible.
order entry (s70)	Entering an approved contract into the value delivery system.
organization	Group of people and facilities with an arrangement of responsibilities, authorities, and relationships [ISO 9000]. A company, corporation, firm, enterprise, authority or institution, or part or combination thereof, whether incorporated or not, public or private, that has its own functions and administration [ISO 14001 3.16].
organization	Per ISO/TS 16949 terminology, the organization provides products or services to the Customer.
outsourced process	An outsourced process is identified as one needed for the organization's quality management system but chosen to be performed by a party external to the organization [ISO 9001, clause 4.1, Note 2].
outsourcing	An organization may outsource (purchase, contract) a process to a supplier or another organization within the same group. For ISO 9001 purposes, outsourced QMS processes must be controlled. Examples of outsourcing may be calibration, product testing or training services. Historically, it is a term used to describe the external contracting of an activity, part or service which was previously supplied from within the organization.
ozone	A molecule containing three atoms of oxygen. It is a beneficial component of the upper atmosphere that protects the earth from harmful ultraviolet radiation from the sun.
Pareto chart	A graphical tool for ranking causes from most significant to least significant. It is based on the Pareto principle, which was first defined by J.M. Juran in 1950. The principle, named after 19th-century economist Vilfredo Pareto, suggests that most effects come from relatively few causes; that is, 80% of the effects come from 20% of the possible causes. The Pareto chart is one of the seven tools of quality [ASQC Glossary 1996].
particulate matter	Any materials that exist as solid or liquid in the atmosphere that are less than 10 microns. Particulate matter may be in the form of fly ash, soot, dust, fog, fumes etc. Sources of particulate matter include diesel trucks and power plants.
part-to-part variation	Variations due to measuring a series of different parts. AIAG MSA Manual Third Edition
PCB	Polychlorinated Biphenyl: a synthetic, organic chemical once widely used in electrical equipment, specialized hydraulic systems, heat transfer systems, and other industrial products. It is highly toxic and a potent carcinogen. Any hazardous wastes that contain more than 50 parts per million of PCBs are subject to regulation under the Toxic Substances Control Act.
PDCA	The Plan-Do-Check-Act (PDCA) Cycle was first developed by Shewhart and then popularized by Deming.
pencil whipping	An aviation industry expression for checking off (okay) on items known to be wrong or problematic (minor recurring defects).
performance	1)The ability to perform: capacity to achieve a desired result: efficiency . 2)The factors (as speed, rate of climb, ceiling) influencing such capacity in an airplane. 3)The acceleration, power, and speed of an automobile [Merriam-Webster, 2002 at http://unabridged.merriam-webster.com (10 Apr. 2004)].
personal data	Personal Data is data that relates to a living individual who can be identified; a) From those data, or; b) From

	those data and other information which is in the possession of, or is likely to come into the possession of the Data Controller. This includes business data if there is a named contact. [From OPT-4 Data protection dictionary]
PFD	A Process Flow Diagram. A PFD is a type of flow-chart that diagrams a process. Some organizations use the term Process Map.
pH	A scale used to describe the acidity or alkalinity of a liquid.
phosphorous	A plant nutrient that can cause an overabundance of bacteria and algae when high amounts are present, leading to a depletion of oxygen and fish kills. High levels of phosphorous in water are usually caused by agricultural runoff or improperly operating wastewater treatment plants.
physical causes	are those relating to tangible or material sources, or natural forces that are linked to the symptom
plan	Verb: arrange in advance (an action or promised proceeding), noun; formulation or organized method by which something is to be done (ISTC 176/SC s/N 526R).
planned arrangement	There is no ISO 9000 vocabulary definition of what a planned arrangement can be so the dictionary definitions apply. For ISO 9001, 7.3.4 it simply means that the design and development reviews are conducted according to some predetermined method. A planned arrangement could be a procedure, outline, checklist, or other means that establishes how the review will be organized.
PM	Preventive maintenance – Planned action to prevent failures of equipment or unscheduled interruptions of production processes.
population (for sampling)	The population is the group the sample represents. Population is sometimes called the universe and sub groups of the universe may be called strata. A population may be all orders, all complaints, all projects, etc.
population (G21)	The entire count of what you are measuring. You may prioritize your customers by revenue and find that your Gold customers number 500. The entire population is 500. A sample is a subset of that population.
POS	Point of sale. Usually as the customer is in line or has just completed a transaction at the cash register or through an order desk.
potential cause	That which may be responsible for producing one or more effects.
potential effect	The possible outcome of any given failure.
potential failure mode	A condition that could result in a nonconforming product or service. E.G. cracks, split, pinholes, late, missing, wrong pressure, wrong temperature, wrong color, too much, not enough, wrong quantity, etc.
precision	Precision is most often used to describe the expected variation of repeated measurements over the range of measurement; that range may be size or time. The use of the more descriptive terms is generally preferred over the term "precision". AIAG MSA Manual Third Edition
predictive maintenance	Maintenance of process equipment based on process data analyzed to predict likely failure modes and frequency. Activity aimed at preventing maintenance problems or equipment failures.
predictive maintenance (16949)	Activities based on process data aimed at the avoidance of maintenance problems by prediction of likely failure modes.
premium freight (16949)	Extra costs or charges incurred additional to contracted delivery; NOTE: this can be caused by method, quantity, unscheduled or late deliveries, etc.
prescriptive	The requirements are very specific and detailed. These types of requirements are not subject to wide interpretation.
prevention of pollution	The use of processes, practices, techniques, materials, products, services or energy to avoid, reduce or control (separately or in combination) the creation, emission or discharge of any type of pollutant or waste, in order to reduce adverse environmental impacts. Prevention of pollution can include source reduction or elimination, process, product or service changes, efficient use of resources, material and energy substitution, reuse, recovery, recycling, reclamation & treatment ISO 14001 3.18
preventive	Anticipating and eliminating the cause(s) of a potential problem or potential undesirable situation (proactive).
preventive action	1) Action taken to eliminate the causes of a "potential" nonconformity, defect, or other undesirable situation in order to prevent occurrence (proactive). 2) Action taken to eliminate the cause of a potential nonconformity or other undesirable potential situation [ISO 9000].
preventive action (request) (par) (s70)	Documented action taken to prevent a potential nonconformity or undesirable situation.
preventive maintenance (16949)	Planned action to eliminate causes of equipment failure and unscheduled interruptions to production, as an output of the manufacturing process design.
principles of auditing	Principles make the audit an efficient and reliable tool in support of management policies and controls, providing information on which the organization can act to improve its performance. Adherence to these principles is a prerequisite for providing audit conclusions that are relevant and sufficient and for ensuring that auditors working independently from one another will reach similar conclusions in similar circumstances. Clause 4, Principles of auditing of BSR/ISO/ASQ QE19011-2002.
procedure	1) A document that provides information to carry out a process or activity in an orderly manner (the document can be in any medium). 2) A document that specifies a way to carry out an activity. 3) a set of steps that should be followed when seeking a desired effect.
procedure (ISO 14001)	A specified way to carry out an activity or a process. [ISO 14001]. For ISO 14001 a procedure may be documented but it is not a requirement unless specified by the clause.
procedure (s70)	The way an activity or process is performed.

process	1) A set of interrelated or interacting activities that transforms inputs into outputs [ISO 9000]. 2) A series of steps leading to a desired result. 3) A set or series of conditions, operations, or steps working together to produce a desired result [After the Quality Audit, Quality Press].
process (s70)	A set of interrelated or interacting activities that transform inputs into outputs.
process approach	The phrase is used when planning, implementing and managing activities as linked and interrelated processes. "The application of a system of processes within an organization, together with the identification and interactions of these processes, and their management to produce the desired outcome, can be referred to as the process approach." ISO 9001, clause 0.2.
process approach (s70)	The systematic identification, interaction and management of processes within an organization.
process audit	1) An audit of the elements (conditions and resources) supporting an activity or process. 2) An analysis of a process and appraisal of completeness and correctness of the conditions with respect to some standard [Mills, 1989, McGraw-Hill]. 3) An evaluation of established procedures [Parsowith, 1995, Quality Press]. 4) An analysis of elements of a process and appraisal of completeness, correctness of conditions, and probable effectiveness [ANSI A3].
process capability study	Process capability study compares the output of an "in-control" (or stable) process to the specification limits by reporting capability indices such as Cpk. The comparison is made by forming the ratio of the spread between the process specifications (the specification "width") to the spread of the process values, as measured by 6 process standard deviation units (the process "width").
process control	When predetermined plans are followed, monitored against an acceptance criteria, and adjusted as needed to achieve objectives.
process FMEA	Process FMEA is a technique for discovering problems with the actual manufacturing of the product or providing a service.
processed materials	Materials that have been transformed in some manner such as being finished, coated, or treated. Teflon is a processed material.
processes (G21)	Processes are steps to get from point A to point B. Deliverables involve lots of processes. If you sell refrigerators, your processes involve marketing, selling, order taking, inventory, shipping, invoicing, etc.
product	Per ISO/TS 16949 terminology, product refers to either a physical product or service provided by a supplier to a customer.
product	A product is the result of a process [ISO 9000]. A product is normally thought to have physical, tangible properties (a mixer, a design report). A service may have intangible properties (feels better, looks good). Products also include services, hardware, software, and processed materials.
product (s70)	The result of a process.
product audit	1) An audit of a product or service (see audit definition). 2) Activity such as measuring, examining, testing, or gauging one or more characteristics of a product or service, done by an independent organization and comparing the results with specified requirements. 3) An independent examination of the characteristics and attributes of a product or service against a specification or acceptance criteria. 4) A quantitative assessment of conformance to required product characteristics [Mills, 1989]
Product Life Cycle	A cycle that begins with product inception (ideal), continues through design, production, delivery, use, and ends with disposal.
product realization	The sequence of processes necessary to achieve the output (product/service).
project (s70)	A process that contains a set of managed activities and has a start and finish.
purchase order (s70)	An agreement between the company and a supplier or provider.
QMP	Acronym for Quality Management Principles.
QMS	Acronym for Quality Management System.
QS 9000	A quality system standard based on ISO 9000 that describes the fundamental quality system requirements of DaimlerChrysler, Ford, General Motors, Truck manufacturers, and other subscribing companies.
qualitative	Of, relating to, or involving quality or kind [Webster's 9th Collegiate Dictionary]. For example: qualitative analysis determines kinds of chemicals in a substance.
qualitative data (G21)	Qualitative data is information that flows from the customers in their own words. Most often qualitative gets quantified through cluster and verbatim analysis.
quality	1) Degree to which a set of inherent characteristics fulfills requirements [ISO 9000]. 2) Conformance to requirements. 3) Meeting customer requirements or achieving customer satisfaction [The Quality Audit Handbook]. 4) Quality for the supplier is getting it right the first time and quality for the customer is getting what you were expecting [The Quality Master Plan, Quality Press, 1990].
quality (s70)	The degree to which permanent characteristics fulfills the requirements.
quality assurance	1) Part of quality management focused on providing confidence that quality requirements will be fulfilled [ISO 9000]. 2) All the planned and systematic activities implemented within the quality system and demonstrated, as needed, to provide adequate confidence that an entity will fulfill requirements for quality [ISO 8402-1994].
quality audit	Systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives [ANSI/ISO/ASQ Q 10011:1994].
quality characteristic	inherent characteristic (3.5.1) of a product (3.4.2), process (3.4.1) or system (3.2.1) related to a requirement

	(3.1.2). Note that Inherent means existing in something, especially as a permanent characteristic. A characteristic assigned to a product, process or system (e.g. the price of a product, the owner of a product) is not a quality characteristic of that product, process or system. ISO 9000
quality control	1) Techniques and activities, such as inspection, used to verify conformance to requirements. 2) Part of quality management focuses on fulfilling quality requirements [ISO 9000]. 3) Operational techniques and activities that are used to fulfill requirements for quality [ISO 8402-1994].
quality coordinator	That person in the organization who is given the authority and responsibility to manage the Quality Management System. Also known as the QC.
quality improvement	Quality improvement is part of quality management focused on increasing the ability to fulfill quality requirements . Note that the requirements can be related to any aspect such as effectiveness, efficiency or traceability. (ISO 9000:2005, clause 3.2.12)
quality management	1) Coordinated activities to direct and control an organization with regard to quality [ISO 9000]. 2) Includes all activities of the overall management function (management system) that determine the quality policy, objectives, and responsibilities and their implementation [ISO 8402-1994].
quality management (s70)	Activities to direct and control an organization in regards to quality.
Quality Management Principles	Set of 8 principles related to quality issued by the International Organization for Standardization. The principles are contained in ISO 9000, clause 0.2 and are also available in an ISO brochure.
quality management system	A management system to direct and control an organization with regard to quality [ISO 9000:2000, Clause 3.2.3].
quality management system (s70)	A management system to direct and control an organization with regard to quality. The name given to the processes used in your organization to deliver a service or product. It is all of the activities, from initial customer contact to evaluating a satisfied customer, in the context of how they affect product or service quality.
quality measures	Internal measures like cycle time of moving from order entry to delivery, average defects in invoices, the thickness of a coating, etc.
quality objective	The goals of the company pertaining to quality that support the Quality Policy.
quality objective (s70)	Specific outcomes desired by the organization that are planned, executed and measured.
quality plan	Document specifying which procedures and associated resources shall be applied by whom and when to a specific project, product, process or contract. NOTE 1: These procedures generally include those referring to quality management processes and to product realization processes. NOTE 2: A quality plan often makes reference to parts of the quality manual or to procedure documents. NOTE 3: A quality plan is generally one of the results of quality planning.
quality plan (s70)	A document specifying how a company plans to adhere to its written procedures, by whom and when. For most companies, this is documented in the operational procedures.
quality planning	Part of quality management focused on setting quality objectives and specifying necessary operational processes and related resources to fulfill the quality objectives [ISO 9000]. It is helpful to describe this activity as Quality Management System Planning (QMS plans or QMS planning) to avoid confusion with the term "quality plan." It should also be noted that the overall QMS plan may contain quality plans related to a specific product, project, process, or contract.
quality planning (s70)	The act of developing a quality plan and the ongoing effort to include quality requirements in business planning.
quality policy (s70)	A concise statement issued by the company leadership declaring their intent as to the direction the company will follow in day-to-day business and their commitment to achieving their quality objectives. Sometimes used interchangeably with "vision" or "mission" statements.
quality policy manual (s70)	A top-level document that sets policy for how a company is to be run, as it relates to the value delivery system also referred to as business management system or quality management system.
quantitative	1) Of, relating to, or expressible in terms of quantity. 2) Of, or relating to, or involving the measurement of quantity or amount [http://unabridged.merriam-webster.com]. For example: quantitative analysis determines amounts of chemicals in a substance.
quantitative data (G21)	Quantitative data are questions that are conducive to numerical scores.
R&R	Repeatability and Reproducibility: Repeatability (The ability of a device to return the same result, time after time) and Reproducibility (The ability of appraisers to return the same result, time after time).
RAB	Registrar Accreditation Board (RAB), an affiliate of American Society for Quality (ASQ) based in the USA that accredits registrar organizations, approves training providers, and certifies auditors (quality, environmental, internal). Certified auditors are titled as a Quality System Auditor (QSA) or Quality System Lead Auditor (QSLA).
RAB "News & Notes"	A quarterly publication by the Registrar Accreditation Board.
random sample	Putting all the names in one hat and then picking a certain number out of the hat (literally). The assumption is that every name in the hat has an equal chance of being chosen. Computers can also generate random samples.
realization	1. The action of realizing or condition of being realized 2. (philosophy) the act or process of becoming real (Websters Third New International Dictionary, Unabridged). A neutral term that can be used to describe production of a product or delivery of a service.
realizing	1) To bring into concrete existence. ACCOMPLISH (as in "she finally realized her goal."). 2) To cause to seem real, make appear real (as in "a book in which the characters are carefully realized") [www.webster (defunct)].

recall-bias	The fact that a person's memory or past experience can influence their judgment. In an attribute study, if an appraiser judges a part as nonconforming, and then recognizes the part again, that appraiser may tend to be biased toward judging it nonconforming again. Recall Bias will compromise the statistical independence of repeated measurements. [author's definition not found in AIAG]
record	1) Data generated as a result of an activity or process. A record can verify that the activity took place. 2) A document stating results achieved or providing evidence of activities performed [ISO 9000-2005 and ISO 14001:2004].
record (s70)	A document stating results achieved or providing evidence of activities performed.
reference materials MD	Reference materials may be physical or visual, such as product examples indicating permissible color variation, or visual such as photos of known non-conformities. Reference materials should be available at the point of use. [IS14969]
reference value	The value of a characteristic that is recognized and serves as an agreed upon reference or master value for comparison. Often, a value derived by a high-accuracy, high-precision measurement method to establish the best approximation of the true value of the characteristic being measured. The reference value serves as the "correct answer" for comparison purposes with a less sophisticated measurement system. [author's definition not found in AIAG]
registrar (s70)	An independent firm that has credentials authorizing them to perform audits to ISO 9000, Q9000, or other internationally recognized QMS standards.
reliability	Lack of unplanned failures or shutdowns; that which one can depend upon.
reliability check	A check to see if the data is reliable. Reliable means that if you asked the same people the same questions the same way that the results would be the same. Thus: Are the survey and the results repeatable?
remedial (containment) action	An action taken to alleviate the symptoms of existing nonconformities or any other undesirable situation [After the Quality Audit, 2000, Russell and Regel, page 67]. As the name implies, containment, blocks the problem or nonconformance from occurring. Containment and correction may be used to describe a type of remedial action.
remedial action	Action taken to alleviate the symptoms of existing nonconformities or any other undesirable situation. Sometimes called "the quick fix" or "containment action" or "correction" [After the Quality Audit, Russell & Regel, Quality Press]. Note that correction eliminates the physical cause by repairing, reworking or re-grading. Containment and correction may be used to describe a type of remedial action.
remote location (16949)	Location that supports sites and at which non-production processes occur.
repair (s70)	Action on a nonconforming product that may change the parts but make them acceptable for the intended use.
repeatability	The common cause, random variation resulting from successive trials under defined conditions of measurement. Often referred to as equipment variation (EV), although this is misleading. The best term for repeatability is within-system variation when the conditions of measurement are fixed and defined: fixed part, instrument, standard, method, operator, environment, and assumptions.
requirement	Need or expectation that is stated, generally implied or obligatory [ISO 9000].
requirement (s70)	Need or expectation that is generally stated or implied.
response rates	How many respondents in your sample returned the survey?
responsibility matrix	A chart that specifies who has responsibility for what.
return on investment (G21)	How much incremental revenue, profit or even customer satisfaction you achieved from the time, energy, money and/or resources invested.
review	1) An activity undertaken to determine the suitability, adequacy, and effectiveness of the subject matter to achieve established objectives [ISO 9000]. 2) To study material again [Webster's 9th Collegiate Dictionary].
revision control (s70)	A system of dates, numbers, or letters indicating the revision level of a form, procedure, document, or computer record.
rework (s70)	Action on a nonconforming product to make it conform to the requirements.
risk	The possibility of loss, injury, disadvantage, or destruction (accessed on Dec 18, 2002, http://unabridged.merriam-webster.com/). The degree of probability and amount of such loss, injury, disadvantage, or destruction may be quantified. For example: The event is as likely to occur as being struck by lightening and each occurrence could result in X losses. The draft ISO Guide 73 (Risk management – Vocabulary) describes risk as the combination of the probability of an event and its consequence.
risk management	Policies and procedures for the management, monitoring and control of risk exposures [Wall Street Tech., Risk Management Terminology, Jun 26, 2000, (accessed at http://www.wallstreetandtech.com/showArticle.jhtml?articleD=14704095)]. A management process that deals with the consequences of risk.
risk mitigation	Risk Mitigation covers efforts taken to reduce either the probability or consequences of a threat. These may range from physical measures (protective fences) to financial measures (stockpiling cash, insurance) from www.riskythinking.com
risk priority number (RPN)	RPN is the product of the severity, occurrence, and detection ratings for any given failure mode.
ROE	Return on Equity
ROI	Return on Investment (ROI) is a common term to express the expected internal rate of return (in percent) for a specified capital investment. The ROI can be very simple as the Income/ Invested capital. Also, an Internal Rate of

	Return may be calculated as a more sophisticated estimate that can take into account all inflows and outflows as well as to consider the timing.
root cause	The most basic reason for the effect, which if eliminated or corrected, would prevent the effect from existing or occurring [The ASQ Audit Handbook, 2005, Quality Press].
root cause (G21)	Underlying cause. A customer service person may give you a wrong answer. A root cause may be lack of training, lack of good updates, or too much pressure to achieve a quota in call completion. Finding out the root cause will help prevent the problem from showing up again.
ROS	Return on Sales (ROS) is a simple measure that can be expressed as Net Income/Sales. This is a universal term that can be easily applied to both organizations providing services or products.
run chart	A chart showing data points collected over time for a process.
sample size	The number of individuals sampled out of your total population.
sampling	Taking a select group from the population and then generalizing to the whole.
scope	In the standards field, scope establishes the what, when, and where. Normally described in terms such as department, function, product, service, material, controls, processes, activities, range and time period. Dictionary definitions include: (a) the general range or extent of cognizance, consideration, activity, or influence, (b) the limited field or subject under consideration, (c) the range of the matter being treated, (d) the marked off area of relevancy.
sensitivity	The smallest input signal that results in a detectable output signal for the measurement device. An instrument should be at least as sensitive as its unit of discrimination. Sensitivity is determined by inherent gauge design and quality, in-service maintenance, and operating condition. Sensitivity is reported in units of measurement. AIAG MSA Manual Third Edition
service	1) A process. 2) A value-added activity (value to the customer). 3) Intangible product that is the result of at least one activity performed at the interface between the supplier and the customer. 4) The occupation or function of serving. 5) Contribution to the welfare of.
service (s70)	Generally an intangible result of at least one activity between a customer and supplier. The service can be performed on tangible items or between people.
severity rating	An assessment of the relative seriousness of the effect of a failure, should it occur.
shall	The word "shall" is used in requirement or contractual standards to indicate an absolute or strict requirement. The words "must" and "will" are also used to indicate an absolute or strict requirement.
shall (s70)	A strict requirement for which no deviation is allowed.
Shewart's systems	Plan, Do, Check, Act (PDCA) are the main elements of Shewart's cycle. In customer satisfaction, you first do a Customer Satisfaction Plan. Then you execute it. You check to see how well it satisfied customers. If the processes work, you standardize them (act).
should (s70)	Something that is recommended but not necessarily required.
significant environmental aspect	An environmental aspect that has or potentially can have a significant impact on the environment. An aspect becomes significant if it creates a significant impact.
significant environmental impact	An environmental impact that has or potentially can have a significant impact on the environment.
silver customers	High profit but lower revenue than gold. This group will pay for your valued-added products or services, but there tend to be fewer customers. Figuring out how to expand the numbers of customers or wallet share is a goal here.
simple process audit	Auditing a process at the work-station or work instruction level. A simple transformation such as: stamping, painting, drilling, forming, reacting, transacting, and so on.
SIPOC diagram	A diagram showing a conceptual view of process management where a specific Process (box in center) has Suppliers who provide Inputs that allow the process to operate, and the process produces Outputs that go to Customers. Measures of the output are the process objectives.
site (16949)	Location at which value-added manufacturing processes occur.
sodium	A mineral found in salt and in many foods. Too much sodium can cause the body to retain fluid, especially in people with circulatory problems and can aggravate blood pressure.
SPC	The use of statistical techniques such as control charts to analyze a process or its output so as to take appropriate actions to achieve and maintain a state of statistical control and to improve process capability. [From SPC 2nd Edition – AIAG]
SPCC plan	Spill Prevention Control and Countermeasure Plan. This document includes procedures for emergency situations and inspection procedures for all critical areas.
special cause variation	A source of variation that affects only some of the output of the process; it is often intermittent and unpredictable. Also called assignable cause. It is signaled by one or more points beyond the control limits or non-random patterns of points within the control limits (of a control chart) [From SPC 2nd Edition – AIAG]
special characteristic	Product characteristic or manufacturing process parameter which can affect safety or compliance with regulations, fit, function, performance, or subsequent processing of product [ISO/TS 16949, 3.1.12].
special characteristic (16949)	Product characteristic or manufacturing process parameter which can affect safety or compliance with regulations, fit, function, performance or subsequent processing of product.
special process	A process where the results cannot be fully verified by subsequent inspection and testing of the product and where

	deficiencies may only become apparent after the product is in use [Q9001-1994, clause 4.9].
specification (s70)	A document stating requirements.
spot purchases	A colloquialism or industry slang to qualify a purchase as temporary, unusual, or a non-repeating event. An emergency or unusual situation may cause purchasing agents to make unplanned spot purchases.
SPSS	SPSS is a suite of software tools for creating and analyzing surveys. It also translates into other languages.
SQC	Statistical Quality Control is a general term. Other terms are "control chart," "X bar and R charts," "Statistical Process Control," or "SPC charts."
stacks	Large, tall chimneys through which combustion gases and smoke can be released.
standard	1) Something established by authority, custom, or general consent as a model (example: criterion). 2) Something set up and established by authority as a rule or the measure of quality, weight, extent, or value [Webster's Collegiate Dictionary]. Note: the word "standard" is very general and includes documents such as procedures and specifications. It is also interesting to note that the use of the word "standard" as a noun has nine different dictionary definitions.
statistical process control	The use of statistical techniques such as control charts to analyze a process or its output so as to take appropriate actions to achieve and maintain a state of statistical control and to improve process capability [From SPC 2nd Edition – AIAG]. A process is in statistical control when variation is due to common causes. However, the process variation may be outside specification limits.
statistical techniques (s70)	Those indicators or collected data used by a company to indicate performance against established measurable standards.
sterile medical device	category of medical device intended to meet the requirements for sterility. NOTE The requirements for sterility of a medical device might be subject to national or regional regulations or standards.
strategic	1) An adaptation or complex of adaptations (as of behavior, metabolism, or structure) that serves or appears to serve an effect [accessed Oct 30, 2002, http://unabridged.merriam-webster.com]. 2) Important in the initiation, conduct, or completion of a strategic plan; of great importance within an integrated whole [accessed Oct. 21, 2002, http://www.yourdictionary.com].
Strategic Quality Planning Retreat	A one-to-three day session where key decision makers decide the mission and elements of the strategy, key quality initiatives, and elements of a Customer Satisfaction Plan.
sub-optimal	Operating below capacity of the process to achieve objectives. Some processes are constrained due to market conditions and operate sub-optimally. Some job designs are sub-optimal, such as a retail store clerk standing around waiting for the next customer to show up. Sub-optimal processes are responsible for inefficiencies. Without a driving force, such as profit, sub-optimal operations are a natural state.
suitable	1) Fitting, appropriate, proper [The World Dictionary]. 2) Right or appropriate for a particular person, purpose or situation (ISO/TC 176/SC1 N274). 3) right or appropriate for a particular purpose [ISO/TC 176/SC 1/N 339, 15 Oct 08]
suitable (s70)	Suited for or appropriate for a purpose.
supplier	Organization or person that provides a product or result of a process. For Example: retailer, distributor, manufacturer, or service provider.
sustainability	The concept of meeting the needs of the present without compromising the ability of future generations to meet their needs. In nature conservation terms, it refers to the use of a natural resource in a way where it can be renewed, such that the environment's natural qualities are maintained. Per: Joint Nature Conservation Committee (JNCC).
swim lane	The swim lane flowchart visually arranges what or who in lanes with the process steps. Lanes can be arranged horizontally or vertically. Typically, the vertical direction represents the sequence of events in the overall process, while the lateral divisions depict what person, group or sub-process that is performing that step. Arrows between the lanes represent how information or material is passed between the groups. Swim lane charts are similar to process mapping.
symptom	An observable phenomenon arising from and accompanying a defect. Accessed 15 Aug 2007, www.asq.org/glossary .
synchronous	1. Happening, existing, or arising at the same time. 2. recurring or operating at exactly the same periods : marked by strict and exact coincidence in time, rate, or rhythm; 3. having the same period and phase. Webster's Third New International Dictionary, Unabridged. Merriam-Webster, 2002. http://unabridged.merriam-webster.com (19 Apr. 2007)
system	1) A group of processes supported by an infrastructure to manage and coordinate its function [After the Quality Audit, 2nd Edition, Quality Press 2000]. 2) A set of interrelated or interacting elements [ISO 9000].
system (s70)	Set of interrelated or interacting elements.
system audit	An audit of a system. Sometimes called a quality audit or environmental audit of a management system.
Systemic	Of, relating to, or common to a system. Systemic is something that is inherent in a process or system. A systemic problem will reoccur by design as opposed to a chance happening (isolated incident).
systems approach (G21)	A system has both a purpose and a closed-loop process. The purpose of a customer satisfaction system is to foster loyal, satisfied customers. The closed loop involves Shewart's cycle of Plan, Do, Check, Act.

tactical	1) Involving actions or means that are distinguished from those of strategy by being of less importance to the outcome or of less magnitude. Designed to achieve a given purpose [accessed on Oct. 30, 2002, http://unabridged.merriam-webster.com]. 2) Of or relating to small-scale actions serving a larger purpose; made or carried out with only a limited or immediate end in view. Adroit in planning or maneuvering to accomplish a purpose [accessed on Oct. 21, 2002, http://yourdictionary.com].
target customers	Those customers who are either your current best customers (profit, revenue, influence, etc.) or your potential best customers.
target products	Those products which are central to your mission. They also may be the best products for achieving financial goals.
team	Two or more people working together to achieve a desired goal.
tenet	A principle, dogma belief, or doctrine generally held to be true [Merriam-Webster, 2002, at http://unabridged.merriam-webster.com (accessed 11 Apr. 2004)].
test (s70)	Determination of one or more characteristics according to a procedure.
Title V	Title V is a part of the 1990 Clean Air Act Amendments, which created a federal permitting system for industrial facilities emitting any of the criteria pollutants (PM10, NOx, CO, SO2, VOC) or any of the hazardous air pollutants (HAPs) regulated by the EPA. Per: TOXIC AIR POLLUTION IN THE HOUSTON-GALVESTON CORRIDOR GLOSSARY.
tooling	Part of process machinery used to transform raw materials to product. Tooling is often worn or used up in the process and is replaced.
top box	The percentage of respondents who marked either 4 or 5 on a five-point Likert scale of satisfaction (1=very dissatisfied to 5=very satisfied). A more lenient measure of satisfied customers than just giving the percentage of those who marked 5.
top box	Top box means the percent of respondents who marked either 4 or 5 on a five point Likert scale of satisfaction (1=very dissatisfied to 5=very satisfied). Top box is a more lenient measure of satisfied customers than just giving the percentage of those who marked 5.
top management	Person or group of people who directs and controls an organization at the highest level [ISO 9000]. Synonyms are: executive, senior management, company officer, partner.
top management (s70)	A person or group of people that directs an organization at its highest levels.
total RPN	The sum of all RPNs.
traceability (s70)	The ability to determine the evolution of a product, service or document back to its individual components, its history, or its previous steps. Degree of traceability is dependent on customer requirements and on criticality of the item.
tracing	Audit tracing is following the chronological progress of a process. It is an effective means of collecting objective evidence. Forward tracing starts at the beginning; reverse (or backwards) tracing starts at the end and works toward the beginning.
training (s70)	Communication of necessary information to those responsible for operating the processes of the QMS. Training may be formal or on-the-job.
Trichloroethylene (TCE)	A nonflammable, colorless liquid with a somewhat sweet odor and a sweet, burning taste. It is used mainly as a solvent to remove grease from metal parts, but it is also an ingredient in adhesives, paint removers and spot removers. Breathing small amounts may cause headaches, lung irritation, dizziness, poor coordination and difficulty concentrating. Breathing large amounts may cause death. (Agency for Toxic Substances & Disease Registry)
true value	The actual "real" value of a characteristic. Unknown and unknowable. <i>Explained: We never know the true value because there is always variation. We may only know the range for the exact value.</i>
TS	Technical Specification.
user studies	Studies with end-users that observe how they use the product/service.
UVB	A kind of ultraviolet light from the sun or sunlamps having several harmful effects, particularly effective at damaging DNA. It can cause melanoma and other types of skin cancer. It has also been linked to damage to some materials, crops, and marine organisms. The ozone layer protects the Earth against most UVB coming from the sun. It is always important to protect oneself against UVB by wearing hats, sunglasses, and sunscreen. See NASA's Website for more.
validation	1) Confirmation that a product or service will perform as expected or specified (for example: pump performance test, vehicle road testing, trying out software features). 2) Confirmation, through the provision of objective evidence, that the requirements for a specific intended use or application have been fulfilled [ISO 9000].
validation (s70)	Confirmation, using objective evidence, that the requirements for a specified intended use have been met.
value delivery system (s70)	Those actions performed within a company that directly benefit the customer.
variable data	1) A quality characteristic that is measurable such as weight, length etc. [Quality Control, Besterfield, 1998, McGraw-Hill]. 2) Data requiring measurements on a continuous scale such as length, weight, pH or resistance [Juran's Quality Control Handbook, 4th Edition, McGraw-Hill].
verification	1) Confirmation, through the provision of objective evidence, that specified requirements have been fulfilled (ISO 9000, 3.8.4). 2) The act or process of verifying or the state of being verified; the authentication of truth or accuracy by such means as facts, statements, citations, measurements, or attendant circumstances [Merriam-Webster Unabridged Dictionary, accessed 10/2003 at http://unabridged.merriam-webster.com].

verification (s70)	Confirmation with objective evidence that specified requirements have been met.
verification of purchased product (s70)	Pre-delivery inspection or test of a product or service, performed at a supplier's facility, by a representative of the company, and/or the company's customer.
vision (s70)	The strategic plan for the path a business plans to take to ensure its successful future.
VOC	Volatile Organic Compounds are a group of chemicals that reacts in the atmosphere with NOx in the presence of heat and sunlight to form ozone. Examples include gasoline fumes and oil-based paints.
wallet share	What percentage of the money in a customer's wallet he/she spends on you rather than your competitors. You may have four credit cards, but you spend \$20,000/year on one, \$5,000 on the second, and nothing on the third and fourth credit card. The first credit card has 75% wallet share and the second has 25%. Your mission here is to increase the wallet share of your target customers.
wastewater effluents	Waste product that is discharged to the environment. Usually refers to treated wastewater discharged from wastewater treatment plants.
WC	Working Capital Costs
work environment	A set of conditions under which work is performed [ISO 9000]. For example: temperature, lighting, pressure, humidity, space, psychological, stress, and so on.
work instruction (s70)	Detailed, step-by-step instructions necessary for complex or critical processes to be completed and audited satisfactorily.
work instructions	1) A document that provides detailed information to carry out a process, sub process, or activity in a step-by-step manner (the document can be in any medium).
work order form	An FMEA document which incorporates FMEA scope, boundaries, and pertinent procedures.