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Chair's Message



Hi everyone!

I hope your holidays were delightful and 2015 has been kind to you so far.

Some of you may have heard of, or even

participated in, the joint activities that the Audit Division has been engaged in with Exemplar Global (formerly RABQSA). As auditors, we recognize EG as the place to go if we want to take lead auditor classes and/or become certified as an RABQSA lead auditor.

A member of the Audit Division recently worked with EG along with several certification bodies to develop the Independent Association of Accredited Registrars (IAAR) transition exam for ISO 9001:2015. This is the competency exam that all RABQSA certified auditors will be required to take and pass in order to audit to ISO 9001:2015. Many of our division members participated in taking the pilot exam, and I personally thank you all for your effort. Another member of the division worked with EG and several certification bodies to develop the IAAR Transition Training for ISO 9001:2015. By participating in these activities we were able to add an *industry perspective* to the training and the exam, as they are usually developed by certification body volunteers. As many of you may have personally experienced, registrar auditors sometimes view things differently from internal auditors who are auditing in the trenches. This was an opportunity for us to provide input from our perspective.

By the time you read this newsletter you should have also received our monthly

division e-blast inviting you to take the Auditing Professional Career Pathway Survey. I think this is the beginning of something many of us as auditors have wanted for a long time. The goal of this survey, along with other sources, is to demonstrate to future generations that the auditing profession is a valuable career and that there is opportunity for growth and recognition of our capabilities. The survey questions were jointly developed by EG and a team of several audit division members. The results of this survey will be shared with us by Peter Holtmann, president of Exemplar Global, at our Audit Conference this October in Reno, NV.

I hope many of you will take advantage of the e-invite to work with Exemplar Global in the development of technical area exams to help standardize auditor competency when auditing management systems standards. This is a great opportunity for us—participating individuals will have the ability to provide oversight and knowledge into the specific requirements and focus in each of the technical areas and will have a direct impact on setting the standard for competency requirements in our industry. You also receive continual professional development (CPD) hours for working on these exams.

For those of you who have participated in our technical webinars, I think you will agree that they have been a huge success. Our most recent webinar, "Risk Based Thinking," drew 632 participants! These webinars are a great opportunity and value-added initiative for the benefit of our members. They 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

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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 four 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.

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.

If you need to become a Certified Quality Auditor (CQA), the next public offering of the CQA Certification Preparation class will be held April 29 – May 1, 2015, in Nashville, TN, as a World Conference on Quality and Improvement pre-conference workshop. For more information or to register for this class please go to the registration page at asq.org/wcqi or directly through ASQ certification at asq.org/training/certified-quality-auditor-certification-preparation_CQAR.html. You can take the CQA Certification Preparation class, take the exam, and attend WCQI all in one trip!

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 this is one of our preferred venues, as we are able to deliver a comprehensive, all-inclusive learning experience at a reasonable price. You can also attend our annual Audit Division business meeting.

Be sure to stop by the Audit Division booth at WCQI to say hello and meet your Audit Division team!

Nancy Boudreau
2014–2015 Audit Division Chair

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: 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 WCQI and open topics

June 1 Issue: Submit content by April 15 – Recap of ASQ's World Conference and open topics

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

December 15 Issue: Submit content by October 31 – WCQI recap, year-end reflection, and looking ahead to next year

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.

In The Next Issue:

Chair's Message

Letter From the Editor

Feature Article:

Audit Reporting by Danielle Frederick

Tips From the Trenches: Managing Risk Through Supplier Audits by Lance B. Coleman

Audit Reporting, by Danielle Frederick

Division News Bytes

World Conference on Quality and Improvement (WCQI) Recap

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.



Letter From the Editor

Hello and a Belated Happy New Year Everyone:

I hope that all are well and off to a great start to 2015!

Our webinar chair Angelo Scangas has the division off to a strong start with the January presentation of the free webinar “Risk Based Thinking,” by Bob Deysher. Look to your March e-blast for information on the next webinar, which will take place in March on a topic to be determined.

In this issue, the feature article is “Auditing to ISO 9001:2015,” by Shawn Rogers. Thanks again to our friends at *QNewZ*, we also present “Operation Supplier/Contractor Spring Clean,” by Craig Thornton. In this issue’s *Tips From the Trenches*, we will look at “How to Conduct a Supplier Audit,” written by myself.

Looking ahead, we are excited about the relaunch of our annual conference after a year break for planning and retooling of equipment. This October our 24th annual conference will return to scenic Reno, NV. See later in this issue for the latest details and the call for papers. I hope to see you there! We will also continue to strive 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. Hope to see you on the road or hear from you in 2015!

Kind regards and safe travels,

Lance B. Coleman
Newsletter Editor

lance@fullmoonconsulting.net



Auditing to ISO 9001:2015

Auditors’ concerns with the new revision to the standard

by Shawn Rogers

When the U.S. TAG to ISO TC176 met in Washington, D.C., in August 2014 to review submitted comments to the Draft International Standard (DIS), a diverse group of participants expressed concerns. Significant among the participants were auditors, who will eventually be charged with assessing compliance to the new revision.

Risk-Based Thinking

The chief concern of auditors participating in the meeting was scope and required detail of risk-based thinking—a new term in this revision of the standard. While there is a general agreement that consideration for risks should be an integral part of a quality management system, the definition used in the standard has caused many to be concerned. The definition used in the DIS is:

Risk: effect of uncertainty on an expected result

While not raising alarm bells on the surface, the five added notes potentially broaden its scope significantly, including the need to assess not only potential negative deviations but positive ones as well. Additionally, auditors may need to verify whether the organization considered deficiencies in their knowledge or information that could be consequential

and whether the organization considered combinations of events and their likelihood. The common question reverberating in the room was: *How do you audit all of this?*

To add further confusion, the definitions of risk between the technical committee working on ISO 9001 (TC176) and ISO 14001 (TC207) are not aligned.

Documented Information

Many auditors raised concerns that the DIS has no required documented procedures or requirements to even have a quality manual. What it does have is requirements for documented information that includes most of the elements that make up the quality manual. While many agreed that most present certificate holders would likely maintain their quality manuals, there is concern that verifying all the required information without one could be potentially difficult and time consuming.

Additionally, the language in the DIS regarding how documented information could be changed (under revision control) did not comprehend that records (i.e., attestations of fact) can be corrected but not changed.

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Interested Parties

The use and broad definition of interested parties that the organization is required to comprehend the needs of raised concerns with a number of auditors. The definition includes:

person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity

“How are auditors to determine if the organization has comprehended all the interested parties?” was a common question. Additionally, how do you review the organization’s consideration of “Which parties perceive themselves to be affected by the organization or its activities?”

As an outcome of the meeting, comments expressing concern over the broad definitions of risk and interested parties were sent to TC176. Requests for clarification of

these definitions and addressing how records were to be handled were also forwarded to the technical committee.

While auditing to the new revision of the standard will not likely begin before 2016 at the earliest, it is clear that ISO 9001:2015 will drive changes not only to how an organization assesses and documents their compliance but also how auditors verify that compliance.

About the author: Shawn Rogers is a Certified Quality Management Lead Auditor with more than 30 years experience in high-tech manufacturing and product development. He has extensive experience in technology startups, engineering, 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.

TIPS FROM THE TRENCHES: Conducting Supplier Audits

by Lance B. Coleman

So what is the difference between conducting first-party (internal) and second-party (supplier) audits? The methodology is pretty much the same, but a lot else is different.

Four important things the supplier auditor must be aware of and be prepared for working around are:

- ▶ **Less transparency** – Typically when auditing a supplier, you will only have the ability to witness supplier employees working on your job and review records solely from your jobs. The auditee will be less likely to volunteer areas of weakness or concern with their quality management system (QMS).
- ▶ **Less knowledge** – You don’t know as much about your supplier as you do about your own company regarding where problems are likely to occur and what “normal” behavior looks like.
- ▶ **Less access** – You may not have access to certain areas or records due to proprietary information or other concerns.
- ▶ **Less authority** – During internal audits, corporate values, history, and outlook shared by employees of the company being audited will often lead to agreement in a finding of nonconformance in those gray areas where there is not a clear requirement

violation to cite. Despite this, all would agree that when the QMS has failed, suppliers are often evaluated in part by their performance during audits and will vigorously defend against a finding of nonconformance that cannot be tied back to a specifically stated requirement.

Conducting the Audit

With limited time, limited resources, and additional challenges, one way to go about conducting an effective supplier audit is to remember that you are there to confirm the 4Cs: capability, controls, compliance, and customer focus.

Most important is to ensure that the supplier remains capable of producing the product to specification. You audit this by reviewing validation reports, statistical process control, and training. Next, controls must be in place to quickly respond to both out-of-control and out-of-specification scenarios. This can be verified through review of the process monitoring, test, inspection, and internal audit programs. Compliance to applicable government regulations, ISO standards, and contracts may be addressed by the elemental approach to auditing.

Lastly, a supplier must be responsive to not only supplier corrective action requests and formal complaints, but also concerns, questions, and other request for information.

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How quickly and thoroughly are supplier corrective action requests, formal complaints, and audit findings responded to? How are concerns, questions, and requests for information captured by the supplier and responded to? Do previously implemented corrective actions remain both in place and effective?

Remember that the audit process is to be a benefit to the supplier as well as the customer. We already know that findings of noncompliance and opportunities for improvement, along with the related corrective actions, are part of an organization's continuous improvement process.

How else might audits provide value to the supplier?

- ▶ **Best practices** – Sharing of best practices related to some of the concerns the supplier has that have been identified during the audit. Be careful with this though, because as an external (to the supplier) auditor, you don't want to suggest or imply corrective actions.
- ▶ **Taking back what YOUR organization can do better** – Many times some of the problems that suppliers have are caused or at least facilitated by their customers. If the supplier needs more information, better communication, more responsiveness to questions from your organization, document these concerns and forward them to the appropriate parties upon your return to the office.
- ▶ **Supplier development** – Some companies have Lean Six Sigma and other training programs where key suppliers can send staff to participate. Auditors should be aware of and share information about these supplier development opportunities. Setting requirements for the minimum information needed as a response to corrective action requests or formal complaints, in the form of a template, can be of benefit to suppliers with a less developed quality management system.

Pitfalls to Avoid

One important pitfall to avoid when conducting a supplier audit is forgetting that the auditor is a guest of the supplier. This means not just showing professionalism and politeness, but also following site safety, gowning, and other rules. It also requires reasonableness when classifying findings. There should be flexibility and discussion allowed with any finding that does not have a specific and concrete requirement attached.

Another pitfall to avoid is only looking at previous audit reports when planning for the audit. Other sources of information would be supplier corrective action request (SCAR) history, on-time delivery records, and receiving inspection records. If multiple sites use the supplier, contact the quality or supply chain personnel at those other sites to see if they have any concerns that you can address during your audit.

Conclusion

Conducting a successful supplier audit requires taking into account those challenges unique to supplier auditing. Review the broadest cross-section of data available when preparing for the audit. Be thorough while remembering you're not only the customer but also a guest of your supplier.

In our next installment, we will talk about how supplier audits help manage risk.

***About the author:** Lance B. Coleman is a senior quality engineer and lean leader at The Tech Group in Tempe, AZ. With a degree in electrical engineering technology from the Southern Polytechnical University in Marietta, GA, he has worked in medical device, aerospace, and other regulated industries for more than 20 years. Coleman is an ASQ Senior member as well as ASQ Certified Quality Engineer (CQE), Six Sigma Green Belt (CSSGB), Quality Auditor (CQA), and Biomedical Auditor (CBA). He is the author of The Customer Driven Organization: Employing the Kano Model (Productivity Press 2014) as well as many articles on risk management, lean, and quality. He currently serves as the ASQ Lean Enterprise Division Education Committee chair, where he is responsible for managing lean curriculum development initiatives. Coleman is also an instructor for the ASQ Certified Quality Auditor Certification Preparation course and the editor of the ASQ Audit Division newsletter.*



DIVISION NEWS BYTES

Award Nominations: Nominations for the Paul Gauthier Award are now being accepted. The award seeks to recognize a person who has made, or is making, an original, significant, or lasting contribution to the field of auditing. If you would like to submit a nomination, please request “The Paul Gauthier Nomination Form” from George Callender at callendg@bellsouth.net. Nominations must be submitted on the form for consideration. Please email nominations and questions to George Callender at callendg@bellsouth.net.

CQA Exam Refresher Course:

The next public offering of the refresher will take place April 29 – May 1, 2015, in Nashville, TN, as a World Conference on Quality and Improvement preconference workshop. Other public offerings in 2015 will take place:

- **May 20 – 22, 2015**, Brookfield, WI
- **October 26 – 28, 2015**, Reno, NV
- **November 11 – 13, 2015**, San Diego, CA

We are very pleased that this course has a 95 percent pass rate for students who complete the course and then take the CQA exam. For more information on taking the course or having it taught at your organization, contact Kevin Posey, education/training chair, via email: kevin.posey@yahoo.com. To register, go to asq.org/training/certified-quality-auditor-certification-preparation_CQAR.html.

2015 Audit Division Conference:

Session and pre-conference proposals for our 2015 conference have been pouring in, and the program looks to be one of our best ever. We have confirmed our first keynote: Peter Holtmann, president and CEO of Exemplar Global. For the latest updates on the conference, visit our website <http://asqauditconference.com/index.html>. The next conference will once again be held in scenic Reno, NV, at the Peppermill Resort.

Webinars: Our third webinar on a topic TBD at the time this newsletter was sent to press will be offered on March 15.

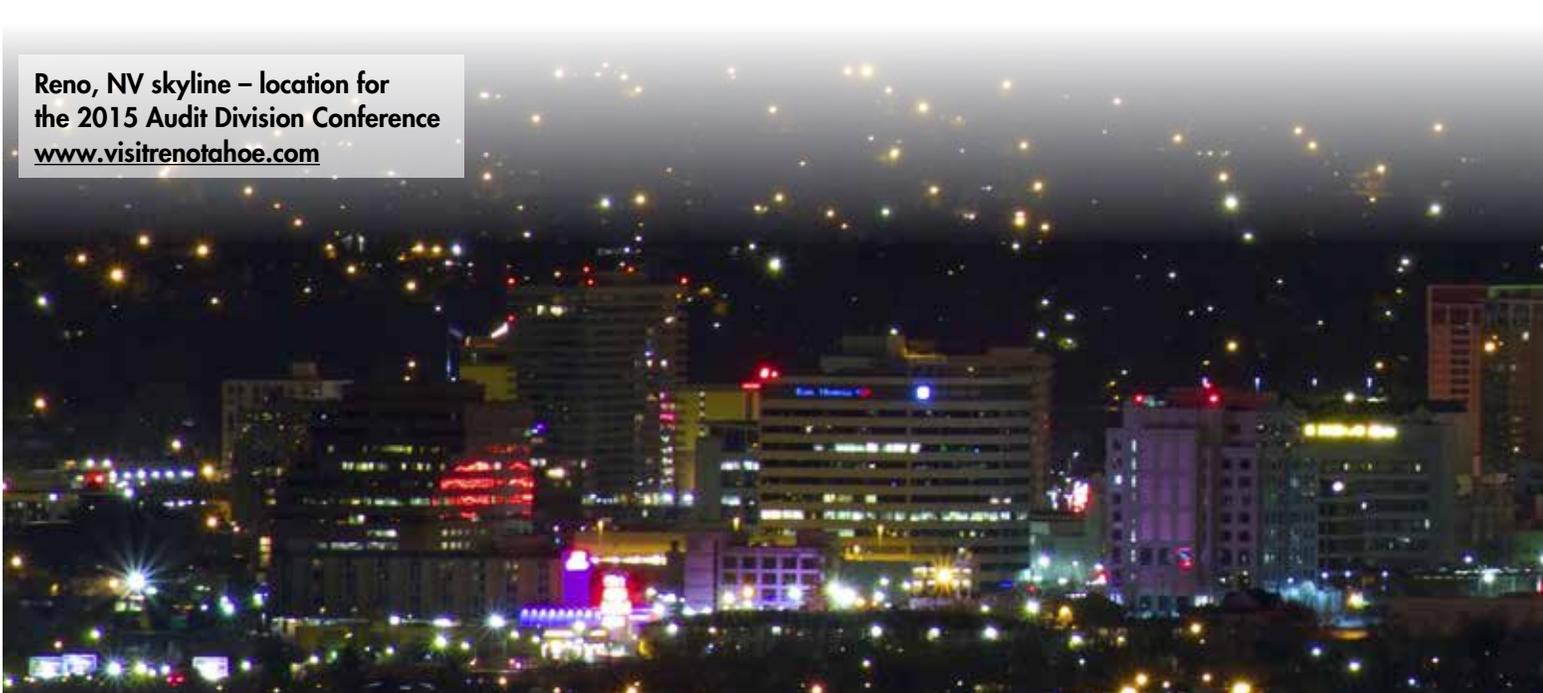
Audit Division at WCQI: We are pleased that one of the Audit Division-sponsored proposals submitted by a DMC member was selected for presentation at WCQI. Kevin Posey, Audit Division education and training chair, will be presenting on Advanced Interviewing Techniques for Audits.

Membership Update: We have started and are maintaining a volunteer database to draw upon 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 the involvement time are tremendous. As stated during our DMC meeting, Audit Division membership is a very important asset of the division makeup, with numerous leadership opportunities. Get involved and see how your talents can be utilized!

Audit Division in Your Community (updated by Lawrence Mossman): January 24, 2015 in Cedar Rapids,

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



IA, the Iowa regional annual **Future City Competition** was held. The theme this year was “Feeding Future Cities.” Students were asked to design a futuristic urban farm environment to grow enough of one vegetable crop and one protein crop to feed their citizens. There were 47 teams consisting of three students, one teacher, and an engineer mentor. The students were from 6th–8th grades. Using SimCity software students had to build a scale model of a portion of their city. They also had to research and write a 1000-word essay, write a 500-word narrative, and prepare a five- to seven-minute presentation. The essay topic was “Feeding the Future.”

The criteria and possible points awarded for each component of the competition were given to the team at the beginning of the project. Prior to the regional competition, each team submitted their computer-designed city, as well as the essay and narrative for evaluation. The scores from these components were added to the presentation and model scores awarded.

ASQ Section 1303 and the Audit Division, led by Lawrence

Mossman, Chad VanDorston, and Jennifer Rivers, participated as judges in the contest. The students were judged on the model that demonstrated a well-developed plan and implementation of that plan using the plan-do-check-act (PDCA) quality tool. It was very interesting to have this age group explain PDCA in the context of their cities’ formation and development. Students were awarded points for “Best Quality and Planning” project. (There were 17 special awards the students could apply for above and beyond the original entry—Best Quality and Planning being one of them.)

Regional Counselors (updated by Lawrence Mossman): Audit Division regional counselors (RCs) continue to address the needs of the division as they reach out to the 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 this exciting group!

Auditing Career Professional Survey: The Audit Division is working with Exemplar Global to enhance the auditing profession. This is an ambitious, valuable, highly anticipated project to map the career pathway for the auditing profession. The survey will highlight key areas where little or no data has been collected by any organization.

We are striving to demonstrate to future generations that the auditing profession is a valuable career to undertake and that there is opportunity for growth and recognition of your capabilities. The survey will likely highlight the strengths and weaknesses inherent in our community, and we are aiming to work with these factors to develop a sustainable, recognized, organized approach to our profession. Your honest, thoughtful, and detailed responses are appreciated. The link to the survey is: <https://www.surveymonkey.com/s/X2DHTWM>.





Time to Kick Off Operation Supplier/Contractor Spring Clean

by Craig Thornton

Reprinted with permission from the October 2014 issue of QNewZ, New Zealand Organisation for Quality.

Back in the olden days when I was an ISO auditor, I very rarely came across an evaluation or re-evaluation of suppliers and contractors that was anything more than cursory.

Self-assessments: Are they useful?

Most organisations posted out a self-assessment to the supplier made up of general yes/no questions such as “Do you have a quality system?” and “Are you certified to ISO 9001?” The only people to benefit from these limp sorts of questions are the businesses that sold the paper they are printed on.

The thing is, it is far too easy for us to view our organisation as an island, as a self-sufficient entity. We focus inward. We see our quality or health and safety systems as comprising only—or mainly—about what happens on our patch of real estate. It is often a case of “we’ve got enough on our plate without worrying about our suppliers’ problems, thanks very much!”

But as Deming pointed out, at least 60 percent of the costs of goods sold by a business consist of purchased goods. Yes, almost *two-thirds*. There’s a lot of scary risk sitting in that percentage, but also a lot of wonderful opportunity.

Sure, you can choose to send out toothless questionnaires that will (barely) meet the quality standard. Plenty do. I was talking to one of my mentors, John Barr (ex-NZOQ president and Mango Limited’s advisor), the other day and he told me about a company he knows that was recently audited by a large certification body in New Zealand for ISO 9001. It was given a clean bill of health with no nonconformances, yet when it was audited by a customer, the customer found a number of holes in the quality system and nonconformances “aplenty.” As I pointed out in a recent column, the ISO 9001 certification and accreditation process is near broken, with many conflicts of interest. You can’t necessarily rely on outside auditors to point the way. Bury your head in the sand if you like by doing just enough to scrape through an external audit, but sooner or later a customer’s shonky system is going to have a negative impact on *you* and *your* customers.

In less than two hours’ work you will have made the first important steps toward ... building strong relationships with your suppliers and contractors.

Operation supplier/contractor spring clean

So, how *do* you get a great relationship going with a supplier or contractor? You are going to have to get proactive.

- ▶ **First**, chuck out your tick box and self-assessment forms. They don’t help anyone.
- ▶ **Second**, get into the mindset that you are in a *partnership* with your suppliers and contractors. Partners help each other out. They want to bring the best out in each other. You are on the same team, the team which wants to delight the end customer. Help each other to do this.

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► **Third**, kick off “Operation Supplier/Contractor Spring Clean.” Tomorrow morning *don’t* open up your email inbox as soon as you get to work. I know! Crazy, right?!? Instead, on the first morning, spend the first 30 minutes of the day identifying your top 10 critical suppliers or contractors. Choose them based on risk, namely: What impact do they have on the end customer? If their impact is high, put them on the critical suppliers’ list. Jot down a few notes about each one, say, how many nonconformances have been reported about them in the past 12 months?

On the second morning, use the first 30 email-free minutes to set up a date and time for an on-site audit. Allow a bit of extra time so that you can have coffee and a chat with them afterwards. Remember, you are in partnership with these people, and the best conversations happen over coffee and a muffin.

Then on the third morning, stay resolute in keeping away from your emails (you can do it) and use that time to put together an audit form for on-site use. Use the ISO 9001 clauses to create a list of questions to ask. But like I said in a previous column, don’t just stick to the checklist. Keep the questions open-ended.

There—in less than two hours’ work you will have made the first important steps toward doing something significant, and rare. You are building strong relationships with your suppliers and contractors. Few organisations make this a priority, but the ones that do reap impressive rewards. Risk is reduced because communication is open and two-way—you are much less likely to be caught unawares. Repeat this process every year. You won’t regret it.

For questions or further information please contact: craig@mangolive.com.

About the author: Craig Thornton is the owner of Mango Limited. Mango is a business management tool used to run an organization’s compliance programs, no matter the size or commercial sector. Mango will run health and safety, quality, environment, and any other risk-based compliance management systems. Thornton joined Mango in 2007. Previously, he led the ISO certification program for Verification New Zealand (VNZ). Thornton was responsible for ensuring that audits were performed by qualified auditors meeting the requirements of ISO 17020. During his time at VNZ, he audited more than 500 companies for ISO 9001, ISO 14001, AS/NZS 4801, and ACC WSMP. Prior to that, Thornton was director of quality and engineering manager for Allied Telesis. Before then, he was a quality manager at Tait Electronics, Wilder Transport, Skellerup Industries, and Kiwi Packaging. He has an honours degree in technology from Massey University, a Certificate of Quality Assurance, and is a Qualified Lead Auditor. He is past chair of the Southern Branch of the New Zealand Organisation for Quality.

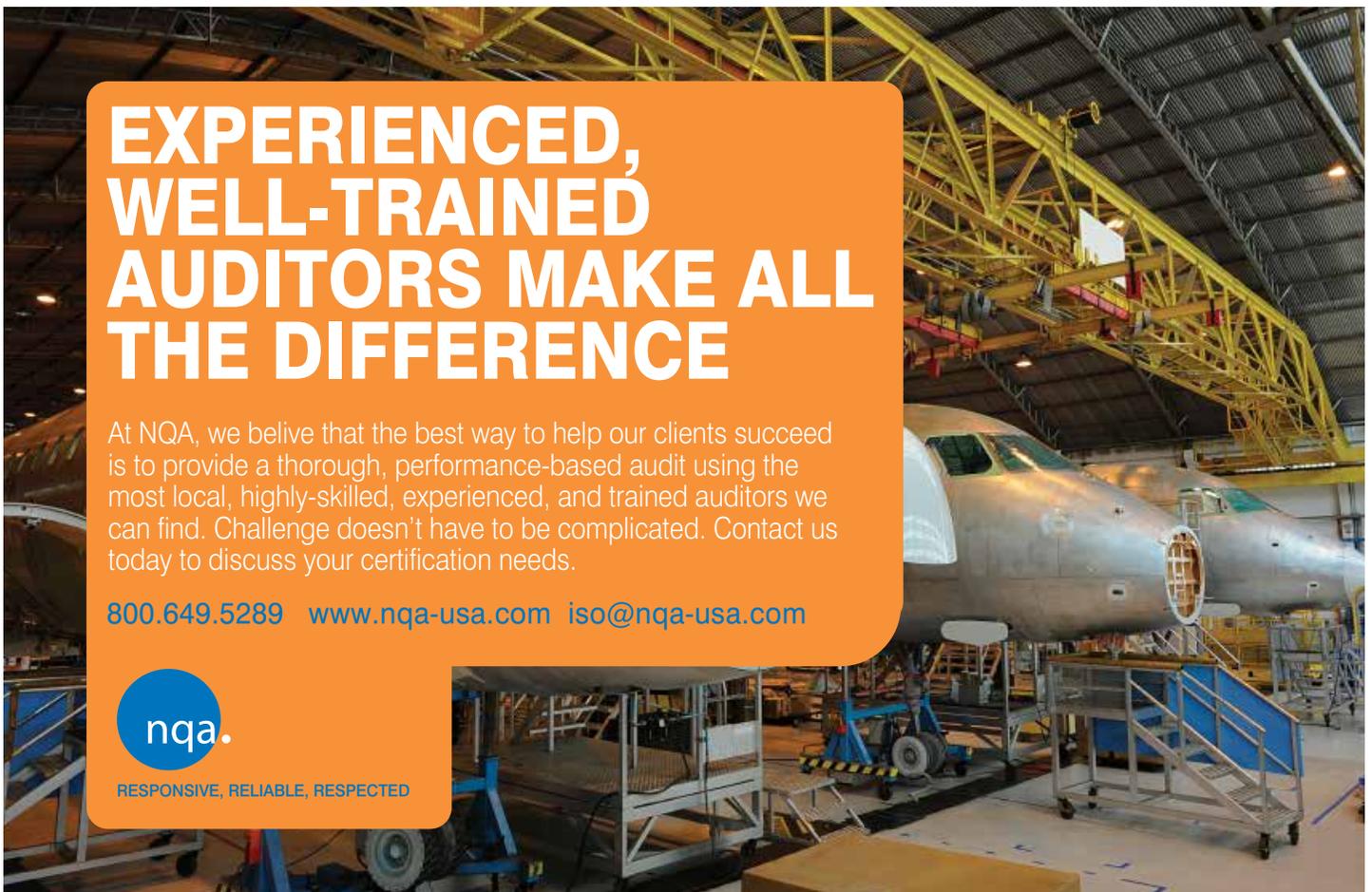
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24th Annual ASQ Audit Conference

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

October 29 – 30, 2015 • Reno, NV • 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 keep auditors exposed to realizing and managing risk specific to quality, changes to standards, innovations in communications, and ever-changing material, approaches, and techniques in the auditing discipline.

Revealing the Path to Process Improvement and Performance Excellence

- Seasoned, experienced auditors will find this track focusing 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 in order to plan for an appropriate quality management system. Presenting 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, provides a better opportunity to improve the quality management system and its ability to achieve the intended results.
- Learn how to emphasize leadership and commitment by 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 "focus area" is dedicated to quality systems, issues, and audits for the design and construction industries. Sessions on the 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.

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.

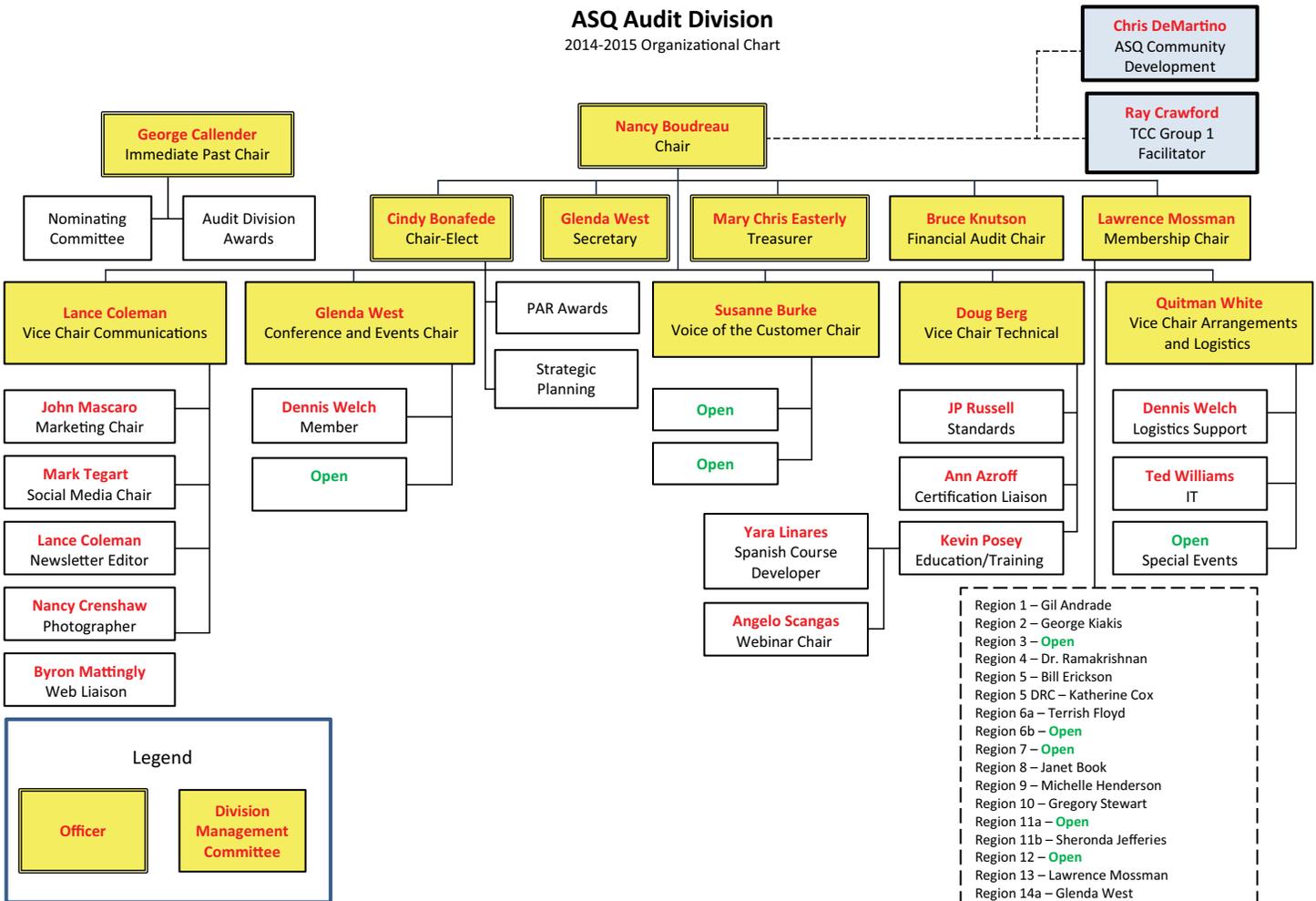
Only one complimentary conference registration will be awarded per session to a presenter. Each presenter will be responsible for his/her own hotel, transportation arrangements, and expenses.

Send all **preconference tutorial** proposals and proposed **session abstracts** to:

Lance B. Coleman
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The Tech Group - Tempe West
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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 – Mila Cabuloy
- Saudi Arabia – Afaq Ahmed

February 2015

ASQ Region Map





**Audit
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ASQ The Global Voice of Quality™

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