

The Juran 80/20 Principle

Dr Joseph Juran, in the mid 1930's, defined the principle which came to be known as the Juran Principle, an understanding of which is central to successful Quality-led Improvement. This principle can be simply stated as:

*Of All Quality Problems,
80% Are Systems Problems,
and 20% Are Individual Errors*

When failures occur, it is most frequently the system through which the results must be achieved that is at fault. The system, in this case, is not restricted to the mainstream operating procedures, but to many other factors:

Design tolerances
Equipment selection
Lighting & other environmental factors
Maintenance
Process controls, etc.

Clearly, these factors are management controlled, and cannot be changed in any significant way by operators. Often, those issues which can be attributed to people are more subtle manifestations of the system—not in this case necessarily the management system only, but also the interpersonal system.

Examples of these issues include:

Recruitment
Personnel allocation
Management and supervision style
Training
Reward systems, etc.

This should not be regarded as an implied criticism of management. Frequently, managers and supervisors are unaware of problems, because they are not involved in the daily detail of each job, and because the history of worker-manager relationships prevents effective communication.

It is really a part of everyone's job to ensure that this communication is facilitated: both the "coal-face" personnel and their managers must work to improve this communication. The quality system can help, through investigation of defects and corrective action; however, if workers are not prepared to contribute, or managers not prepared to listen, the system can't work.

According to the latest official figures, 43% of all statistics are totally worthless.