JSP 940
MOD Policy for Quality

Part 1: Directive

Foreword

This Joint Service Publication promulgates the policy, requirements and guidance for Quality across UK MOD.

The management of Quality plays a key role in supporting the MODs Corporate Governance structure. Assuring Quality as laid down in this Joint Service Publication helps provide a consistent means of reporting performance to the Defence Board.

As the MOD lead for Quality, it is incumbent upon me to ensure that suitably qualified and experienced personnel are developed across the department to enable the effective and consistent delivery of Quality. This publication introduces the Quality Development Scheme for Quality professionalism across MOD. Open to applicants of all ages from across all functions, the scheme aims to attract, develop and retain vital Quality skills and resource within the organisation.

To ensure that MOD Quality standards are maintained, the Governance, Assurance and Improvement approach will apply across the organisation. Further, MOD will continue its risk and process-based approach for managing Quality.

In the wider context of the NATO alliance, assurance and confidence is established for acquisition, engineering and logistics through the consistent application of Quality Management. As the delegated UK National Quality Assurance Authority for NATO, I require the MOD to apply NATO standards appropriately, as part of risk mitigation in delivering assurance to defence capability in the UK and across the NATO alliance.

This document provides MOD Quality policy that all staff are to implement in delivering defence capability.

As the Defence Authority for Technical & Quality Assurance I commend this Joint Service Publication to you and your staff.

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Defence Authority for Technical and Quality Assurance

Preface

How to use this JSP

1.   JSP 940 provides both Quality policy and guidance, and shall be applied across MOD Organisations for the assurance of acquisition, engineering and logistics support in delivery of defence capability.

2.   This JSP is structured in two parts:

   a.   Part 1 - Directive, which provides the direction that must be followed in accordance with statute or policy mandated by Defence or on Defence by Central Government.

   b.   Part 2 - Guidance, which provides the guidance and best practice that will assist the user to comply with the Directive(s) detailed in Part 1.

Coherence with other Policy and Guidance

3.   Where applicable, this document contains links to other JSPs, some of which may be published by different business units. Where particular dependencies exist, these other units have been consulted in the formulation of policy and guidance detailed in this publication.

Related JSP	Title
JSP 892	Risk Management
JSP 945	MOD Policy for Configuration Management

Functional Management and Training

4.   The Defence Authority for Technical and Quality Assurance is also the Deputy Head of Profession for Quality, and responsibilities include championing the Quality profession across all civilian and military staff in the defence workforce[1]. They also support the development of individuals to ensure capable and suitably qualified and experienced personnel in Quality across the department. The Deputy Head of Profession sponsors the MOD civilian functional competences for Quality, and maintains a strategic overview of Quality specific competences and training available across all MOD Top Level Budget areas, including the training courses for Quality delivered by the Defence Academy.

Further Advice and Feedback – Contacts

5.   The owner of this JSP is the Defence Authority for Technical and Quality Assurance. For further information on any aspect of this policy document, or to provide feedback on the content, please contact:

Job title / email	Project focus	Phone
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[1] Ministry of Defence Heads of Profession - Terms of Reference - April 2015.

Version History

Date	Version	Summary of Change
January 2016	1.0	Initial issue
April 2020	2.0	JSP updated to: • reflect the appointment of the new Defence Authority for Technical and Quality Assurance. • acknowledge the publication of JSP 940 Part 2. • include the requirement for the avoidance of counterfeit materiel in Section 1.4.

Contents

1 MOD Quality Policy

1.1 Introduction

This JSP derives its authority from the MOD Permanent Secretary's Letter of Delegation to the Defence Authority for Technical & Quality Assurance[2] and the associated Defence Authority Directive[3]. It establishes the principles that Quality is about consistently meeting the agreed standard for performance, cost and time. Attaining Quality is essential to the processes of acquisition, engineering and logistics support of defence materiel and services, in the delivery of defence capability. This is achieved by ensuring the correct standards of outputs are maintained by promoting Governance, Assurance and Improvement of acquisition, engineering and logistics support activities, through the consistent management of Quality across defence.

1.2 Governance, Assurance and Improvement

Following the Governance, Assurance and Improvement approach[4] will ensure the interests of customers and stakeholders are fully understood, when defining quality objectives. It will also establish appropriate methodologies to mitigate risk, can protect and enhance reputation, and will improve ways of working to maximise effectiveness and eliminate unnecessary costs. All top management within MOD Organisations **shall** implement the requirements for Governance, Assurance and Improvement as follows:

    a.   **Governance:** ensuring that organisation requirements are reflected in operational frameworks, policies, processes and plans, and that these meet stakeholder requirements.

    b.   **Assurance:** embedding the principles of assurance to ensure that policies, processes and plans are effectively implemented, and that all outcomes (both internal and deliverable) are consistent with requirements.

    c.   **Improvement:** facilitating the principles of measurement, evaluation, learning from experience and improvement, which drives more effective, efficient and agile ways of working to support business strategy, to enhance reputation and increase value for money and savings.

1.3 Quality Management

Quality Management is a key element of Governance, Assurance and Improvement, which provides maintenance and control of the business to raise performance at all levels of the organisation. It ensures controls are effective, including managing any associated risks, and enables consistent delivery of products and services that meet customer requirements and contributes to sustainable improvement. In meeting the MOD policy requirements for Quality Management, all top management within MOD Organisations **shall:**

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[2] MOD Perminent Secretary Letter of Authority as Defence Authority for Technical and Quality Assurance - D/PUS/11/4(264) 05 Sep 18.
[3] Defence Authority Directive - Published on the Defence Authority for Technical & Quality Assurance Portal.
[4] Chartered Quality Institute - Governance, Assurance and Improvement - The Quality Profession Challenge - Jul 14.

a.   take responsibility for the quality of the products, services, capabilities or information they are managing, and for controlling the internal MOD processes required to deliver them.

b.   develop and implement a Quality Management System using the principles defined in the ISO 9000 standard[5] as follows: Customer Focus; Leadership; Engagement of People; Process Approach; Improvement; Evidence Based Decision Making; and Relationship Management.

c.   ensure that suitably qualified and experienced personnel are developed across the department to enable the effective delivery of Quality Management and Government Quality Assurance.

1.4 Government Quality Assurance

Government Quality Assurance (GQA) is all the activities that are undertaken to establish confidence that the contractual requirements relating to Quality are met for the acquisition and logistics support of defence materiel and services[6]. GQA actively contributes to achieving project performance, cost, and time parameters, the management of risk and customer satisfaction. GQA will build corporate knowledge on supplier performance and associated risks, which can be used to inform planning for quality. In meeting the MOD policy requirements for GQA, all top management within MOD Organisations **shall** as a minimum:

a.   develop a strategy and plan for achieving quality, including stated and measurable acceptance criteria, whilst taking account of previous learning from experience.

b.   formalise any delegation of authority for undertaking GQA activities, only to suitably competent staff with the necessary resources.

c.   only place MOD contracts with Suppliers who can demonstrate that they have a Quality Management System appropriate for the products or services being acquired.

d.   ensure all MOD contracts include a section entitled Quality Assurance Requirements, and that all Contract Requisitions have had the Standard Quality Assurance Contractual Requirements endorsed by a MOD Crown Servant who is an Authorised Quality Assurance Signatory[7].

e.   ensure that all appropriate actions are taken to establish the processes required for the avoidance of counterfeit materiel, including the necessary contractual arrangements for the prevention of counterfeit materiel entry into the Supply Chain.

f.   manage supplier and/or product related risk, with consideration given to conducting GQA Surveillance (GQAS) to assist in the risk mitigation process.

g.   only task authorised GQA Representatives (GQARs) to carry out GQAS to assist in the mitigation of risk on contracts or sub-contracts within the UK.

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[5] ISO9000:2015 - Quality Management Systems - Fundamentals and Vocabulary - 15 Sep 15.
[6] NATO Standardisation Agreement, STANAG 4107, Mutual Acceptance of Government Quality Assurance and Usage of Allied Quality Assurance Publications (AQAPs).
[7] A Licensed GQA Practitioner or an individual who holds a Letter of Authority issued by the Quality and Configuration Management Policy Licensing Team.

h.   utilise the Overseas Quality Assurance procedures to request GQAS to assist with risk mitigation on contracts or sub-contracts placed outside the UK.

1.5 Quality Improvement

Quality Improvement is the application of performance evaluation and developing ways of working with the intent to maximise effectiveness in delivery of required outcomes. It utilises learning from experience, the identification of improvement opportunities and sharing best practice and information. Improvement activities assist in defining and prioritising the required changes across an organisation, including the development of people, processes, training, tools, infrastructure and resources. In meeting the MOD policy requirements for Quality Improvement, all top management within MOD Organisations **shall**:

a.   utilise the 'Deming Cycle' method of Planning what is needed; Doing it; Checking it works; and Acting promptly to correct problems and mitigate risk.

b.   apply improvement techniques to both the delivery of capability and the business processes used.

c.   ensure that root causes of problems and issues are identified, effective solutions implemented and feedback loops are established and utilised.

d.   promote improvement as a key part of the progressive Governance and Assurance approach.