
Step 5: Hold the Gains

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There are three activities to Hold the Gains.

THE JURAN QUALITY IMPROVEMENT PROCESS

1 Identify a Project

2 Establish the Project

3 Diagnose the Cause

4 Remedy the Cause

5 Hold the Gains

- Design effective quality controls
- Evaluate the remedy
- Audit the controls

6 Replicate Results and
Nominate New Projects

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Foolproof the Remedy

We want to assure that the remedy is consistently applied and that the positive quality results are irreversible. Some examples of foolproofing include: timed computer backups, spell checking computer generated documents, and airline metal detectors at security check points.

FOOLPROOF THE REMEDY

- Identify and implement tactics that will make the remedy foolproof
 - Design systems to reduce the likelihood of error
 - Develop technological remedies
 - Use active rather than passive checking
 - Develop short feedback loops

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Audit the Controls

It is the quality improvement team's responsibility to audit the remedy for the short term. Once the team is convinced the remedy is successful, it should provide the organization with a means to audit the continuing effectiveness of the controls.

AUDIT THE CONTROLS

- Develop systems for reporting results
 - What measures
 - How frequently
 - To whom
- Document controls and indicate
 - The control standard
 - Measurements of the process
 - Feedback loop responsibilities

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