



In This Issue:

Chair's Message

Letter From the Editor

Feature Article: What Is Documented Information? by J.P. Russell

Tips From the Trenches: When a Measurement System Analysis Should Be Updated by Shawn Rogers

Division News Bytes

The Improvement Loop by Sarah Benjamin

Division Organizational Chart

2015 Audit Conference Call for Papers

Newsletter Editor

Lance Coleman
lance@fullmoonconsulting.net

Division Administrator

Chris DeMartino
800-248-1946 x7682
cdemartino@asq.org



Chair's Message

Greetings everyone!

What a year it has been for the Audit Division.

Unfortunately, all of the news is not good news. This year we lost our dear friend Elias Monreal in July, at the age of 41. Elias was an active member of ASQ and was always present with his camera at every conference and even at our annual meetings. Throughout his ASQ career Elias was or had been membership chair for the Measurement Quality Division, regional director for Region 7, vice chair of the Section Affairs Council, section chair for the Tucson Section, and one of ASQ's New Voices of Quality. No matter what ASQ-sponsored event you were attending, you could always hear his voice somewhere in the crowd. Our deepest sympathies go out to his family.

In September we lost another dear friend, Akio Miura. Akio lived in Tokyo, Japan, and had been an active member of ASQ for as long as I can remember, which is about 20 years! He was the Audit Division's regional counselor for Region 25, our international region, and was a driving force in promoting quality throughout Asia and the world. Whenever you saw Akio at a conference he was always smiling, happy, and sometimes even carrying his American baseball glove. He was one of the greats among the quality community and will certainly be missed. Our deepest sympathies go out to his family.

Our annual business meeting was held on Thursday, October 30, at the Technical Communities Conference in Orlando, FL, where we discussed the status of the many strategic initiatives we identified for 2014 as well as our upcoming goals for 2015. If you missed that meeting or would like to review what was discussed, you can find the minutes of the meeting on our Audit Division website under "Interaction" and then "Meeting Minutes."

I hope everyone had a chance to participate in one or more of the new webinars that our webinar

chair, Angelo Scangas, has successfully put together as a value-added initiative for the benefit of our members. The webinars are free of charge and the format is designed to give our members a quick and easy way to access information from industry leaders and subject matter experts about leading-edge issues that concern our industry. If there are any topics you are particularly interested in, please let us know so we can deliver important and timely webinars.

This year the Audit Division as well as all of the other divisions and sections have been following the Performance, Awards, and Recognition (PAR) model to plan, fund, and execute activities to increase member engagement. PAR is designed to help us as member leaders identify activities that provide our members with value, based on member input.

In addition to ensuring we meet the expectations for the PAR model by providing enhanced value to members, the Audit Division has also submitted a proposal for the PAR Innovation model. PAR Innovation is an optional, stand-alone program designed to capture innovative best practices across various categories and recognize member units exhibiting exceptional results from their initiatives. We submitted our regional counselor program for consideration. As part of this program we have local member leaders acting as "our boots on the ground" in regions all over the world. They are tasked with bringing the Audit Division and what we have to offer to local sections and universities, and soliciting ideas from these same groups as to how we can help them succeed and provide additional member value.

Lastly, we are looking forward to seeing all of you at the Audit Division conference in Reno, NV, at the Peppermill Hotel and Resort in October 2015. For those of you who have attended previous Audit Division conferences at the Peppermill, you know that this is one of our preferred venues, as we are able to deliver a comprehensive, all-inclusive learning experience at a reasonable price. You'll find more information about the conference inside the newsletter.

Have a great holiday and see you first at WCQI and then Reno!

Nancy Boudreau
2014–2015 Audit Division Chair

Audit Division Vision

To be the pre-eminent body for providing expertise on auditing and defining expectations for the audit profession.

Audit Division Mission

To develop the expectations of the audit profession and auditors. To promote to stakeholders auditing as a management tool to achieve continuous improvement and to increase customer satisfaction.

The Audit Report is published three times a year as a chief information resource for members and friends of ASQ's Audit Division.

Information about the ASQ Audit Division may also be found at asq.org/audit.

Reminder: All ASQ Audit Division endorsed communication and/or use of the Audit Division's logo must be approved by the Audit Division chair.

Volunteers Wanted!

Help shape *The Audit Report* by joining our Newsletter Committee. We are looking for two more volunteers to participate in our Newsletter Committee. Please email your résumé to lance@fullmoonconsulting.net if you are interested and want more information. For other volunteer opportunities within the Audit Division, contact Lawrence Mossman at mossman@netins.net.



Letter From the Editor

Well we have come to that time of year again—a time for reflecting back and looking ahead.

Sadly, we lost two of our own this year. Elias Monreal was a respected professional as well as friend and member of the ASQ Audit Division. He was also known to many as the unofficial photographer of ASQ conferences. I personally always looked forward to seeing his photo collections on flickr after various ASQ events. Our prayers are with his wife, children,

and other family members he leaves behind, after his untimely passing at the age of 41. Elias, you will be missed. I also want to acknowledge the passing of Audit Division regional counselor and longtime Audit Division friend Akio Miura. Finally, we cannot go further without also recognizing the retirement of ASQ Fellow Dennis Arter. Thanks, Dennis, for your years of service to both the division and to our profession in general. Enjoy your well-earned retirement.

On a more positive note we celebrate the relaunch of our newsletter after a year's hiatus in 2013. Special thanks to committee members Janet Smith and Melanie Galloway for their hard work in this effort. Also, thanks to all of the contributors who have allowed us to put out three quality issues this year. Our new webinar chair Angelo Scangas presented our first-ever free webinar, "ISO 9001:2015 Update Revision: What You Need to Know Now!" during the month of October.

In this issue, our feature article is "What Is Documented Information?" by ASQ Fellow J.P. Russell. Thanks to our friends at *QNewZ*, we also present "The Improvement Loop," by Sarah Benjamin. In this issue's "Tips From the Trenches" we will look at the relevance of "Measurement Systems Analysis" to auditors, presented by Shawn Rogers.

Looking ahead, we are excited about the relaunch of our annual conference after a year's break for planning and retooling of equipment. Next year, our 24th annual conference will return to scenic Reno, NV. See later in this issue for the call for papers. I hope to see you there! We will also continue to deliver an excellent newsletter as we present four issues next year for the first time since the inception of the division newsletter in 1998.

Finally, thanks as always to all of you for taking the time to read our newsletter. Please continue to let us know how we are doing, what you like, and what we can do better. Have a blessed holiday season and a wonderful start to the new year. See you in 2015!

Kind regards and safe travels,

Lance B. Coleman
Newsletter Editor

lance@fullmoonconsulting.net

Newsletter Publishing Guidelines

Authors Wanted!

The Audit Report staff is looking for authors. Share your expertise with other audit professionals while adding to your own credentials. Writing for the newsletter also earns CEUs to submit with your certification journal. If interested, please email submittals to lance@fullmoonconsulting.net. Guidelines are below.

Main Factors

1. Technical Merit
 - Includes correct facts
 - Relevant to our mission
2. No selling of services
3. Nothing offensive
4. Original content only. Nothing previously published or presented, without prior approval by review committee.

Additional Factors

1. Not too similar to something recently done
2. Desired subject matter: How timely is material?
3. Well written (not requiring extensive editing)
4. Needed length

Categories

Newsletter submittals should fit into one of the following categories:

- Tips From the Trenches: tools, tips, and techniques for auditors
- Faces in Auditing: new, up-and-coming professionals of note in the field of auditing
- Articles, case studies, or book reviews
- News Bytes (LB): event coverage, announcements, and other audit profession-related news

Length

Desired length for tips, book reviews, articles, and case studies is 400 to 800 words. Tips and book reviews would be in the 400- to 600-word range, articles anywhere from 400 to 800 words and case studies, 500-plus words. If a submittal goes beyond 800 words, then we may look at breaking it into more than one part.

Review and Selection Process

All submitted works will be reviewed by at least two members of the review committee, which consists of the newsletter editor and four other members. The subject for a book review should

be approved in advance by either two members of the Review Committee or by the newsletter editor. The newsletter editor will determine when accepted articles will be published. Submittal of an article does not guarantee publication.

Other

All articles containing photos should be submitted with the photo(s) as a separate jpeg attachment.

Calendar/Main Theme(s)

Submittals relating to the main theme and from division members receive priority.

March 1 Issue: Submit content by January 15 – Preview of ASQ's World Conference, open theme

June 15 Issue: Submit content by May 1 – recap of ASQ WCQI

August 15 Issue: Submit content by July 1 – Training, certification, back-to-school, and Audit Conference

December 1 Issue: Submit content by October 15 – Conference recap, year-end reflection/looking ahead to next year



What Is Documented Information?

by J.P. Russell

Disclaimer: This article is my view and not that of any organization I belong to. Also, this article is not about the merits of the changes to ISO 9001:2015 but rather an explanation of how the changes may be addressed by auditors and those responsible for their quality management system.

Point

The upcoming ISO/DIS 9001:2015 has eliminated the terms “documented procedure” and “record” from the standard and the same will be true of all future management system standards (MSSs). The new term for either a procedure or a record is “documented information” (DI). No organization will be required to change the way they identify or group documents such as procedures, work instructions, plans, or records, but the quality management system (QMS) standard will refer to them as DI. Nor should any auditor imply organizations need to change their terminology to conform to QMS standard terminology.

Reason

The International Organization for Standardization (ISO) European Community has stated and provided documented information that the changes are being made due to customer demand. The European ISO community has been promoting the idea that a record is a document for several years. Also, with the advent of the Cloud, common use of personal computers, and other technological advances, many organizations may maintain information in an electronic medium that is updated on a real-time basis. Also, optimum use of technology, as well as clever process design, may result in process steps being inherent or naturally intuitive such that a documented procedure is not necessary and/or counterproductive.

Aspects You Need to Understand

Control of DI

The draft standard (ISO/DIS 9001:2015) provides a definition (clause 3.11) of documented information as “*information required to be controlled and maintained by an organization and the medium on which it is contained.*” DI can refer to the QMS, information needed for the organization to operate, or as evidence of results achieved (records). It is important to note that the draft QMS standard requires all QMS DI to be controlled using clauses similarly worded as the existing 2008 version of ISO 9001. There is an issue with the draft standard implying records can be updated or changed, the same as other documents such as a procedure. However, records should never be changed, only corrected. Using the QMS standard, auditors will be able to verify that organizations are controlling DI per the requirements.

Identification of DI Used to Plan an Activity vs. Recording Results

In Annex A6 of the draft, it is explained that where ISO 9001:2008 required documented procedures, it is now

maintained DI. Also, where ISO 9001:2008 would have required a record, now it is expressed as a requirement to *retain* DI. The use of *retained* DI appears very straightforward and can be verified by auditors. Example: Clause 7.5.1 Monitoring and measuring resource: The organization shall *retain* appropriate documented information as evidence of fitness for purpose of monitoring and measurement resources.

The use of *maintained* DI is less clear, since the only *maintained* DI required by the draft is the QMS scope, policy, and objectives, which are not documented procedures.

Required DI Used to Plan or Specify

The draft standard is clear regarding the need for DI that describes the design processes. The need for other DI is somewhat open-ended.

There are two other places where DI is required. The general clause 4.4 states, “The organization shall maintain documented information to the extent necessary to support the operation of processes” Also, the control of production and services clause requires DI that defines characteristics of products/services, activities to be performed, and results to be achieved. Therefore, the organization will decide what DI it needs and inform the auditor what that includes. To some auditors this may sound somewhat devoid of common sense for a standard, but perhaps it is the way it should be. After all, most auditee organizations want to do what is necessary to be successful. Is it not better for an auditor to be verifying processes and outputs versus checking off that there is a required procedure for purchasing? I see two risks here, 1) auditors will not know how to verify that necessary controls are in place (sufficient DI) and 2) some organizations will try to take advantage of the lack of prescriptiveness in the QMS standard.

Management Control vs. DI

“Document what you do, do what you document” has been a key guidance phrase, in our field for many years. They are the first two steps of the plan-do-check-act cycle that are fundamental to management control. Many have interpreted “document what you do” to mean there must be a documented procedure. Perhaps more appropriate guidance is, “Plan what you do, do what you plan.” In any case, auditors should not allow organizations to circumvent fundamental management controls due to lack of prescriptiveness of the future QMS.

Conclusion

1. Auditors will need training on how to approach the audit and on what a desk audit or document review will accomplish since there are no required document procedures.

Continued on page 4

2. Audits may take longer due to lack of prescriptiveness regarding DI and other issues not discussed herein.
3. I see absolutely no reason for any organization to change terminology such as “records” and “procedures” to everything being referred to as DI. DI is simply a collective term for all documents and records necessary to support the operation of the processes.
4. Organizations will need to clearly identify DI that is necessary to support the QMS and ensure it is controlled.

It is interesting (ironic) that 20 years ago most organizations had a quality manual with 20 documented procedures to match the 20 clauses of the ISO 9001 standard. I must admit that some of

the 20 documented procedures were not needed or were superficial boiler-plate procedures. Now, we have transitioned to another extreme of no required documented procedures. Let us hope our new plan will result in a more effective QMS.

About the author: J.P. Russell is the founder and managing director of QualityWBT Center for Education. He is an ASQ Fellow, ASQ Certified Quality Auditor (CQA), voting member of the American National Standards Institute/ASQ Z1 committee, member of the ASQ Z1 Auditing Committee, and member of the U.S. technical advisory group for International Organization for Standardization technical committee 176. Russell is a recipient of the Paul Gauthier Award from the ASQ Audit Division and is the author of several ASQ Quality Press books about auditing, standards, and quality improvement.

TIPS FROM THE TRENCHES: When a Measurement System Analysis Should Be Updated

by Shawn Rogers

During the review of a measurement system analysis (MSA) program during an audit several years ago, I noticed some of the MSAs were of varying ages. One MSA in particular was almost 10 years old. As I pointed this out to the auditee, I was told the company updates the MSAs whenever it is appropriate. Although I could not find any nonconformities, as all the studies were aligned with the control-plan limits and specifications, it did raise the question of when MSAs should be updated.

References such as the AIAG MSA manual¹, do not indicate when studies should be updated. Popular statistics textbooks, such as Donald Wheeler’s *EMP III Using Imperfect Data*² do not touch on the subject. Even ISO 10012:2003³ states that “each time nonconforming measuring equipment is repaired, adjusted, or modified, the interval for its metrological confirmation⁴ shall be reviewed.” While this is good as a general guideline, it does not cover all the possibilities.

My review of multiple types of measurement systems gave me the opportunity to develop the following criteria that can be used in quality audits to assess when an MSA should be updated:

- ▶ **When a new or updated product or process-specification limit is outside the range of the existing MSA.** Check the timeline for new product release for production and the product’s limits. If a new product has a specification less than the minimum or greater than the maximum value in the existing MSA study, an update to the MSA should be performed. Regardless of the product’s consistent measurement within the limits of the original MSA and regardless of the new specification’s proximity to the values used in the original study, the study must be updated to include any new

specification value. The MSA only guarantees capability (accuracy + precision) within the limits studied.

- ▶ **When a measurement system is refurbished or upgraded in such a way that the change is likely to impact the capability of the measurement system.** Check for major overhauls to the measurement system. When a major change—either in hardware or software—to a measurement system is made that possibly alters the way the measurement is taken, an update to the MSA must be done. If the change, in the opinion of the manufacturer or experts maintaining the measurement system, potentially has a possible impact on capability, then an update to the MSA must be done. An MSA should be updated even if the change improved the capability of the machine. However, regular replacement of perishables or parts prone to wear does not necessarily require an update to the MSA.
- ▶ **When an ongoing stability monitor falls out of control with no assignable cause.** Check for ongoing problems with the measurement system. When measurement systems are subject to unplanned maintenance due to out-of-control monitor reports, or are found to be out of tolerance during regularly scheduled maintenance, the capability of the system is in question. If the source of the problem has an assignable cause and can be replaced or repaired such that the capability can be ensured with verification or calibration, then an update to the MSA is not necessary. However, repeated stability monitor failures or out-of-control conditions with no assignable cause calls into question the ongoing stability of the system. At this point, an update to the MSA is necessary to determine the system’s suitability for continued use.

Continued on page 5

- ▶ **When an operator has significant contribution to the overall measurement variation (e.g., visual inspection), periodic updates to verify capability are necessary.** Check to see if the measurement system is human-based such as when compliance to product requirements depends on trained personnel. If so, then periodic updates to the MSA are warranted to gauge any changes. Check to see if the manual setup of a semi-automated measurement machine has a measurable impact on the results (percent appraiser variation). If so, then the operator has a contribution to the overall capability of the machine and thus, the measurement system should be evaluated periodically to determine the overall (machine + operator) measurement system's capability.

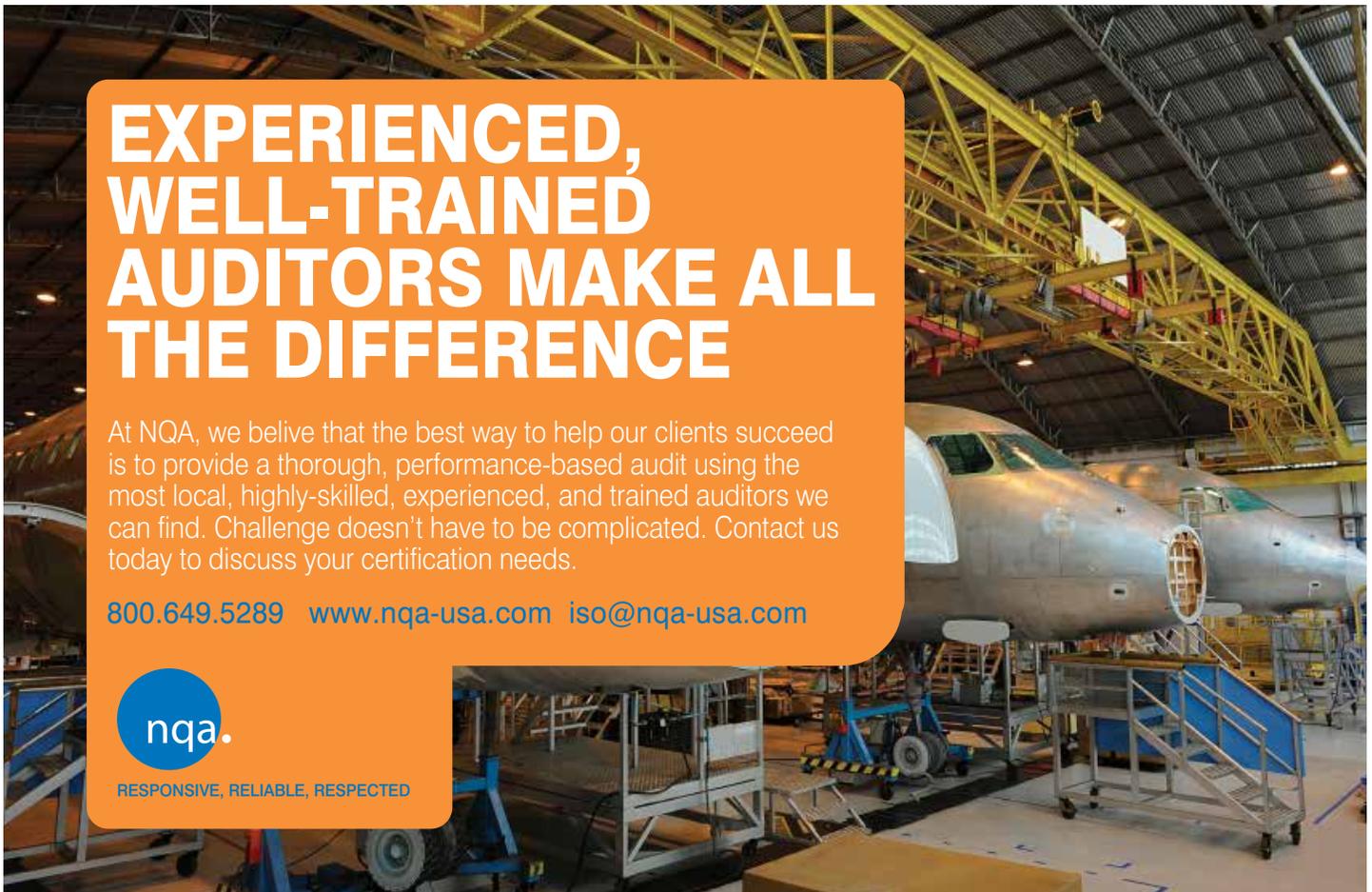
These general critical-to-success criteria have been used in many audits, with results that are justifiable. However, if the organization being audited has a customer requirement defining an MSA update frequency, then that trumps the above criteria.

In the case of the 10-year-old MSA, it turned out that the study had been reviewed periodically. The system had not had expanded product requirements, nor had it been refurbished. It had been well maintained and did not show signs of degradation, nor any measurable operator-induced variance. Thus, there was no reason to update the MSA.

Footnotes

1. *Measurement System Analysis, MSA, Fourth Edition*, reference manual, Automotive Industry Action Group (AIAG), <https://www.aiag.org/source/Orders/index.cfm?search=MSA-4>.
2. *EMP III Using Imperfect Data*, Donald Wheeler, SPC Press, 2006.
3. *ISO 10012:2003, Measurement Management Systems – Requirements for measurement processes and measuring equipment*.
4. ISO 10012:2003 metrological confirmation includes both calibration and verification of characteristics. Some of these characteristics include those required in an MSA study.

*About the author: **Shawn Rogers** is a Certified Quality Management Lead Auditor with more than 30 years of experience in high-tech manufacturing and product development. He has extensive experience in technology startups, engineering and business management, and quality systems development in both small and large organizations. He has worked in all areas of the electronics industry, including: semiconductor wafer fabrication, semiconductor assembly operations, printed circuit board (PCB) manufacturing, and multifactory manufacturing logistics. In the last five years he has conducted more than 200 quality audits in all areas of the electronics industry. He has degrees in electrical engineering and business administration.*



**EXPERIENCED,
WELL-TRAINED
AUDITORS MAKE ALL
THE DIFFERENCE**

At NQA, we believe that the best way to help our clients succeed is to provide a thorough, performance-based audit using the most local, highly-skilled, experienced, and trained auditors we can find. Challenge doesn't have to be complicated. Contact us today to discuss your certification needs.

800.649.5289 www.nqa-usa.com iso@nqa-usa.com



RESPONSIVE, RELIABLE, RESPECTED

DIVISION NEWS BYTES

CQA Exam Refresher Course: Another successful CQA exam refresher course was taught to 26 students from throughout the United States as one of the 2014 Technical Communities Conference pre-conference workshops. A public offering of the course was given November 19 – 21 in Phoenix, AZ. Students who complete the course and then take the CQA exam have a 95 percent pass rate. The next public offering of the refresher will take place May 4 – 6, 2015, in Nashville, TN, as a WCQI preconference workshop. For more information on taking the course or having it taught at your organization, contact Kevin Posey, education/training chair via his email kevin.posey@yahoo.com.

2015 Audit Division Conference: A survey was sent in September to division membership and via LinkedIn to help identify desired topics for the 2015 Audit Division Conference. Conference themes were developed and the call for papers for our 2015 Audit Division Conference has just gone out. We hope you will share your experience either by presenting or joining us for the successful relaunch of our conference. The next conference will once again be held in scenic Reno, NV, at the Peppermill Resort.

Webinars: Thanks to our new webinar chair, Angelo Scangas, the division presented its first free webinar, “ISO 9001:2015 Update Revision: What You Need to Know Now!” on October 16, 2014. Be on the lookout for future offerings in 2015.

Membership Update: The Audit Division is now maintaining a volunteer database for use when volunteers are needed. If you haven’t had the opportunity to volunteer for a division activity or event, please do so. (You can gain RUs for your recertification for the involvement!) The networking opportunities during involvement are tremendous. As stated during our DMC meeting, Audit Division membership is a very important asset of the division, with numerous leadership opportunities. Get involved and see how your talents can be utilized!

Student Outreach Update: The Arizona State University has completed the organizational formation of its ASQ Student branch. (This effort started after the 2013 Audit Division Conference, with AD staff assisting in this effort.) Some of the students were able to attend the WCQI in Dallas, TX. They were overjoyed and elated by the generosity of the Audit Division in making them a part of the whole event. Students were able to observe quality from a different perspective, giving them an improved understanding of the concepts. Below are some of their comments:

“On behalf of everyone who attended the ASQ World Conference on Quality and Improvement in Dallas, I would like to thank you for giving us the opportunity to attend the conference and also helping in networking with a lot of stalwarts in the field of quality and many more. It was the best thing I have ever done so far. It could not

have been better. We should now start on working on our student group and bring direction to what we are going to achieve through this and look forward to do something at the conference next year in Nashville.”

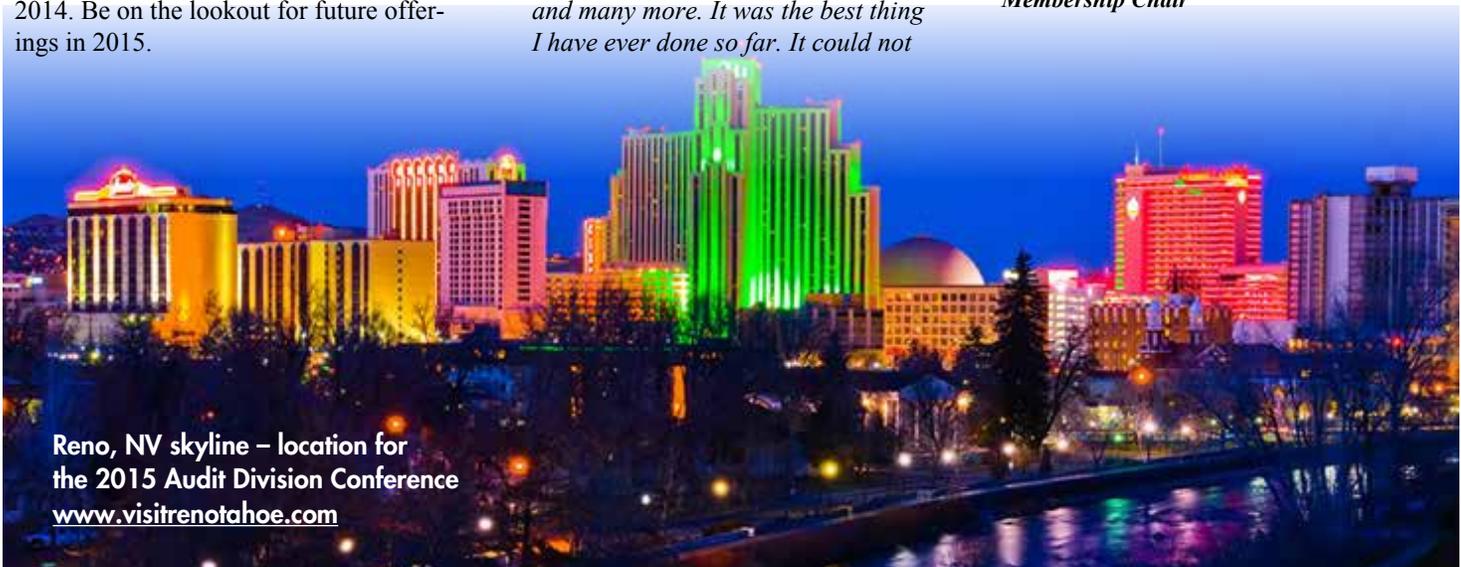
“I second the motion. ... Thanks again for the opportunity of a lifetime with a crew like no other. You guys and gals are like no other.”

“Thank you so much for helping make all of this possible!”

As you see, these leaders of tomorrow were impressed and very thankful for the opportunity we provided. This student outreach should be a priority and part of our strategic plan as a division.

Regional Counselors: Audit Division regional counselors (RCs) are continuing to address the needs of the division as they reach out to membership during monthly section meetings and training sessions. Opportunities to join this exciting group exist, so feel free to contact a DMC member to get the entry process started. (The Audit Division is one of the few divisions that has this type of representation—RCs—to assist the division and overall membership). The latest activity some of the RCs are involved in is the development of student branches at local colleges and universities in their individual regions. Join the group—it’s exciting!

Lawrence Mossman
ASQ Audit Division
Membership Chair



Reno, NV skyline – location for
the 2015 Audit Division Conference
www.visitrenotahoe.com

The Improvement Loop

by Sarah Benjamin

Editor's note: This article was originally published in QNewZ, New Zealand Organisation for Quality, April 2014, p. 13.

Improvement is important. Organisations are engaged in it. Yet I see huge issues with the way in which we typically conceive, design, and roll out change and improvement; rarely does it prove to be sustainable in the long term.

Improvement usually follows a fairly conventional process: A problem is identified (usually in the front line but passed up the chain for action, or originated there in the first place); plan how to eliminate; and write the business case including time, cost, and predicted (mostly unquantifiable) outcomes.

If the improvement is sizable, then a “team” will design a solution and roll it out to the front line. Otherwise management will design a solution and inform the front line of the changes.

Improvement at a Library

Recently I saw improvement in action at a local library where the joining process had not been changed for a long time; despite the process being automated, a signature was still required on a form.

To join the library the customer fills in the form, requiring a home and another address, phone numbers, email, two forms of ID to prove the home address, and a signature. The librarian (whoever happens to be around) enters the details into the IT system, a card is issued and, after a briefing, off you go.

The library became concerned about the integrity of data and the number of people confused about how to use the library, so management introduced some checks. Every form was to go to “Jane,” who quality-checked the information against the IT system, errors marked in red, and the sign-up librarian was informed of changes (don’t do it again!). Then the forms were filed alphabetically and stored in the bowels of the library as per the process for the past 15 years. This took three to four days per month to do.

The management introduced a script for the librarian to follow. It was based

on what they thought would be useful to know.

Six months later there was no visible improvement. The highest demand was the bounced-back email notifications and customers asking how to find and do things. Management decided the corrected forms were to be handed back to the librarian responsible, helping them learn from their mistakes. They still saw little improvement.

Is the Library a Learning Organisation?

Peter Senge writes that “‘Learning organizations’ are organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.”

As an aspiration, this is understood, yet there are surprisingly few examples. Why?

I believe there are two reasons: perspective and method.

We can't solve problems by using the same kind of thinking we used when we created them.

—Albert Einstein

The typical scenario described above means that improvement becomes relegated to projects, and happens at certain times, with certain people who tend to sit outside of the actual work.

Although consultation may be part of the process, rarely does this have the knowledge and data needed to understand what is actually happening in the work. It runs the risk of solving symptoms, not root causes, and can make roll-out incredibly painful with the front line turning off and labelled obstructive to change.

Measures of project success relate to whether the project was on time (although

often those time scales will shift) and on budget (same comment applies). This tells us nothing about whether there was an improvement to the perceived problem, how, and by how much. We lose sight of what we were aiming to achieve in the first place. In the worst-case scenario, the front line is now left with something it neither understands nor works with and ingenuity is now misplaced in trying to make it (the “solution”) work for them.

Improvement is not part of the *everyday* work in this system. It is not built into the culture. Therefore it is not a learning organisation. Often we are problem solving with the same framework and logic that created it in the first place. So we don’t really understand the problem at the root cause, as Russell L. Ackoff describes this: “The righter we do the wrong thing, the wronger we become. When we make a mistake doing the wrong thing and correct it, we become wronger.”

Improvement Using a Double Loop

We resolved the library enrolment problems by changing the form layout to match the forms on screen, redesigning the online form into several screens, and staff training. We used an outside-in, looking at the problem from the *customer's point of view* as it anchored us firmly in value. We also applied Argyris’ theory on double-loop learning.

Rather than redesign within the confines of the governing variables (which created the problems in the first place), challenge and design outside of them. This allows you to design out true root cause, create greater quality at a lower cost, and put organisational ingenuity firmly where it belongs.

Prior to the introduction of this idea, the library was looking to solve the problems by redesigning the application form. Again. A double loop had them questioning the need for a form. The

Continued on page 8

perceived need of a signature did not exist in actuality.

They designed a one-step data entry system, verified by the customer and with no form! They installed a buzzer to call for help at busy times and asked the customer what would be useful to know about the library (customer's PoV) and they managed to design out the problems. They threw out 50 reams of old paper files.

It is not about doing things better; it is about doing better things entirely. We just need more of it.

For further information please contact Sarah.Benjamin@vanguardconsult.co.uk.

References

Ackoff Russell L., 2004, *Transforming the Systems Movement*, <http://www.acasa.upenn.edu/RLAConfPaper.pdf>.

Argyris, C. and D. Schön, 1974, *Theory in Practice: Increasing Professional Effectiveness*. Jossey-Bass: San Francisco, CA.

Senge, P., 2006, *The Fifth Discipline*, Random House Business Books.

About the author: Sarah Benjamin is a senior and licensed practitioner for Vanguard Consulting Ltd. The Vanguard Method draws on the principles of the Toyota Production System and the work of W. Edwards Deming, and has been uniquely transposed by Vanguard to be used within service industries by combining systems thinking (how the work works) with intervention theory (how to change it). British born, and from an HR and marketing background, she has worked with Vanguard Consulting U.K. since 2003. Benjamin has worked in both the private and public sector in the U.K., New Zealand, and Australia helping them transform their organizations to increase revenue, reduce costs, and improve morale. A keynote speaker, Benjamin spoke at the 2012 New Zealand Organisation for Quality Conference in Auckland, New Zealand, and runs regular workshops and speaking events across New Zealand.

Your Audit Division Contacts

Chair

Nancy J. Boudreau
nboudreau@tlenh.com

Chair-elect

Cindy Bonafede
bonafede_cindy@bah.com

Vice Chair (Technical)

Douglas L. Berg
dougberg@earthlink.net

Vice Chair (Communications)

Joyce Hopperton
joyce.hopperton@srs.gov

Vice Chair (Arrangements and Logistics)

Quitman White Jr.
qwhite@bellsouth.net

Treasurer

Mary Chris Easterly
mary.chris.easterly@merck.com

Secretary

Glenda West
gswest@uss.com

Immediate Past Chair Nominating Chair

George Callender
callendg@bellsouth.net

Conference and Events Chair

Glenda West
gswest@uss.com

Membership Chair

Lawrence Mossman
mossman@netins.net

Education and Training

Kevin Posey
kevin.posey@tandemheart.com

Newsletter Editor

Lance Coleman
lance@fullmoonconsulting.net

Photographer and Web Liaison

Nancy R. Crenshaw
nancycrenshaw@ymail.com

Social Media Chair

Mark Tegart
mark.tegart@srs.gov

Voice of the Customer Chair

Susanne L. Burke
susanne.burke@aseholdings.com

Financial Audit Chair

Bruce Knutson
bruce.w.knutson@boeing.com

Webinar Chair

Angelo Scangas
angelo@qualitysupportgroup.com

Division Administrator

Chris DeMartino
cdemartino@asq.org

In The Next Issue:

Chair's Message

Letter From the Editor

Feature Article:
Leadership, by J.R. McGee

Tips From the Trenches:
Auditing Automated Systems,
by Shawn Rogers

Audit Reporting, by Danielle Frederick

Division News Bytes

World Conference on Quality and Improvement
(WCQI) Preview

Advertising rates:

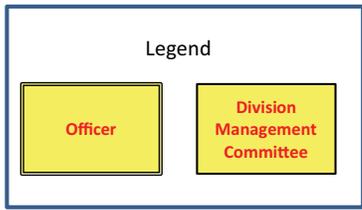
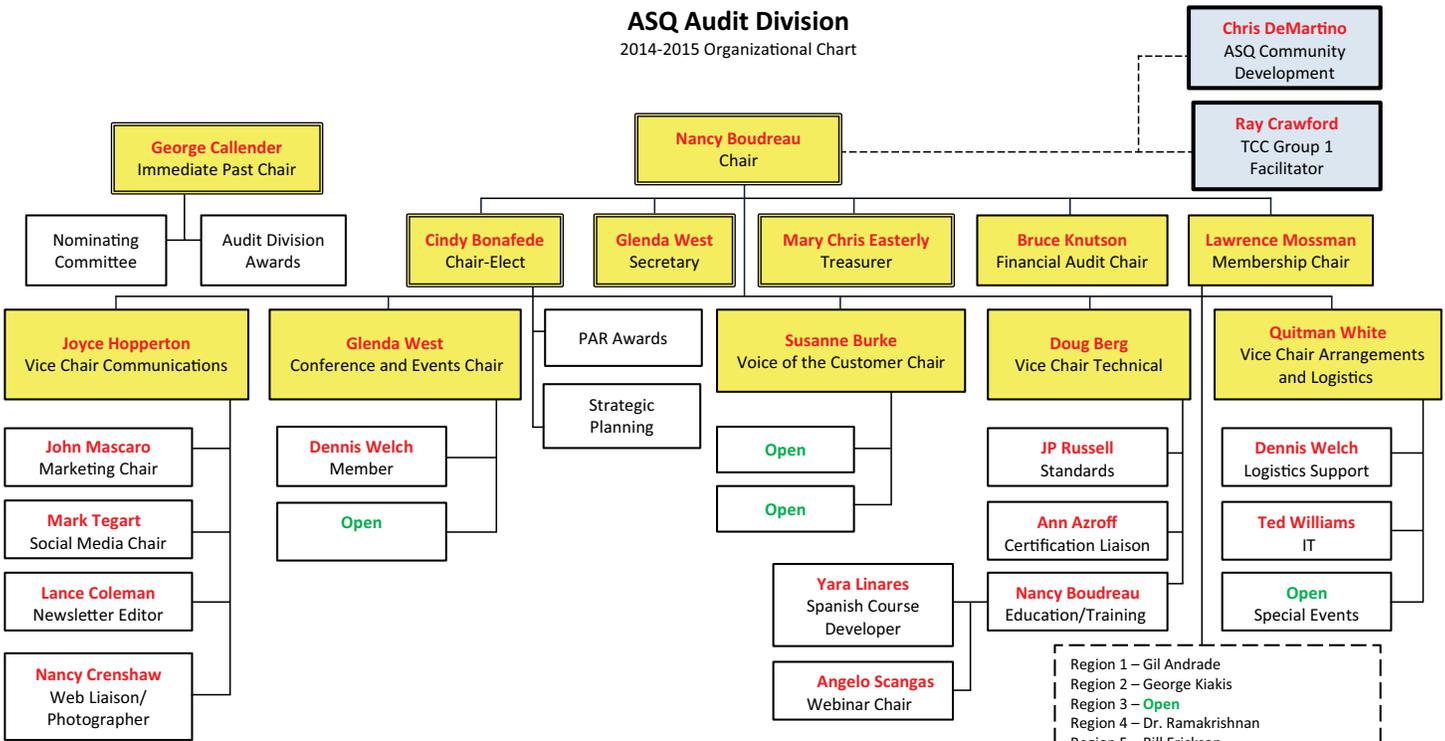
Full page: \$500 U.S. per issue

Half page: \$250 U.S. per issue

Quarter page: \$125 U.S. per issue

**For submissions or questions,
contact Lance Coleman,
lance@fullmoonconsulting.net.**

ASQ Audit Division
2014-2015 Organizational Chart



- Region 1 – Gil Andrade
- Region 2 – George Kiakis
- Region 3 – **Open**
- Region 4 – Dr. Ramakrishnan
- Region 5 – Bill Erickson
- Region 5 DRC – Katherine Cox
- Region 6a – Terrish Floyd
- Region 6b – **Open**
- Region 7 – **Open**
- Region 8 – Janet Book
- Region 9 – Michelle Henderson
- Region 10 – Gregory Stewart
- Region 11a – **Open**
- Region 11b – Sheronda Jefferies
- Region 12 – **Open**
- Region 13 – Lawrence Mossman
- Region 14a – Glenda West
- Region 14b – **Open**
- Region 15a – **Open**
- Region 15b – Bruce Knutson
- Region 25 – Akio Miura
- Australia – **Open**
- Europe – Julio Gonzalez Silva
- East Asia – Milla Cabuloy
- Saudi Arabia – Afaq Ahmed

October 2014

ASQ Region Map



24th Annual ASQ Audit Conference

Audits: Improving Performance, Managing Risk, Driving Customer Satisfaction and Revenue

October 29 – 30, 2015 • Reno, Nevada • Peppermill Resort and Casino

CONFERENCE OVERVIEW

To achieve effective results, auditors are expected to influence managerial decision making with their audit findings. This conference focuses on the auditor's role in identifying quality system issues to improve performance and processes, revenue, and customer satisfaction, including management planning and the decision-making process. It is also the objective of this conference to expose auditors to realizing and managing risk specific to quality, changes to standards, and innovations in communications, and ever-changing material, approaches, and techniques in the auditing discipline.

Revealing the Path to Process Improvement and Performance Excellence

- This track is for seasoned, experienced auditors with a focus on improving performance and effectiveness as well as the effectiveness of the organization for which they do work. This track will provide new perspectives, insights, reaffirm or redirect audit practices, redefine directions for auditors, and introduce new tools, techniques, and approaches. It will also address revisions to standards, basic and advanced tools, innovations, and techniques that can be employed to improve auditing skills.

Influencing the Journey to Improve Revenue and Customer Satisfaction

- Learn to develop an appreciation and audit approach to address items most often overlooked, such as customer satisfaction and revenue improvement for your customer as well as your organization. Provide insight onto the application of effective methods for new auditors and those facing new challenges.

Risk-Based Thinking From the Quality Perspective: What Is It and How Do We Apply It?

- Risk-based thinking challenges an organization to analyze its risks to plan for an appropriate quality management system. This track presents a broader view on risk and opportunity management through systematic determination and monitoring of its business context, and the needs and expectations of interested parties. This provides a better opportunity to improve the quality management system and achieve the intended results.
- This track also emphasizes leadership and commitment from top management to take accountability for the effectiveness of the quality management system. Risk focuses on objectives as drivers for improvements and related planning needed to achieve the goals.

Design and Construction

- This specialized track is dedicated to quality systems, issues, and audits for the design and construction industries. Needs, resources, attributes, and methodologies of the industries will be addressed. Specific details will be added at a later date.

CALL FOR PAPERS

TUTORIALS

Proposals for one-, two-, or three-day preconference tutorials/workshops, which will be conducted October 26 – 28, 2015, are also being accepted. The proposal should be a maximum of two pages and must be received before March 1, 2015. Proposals should demonstrate how the tutorial will benefit the attendees or target audience and enhance their auditing or related skills and knowledge. Printed brochures will not be considered.

Send all **preconference tutorial** proposals to:

Joyce Hopperton
Director, Environment, Safety, Health and Quality Assurance
WSI-Savannah River Site, Bldg. 703-B, Room D 22
Aiken, SC 29802

Joyce.hopperton@srs.gov
Joydar1@yahoo.com

SESSION PRESENTER INFORMATION

Abstracts are required of every speaker and presenter. Abstracts must be received by May 29, 2015. Please include a one-half-page description, the intended audience (beginner, intermediate, advanced), the focus area it falls under, a short speaker biography, previous presenting experience, and contact information. No presentation will be considered without an abstract.

All accepted speakers will be notified by June 19, 2015.

All session presenters will be required to prepare a PowerPoint presentation. A 2015 Audit Conference PowerPoint template will be provided to the selected presenters. Technical papers are optional but are recommended to support the presentation content. Submissions of both the final presentation and the paper are required by July 31, 2015.

Only one complimentary conference registration will be awarded per session to a presenter. Each presenter will be responsible for his/her own hotel, transportation arrangements, and expenses.

Send all **abstract** proposals to:

Lance B. Coleman
Senior Quality Engineer
The Tech Group - Tempe West

T: 480-968-8324 ext. 224
C: 480-677-5009

504 South Madison Drive
Tempe, AZ 85281

Lance.Coleman@westpharma.com