
**THE
QUALITY PROCESS ANALYST
SOLUTION TEXT**

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SECTION II

QUALITY BASICS - TEST QUESTIONS

- 2.50. Which of the following documents defines the specific quality practices, resources, and sequence of activities relevant to a particular product, project or fulfillment of a contract?
- The quality plan
 - The quality manual
 - The quality cost report
 - The quality records

Solution: The quality manual states the quality policy and describes the quality system of the organization. The quality cost report provides data on how the quality system is functioning expressed in quantitative or financial terms. Quality records supply evidence that the product or service is meeting or not meeting the requirements. The quality plan sets out specific practices, resources, and sequence of activities relevant to a particular product, project, or contract.

Answer a is correct.

Reference: *CQPA Primer*, Section II - 10/14.

- 2.51. Auditors are responsible for which of the following?
- Complying with the appropriate audit requirements
 - Initiating corrective actions
 - Maintaining confidentiality of the audit
 - Providing access to the facilities
- I only
 - I and III only
 - I, II and III only
 - I, II, III and IV

Solution: The auditee has the responsibility to provide access to the facilities and to initiate corrective action. Auditors are responsible for complying with the appropriate audit requirements and maintaining the confidentiality of the audit along with many other duties.

Answer b is correct.

Reference: *CQPA Primer*, Section II - 45.

SECTION II

QUALITY BASICS - TEST QUESTIONS

- 2.52. Quality cost analysis has shown that appraisal costs are apparently too high in relation to sales. Which of the following actions probably would NOT be considered in pursuing this problem?
- Work sampling in inspection and test areas
 - Adding inspectors to reduce scrap costs
 - Pareto analysis of quality costs
 - Considering elimination of some test operations

Solution: This question is requesting a negative response. This question states that high appraisal costs are present and asks for the best action to curtail them. The key question phrase is "probably not." Answer **a** and **d** are both actions that could potentially minimize appraisal costs. Probably the best action to take is to perform a Pareto analysis of quality costs. This may be looked upon as a planning or preventative step, but it could result in a reduction of the appraisal costs.

Answer **b** may or may not lower overall quality costs but, in this situation, it will definitely increase appraisal costs and is the best, inappropriate, choice.

Answer b is the correct, incorrect, choice.

References: *CQPA Primer*, Section II - 15/17 (and logic). This question has been modified from a published 1978 CQE exam.

- 2.53. The follow-up on the need for corrective action, identified in an audit report, is most clearly the responsibility of which of the following?
- The client's upper management
 - The auditee's upper management
 - The lead auditor
 - The operating area in which finding was made

Solution: Dependent upon the conditions of the audit, all of the above parties may be involved in corrective action follow-up. In many cases, audit findings (the need for corrective action) are indications of a system failure, so upper management bears the key responsibility. Since there is no indication in this question that the client and the auditee are one and the same, answer **b** must be selected.

Answer b is correct.

References: *CQPA Primer*, Section II - 46.

SECTION II

QUALITY BASICS - TEST QUESTIONS

2.54. Which of the following areas of prevention can be used to improve the return on quality investment?

- I. Training
 - II. Process control
 - III. Calibration
 - IV. Communication and reporting
-
- a. I, II, III and IV
 - b. II, III and IV only
 - c. I and IV only
 - d. I, II and III only

Solution: Training, calibration, and process control are considered prevention categories in a cost of quality program. Communication and reporting are not usually included in cost of quality classifications. They are usually considered general administration and overhead expenses.

Answer d is correct.

References: *CQPA Primer*, Section II - 16/17. Juran's *Quality Control Handbook*, Chapter 4.

2.55. The advantage of a written procedure is:

- a. It provides flexibility in dealing with problems
- b. It handles unusual conditions much better
- c. It is a perpetual coordination device
- d. It minimizes coordination activities with other departments

Solution: A written procedure is a specified way to perform an activity. It tells what is to be done, by whom, and where. A work instruction expands the procedure to include how and when (the specific materials and equipment to be used; as well as how it is to be controlled and documented). Together they are ideal perpetual coordination devices, since everything is documented as to specifics.

Answer c is correct.

References: *CQPA Primer*, Section II - 21/25. This question has been modified from a published 1984 CQE exam.

SECTION II

QUALITY BASICS - TEST QUESTIONS

- 2.56. Some quality principles that an organization might express include all EXCEPT which of the following?
- Total quality is a group activity
 - Quality should be "inspected into" products and services by "inspecting out" defects
 - The process(es) must be controlled
 - Customer satisfaction is key

Solution: Note that a negative response is requested. Quality principles emphasize achieving quality in each step of processes and thereby preventing defects in the final product or service. The idea that defects should be "inspected out" after they occur runs counter to those precepts.

Inspecting quality into products and services by culling out defects is inconsistent with quality principles.

Answer b is the correct, incorrect, choice.

Reference: *CQPA Primer*, Section II - 8/9.

- 2.57. Statements that reflect organizational behavior, such as "There's a sucker born each minute," "The customer is always right" and "The process must be controlled," are examples of:
- Quality principles
 - Quality goals
 - Quality policies
 - Quality processes

Solution: Principles are the basic foundation of beliefs, truths, etc., upon which the organization behaves. These principles may or may not be incorporated in quality policies. Goals require a target and a timeframe. Processes are the value-added activities used by the organization.

The statements are examples (both good and bad) of principles (a).

Answer a is correct.

Reference: *CQPA Primer*, Section II - 8/9.

- 2.58. In generic terms there are three principal parties in a quality audit. Which of the following is the correct identification of these parties?
- Supplier, audit team, quality manager
 - Client, auditor, auditee
 - Customer, auditor, supplier
 - Audit manager, auditor, auditee

Solution: The terms client, auditor and auditee are the three principal generic parties in an audit. Depending upon the scope and purpose of an audit, the client could be a plant manager, CEO, audit administrator or audit manager. The auditee could be an internal department, the entire plant, the inspection department or an external supplier.

Answer b is correct.

Reference: *CQPA Primer*, Section II - 45/46.

SECTION II

QUALITY BASICS - TEST QUESTIONS

2.59. Strategic quality goals must be subdivided. Thus, they are:

- a. Delegated
- b. Distributed
- c. Accountable
- d. Deployed

Solution: Delegated means to be assigned goals (answer **a**). Distributed means to be given goals (answer **b**). Accountable means to be responsible for the goals (answer **c**). Deployed means to have the goals spread out into attainable portions. Answer **d** is the best choice.

Answer d is correct.

References: *CQPA Primer*, Section II - 13.

2.60. Which of the following items are part of ASQ's code of ethics?

- I. Business and technical confidentiality
 - II. Reliability and safety of products
 - III. Professional competency
 - IV. Acknowledgment of the work of others
-
- a. III only
 - b. I and III only
 - c. I, II and III only
 - d. I, II, III and IV

Solution: This question requires positive response(s). A review of the ASQ Code of Ethics indicates that selections **I - IV** are all included.

Answer d is correct.

References: *CQPA Primer*, Section II - 3/4 and ASQ's Code of Ethics.

SECTION III

TEAMS AND TRAINING - TEST QUESTIONS

- 3.1. Many training instructors have developed approaches to emphasize multiple sense learning. Which of the following options would be generally recognized to best foster student retention?
- a. Reading and hearing
 - b. Hearing and seeing
 - c. Seeing and speaking
 - d. Reading and seeing

Solution: Authors differ somewhat on student retention percentages but the following table is representative of the retention rates:

10% of what is read
20% of what is heard
30% of what is seen
50% of what is seen and heard (answer **b**)
70% of what is seen and spoken (answer **c**)

One would suspect that answer choices **a** and **d** would be substantially below that of answer **c**.

Answer c is correct.

Reference: *CQPA Primer*, Section III - 34.

- 3.2. Teamwork benefits individual team members by:
- a. Offering chances to share ideas and be creative
 - b. Providing the opportunity to forge stronger working relationships with management
 - c. Offering opportunities to implement widely held beliefs
 - d. Giving time off from day-to-day operations

Solution: Answer **d** sounds like a reason to slack-off. The word beliefs in answer **c** makes it a weak choice. The content of answer **b** might present some advantage to the company but answer **a** represents a greater benefit to individual team members.

Answer a is correct.

Reference: *CQPA Primer*, Section III - 6.

SECTION III

TEAMS AND TRAINING - TEST QUESTIONS

- 3.3. In most industrial settings the majority of training attendees will be mature adults. Which of the following training approaches would be considered the LEAST effective method to convey complex information to such a group?
- Theory and lecture
 - Computer - based learning
 - Discussion and programmed instruction
 - Role playing

Solution: This question is looking for a negative response. Most mature adults are somewhat removed from the passive lecture (trainer centered) approach. They are much more receptive to discussion and role playing (trainee centered). Many types of computer and programmed instructions can be made interactive and are very useful for complex subjects.

Answer a is the correct, incorrect, choice.

Reference: *CQPA Primer*, Section III - 34/35.

- 3.4. Natural work teams share in common:
- Their attitudes and experiences
 - Their motivation and training
 - Their involvement in the problem to be addressed
 - Their concern about the large issues of the organization

Solution: It is implied in the question and answers that a comparison is being made between natural work teams and probably not between the members of a single natural work team.

Comparisons of the teams will find differences in attitudes, experiences, motivation, training and concern for strategic issues.

A natural work team should be involved in solving problems directly affecting their work.

Answer c is correct.

Reference: *CQPA Primer*, Section III - 3/5.

SECTION III

TEAMS AND TRAINING - TEST QUESTIONS

3.5. Some team members have special roles, including:

- I. Team leader
 - II. Team secretary
 - III. Team facilitator
 - IV. Team council member
-
- a. I, II and III only
 - b. II and III only
 - c. I, III and IV only
 - d. II, III, and IV only

Solution: Most teams have leaders and secretaries (recorders). A large number of teams have facilitators, at least in the beginning stages. Team members are not normally on a council (quality council or steering council). Item **IV** should not be included.

Answer a is correct.

Reference: *CQPA Primer*, Section III - 19/22.

3.6. If one were to summarize the results of a training needs analysis into a few words, what would be the best selection from the choices presented below?

- a. Providing incentives and meaningful work
- b. Giving cognitive support
- c. Identifying performance gaps
- d. Developing skills and knowledge

Solution: An individual training needs analysis would identify a performance gap - answer **c**. The other answer choices can be important training factors but are out-of-step with the intent of the question.

Answer c is correct.

Reference: *CQPA Primer*, Section III - 28/29.

3.7. The facilitator should have special training in improvement techniques in order to:

- I. Keep the process on track
 - II. Assist with complex data analysis
 - III. Train team members in the improvement process
-
- a. I only
 - b. I and II only
 - c. I and III only
 - d. I, II and III

Solution: A facilitator should not be into complex data analysis. A facilitator does keep team progress on track. In some cases, the facilitator will provide training. Items **I** and **III** are the best choices.

Answer c is correct.

Reference: *CQPA Primer*, Section III - 19/20.
