

# Principle 1 – High quality products and services for our customers

## Means

- Based on a thorough understanding of our customers' needs, we provide products and services that are accurate, reliable, and timely.
- We consistently deliver thorough customer support with tact and confidence
- We promote employee integrity and avoid conflict of interest in our assignments
- Where practical, we test data and content for accuracy and seek customer feedback
- Legitimate complaints are investigated seriously - both the data/content and process that developed it - and we provide accountable responses

## Purpose

Customer trust is key; our reputation rests on the quality of our data and content. Unbiased sourcing, production, and delivery of data requires objectivity and independence. Further, service and support throughout the customer's lifecycle is paramount in importance and we must be thorough in answering questions, responding to problems, recovering from setbacks, collecting feedback, and closing the loop on communication.

## Relevant Metrics

- First contact resolution (FCR)
- Errors discovered with types and categories
- Mean time to resolve (MTTR) customer facing problems
- Voice of the customer (VoC) scores and feedback
- Product success scores

## Example in Action

**Elsevier** HS Nursing "Mosby" business in St Louis ensures its editorial staff have a clear focus on the accuracy of the information it produces. Accordingly content and data quality is checked by a separate Clinical Quality Group of medical PhDs in order to confirm data and content were developed objectively.

**Elsevier Global Book Production** uses their [RFT Dashboard](#) to monitor and improve quality of book production processes and end products. For example, the end product quality is measured by '% of Errataless titles' and '% of non-suspended titles'. The book production process quality is measured by copyediting quality, typesetting quality, indexing quality, resupplyless print files, resupplyless archive files, resupplyless dataset etc.

# Principle 2 - Continuous process improvement throughout the business

## Means

- We ensure robust quality assurance processes through continuous process improvement reviews assessed by management with monitoring of required actions
- We have internal audit procedures to ensure compliance with the Quality First Principles
- Where practical, we seek and respond to customer feedback
- We monitor changes in relevant laws and design procedures for compliance

## Purpose

To produce high quality products and services and excellent customer support, we must ensure quality assurance processes are reviewed regularly and improved. In addition, by testing data sets and responding to customer feedback we can ensure our processes, products, and services are of the highest quality.

## Relevant Metrics

- Black Belt, Green Belt, and Yellow Belt project details including focus area and duration, as well as impact to the business and to customers
- Operational effectiveness benefits in time saved, defects reduced, costs balanced, and customer experience improved

## Examples in action

At **Elsevier** project groups make recommendations to management to improve QA processes in production, editorial and multimedia on an on-going basis.

At **LexisNexis Legal & Professional**, Shepard's editorial is using Six Sigma and Lean methodology to improve quality. Guidelines have been streamlined to focus on customer-critical value-adds and remove over 100 obsolete/redundant history and treatment phrases. The team analysed customer complaints and redefined editorial error criticality to focus on value from the customer perspective. There is continuous improvement through on-going root cause analysis, identification of trends, and actions/changes to improve process.

# Principle 3 - Clear, comprehensive approach to quality assurance

## Means

- We regularly look at our overall management processes to identify interdependencies and to address risk and ownership
- We assess risk and we design appropriate quality assurance measures to include training
- We document and monitor adherence to our quality assurance policies and procedures
- Our focus is error prevention and we do not rely solely on inspection to uncover problems

## Purpose

A comprehensive approach to quality assurance helps us identify gaps and monitor progress. There are dependencies across our products and businesses, so regular reviews of quality assurance can be applied widely to improve processes. Identifying and actively managing these dependencies ensures that an update to one product, service, or process will ensure updates to the adjacent and dependent elements when appropriate. Note that the emphasis of this principle is quality assurance, which refers to prevention of problems and mistake-proofing our process, and not on quality control, which is a focus on inspection after the process has been executed.

## Relevant Metrics

- Cost of Quality or Cost of Poor Quality (COPQ) including
  - cost of prevention (QA)
  - cost of inspection (QC)
  - cost of failures:
    - internal problems that are discovered and reworked
    - external failures that reach the customer and the costs of recovering from them

## Example in action

At **LexisNexis Legal & Professional**, content dependencies in LexisLibrary and Lexis PSL are fully documented and reviewed in the Lexis PSL content management system to ensure links between both products are manifest. In addition, a link checking process is run daily to repair non-functioning links overnight.

# Principle 4 - Ownership of quality management at all levels of the organisation

## Means

- We have lines of accountability for quality management and quality assurance processes
- Our standards are promoted across all business units by senior managers to the relevant teams
- Our people responsible for quality assurance have knowledge, the right expertise, and are trained to fulfill their responsibilities
- We do not pass along a defect to the next process step, we stop and fix it now

## Purpose

In order to ensure that all quality assurance processes are in place and effective, ownership of each control/process must be clear. Quality management is not the job of a quality department or the job of any departmental manager; quality is everyone's responsibility. Annual and periodic performance reviews include measures of quality, and management evaluations of both the successes and failures in quality are conducted regularly with documented results.

## Relevant Metrics

- First Pass Yield (FPY): the proportion of process output that is generated from start to finish with no defects
- Process lead time
- Cycle time of specific process steps

## Example in action

**ICIS** has established a documented editorial process for its price reporting business which reports the market price of oil and gas. The business has clear lines of accountability for each stage of the quality assurance process from start to finish.

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# Principle 5 – Engage external partners to raise total quality standards

## Means

Where practical,

- We define quality standards and communicate them to our suppliers and vendors
- We support suppliers and vendors to improve their own quality management
- We have processes to ensure we select suppliers that meet our quality standards and measure their output against our relevant quality standards
- Where we have outsourced work, our customers can expect the same high quality service and products as if they were dealing directly with us

## Purpose

Suppliers may help us source and produce our output, including content and data, so, where practical, we communicate our Quality First Principles to promote consistency with our partner organisations. We review their processes and output to ensure the highest quality performance. We participate in external quality networks for benchmarking, best practice adoption, and innovation generation.

## Relevant Metrics

- Inbound reject rates
- Supplier scorecard results
- Corrective and preventive action (CAPA) investigation findings
- Mean time to resolve (MTTR) supplier issues

## Examples in Action

**RELX Corporate Responsibility** has instituted the Supplier Academy as part of our Socially Responsible Supplier Program. The series of modules includes topics ranging from Risk Assessment to Water Scarcity to Diversity and Inclusion. In 2016, the RELX Quality First Principles were added to the curriculum so that quality management is emphasised as an integral part of our supplier relationships.

At **LexisNexis Legal & Professional** inclusion of quality assurance targets are standard practice in supplier agreements and are included within the Service Level Agreement. In addition, LexisNexis L&P is transitioning to a Vendor Certification model where LexisNexis trains and certifies qualified suppliers to perform quality auditing, reporting and assessments of assigned workflows. LexisNexis conducts site audits of the Vendor Certification program at least annually.