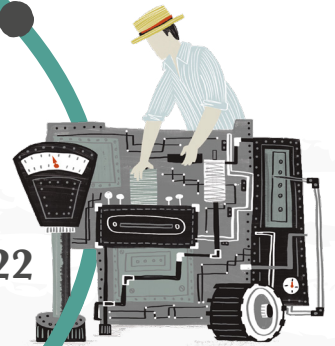


# A history of the CQI

1919-2019

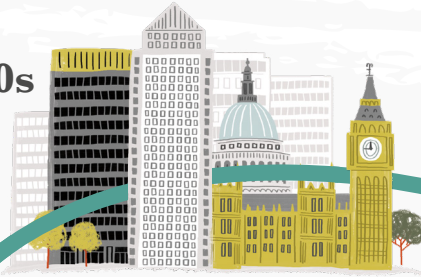
Margaret Rooney

1919



1922

1980s



1935



1969



1983



2017



2006



2019



1990s



# About the author

**D**r Margaret Rooney has a PhD in quality assurance from Cranfield University. She spent her career in management systems as a research assistant, senior lecturer and course director at Cranfield University. Margaret was also an internal environmental advisor at the Environment Agency. In the 10 years prior to her retirement, she was a quality and environmental management system assessor with global certification body NQA. She has long had a particular interest in the application of management system standards to non-manufacturing and engineering environments.

Margaret has been involved with the CQI and IRCA for almost 20 years. When the organisation was called the Institute of Quality Assurance (IQA), she was a member of the Assessor Registration Board, the IQA Council and Executive Board, Chair of the Professional Policy Board, and latterly a member of the CQI Board of Trustees until 2014. Margaret was very involved in the development of the Body of Quality Knowledge (BOQK®), and

IQA and CQI professional codes of conduct. She has also delivered presentations at branch meetings on environmental management systems and the implementation of ISO 9001:2015.

Margaret enjoys anything historical so she relished the opportunity to put together the CQI's history for the centenary. Consolidating her personal and professional interests has proved a wonderful entrée to retirement.



# Preface

This booklet relates the story of how the CQI and its various former guises came into being, the challenges it had to confront to survive, and its role as a key player in raising the status of quality within UK industry and commerce.

No history is ever fully complete, and this brief history of the CQI and its predecessors is no exception. Rather than seeking to cover everything, I have attempted to highlight those elements of the institute's past that I feel are particularly informative and relevant to where we are today.

I am indebted to the CQI Board of Trustees and the Executive team for enabling this contribution to the centenary celebrations. It has been an honour and great fun compiling the story of our institute's first century.

I would also like to add my special thanks to Katrina Rozal for facilitating my many requests and queries, and to the former President, Jim Speirs, and former Head of Profession, Michael Debenham, for their review of the text and constructive comments and feedback.



## Contents

<b>01</b>	<b>Introduction</b> .....	3
<b>02</b>	<b>The first 60 years: 1919–79</b> .....	9
<b>03</b>	<b>1979 to the present day</b> .....	15
<b>04</b>	<b>The new millennium and a Royal Charter</b> .....	25
<b>05</b>	<b>References</b> .....	35



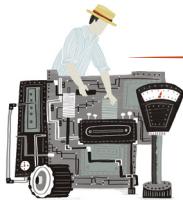
THE TECHNICAL  
INSPECTION  
ASSOCIATION (TIA)  
WAS BORN INTO  
A TURBULENT  
POST-WAR ERA

A HISTORY OF THE CQI: 1919-2019

01

# INTRODUCTION

# MILESTONES



The TIA becomes the  
**INSTITUTION OF ENGINEERING  
INSPECTION (IEI)**

1919

THE TECHNICAL INSPECTION  
ASSOCIATION (TIA) forms



1922

1944

The IEI evacuates its headquarters  
from London to Bath during the war

1972

The IEI reforms as the  
**INSTITUTE OF QUALITY ASSURANCE (IQA)**

1984

The Register of Lead Assessors  
is created and evolves to the  
**INTERNATIONAL REGISTER OF CERTIFICATED  
AUDITORS (IRCA)** within the next decade



IQA celebrates the first  
**WORLD QUALITY DAY** on  
9 November 1989

1989

2006

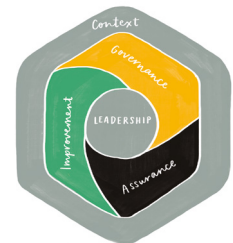
The IQA is awarded **ROYAL CHARTER**  
status. IRCA Japan is established

2007

The IQA becomes the  
**CHARTERED QUALITY INSTITUTE (CQI)**

2014

The institute creates the  
innovative **CQI COMPETENCY  
FRAMEWORK** based on  
governance, assurance  
and improvement



2017



The CQI launches the inaugural  
**INTERNATIONAL QUALITY AWARDS**

# Introduction

In 1969 Rowland Caplen, a council member of the Institution of Engineering Inspection and an academic at Hatfield Polytechnic, wrote a history of the institute to mark its Golden Jubilee. Ten years later, he updated it for the Diamond Jubilee. Caplen's writings – which have been an invaluable source for this history – demonstrate that although times and circumstances change, the issues that bedevil a professional institute remain remarkably similar:

How are we going to pay for all this?

How long should we stay in these premises and where should we move?

Should we change the membership grading?

How should we work with other organisations doing similar or related things?

Should we apply to become chartered, and how do we persuade influencers and decision-makers to take us seriously?

What competences should our members have and how do we support and assess them?

# The military influence

**The Technical Inspection Association (TIA)** was born into a turbulent post-war era. The world, or Europe and its empires, would never be the same again.

The origins of the TIA are steeped in the military. It was set up after the First World War by weapons inspectors from the Ministry of

Munitions who wanted to further develop engineering and chemical inspections. By 1922, it was recognised that a wider membership needed to be served, and so on 10 November 1922, **the Institution of Engineering Inspection** was born – open to industrial as well as government inspectors, and with a charter of incorporation.

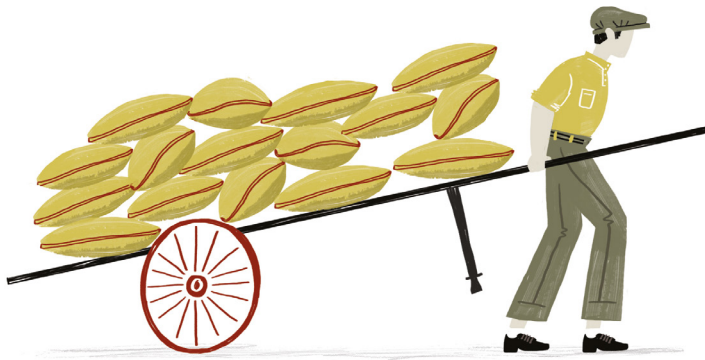
Weapons inspectors from the Ministry of Munitions formed the Technical Inspection Association (TIA) in 1919





The organisation moved its headquarters from London to Bath during the Second World War. Members also contributed to the war effort

“As a small, nomadic body, the institute moved 11 times in its first 40 years”



The picture Caplen paints of the organisation in its early days is of a **small, nomadic body**, which moved premises 11 times in its first 40 years. The role of the secretary was initially a part-time one, and the organisation’s formal address was simply the secretary’s normal place of work. In the early days, the secretary was paid an honorarium, but by 1948 the income tax authorities objected to this practice and treated all income as taxable.

**Money was frequently very tight.** We forget in our electronic age how difficult it must have been to keep full tabs on members, their locations and payment status – especially during wartime. Caplen’s history of the institute makes

frequent reference to financial crises, membership problems and severe shortage of funds. It is no exaggeration that at one stage, in 1933, **the Institution of Engineering Inspection (IEI)**, as it was then called, came very close to folding. It survived thanks only to severe cost-cutting and a generous overdraft guarantee from the then President, Lt Col Greenly.

The IEI persevered and by the start of the Second World War in 1939 had grown from 500 to 700 members, with several branches and a regular journal, *Engineering Inspection*. When war broke out, the IEI and its staff evacuated to premises at Pierrepont Street in Bath – the only time it has been based outside London and the Home Counties.

Even in the organisation’s early days, we can see some of the same themes and concerns that define the institute today. The word “quality” appears to have first formally entered the institute’s terminology in council minutes of October 1927, when an addition to the institute’s objects (its statements of purpose) was proposed. But perhaps this was ahead of its time – the change was rejected on the basis that manufacturers might not like it.



**FROM ITS EARLY  
DAYS, THE INSTITUTE  
STROVE TO DIVERSIFY  
QUALITY INTO THE  
WIDER ENGINEERING  
FIELD AND OTHER  
PROFESSIONS**

A HISTORY OF THE CQI: 1919–2019

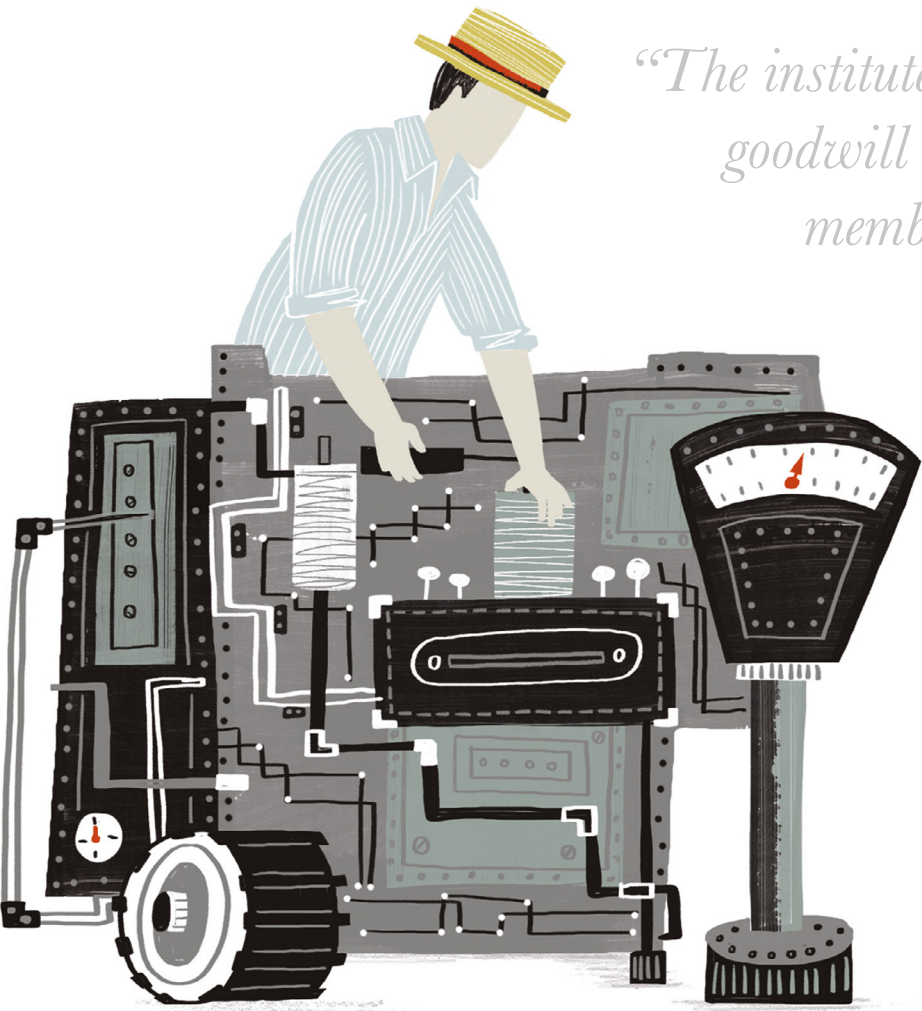
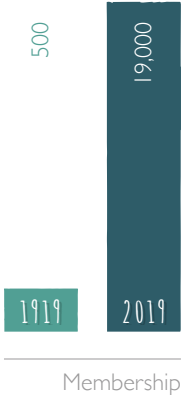
02

**THE FIRST 60  
YEARS: 1919–79**

The histories of the institute written by Rowland Caplen in 1969 and 1979 are a fascinating read. They can be accessed at [www.quality.org/Centenary/CQI-History](http://www.quality.org/Centenary/CQI-History). The histories reflect not only the development of the institute as a professional organisation, but the changing social mores over the years.

In earlier times, the organisation’s membership was predominantly male, and governance was heavily influenced by the military origins

of its membership. Social events, especially formal lunches and dinners took on a level of importance not found today, and significant reliance was placed on the goodwill and pro bono input of council members, part-time secretaries and premises’ landlords. Thankfully, these are all on a much more professional and financially secure basis now, but we should pay tribute to the tenacity and vision of an organisation that grew from a **membership of just 500 in 1919 to about 19,000 today.**



*“The institute relied on the goodwill of its council members and staff”*

◀ In 1922 the institute supported the work of qualified engineering and industry inspectors

The Institution of Engineering Inspection became the Institute of Quality Assurance in 1972, under the leadership of **John Loxham, its President**. Loxham, who was a professor at Cranfield Institute of Technology, was behind a series of popular lectures that featured a range of speakers and topics. He gave the first such lecture in 1975. **The Loxham lectures** were an annual event for 40 years.

At this time, the institute was still sharing premises and staff with the Institute of Production Engineering. When that organisation moved on, the IQA took the opportunity to seek a place of its own. It relocated in April 1975 to 54 Princes Gate, Exhibition Road, London, opposite Imperial College, in premises rented from the Welding Institute. There were three staff members, a mahogany table, four chairs, a safe, a few filing cabinets and a typewriter. This was to be the IQA's home for the next 11 years.

By the time of its Diamond Jubilee, the institute had occupied 15 different premises. Finding a stable home would be an enduring challenge in the years ahead.

It is notable that despite severe financial challenges and a shortage of members, the IQA and its predecessor, the IEI, were determined to set realistic membership criteria and gradings, and to devise course content and professional knowledge to support members and the grading structure.

It refused to compromise on these things.

Aligned with concerns about professional standards was a constant focus on educational and experience requirements, appropriate course content and associated examinations. Throughout the last 100 years, the institute's objects and articles of association have been amended several times to reflect the **changing needs of membership and competence criteria**.

The institute supported a growing number of active branches, worked closely with the engineering institutes, went on to play a key role in the National Quality Campaign, and was entrusted with the management of the **registration scheme for auditors**. From its early days, the IQA strove to diversify quality into the wider engineering field and other professions.

In the 1930s members in Glasgow, Manchester and Essen, Germany, created informal groups to share knowledge





## From technical inspection to holistic quality

The TIA and IEI had their origins firmly in engineering, but from the early days it was clear that “quality” and “quality control” were growing in importance. The IEI was well placed to incorporate quality control into its area of influence. This necessitated taking increasing

account of the needs of members and potential members who were professionals, but were not, and did not need to be, chartered engineers.

The relevance of quality to wider, non-engineering applications was recognised as early as 1969, still in

< The Institution of Engineering Inspection reformed as the Institute of Quality Assurance to better reflect its membership

the days of the IEI, when the annual conference theme was “Effective quality management”. In 1972, the year the IQA was formed, the newly established Edinburgh branch’s first meeting was on “Quality assurance of wines”. For an institute founded on engineering inspection, focus on this topic was fairly groundbreaking, and proved a stepping-stone towards raising the status and diversity of quality.

Caplen’s history describes the institute’s proposals for a “Certificate of Competence in Quality Assurance”. This explores the IQA’s concerns around multiple quality assessments, and the potential of the institute to be the home of a national standard for training and registering quality assurance assessors. The IQA drafted proposals that were submitted in early 1979 as part of the government consultation on a national strategy for quality.

This marked the beginning of events leading to the National Quality Campaign of 1983 and the founding of the Lead Assessor Registration Scheme, which would later develop into the International Register of Certificated Auditors (IRCA).

## THE NEXT 40 YEARS

1979–83

The UK’s **National Quality Strategy** gains momentum

1984–89

The creation of the **Assessor Registration scheme** – later to become the International Register of Certificated Auditors (IRCA)

1990–94

The institute marks **75 years**

1995–99

Linda Campbell is the **first woman elected to council**

2000–04

The IQA hosts the **European Organization for Quality conference** in Harrogate

2005–09

**Our Royal Charter is granted:** The CQI is born. IRCA Japan is also established

2010–14

The **CQI Competency Framework** is introduced. Estelle Clark is the **first woman to serve as Chair of the Board**

2015–19

The **first CQI Insight Report, Technology on Trial**, is published

“

THE SUCCESS OF  
THE INSTITUTE HAS  
RELIED HEAVILY  
ON THE SUPPORT  
AND INPUT OF  
ITS MEMBERS,  
VOLUNTEERS  
AND EXECUTIVE



A HISTORY OF THE CQI: 1919-2019

03

1979 TO THE  
PRESENT DAY

# The 1980s – a step change

Although governance evolved and developed over the years, the success of the institute has relied heavily on **the support and input of its members, volunteers and executive** – a sentiment echoed by every president and chair in the annual reports.

It was thanks to the perseverance and foresight of several generations of active branches, council members, chairs, presidents, committee members and working groups, that at the time of its **Diamond Jubilee** in 1979, the institute was well placed to enter what was to become perhaps its most formative decade: the 1980s.

By the end of the Jubilee year, the institute was well settled in its premises at 54 Princes Gate, having taken over more floor space, and now enjoyed the luxury of several telephone lines for its growing secretariat, which numbered eight people:

- Mr Roy Knowles, secretary
- Mr Don Stokes, assistant secretary
- Mrs Dorothy Bright, registrar
- Mrs Audrey Brown, conference Secretary
- Mr H Cooke, editor
- Mrs J Fielding, membership and education secretary
- Miss B Headley and Miss L Woodhouse, clerk typists

In June 1993, there were 34 staff at the headquarters, 10 of whom worked for the Assessor Registration Scheme. By 2008, there were 53 employees including IRCA staff, based at Grosvenor Crescent.

Today, there are a total of 53 staff working across CQI and IRCA products and services in London and Tokyo offices.

By the early 1980s, membership had grown to 6,000. The institute continued to play an active part on external bodies, organised conferences and had up to 27 colleges running IQA courses and exams. In 1980 the National Council for Quality and Reliability merged with the IQA affiliate membership, the forerunner of what would become the British Quality Association (BQA) in 1981.

A computer system was installed in 1981 for membership records. The detailed transfer of information was a manual process and took many months.

The 1982 annual report recorded several significant events, including the fact that the institute was fully involved in preparations for a National Quality Awareness Campaign, to be launched in 1983. The IQA was assuming a key role on the national stage.

The transfer of membership records to a computer system took place in 1981





The awards held by the British Quality Association were a significant element of the UK's National Quality Awareness campaign

### **The British Quality Association award** was introduced in 1983.

This was a significant element of the National Quality Awareness Campaign and helped to raise the profile and importance of quality. It was supported at the highest levels in government. For example, the BQA Awards in November 1992 were presented by Michael Heseltine, President of the Board of Trade. Short Brothers plc and Rover Group were both recognised with awards.

**A diverse range of training courses** was available, which meant that the institute was very well set up for the training demands sparked by the National Quality Campaign. The list of courses is impressive for 1983, given the still relatively limited use of computers and awareness of service quality at that time. Examples include:

- System management of specification writing
- Quality management for the small company

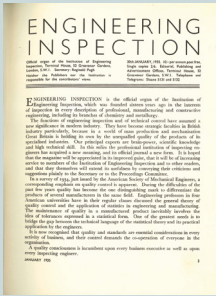
- Introduction to software quality assurance
- Quality as a profit centre
- Quality assurance in the process sector

The then President, Sir David Huddie, noted in his 1983 farewell message that “quality is now newsworthy”. He said that in previous years it had been hard to find any mention of quality in the media or government speeches, but in the previous 12 months there had been the publication of the white paper, *Quality, standards and international competitiveness*. He had participated in a number of events attended by ministers, including a meeting chaired by the Chancellor of the Exchequer on the white paper.

By 1984, the institute’s activities were immersed in the National Quality Campaign, which aimed to persuade chief executives of the importance of quality, raise quality standards, and provide quality training for managers and all workers in industry.

**The National Quality Information Centre (NQIC)** was launched on 7 November 1984 by John Butcher MP, a junior minister for industry. The institute’s membership was now approaching 7,000.

The BQA and the NQIC were enormous IQA success stories. Sadly, neither survived to see this centenary. The BQA functions were subsumed into the newly formed British Quality Foundation (BQF) in 1992, and due to a drain on resources, the NQIC became unsustainable.



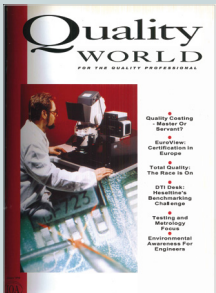
1935



1975




1990



1994




 The institute's earliest publications were technical journals. They have expanded in breadth, but hold true to advancing the quality profession




1960

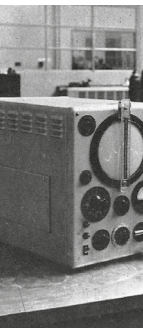


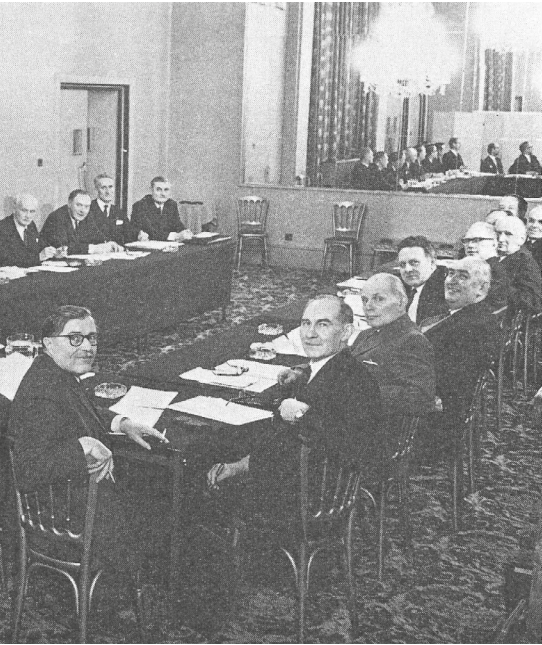
2019

The earliest photo of the institute's council dates to 1969
 



The institute's board of trustees and senior management in 2019
 





Counterclockwise starting below: the institute held its first meeting at the Royal Society of Arts, 54 Princes Gate was home from 1975–85, and 10 Furnival St is now its headquarters



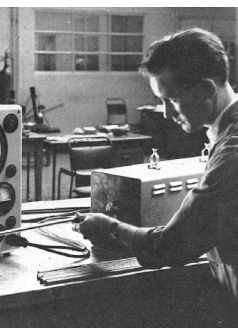
The first World Quality day in 1989 had 450 attendees



Professor John Loxham, former IQA President, created the Loxham lectures series, which were an annual event from 1975 to 2015



Estelle Clark is the first woman to serve as Chair of the Board



The institute has been resilient in spreading the quality message across industry: from inspection of boiler drums in 1935, to Eddy-current testing of tubes, to inspection of butt welds on submarines in the 1960s, to supporting evolving measurement standards in the 1990s

The first IRCA conference in Singapore in 1993 laid the building blocks for a global register of assessors. It was attended by delegates from 16 countries, including Japan, Brazil and the US

# The Lead Assessor Registration Scheme – the forerunner of IRCA

1984 saw the launch of the **Lead Assessor Registration Scheme**, with the support of the Department of Trade and Industry. This was a big moment in the institute’s history and the beginning of what would become the International Register of Certificated Auditors (IRCA).

The scheme’s board first met in August 1984, and by July 1986, 16 organisations had been approved to deliver Lead Assessor training courses.

The UK’s Department of Trade and Industry supported the launch of the Lead Assessor Registration Scheme in 1984

The first board members were:

- Mr Phil Corner, Chair, formerly Director General of Quality Assurance, Ministry of Defence
- Mr I Levy, Vice Chair, formerly of Littlewoods Organisation plc
- Mr Freddie French, formerly of the Central Electricity Generating Board
- Mr Reg Spencer, formerly of Rolls Royce Motors
- Mr John Ware, British Standards Institution (BSI)



The first assessor had been registered on 1 April 1985 – their name, sadly, is not recorded. In 1986, Frank Davis of BSI Inspectorate became the 300th registered assessor. Today, IRCA is the world leader in auditor registration. It operates 13 schemes and has over 10,300 auditors in 123 countries.

13  
schemes

10,300  
auditors

123  
countries

In the 1980s the institute expanded its influence in the UK and intensified its partnership with other key quality bodies, such as the British Standards Institution



## Diversification and external influence

The IQA's involvement on BSI committees grew in the 1980s, in no small part due to the efforts of Dr John Davis, then Secretary General, and a former council member and Honorary Treasurer. Under Davis's chairmanship of the committees behind the quality management standards BS 5750 and later ISO 9001, the standards developed, and their adoption grew.



Rise in membership from 1979 to 1989

By 1987, the institute was becoming less engineering-focused, with a greater diversity reflected among its members and in the types of papers published in *Quality Assurance* – covering topics like healthcare, consumer-oriented industries, and product liability.

By now the IQA, in line with many organisations, was preparing for the launch of the European Single Market, which would require harmonisation of standards in different countries. The institute promoted the Department of Trade and Industry's standards action plan in its 1988 journals.

Training courses on offer now included design, human error, managing quality systems, motivation and commitment, and reliability.

In the decade following the Diamond Jubilee, **membership increased by 84%, from 5,381 in 1979 to 9,919 in 1989.**

# Finances

The early years of the institute had been punctuated by money worries. But by the late 1960s, finances were in a much healthier state largely due to the organisation becoming – out of necessity – more business-like. Subscription costs were, from time to time, and “with much regret”, increased. Economies were sought, with the journal put out to tender, more advertising explored, and annual dinners suspended.

In the last 40 years, as with any organisation, there have been better years and worse years financially. Any deficits have been manageable, and largely predicted, and reserves are in a healthy state. This is a far cry from 1932, when the IEI had an overdraft of thirty-three pounds, two shillings and five pence (the equivalent of about £2,000 today), with £180 worth of bills still to be paid (the equivalent of more than £10,000 today).



# The 1990s

In the early 1990s, the institute had ambitions to purchase a property. Due to the huge growth and success of both IQA membership and the Assessor Registration Scheme, larger premises were needed, and a move was made to 61 Southwark Street, south of the Thames, in 1992. The institute was still tied into a lease at 10 Grosvenor Gardens, and planned to turn these premises into a conference and training centre, but this was not possible for fire safety reasons.

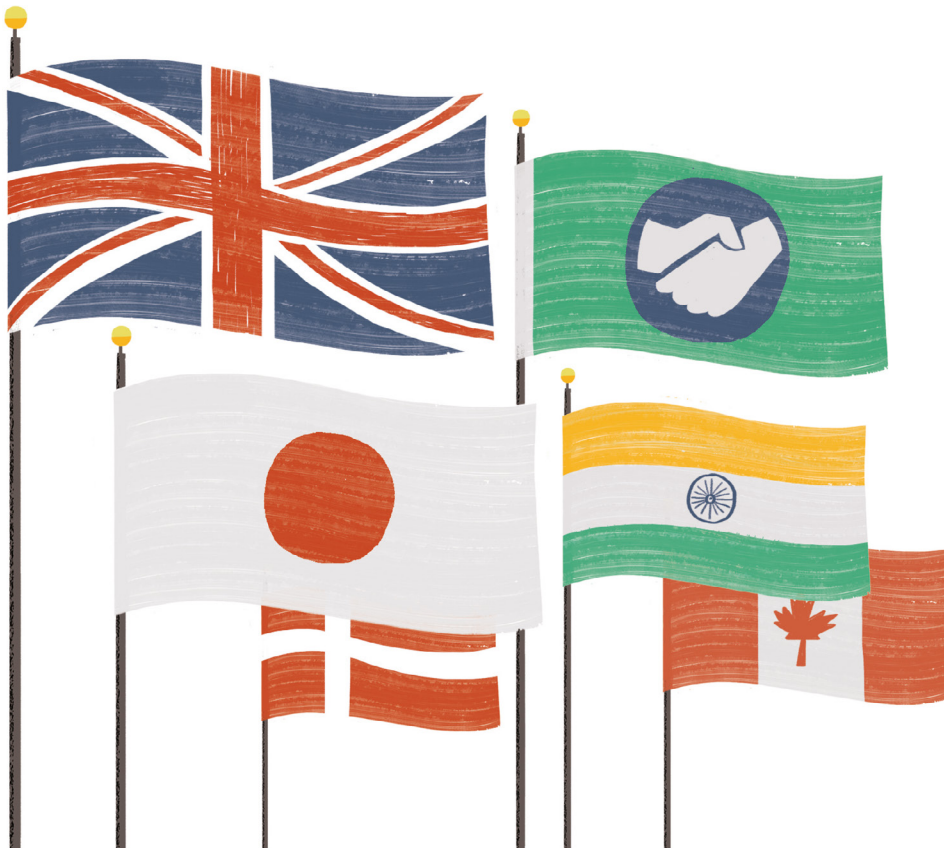
By June 1998, the institute moved into 12 Grosvenor Crescent, which was to be its home for the next 13 years.

By 1995, the Assessor Registration scheme was enjoying considerable success, and was self-sustaining. Throughout the 1980s and 1990s, the institute and the Assessor Registration Scheme continued to grow: there were registered assessors in 72 countries, and IQA members in 63 countries.

The institute worked hard to prepare for the introduction of the European Single Market in 1993, and the harmonisation of standards that would come with it. The IQA strategy was, in the words of the then Chair, David Stanger, “to hold the high ground as the principle source of professional leadership and experience in quality management practice”.



*“The strategy was to be the source of leadership in quality management”*



< A global community of quality and auditing professionals grew in the 1990s. There were IQA members in 63 countries and registered assessors in 72 countries

By 1996, membership had grown to almost 13,000 and finances were in good shape. The year 1997 saw the **election of the first woman to council** – Linda Campbell, then Chief Executive of Lloyd’s Register Quality Assurance.

In 1999, the IQA had a clear mission:

- to seek the advancement of quality management and practices and to facilitate the exchange of related information and ideas

- to promote the education, training and continuing professional development of people involved in quality assurance and management for quality
- to provide a range of services to members and, where appropriate, to the community at large.

Membership increased by 28% in the 1990s, reaching 12,661 by 1999.

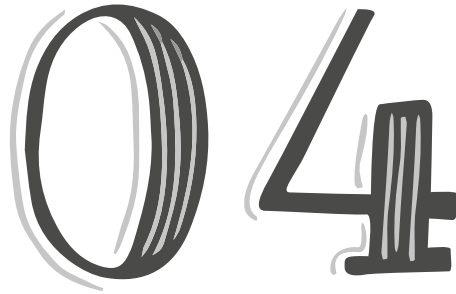


Rise in membership from 1990 to 1999



**TERMINOLOGY  
MAY HAVE CHANGED  
OVER THE PAST  
100 YEARS, BUT  
OUR PRINCIPLES  
REMAIN THE SAME**

A HISTORY OF THE CQI: 1919-2019



**THE NEW  
MILLENNIUM  
AND A ROYAL  
CHARTER**

# The Body of Quality Knowledge

The Body of Quality Knowledge was first developed and published by the Professional Policy Board in 2000. The then President, Dr Ivan Dunstan, described it as crucial in settling the details of membership criteria. It informed Education and Training content and was the basis for assessing membership applications.

The Body of Quality Knowledge underwent significant development, maintenance and use in the noughties. When it was first published, it was considered an impressive piece of work, evidenced by the fact that the professional services manager at the time, Michael Debenham, received a number of enquiries from other institutes on how to go about developing their body of knowledge. From 2001 to about 2010, it was the backbone of membership, training and educational activities. It was later replaced by the CQI Competency Framework (see below).

## The Association of Quality Management Consultants International (AQMCI)

For many years, the IQA maintained a register of quality consultants – professionals who could support organisations with their quality management needs. In 2001, the AQMCI was subsumed by the IQA. This merger enhanced the service

the IQA could provide to commerce and industry, and enabled the AQMCI to continue to function for several more years. Sadly, this activity was closed about 15 years later, due to lack of support.



# Chartered status



The IQA was awarded a Royal Charter on 23 November 2006 and registered as a charity shortly afterwards

In the new millennium, the institute's council was adopting an increasingly business-like approach. Its vision was defined as "We lead in quality", and a five-year corporate plan was drawn up covering 2001–06.

The focus was on preparing registered auditors for the new **ISO 9001:2000** standard, and on preparations for the upcoming 2002 European Organization for Quality

*"Company membership was launched in 2004, and the IRCA register continued to grow"*

Congress, which would be held in the UK. Company membership was launched in 2004, and the IRCA register continued to grow, particularly in the Far East.

In 2006, **IRCA Japan was established** to support auditors in the Japanese market, which saw an increase in demand for regular corporate audits. The IRCA Japan register grew from 1,200 people in 2006 to 3,500 in 2016.

IRCA Japan register



**A Royal Charter** was first considered in 1945, and an unsuccessful attempt was made in 1987. The process was then put on hold, and was resurrected by Frank Steer (Chief Executive 2000–07), when other priorities had been addressed and resources were available.

By 2005, efforts were focused on the application for a Royal Charter. A charter for the institute was **granted** on 23 November 2006, and a charter for individual membership was awarded a year later.



On receipt of the charter, the institute needed to register as a charity. Governance would now be in accordance with the Royal Charter and bylaws, and financial statements prepared in line with charity law.

The Institute of Quality Assurance duly became the **Chartered Quality Institute (CQI)**. Its objectives, as defined in the charter, would be to advance education in,

knowledge of, and the practice of, quality in industry, commerce, the public service, and the voluntary sector, for the benefit of the public. Sir David Brown became the first president of the new CQI in 2007.

The CQI's inaugural AGM took place on 11 September 2007. The initial Advisory Council of the CQI subsumed the IQA Council, and the institute's new governance took effect.



Efforts to advance quality management across industry intensified in 2007 when the IQA became the Chartered Quality Institute

# Individual chartered status

Individual chartered status for CQI members was introduced in 2008. Chartered quality professionals could now use the post-nominal letters MCQI CQP (for Chartered Members) and FCQI CQP (for Fellows). These have since been changed to CQP MCQI and CQP FCQI.

With the charter came a new business plan. As part of this, the Board of Trustees focused on raising the profile of quality and the profession, and ensuring that the CQI itself espoused quality in its own governance and operations. A new CEO, Simon Feary, was appointed in 2008, having previously been Director of IRCA. Under his leadership, the CQI built awareness of its brand further through channels like social media, including a weekly blog.

*“Individual chartered status for CQI members was introduced in 2008”*

## 2010–19

As with the previous 90 years, these last 10 years have witnessed many initiatives and changes. The CQI relocated in 2011 to modern, serviced premises at 10 Furnival Street in the City of London, where it still resides.

**A new IT system** was introduced in 2012, and the institute worked with Health Services Journal and the Chartered Management Institute to publish research on healthcare and the value of quality to UK plc.

**Significant work continued under the auspices of several committees, panels and working groups.** These have been a feature of the CQI and its predecessors throughout the last 100 years, and have grown, folded and restructured as situations required. These committees contributed to areas of finance, conferences, editorial, education and the professional policy board. They recommended policies in their areas of responsibility. For instance, the professional policy board led on the content and presentation of the Body of Quality Knowledge. The membership committee directed the setting and assessment of membership requirements. Committees are now known as panels and advise the executive board and membership council.

*“The pursuit of professional development is at the heart of the institute’s core values”*

The CQI launched the inaugural International Quality Awards in 2017 to recognise the outstanding contribution of quality professionals



By 2014, the following governance structure was in place:

**Advisory Council** – elected by members

**Nominating Committee**

**Board of Trustees** – potential members vetted by the Nominating Committee, and recommended to the Advisory Council

**Six Advisory Panels:**

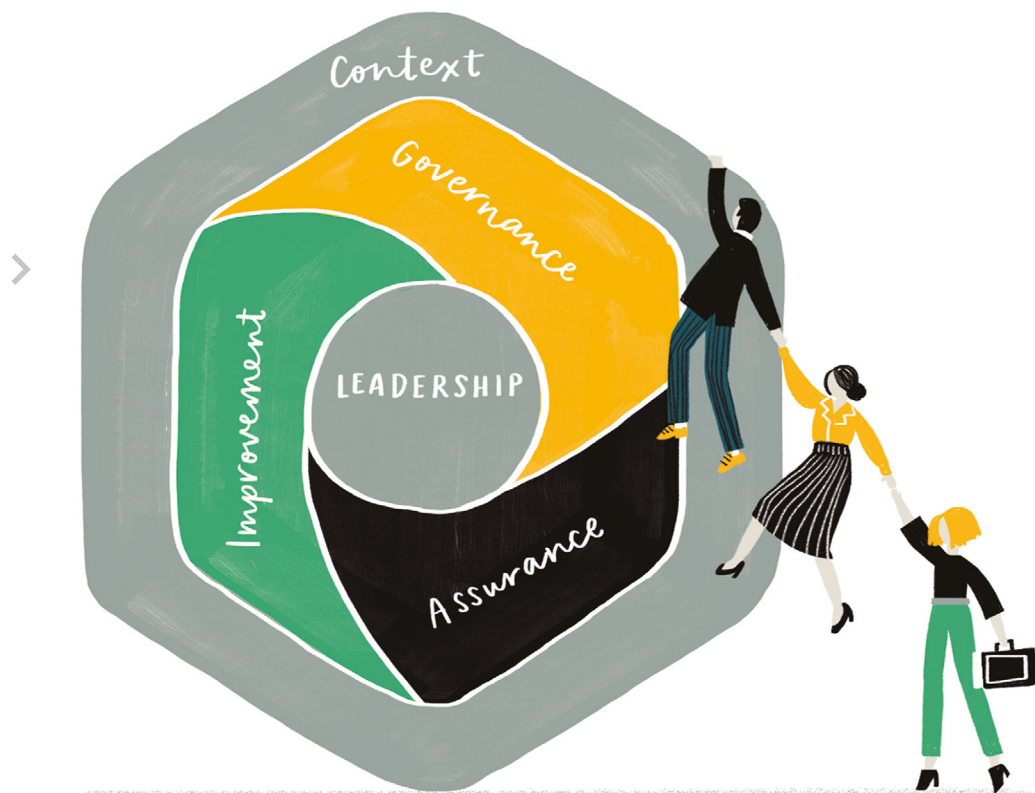
- Professional policy
- Education and skills
- Standards
- Regional operations
- IRCA

In 2014, Estelle Clark was elected Chair of the Board of Trustees – the first woman to hold the post.



# The CQI Competency Framework, membership grades and a new portfolio of learning

In 2014, the institute created the innovative CQI Competency Framework based on governance, assurance and improvement



The CQI developed and launched its Competency Framework in 2014. This work was driven by the Professional Policy Panel, and led by David Armstrong in the role of Head of Profession. The framework is based on three areas of interest: governance, assurance and improvement; and two areas of deployment: context and leadership.

This would provide a basis for membership and continuing professional development (CPD) services. There are now five grades of membership. Membership requirements are based on a competence-based assessment reflecting the CQI Competency Framework, and focusing on the application of knowledge and skills.

100+

approved  
training  
partners

A new portfolio of training courses was introduced in 2016, bringing the CQI and IRCA's training offerings together. **More than 100 approved partners** deliver CQI and IRCA-certified training in locations all over the world.

As a top-level member of ISO Technical Committee 176, the CQI had a significant impact on **developing the new quality management system standard ISO 9001:2015**. Around 1,400 CQI members contributed to a survey of views on the committee draft. Mark Braham, CQP FCQI, Head of Business Assurance at The Automobile Association (The AA), represented the CQI on the committee.

The CQI helped develop key standards such as quality management system standard ISO 9001:2015

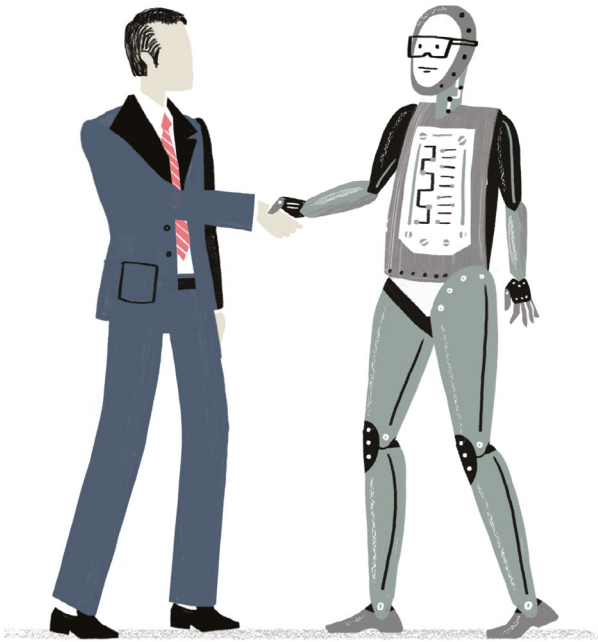


In 2018, the institute built on its governance theme and carried out a major piece of research in conjunction with business intelligence firm RepRisk on corporate governance of large technology companies. The outcome was the CQI's first insight report, *Technology on Trial – Do the world's leading technology companies have a governance problem?*

The findings were quite shocking and have attracted media attention. The report detailed alleged forced labour practices, health and safety violations, corruption and fraud and tax evasion cases in the tech sector.

Work such as this places the CQI where it is most needed: setting standards for leadership, governance and assurance. These priorities are a far cry from the objectives of our 1919 predecessors, with their key concerns around standardisation of inspection. But the parallels are stronger than they appear at first glance.

The terminology may have changed over the past 100 years, and we may have diversified from just inspection, but the fundamental principles of our institute remain the same: consistent standards of quality delivered by competent, respected professionals.



The CQI welcomes the opportunities and challenges that come with the rise of emerging technology and Industry 4.0

**1,400** CQI members contributed their views during the development of ISO 9001:2015

As the CQI helps organisations face the big challenges today – such as Brexit, Industry 4.0 and the corporate governance agenda – those will continue to be the principles underpinning everything it does.

## OUR OBJECTIVES 1922

- To promote and encourage the practice of inspection
- To ensure inspection is only undertaken by qualified persons
- To raise and uphold the status of practising inspectors
- To enable members to exchange ideas

## TODAY

### Our purpose

- To advance education in, knowledge of, and the practice of, quality in industry, commerce, the public service, and the voluntary sector

### Our strategic objectives

- To lead a quality profession valued by employers as a business partner in delivering excellence in governance, assurance and improvement
- To align the CQI's resources to deliver excellence in the profession

**Source:** Taken from the objects of the Institution of Engineering Inspection in 1922, the CQI's Royal Charter of 2006 and the CQI's stated objectives for 2016–20



THE CQI HELPS  
ORGANISATIONS  
FACE THE BIG  
CHALLENGES  
TODAY

A HISTORY OF THE CQI: 1919-2019

05

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## Celebrate with us

Visit our centenary hub at [quality.org/Centenary](https://quality.org/Centenary) to keep up to date on the latest events, news and resources.

Be a part of our centenary celebrations at the 2019 International Quality Awards on 27 November. Visit [quality.org/awards](https://quality.org/awards) to find out more.



## Boost your competitive edge

Take your career to the next level by becoming a CQI member or IRCA registered auditor. Email [applications@quality.org](mailto:applications@quality.org) or phone +44 (0)207 245 8600 to find out more

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