

Effective Management of Quality Management Systems

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Juggling Multiple Quality Systems

- Maintaining multiple quality systems has become the requirement or at least the reality of many organizations today.
- Businesses need to develop an efficient and effective document control process to manage the multiple quality systems that presents such a challenge.
- Lost in paperwork, managing multiple quality systems becomes another duty that eats up time and resources.
- Need to develop the right tool(s) that make the seemingly, impossible, possible.

Managing Multiple Quality Systems

This Technical Session will discuss integrating multiple quality systems based on experience combining:

- ISO 9001:2000 / Environmental (ISO 14000) / Occupational Safety and Health (OHS).
- Pressure Equipment Directive (PED) Manual.
- ASME / Related Manual.
- Multiple plant locations.
- Specific customer requirements and expectations.

Multiple Management Systems: Agenda

- Benefits
- Pitfalls
- Application examples
- Development strategy
- Key points
- Implementation
- Use of technology for maintenance

“Blended” Multiple Quality Management System Benefits

- Blended manuals with a common format are easier to use and facilitates the adoption of quality process.
- Expanded employee knowledge and professional development by creating common quality concepts to be used in everyday business activities.
- Standardization of processes removes grey zones and reduces distractions from productivity.

“Blended” Multiple Quality Management System Benefits

- A comprehensive quality policy is more likely to get “buy-in” (of all departments and sites) and build a team culture of achieving organization goals.
- Opportunity to expedite approval processes through emails for all documents.
- Easier new employee training and cross training with manuals that describe the processes needed to be a successful, productive employee.

“Blended” Multiple Quality Management System Benefits

- Employee awareness of other’s responsibilities leads to improved overall teamwork to achieve common goals.
- Improved strategic planning process with comprehensive procedures and measurements that support common strategy.
- Places emphasis on “Continual Improvement” and measures the resulting impact on the organizational goals.

“Blended” Multiple Quality Management System Benefits

- Ability to use for “Supplier Development” in terms of monitoring inputs and providing constructive continual improvement.
- Identification of previously missed, successful, conflicting, and broken processes.
- Better use of pre-programming delivery of customer feedback to individuals who are best capable (and required) to act on it.
- Saves costs by reducing overall size of manuals and might save a tree!

“Blended” Multiple Quality Management System Benefits

Additional benefits of storing manuals electronically:

- Increases accessibility of quality documents to new levels.
- Multi-path delivery to employees (email, database, cd, memory stick, website download, printed changes notification, procedure lookup) facilitates use.
- Electronic updates reduces costs by eliminating or reducing expenses associated with snail mail distribution of updates, change notifications, distribution of hard copies, and coordination of required signatures.
- Electronic updates of multiple manuals encourages continuous updates and continuous improvements in real time versus waiting for annual updates.
- Ease of regulation updates in the quality manuals allows for more time to inform, train, and resolve employee questions.

Pitfalls

If the development process is not handled correctly and thoroughly, the result will be just another ineffective and difficult system.

Simply adding sections together vs combining (and reducing) will result in:

- Auditors reviewing unnecessary sections increasing audit time and expense.
- Potential conflict of blended sections resulting in confusion among the users.
- Lack of participation; employees will work around it.
- Lack of quality process understanding.
- Harder to meet company's goals and objectives.

Application Examples

- Many organizations have been able to combine ISO 9001:2000 / Pressure Equipment Directive (PED) / OHS / and EMS effectively.
- Upgrading an existing ISO manual to meet PED requirements typically requires:
 - Changing “QC” to “QA”
 - Incorporating requirements
 - Preparing a specific PED supplement i.e.
 - Document control, conformity assessment, design, alignment of Codes with PED, manufacturing, materials, ...and more

Application Examples

- A valve manufacturer combined numerous plants located around the world into one ISO, Safety, Housekeeping, and PED manual.
 - Multiple manuals resulting from mergers and acquisitions.
 - Maintaining different manuals was justified by “we are different” than the other plants. Although, this was disruptive and expensive.
- Key benefits realized (when multiple plants adopted one ISO and PED manual):
 - Individual plant identity and specialty was maintained with a “plant section”
 - Alignment with common achievement terms and goals
 - Substantial cost reduction from
 - Diverse audits conducted same time (travel, disruption time)
 - Similar items audited together – reduction of repeated clauses

Development Strategy

Is there an easier more effective way?

- ISO 9001:2000 provides a valuable framework system for developing, implementing, and effectively maintaining business system documentation.
- Think of the ISO requirements as the bones to provide this framework.
- Don't over do or expand the manuals to handle every conceivable situation; have to provide guidance and rely on users intelligence to handle special cases.
- Consider electronic management information systems (MIS).

Development Strategy - Getting Started -

Review Business Processes

- List all quality system documentation your organization is required to maintain and determine which systems could be “blended” together.
- Compare tables of content, key points, terms and references.
- Combine basic process requirements that are variations on the same theme.
 - Example: Inspection requirements are a part of most national and international standards

Development Strategy - Continuing -

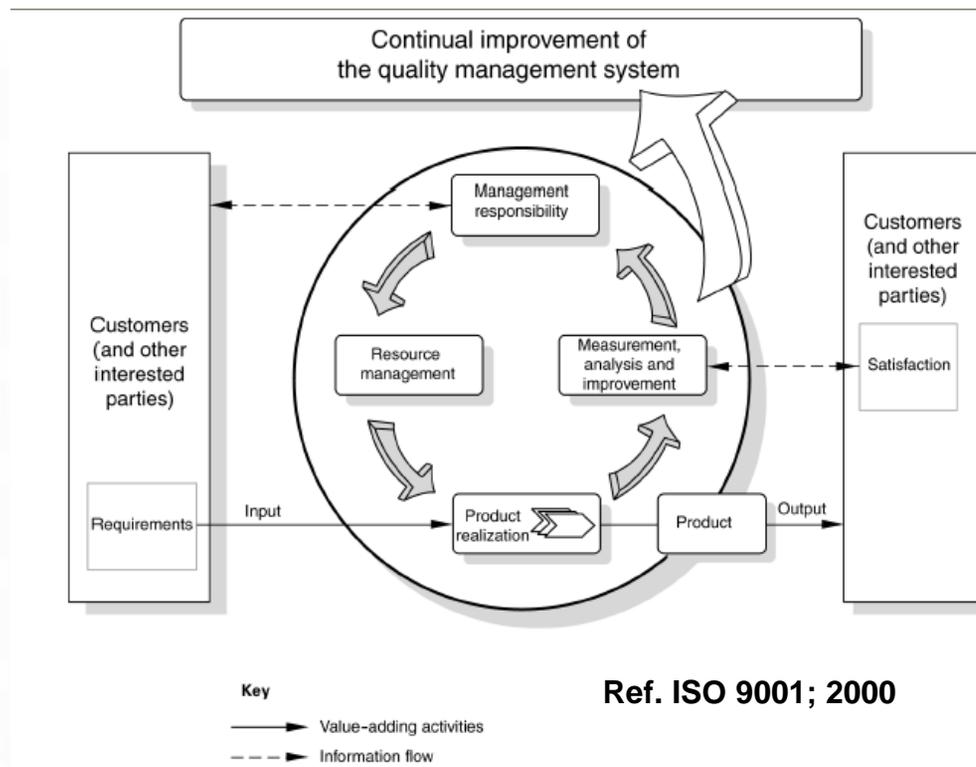
- The “Blending” process consists of taking the most stringent of your documentation requirements and adding in the other “compatible” systems.
- This process can be accomplished internally or through use of a Consultant.
 - Note: Many times your registrar can recommend a reputable Consultant that has worked with your specific multiple systems.
 - Others have found a way to link like requirements together to eliminate redundant updates via electronics ie. Hyper links.

Key Points

- The development process often combines many systems into one set of documentation, or reduces overall “volume of manuals” to a manageable few.
- If planned correctly the “blending” process can easily adapt to your existing paper or electronically controlled system.
 - Note: Maintenance of systems has the best benefits from use of technology, such as electronic Management Information Systems (MIS)

Last Key Point

- Build in a continuous improvement process into the new combined blended system.



Ref. ISO 9001; 2000

NOTE Statements in parentheses do not apply to ISO 9001.

Implementation of the “Blending” Process

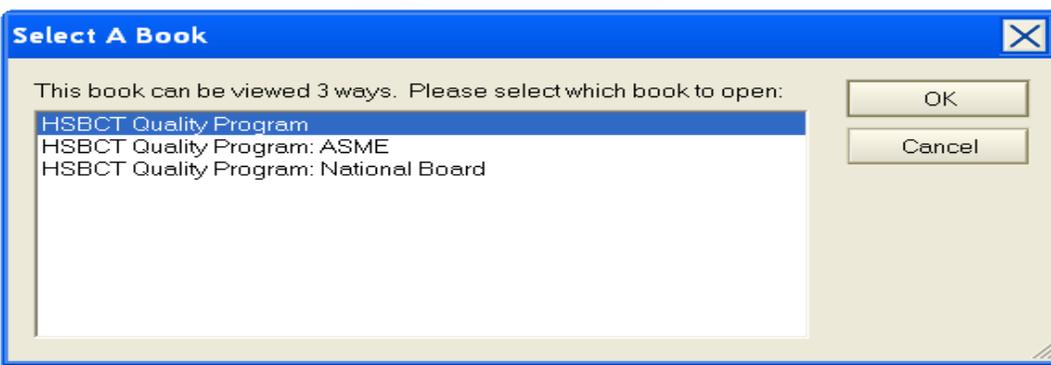
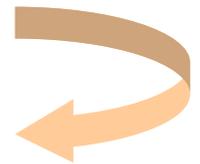
1. Set Ownership. The higher on the organizational chart the better.
2. Determine resources needed. Be honest, do internal people have the knowledge and/or time to actually move from plan to implementation.
3. Define the specific roles of the system owner.
4. Determine specific employee training.

Implementation of the “Blending” Process Continuing

5. Feedback mechanisms will need to be determined and implemented.
6. Research available management tools.
7. The implementation process must put discipline into each project / program to systematically (and with regularity) keep documentation in order.
8. The implementation should increase and streamline the communication process placing emphasis, priority and commitment throughout your organization.

Paperless Management Tools

- Communicate to employees i.e., email.
- Maintain a current copy of management systems that is sortable in a number of useful ways.
- Procedural forms could be imbedded in documents encouraging employees to review management systems often.
- Using common email database can store all the manuals, allow individual sorting, and facilitates updates easily. For example



In Summary

- You can run, but not hide from the multiple quality manual reality.
- Either control it and make it a productive business tool or prepare to be burdened.
- Make blending multiple quality systems a priority.
- Do the research, get the necessary help, make the best use of electronic media.
- Setup the new system to be used and continuously improved.

Thank you, any questions?