

- *Quality framework*
- *Listening to people*
- *Strategy, systems and recognition*
- *Balanced scorecard*
- *Self-assessment*

British Telecommunications (BT) began its quality journey in 1986 and this has been instrumental in triggering dramatic changes in the company.

As a founding member of the European Foundation for Quality Management (EFQM) and the British Quality Foundation (BQF), BT is respected internationally for its commitment to the principles of Total Quality and has been the winner of numerous awards for excellence.

The whole ethos of BT's "Approach to Quality" is enshrined in its Quality Framework, which articulates the quality policy and describes the approaches in listening to its people, building a balanced strategy, managing systems, driving business excellence and giving appropriate recognition.

All parts of BT and its wholly owned subsidiaries are certified to the Quality Management System, ISO9001 which was first awarded to the company in 1994. Certification has been held since 1994, covering all activities world-wide, unprecedented for an organisation of its size.

Beneath the umbrella of this system are policies on information systems, health and safety, as well as accreditation to other recognised frameworks including Investors in People and Environmental Management Systems (ISO14001).

A balanced scorecard is used to manage delivery of business objectives, and the effectiveness of the approaches to quality are monitored through systematic self-assessment against models of business excellence.

For more information about BT's approach to Quality, and to access some useful tools, please visit the web site at <http://www.bt.com/quality>