

The Management System Track

- 1. What Is It?*
- 2. How Does It Relate to Certification Bodies?*
- 3. How to Implement It?*

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Presenters

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Certification Program Manager, PMI



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Program Outcomes

By the end of the two day program attendees will have a better understanding of:

1. ISO's generic management system standards;
2. Quality Management System principles;
3. Quality Management System Requirement of ISO 17024
4. How to implement quality management requirements into your certification system



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Program Agenda

July 13 Session

3:45 to 4:30

ISO's generic management system standards;
Quality Management System principles

4:30 to 5:15

Quality Management System Requirement of
ISO 17024



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Program Agenda

July 14 Session

2:00 to 2:15

Review of July 13 session

2:15 to 3:00

Participants assessment of their program's compliance to Section 4

3:00 to 3:45

Examples of how to implement quality management requirements into your certification system

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Quality Management

ISO 9000 has been an international reference for quality management requirements for business to business dealings.



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Quality Management

ISO 9000 is primarily concerned with quality management. This means what the organization does to fulfill:

- the customers quality requirements;
- applicable regulatory requirements;
- enhance customer satisfaction; and
- achieve continual improvement of its performance in pursuit of these objectives

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Quality Management

ISO 9000 is known as a generic management system standards.

“Generic” means that the same standards can be applied:

- to any organization, large or small, whatever the product;
- including whether its “product” is actually a service; and
- in any sector of activity

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Quality Management

Management system refers to the organization's structure for managing its processes that transform inputs of resources into a product or service which meets the organization's objectives, such as developing a valid and reliable certification examination or processing examination applications in a defined period of time.



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Quality Management Principles

There are eight quality management principles on which the quality management system of the 1SO 9000 are based.



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Principle 1 Customer Focus

Key benefits:

- Increased effectiveness in the use of the organization's resources to enhance customer satisfaction
- Improved customer loyalty
- Increased revenue and market share obtained through flexible and responses to market opportunities

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Principle 1 Customer Focus

Applying the principle of customer focus typically leads to:

- Researching and understanding customer needs and expectations
- Measuring customer satisfaction and acting on the results
- Communicating customer needs and expectations throughout the organization

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Principle 2 Leadership

Key benefits:

- People will understand and be motivated towards the organization's goals and objectives;
- Activities are evaluated, aligned and implemented in a united way;
- Miscommunication between levels of an organization will be minimized

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Principle 2 Leadership

Applying the principle of leadership typically leads to:

- Establishing a clear vision of the organization's future;
- Creating and sustaining shared values, fairness, and ethical role models at all levels;
- Providing people with the required resources, training, and freedom to act with accountability
- Considering the needs of all interested parties

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Principle 3 Involvement of People

▪Key benefits:

- Motivated, committed and involved people within the organization;
- People being accountable for their performance;
- Innovation and creativity in furthering the organization's objectives

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Principle 3 Involvement of People

Applying the principle of leadership typically leads to:

- People understanding the importance of their contribution and role to the organization;
- People freely sharing knowledge and experience;
- People accepting ownership of problems and their responsibility for solving them

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Principle 4 Process Approach

Key benefits:

- Lower costs and shorter cycle times through effective use of resources;
- Improved, consistent and predictable results;
- Focused and prioritized improvement opportunities



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Principle 4 Process Approach

Applying the principle of leadership typically leads to:

- Establishing clear responsibility and accountability for managing key activities;
- Systematically defining the activities necessary to obtain desired outcomes;
- Focusing on the key factors such as resources, methods, and materials
- Evaluating risk consequences

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Principle 5 System Approach to Management

Key benefits:

- Integration and alignment of the processes that will best achieve the desired results;
- Ability to focus efforts on key processes;
- Providing confidence to personnel and others as to the consistency, effectiveness and efficiency of the organization

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Principle 5 System Approach to Management

Applying the principle of leadership typically leads to:

- Continually improving the system through measurement and evaluation.
- Understanding the interdependence between the processes of the system.
- Providing a better understanding of the roles and responsibilities necessary for achieving common objectives and thereby reducing functional barriers.



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Principle 6 Continual Improvement

Key benefits:

- Performance advantage through improved organizational capabilities;
- Flexibility to react quickly to opportunities;
- Alignment of improvement activities at all levels to an organization's strategic intent.

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Principle 6 Continual Improvement

Applying the principle of leadership typically leads to:

- Employing a consistent organization-wide approach to continual improvement of the organization's performance;
- Establishing goals and measures to track continual improvement;
- Providing people with training in the methods of continual improvement

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Principle 7 Factual Approach to Decision Making

Key benefits:

- Informed decisions
- Increased ability to review, challenge and change options and decisions
- An increased ability to demonstrate the effectiveness of past decisions through reference of factual records

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Principle 7 Factual Approach to Decision Making

Applying the principle of leadership typically leads to:

- Ensuring that data and information are sufficiently accurate and reliable;
- Making data accessible to those who need it;
- Making decisions and taking action based on factual analysis, balanced with experience and intuition.

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Principle 8 Mutually Beneficial Supplier Relationship

Key benefits:

- Optimization of costs and resources;
- Flexibility and speed of resources to changing market or customer needs and expectations;
- Increased ability to create value

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Principle 8 Mutually Beneficial Supplier Relationship

Applying the principle of leadership typically leads to:

- Establishing relationships that balance short-term gains with long term considerations;
- Sharing information and future plans;
- Clean and open communications;
- Pooling of expertise and resources with partners

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Next Steps ...

There are many different ways of applying these quality management principles. The nature of the organization and the specific challenges it encounters will determine how to implement them.



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Quality Management System Requirements of ISO 17024

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How To Implement Quality Management Into Your Certification System

Dale R. Cyr, MBA, CAE
Executive Director, ARDMS

Quality Management and Your Organization

- Know what QM system or combination of systems you wish to implement!
 - ✓ Balanced Scorecard
 - ✓ Six Sigma
 - ✓ TQM

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Quality Management and Your Organization

Common Themes:

- Develop Processes
- Document
- Measure
- Follow-up (audit)

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Quality Management and Your Organization

- Be sure the QM system(s) links to your strategy!

- ✓ Where are you going?

- ✓ Why?

** Be sure you know your staff and how they like to develop new things!!

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QM Development: Step 1

- Build a case of why a QM system is needed to your Board and Staff!
 - ✓ The linkage to strategy
 - ✓ Improve operational efficiency
 - ✓ Team building
 - ✓ Need it for ISO 10724!

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QM Development: Step 2

- Get a motion or resolution passed by your Board approving to go forward with ISO 17024!!

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QM Development: Step 2

BE IT RESOLVED: The ARDMS will formally obtain the ISO/ANSI 17024 accreditation for personnel certifying organizations, to begin in earnest January 2004, and let it be;

FURTHER RESOLVED: ARDMS, through its Executive Director, will develop a staff project management team to successfully complete the ISO/ANSI application and site visits, and the project management team will report to the ARDMS Board of Directors with project updates, and the ARDMS ISO/ANSI project management team will work with ARDMS standing committees as needed to accomplish tasks and goals that may affect designated oversight responsibilities.



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QM Development: Step 3

- Form a cross departmental team dedicated to completing the ANSI application!
 - ✓ The individuals need to be open minded and have improvement within the organization at heart!
 - ✓ Meet at least twice a month.

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QM Development: Step 4

- First “ANSI Committee” meeting review why this organization is doing this!
- Review the application
- Assign different departments different sections that relate to their function.

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QM Development: Step 4

- Be sure this ANSI information is available to everyone in the organizations (Staff).
 - ✓ We developed a public drive on our network where all ANSI materials are stored.
 - ✓ Be sure to use agendas and minutes for each meeting!!

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QM Development: Step 4

Section	4.1	RS/Legal/Testing
Section	4.2	Admin /Finance
Section	4.3	Testing
Section	4.4	Admin
Section	4.5	Admin
Section	4.6	RS/Testing

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QM Development: Step 5

- After a meeting or two reviewing the application, answering questions, develop a timeline!!
- Team leader must be sure timelines are met.
 - ✓ Peer pressure works well☺

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QM Details

- Review departmental policies and processes with each department committee representative (team).
- Team build with mutually agreed upon standards and processes.



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Quality Improvement

- Why Bother?
- This is a lot of extra work?
- What's the problem, "X" already works?



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Quality Improvement

- Deal with the questions directly!
- Use team management skills to build acceptance!
 - ✓ find an easy success story within your organization to use as a pilot.

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Quality Improvement

5 Steps of Measurement Implementation

- 1). Select what to measure
- 2). Develop operation definitions
- 3). Identify data sources
- 4). Prepare collection/sampling plan
- 5). Implement and refine measurement

Pande PS, et al. The Six Sigma Way. p197-233, McGraw-Hill, 2002

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HOW DO YOU KNOW?



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Quality Management Success

- Be Proactive
- Boundaryless Collaboration
- Drive for perfection, tolerate failure
- Keep your eyes on the prize (ISO 17024)
more efficient organization

The Six Sigma Way: Team Fieldbook. 2002, McGraw-Hill

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Requirements

- Certification body operates a management system that is:
 - Documented;
 - Covers all of the requirements;
 - Ensures effective application of requirements.

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Requirements, cont'd

- Types of documents that may be needed
 - Job descriptions
 - Meeting minutes
 - Management manual
 - Organizational charts
 - Internal working papers



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Requirements, cont'd

- Certification body shall ensure that Management System is:
 - Established and maintained
 - Understood and implemented at all levels of the organization



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Requirements, cont'd

- Types of Documents that may be needed
 - Policy manuals
 - Meeting minutes
 - Evidence of staff education

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Requirements, cont'd

- Types of documents that may be needed
 - Results of audits
 - Meeting minutes
 - Evidence that actions have been taken
 - Detailed procedures for document/record control



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Meeting the requirements

- Documented quality management system
 - Perhaps one similar to ISO 9001
 - Based on quality management principles
 - Customer focused
 - Leadership
 - Involvement of people
 - Process Approach
 - System Approach
 - Continual Improvement
 - Factual Approach to Decision Making
 - Mutually beneficial supplier relationship

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Requirements, cont'd

- Certification body shall:
 - Have document control, internal audit and management systems in place
 - Including:
 - Corrective and preventive actions
 - Provisions for continual improvement
 - Demonstrate evidence that:
 - Management review system is utilized
 - This system controls documents and records
 - Captures audits and continual improvements made

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