



## 2022 WCQI On-Demand Virtual Guide

We're excited to provide a virtual stage to enhance this year's WCQI live event in Anaheim, California! Below is a schedule of the livestream events you will access through the virtual event platform; be sure to take advantage of the opportunity to chat with other virtual attendees and pose questions to our mainstage presenters! You can also explore the virtual exhibit hall and connect with other quality professionals in the virtual event space! In addition, we'll unlock a series of on-demand sessions each day of the event, giving you access to dozens of presentations. Be sure to mark your calendar so you don't miss a moment of this year's conference!

| Livestream Schedule                                                                                                                                                                                                                                                                                                |                            |                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------------|
| Date                                                                                                                                                                                                                                                                                                               | Time                       | Event                                                                                                       |
| Monday, May 16                                                                                                                                                                                                                                                                                                     | 8:30 a.m. -9:30 a.m. PT    | <b>Opening Session and Keynote</b> from Ugwem Eneyo: Africa's Emerging Tech Ecosystem                       |
| Tuesday, May 17                                                                                                                                                                                                                                                                                                    | 8:30 a.m. – 9:45 a.m. PT   | <b>Keynote</b> from Heather McGowan The Future Company: Culture and Capacity, <b>ITEA Award Recognition</b> |
| Tuesday, May 17                                                                                                                                                                                                                                                                                                    | 4:30 p.m. – 6:00 p.m. PT   | <b>General Session:</b> Quality, Past and Present, <b>ASQ Annual Meeting of the Members</b>                 |
| Wednesday, May 18                                                                                                                                                                                                                                                                                                  | 10:45 a.m. – 12:00 p.m. PT | <b>Closing Session and Keynote</b> from Jose Morey: Leonardo Da Vinci and The New Technology Renaissance    |
| Select on-demand sessions will be released at 9:00 a.m. PT on May 16, 17 and 18 according to the schedule below. These sessions do not feature live Q&A. All session recordings captured during the live event in Anaheim will be posted on the virtual event platform within 7-10 days of the conclusion of WCQI. |                            |                                                                                                             |

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|---------------------------|
| <b>On-Demand Schedule</b> |
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**Monday, May 16, 2022**

**An Automotive Industry DFMEA for the Death Star**

**Presented by:** Matthew Barsalou, BorgWarner Turbo Systems Engineering GmbH

**Area of Focus:** Basics and **Session Level:** Basic

This presentation describes how to create a Design Failure Modes and Effects (DFMEA) that will be compatible with the AIAG/VDA FMEA Handbook and the updated SAE J1739 guide to DFMEAs. Previously, suppliers in the automotive industry had to conform to one of three potential FMEA guides. Companies supplying German OEMS (Original Equipment Manufacturers) had to conform to a VDA standard and companies supplying North American OEMs needed to conform to guides by either AIAG or SAE. The AIAG and VDA have released a joint guidebook and the SAE guide has been updated. Now, a supplier may need to conform to both guides when delivering to different customers. This talk explains how one flexible DFMEA can be used to avoid needing separate DFMEAs for different customers that receive the same product. A hypothetical DFMEA example is used to illustrate how to do this; in the case, the example is a DFMEA for the Death Star from Star Wars.

**Audit Like a Jedi Knight – Guidance from a Galaxy Far, Far Away**

**Presented by:** Susan Gorveatte, Gorveatte Consulting Inc.

**Area of Focus:** Basics and **Session Level:** Basic

Presentation Description: Auditing is more than just asking questions. It is about effective communication, being a strong leader, and remaining true to the purpose of the audit. Attend this session to avoid being a “Darth Vader Auditor”; the ones who use their audit “powers” for the dark side, to exert power and punish. Learn to be a Jedi Master of auditing adhering to the principles outlined in ISO 19011:2018 and using your skills to conduct collaborative interviews and build strong relationships with your auditees to ensure audits are value-added for the organization. Being a trained auditor does not always mean you will be a successful auditor. In this session. Knowing how to approach people, how to build rapport, how to listen to and use non-verbal cues in interviewing, while reading body language are skills that will help you perform value-added audits with audit findings the organization can act upon. These skills will be presented from the point of view of a Jedi Knight using the Force complete with analogies from the Star Wars Universe created by George Lucas.

## How to work with Overseas supplier with language barriers

**Presented by:** Zhenpeng Liu, Fuyao Glass America INC.

**Area of Focus:** Basics and **Session Level:** Intermediate

In an era of global sourcing, the multinational firm's success often hinges on the most appropriate selection of its foreign suppliers. It is estimated that there are over 6,000 languages spoken in the world. In today's global business climate, even experienced companies can run into difficulties with suppliers or partners when language differences create miscommunications that threaten their business plans abroad. The person who communicates with customers and suppliers may need interpreters to collaborate. But sometimes the interpreter may not be the expert in this area and key information will still be missing from the translation. Both sides may not fully understand the requirements and expectations, which may cause balls to be dropped, response to be late, or errors in addressing requirements. This session will present different methods to help suppliers and customers to improve communication on both sides. The presenter worked with international suppliers and customers for 6 years and helped build the world's largest automobile glass manufacturing plant with a foundation of quality. The story of this plant has been distributed by Netflix and is the first film acquired by Barack and Michelle Obama's production company, Higher Ground Productions. It won an Academy Award for Best Documentary Feature.

## QMS for Data Driven Decision-Making and Growth

**Presented by:** Charles Cox, Firefly Consulting

**Area of Focus:** QMS and **Session Level:** Basic

Processes are becoming more intricate and interwoven, often including complex supply chains. Unsurprisingly, this can translate to difficulty in understanding, controlling, and monitoring ongoing quality outcomes. Add to that ever-evolving regulatory and certification requirements alongside increasingly tailored internal and external customer expectations. The necessity for a framework and related resources to initiate and continuously improve the management of quality efforts is imperative. And yet, establishing a QMS requires much more than purchasing and implementing a piece of software. First, a company must determine its most important quality metrics and create the associated administrative processes including data collection, analysis, and results communication to key decision-makers. The QMS has the potential to be a competitive differentiator in every part of an organization's operations. From driving gains in market share to measuring financial capability, it can boost multiple aspects of your business performance. This session will cover the key elements to consider when designing a robust QMS, maximizing its value, and creating it to serve a wide variety of masters and needs, both current and future.

## The Importance of Quality Soft Skills in Industry 4.0

**Presented by:** Lance B. Coleman, IDEX Health & Science LLC

**Area of Focus:** Basics and **Session Level:** Basic

**Schedule as of 5/11/2022; subject to change**

As we enter into Industry 4.0, it is important to remember that mastering technology is not enough to ensure continued business success. In an increasingly international environment, quality and other professional staff must master soft skills that allow them to successfully engage with other employees, clients and suppliers from different business sites, countries and cultures. Mastering of soft skills such as cultural sensitivity, effective communications, project management, change management, working within international teams and even negotiation, all facilitate the type of interaction inherent in a collaborative, fail-safe learning environment that is essential for the growing business.

## The Key to Unlocking the Full Potential Of Quality Management Systems (QMS)

**Presented by:** Alan Daniels, Boeing Commercial Airplanes

**Area of Focus:** Basics and **Session Level:** Basic

In this presentation we will explore how "Unlocking the full potential of Quality Management Systems (QMS)" can jump start a QMS that isn't providing the outcome desired by the organization. Many of us have experienced the frustrations of making what is old new again, so this presentation offers a fresh look at QMS as a business management system, outlining in a fun animated manner the challenges and opportunities associated with maintaining and improving a mature QMS program that has been built into our processes. QMS is an investment and in order to get the full benefit of that investment it requires maintenance and attention to explore its full benefits. The presentation will cover QMS as a business system and investment, the value in QMS maintenance, getting back to basics, the documentation trap, the theory of insanity, preparing for audit and breaking the sleep mode after achieving certification or compliance. Don't let the QMS focus scare you away, the information can be beneficial to all Management System Standards (MSS).

## The Quality Harmonization Journey: Best Practices and Lessons Learned from a Global Leader

**Presented by:** Joel O'Connor, Johnson & Johnson & Morgan Palmer, ETQ

**Area of Focus:** QMS and **Session Level:** Basic

Effective Quality Harmonization provides a consistent approach to your organization's entire quality environment. This enables everyone in the organization to have a single version of the truth and operate on a common platform to ensure process consistency and uniformly high quality. Harmonization is especially important in organizations with multiple work sites and a distributed work force. You'll learn why harmonization is essential for fulfilling a high commitment to quality and why organizations that harmonize their quality process and systems on a single, broadly capable and flexible quality management system maintain business agility, compliance and true visibility across the organization. In this session, you'll learn how to identify and manage common processes for harmonization. You'll also learn how to get management buy in, other challenges you may encounter and how to address them. - The operational and business benefits of Quality Harmonization -The journey towards Quality Harmonization -Expert insights on how to approach Harmonization -The differences between Standardization and Harmonization -Best practices and lessons learned that apply to any industry.

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## Quality Management Economic Effectiveness

**Presented by:** Elinaldo Araujo, Nidec

**Area of Focus:** Basics and **Session Level:** Intermediate

Companies are constantly looking to increase their competitiveness in the market. There is no doubt that the quality of products and services is a critical factor for this competitiveness in the market. Therefore, a quality management system is needed. However, is the company getting the best out of its quality management system? How effective and successful is the company with its quality management system? Seeking to answer these questions, we revisited some quality cost concepts and decided to apply them in the evaluation of several business units located around the world. Aiming at comparisons between them, we normalized the results, regardless of the production capacity of the plant and the type of product. This allowed us to identify some performance indicators capable of showing the effectiveness of the business units in terms of quality management. Rather than focusing on reducing personnel costs, we were able to see opportunities to optimize the resources invested in creating and maintaining a quality management system. This case is based on data collected between different business units and sites. Lessons learned about resource allocation that worked best will be shared with the audience.

## ASQE IoE 2022 Benchmarking Overview - Technology, Barriers & Disruptors

**Presented by:** Stephanie Gaulding, Managing Director, Pharmatech Associates

**Area of Focus:** Masters and **Session Level:** Intermediate

On behalf of ASQE, member leader Stephanie Gaulding presents the latest research from the 2022 Insights on Excellence® Category Report, featuring benchmarking results, key data points, and takeaways for quality professionals and executives. Gathered across global regions and from multi-national companies, the IoE® research examines how quality initiatives are progressing in the digital era to provide actionable guidance in facing challenges and prioritizing efforts. This report includes emerging trends by comparing 2021 to 2020 results, covering categories such as Technology and Barriers & Disruptors, and understanding how leaders and their workforce can gain consensus to pursue best practices. IoE® research and benchmarking is a leading benefit in ASQE's Organizational Membership levels. Join this session to understand how your team and organization can benefit from using this research as you pursue excellence through quality.

**Tuesday, May 17, 2022**

## Bring the Benefits of Data and Digitization to Your Organization

**Presented by:** Dawn Irons, MasterControl

**Area of Focus:** Technology and **Session Level:** Intermediate

The quality profession is full of pain points that could be simplified or completely solved with digital solutions. However, not every organization has fully digitized. According to a Deloitte report, 77% of companies are significantly accelerating their digital transformations. That's an

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alarming statistic for businesses that are dragging their feet on digitizing. In some cases, this is due to difficulty in obtaining authorization from executives, entrenched paper-based systems, and/or fear of job loss due to automation. The presenters will discuss overcoming the barriers to digitization and the ways in which digitization and better access to data can save you time and frustration and improve overall quality at your organization. This session will be interactive, with attendees providing feedback to guide the discussion. Throughout the presentation, presenters will ask questions to ensure they address the most common pain points of attendees and their biggest concerns. Presenters will share what to look for when digitizing to ensure those pain points are addressed. They will share real-world case studies to show how other organizations have benefited from digitization with quantifiable results.

### **Building a Quality Management Program from within an Organization**

**Presented by:** Carol Sheets, Cherron Blakely & Lee Whitener, Food & Drug Administration

**Area of Focus:** Basics and **Session Level:** Intermediate

Our team is from the Food and Drug Administration (FDA) in the Center for Devices and Radiological Health (CDRH). Within the Office of Product and Evaluation Quality (OPEQ) is a super office within CDRH formed after combining 4 offices to align with the Total Product Life Cycle for medical devices. Our team is the Quality and Analytics Staff (QAS) for the super office and we are responsible for quality activities. The mission of CDRH is to protect and promote the public health and ensure patients in the U.S. have access to high-quality, safe, and effective medical devices of public health importance first in the world. After restructuring 4 offices into one super office in 2019, we continue to normalize current operations. Documents and procedures are being further streamlined to eliminate redundancy. Lean and Six Sigma methodologies are used to analyze, develop, and continuously improve our processes. Key performance metrics have been developed and are being monitored to measure success. The performance metrics currently in place, along with the leaning of our processes, helped the organization pivot during the Covid-19 pandemic. Staff use a team management approach and while engaging customers to meet the needs of the medical device industry.

### **Data and Risk Management in the Final Frontier that is Drug Supply Chain**

**Presented by:** Christy Mazzarisi & Danielle Metzger, Rational Vaccines

**Area of Focus:** Technology and **Session Level:** Intermediate

The presentation will discuss the moral and ethical implications faced by drug manufacturers while attempting to sustain positive relationships with shareholders, patients and public perception. This presentation will highlight proactive risk management principles which will enable an organization to achieve a robust supply chain, continue to build a quality culture within their organizations as well as meet the challenges of drug development and supply delivery. Topics will address the risks of using overseas suppliers and the ability to manage quality, safety, efficacy and purity of the product and as a culture within the organization.

## Effective Training Today for a Better Future Tomorrow

**Presented by:** Hannah Boyer, Presidio Brands

**Area of Focus:** Basics and **Session Level:** Basic

In the absence of a well-defined training system, new employees are left to find their own way and create their own approach for tackling everyday processes. The most tenacious will find a way, but is the result to a sufficient quality standard? In this session, we will look the critical components of training and discuss the positive short-term and long-term impacts this has on an organization.

## Ensuring Better Measurements and Reducing Risk -- Beyond the Sticker and the Certificate

**Presented by:** Heather Wade, Heather Wade Group, LLC

**Area of Focus:** Basics and **Session Level:** Basic

“We encounter measurements in everyday life, starting with the time on our alarm clock, volume of water for our morning coffee or tea, temperature of our refrigerator and freezer, electricity to power our homes and businesses, and the scale to track our weight gain during the pandemic. We give truly little thought about the measurement science behind the measurements that give us confidence in products and services. For product-manufacturing companies, specific tolerances must be met so that parts properly fit and products properly function. Sometimes parts and products fail due to faulty measurements. Companies, from manufacturers to testing and calibration labs, require calibration of their measurement instruments. How do we know what information we are receiving with those calibrations? Is that information what we need? How can they use that information to improve our measurements and lower our risk of costly and deadly failures? Good news! There are international quality and technical standards that provide guidance in these areas. Learn how to read calibration certificates and use this knowledge to ensure better measurements and reduce risk.”

## Honor Deming's 14 Points through Modular Kaizen

**Presented by:** Grace Duffy, Management & Performance Systems

**Area of Focus:** Basics and **Session Level:** Basic

An early lesson in ASQ's Introduction to Quality training covers the 14 Points, the basis for transformation of American industry, introduced by W. Edwards Deming in his 1982 publication. “Out of the Crisis.” He further explored the 14 Points in “The New Economics” in the final year of his life in 1993. He clarified the impact of integrating the 14 Points to the role of a people manager after organizational transformation in his Theory of Profound Systems. Like Deming's focus in quality improvement, Modular Kaizen uses a systematic blend of techniques and leadership to establish a culture of Quality Improvement within the organization. Deming approached quality starting with data, from the “bottom up.” Modular Kaizen, from the

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perspective of Joseph Juran, approaches quality from the “top down.” Where you start depends on your leadership style. No matter what, we must create a repeatable, reliable, sustainable system of planning, implementation, improvement, and control within the organization, and our complete value chain. This session introduces Modular Kaizen, associates Deming’s 14 Points to the leadership and human factors approach of Modular Kaizen and engages participants in discussion applying the 14 Points and leadership techniques of Modular Kaizen.

### Quality Auditing to Improve Construction Project Quality

**Presented by:** Abdul Razzak Rumane, Sijjeel General Commerce & Contracting Co.

**Area of Focus:** Basics and **Session Level:** Basic

Quality has been of great concern throughout the recorded history of human beings. Construction projects have involvement of many participants comprising Owner, Designer, Contractor and many other professionals from construction related industries. Each of these participants is involved to implement quality in construction projects. Quality in construction projects is achieved through application of various tools at different phases of the life cycle of a construction project. In order to achieve qualitative, competitive, and economical project, the quality compliance at each phase of construction project has to be assessed/measured to ensure meeting the owner needs and is mainly performed during these phases. An audit is a systematic, planned, independent and documented process to verify or evaluate and report the degree of compliance to the agreed upon quality criteria, or the specification or contract requirements of the product, services or project. The session will discuss categories of audits, auditing fundamentals, auditing processes, methodology for construction project lifecycle phases to meet audit objectives in line with clients’ requirements.

### Teaching Quality in Organizations

**Presented by:** John Dew, Troy University

**Area of Focus:** QMS and **Session Level:** Intermediate

All of the early thought leaders in the quality field considered education and training for quality to be essential for achieving organizational excellence. This topic is likewise a key component in the Malcolm Baldrige National Quality Award. The presentation focuses on how to develop a systematic approach to planning and conducting education and training in the quality discipline in an organization. The presentation will help organizations consider who needs education and training in quality, what types of training should be included, and the problems that many organizations encounter when providing education and training for quality.

### Uncover Process Variation: Place Your Bets on Monte Carlo Simulation

**Presented by:** Stephanie Parker, Boon Edam

**Area of Focus:** Basics and **Session Level:** Advanced

Every process has some inherent variation. Monte Carlo simulation can be a powerful tool to understand how variation in the individual components of a process can collectively affect the long-term output or total performance of a process. Most people who have heard of Monte Carlo

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simulation only think of it as a product design tool, but it can be used to analyze processes as well. Monte Carlo simulation can be used to model variation in processes as disparate as cycle time in a multi-step process or tolerance stackup of assembly parts received from multiple suppliers. This session will provide a step-by-step process for using Monte Carlo simulation. Real-world examples will also be presented to demonstrate how this method can be used to understand the sources of process variation in different types of production processes, with an eye toward variation reduction to achieve process improvement.

**Wednesday, May 18, 2022**

### **Design Thinking & Disruptive Innovation - Customer Driven Design**

**Presented by:** Robert Lloyd, Lloyd Consulting Group

**Area of Focus:** Technology and **Session Level:** Basic

Steve Jobs once said, “Get closer than ever to your customers, so close that you tell them what they need well before they realize it themselves”. That is the essence of Design Thinking and Disruptive Innovation. The traditional approach of firms designing products and services and then “pushing” them onto the market with slick advertising has resulted in over 75% of those new product and services failing in their first year. Design Thinking focuses on understanding customer needs, culture, motivations, and end-to-end experiences. It then reframes those needs into higher level design objectives, breaking free of preconceived constraints to create truly innovative concepts. Those concepts are then tested on actual customers using inexpensive, rapid prototypes to quickly obtain feedback. That feedback is then used to drive the iterative design process of Ideation, Prototyping, and Testing to continually improve designs and to minimize resources spent pursuing non-productive approaches.

### **Disruptive Innovation - Accelerating the Speed of Enterprise and Scaling Agilely**

**Presented by:** Rhonda Farrell, ASQ Innovation TC, GIS

**Area of Focus:** Technology and **Session Level:** Intermediate

Becoming future ready requires enterprises to scale innovatively, become more resilient, and speed up the lifecycle of adoption and integration of smart data initiatives and related emerging technologies to enhance quality, service, and value. Innovation plays a key part in ensuring the processes and technologies used to inspect, clean, tag, secure, integrate, inquire, and analyze across the myriad of data sources results in actionable insights, faster decisioning, and greater stakeholder and customer value.

## Identify, Prioritize, and Engage Stakeholders to Achieve Ongoing Stakeholder Accountability

**Presented by:** Daniel Zrymiak, Westgate Technology

**Area of Focus:** Masters and **Session Level:** Basic

This presentation applies the proven methods and practices from Social Responsibility and Project Management to enable attendees to effectively Identify, Prioritize, and Engage Stakeholders. This is performed in a continuous manner in order to achieve Ongoing Stakeholder Accountability. This Presentation follows the phases of the Stakeholder Journey with explanations, demonstration of examples, and a summary of the methods for use by attendees: 1. Identify Stakeholders Conduct a Needs Assessment to identify Stakeholders. Consider the Sphere of Influence of the internal and external Stakeholders (i.e. process, transactions, governance, economic, legal, political, public opinion) Use the PETIT method (Preparation, Empathetic, Transparent, Integrity, and Testimonial). 2. Prioritize Stakeholders Determine and quantify concerns, relative to costs and potential business risks. Highlight potential objections and resistances to change Conduct and refine Stakeholder analysis (i.e. impact, urgency, proximity, frequency) and apply to plans. 3. Engage Stakeholders Monitor external and internal flows into and through the organization, engaging Stakeholders at their critical points of influence and interactions. Attendees will have a chance to learn and see examples of these techniques. Attendees will gain a methodology for identifying, prioritizing, and engaging Stakeholders. This will have a positive impact on any Quality Improvement initiative or Business Transformation endeavor involving those Stakeholders.

## Mahalanobis Taguchi System for Operational Strategies

**Presented by:** Rajalingam Ramakrishnan, Wipro Limited, Ford Motor Company

**Area of Focus:** Masters and **Session Level:** Intermediate

MTS - Mahalanobis Taguchi System is used to optimize Diagnosis and Pattern recognition systems. It helps to deal with a large volume of features and data in order to develop a robust pattern recognition system. This method uses a combination of Taguchi techniques, Mahalanobis distance and robust engineering concepts. This paper discusses how we used Mahalanobis Taguchi System to strategize our objectives in achieving higher Customer Satisfaction, Productivity and Effort adherence.

## Process Modeling: Reveal & Resolve Problems Before They Reach the Customer

**Presented by:** Lars Maaseidvaag, MoreSteam & Ellen Milnes, MoreSteam

**Area of Focus:** Technology and **Session Level:** Advanced

How do you “pivot” with confidence? Time is more critical than ever and risk has skyrocketed. There is little or no opportunity to run multiple iterations of pilots when you need to implement a new process. Oftentimes, even a single physical pilot is difficult. Process modeling using

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discrete event simulation can help you move forward with confidence. The future will continue to be unclear, but modeling can prepare you for all kinds of scenarios. By building virtual prototypes, project team members can explore innovative options which can be evaluated quickly and inexpensively. Waste, bottlenecks, and other inefficiencies can be identified in the design phase, rather than finding problems after implementation. Process parameters can be stress-tested and fine tuned before committing further resources and before ever reaching a customer. See how it works. Join us to learn how three organizations used process modeling to design safe processes to meet current operational challenges.

### **Risk Based Inspection for Capital Projects**

**Presented by:** Ahmed AlMulhim, Saudi Aramco

**Area of Focus:** Basics and **Session Level:** Intermediate

Practical case study to Implement Recommended Enhancements to Institutionalize Risk Based Methodology to Manage Quality of Capital Program Projects. There were four business drivers. Firstly is managing risks through transforming inspection coverage from one size fits all to risk based inspection approach. Secondly is to prevent past repeated quality issues in order to meet projects quality objectives with resources optimization and high agility to ensure continuous improvement. Thirdly is to optimize resources utilization and level of involvement. Finally is to standardize best practices and set baseline for continued improvement as well as being in line with International Standards like ISO-9001.

### **The Beginner's Guide to Problem Solving With Big Data**

**Presented by:** Scott Sterbenz, Ford Motor Company

**Area of Focus:** Technology and **Session Level:** Intermediate

Quality practitioners new to Big Data and Big Data analysis can find it quite overwhelming. The amount of information is vast, and the expectations from management as to what can be gleaned from it can easily be overpromised. Many new Big Data practitioners don't even know where to start. What data is needed to answer the question management wants answered? Is the data needed of the correct type or even available in the Big Data set? What analysis tools can be used with the data collected? This presentation will serve as a guide for how to answer these questions in advance of the start of the problem solving task. Real world cases with Big Data will be presented to showcase how answering these questions in advance makes the Big Data task easier, more effective, and more efficient.

### **The New Normal: The Basics of an Effective Remote Audit**

**Presented by:** Ernest Blanchard, SGS North America, Inc.

**Area of Focus:** Basics and **Session Level:** Basic

In the ongoing aftermath of a global pandemic, the auditing paradigm has shifted from once being entirely on-site and in-person to a mixture of audits completed using information

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communication technology (ICT). This session will examine the difficulties in planning and execution from the perspective of over 18 month's experience in the execution of remote auditing. We will examine the best and worst practices in light of this experience and provide insight into how your organization can implement effective remote audits at the first, second, and third-party levels.

*- End of Session Listing -*