



**Session #: F1**

**Date: Friday, October 18, 2019**

**Time: 9:45 – 10:30**

**Speaker Name: Elisabeth Thaller**

**Session Title: The Holistic Audit**

**Session Summary:** The Holistic Audit – A new comprehensive audit approach that will produce outcomes that really matter.

Since the creation of the first management system standard more than 30 years ago the context for their users globally has significantly changed. Through the continual revision process and the contribution of experts from the international community the requirements in management systems standards have somehow adapted to those changes and become more practical in their application. But what happened to auditing practices? Since the publication of the first international guidance on auditing management systems not much has changed. While ISO 19011 is a great guidance document it does not give you the tools that will make you successful as an auditor.

During this presentation we will discuss a new and comprehensive approach to auditing, with ready-to-use tools and focus on producing audit outcomes that really matter.

**Session Abstract:** While management systems standards have somehow adapted to changing contexts throughout the past three decades, guidance on how to audit these management systems and how auditors are being trained have mostly remained the same.

Trained auditors are familiar with the auditing principles, they understand the flow of an audit, and they know that the output will be an audit report with relevant findings and related evidence. Some might even have some insight into managing audit programs. This basic knowledge is typically taught at any auditor class while real auditing skills are being acquired in through real-life practice and by observing experienced auditors. But is that enough to make you a good auditor?

Auditors are expected to understand within a few hours or less how the organization functions and at the end come to a conclusion if the organization meets the requirements and the management system effective.

Typical challenges that new and experienced auditors face nowadays include that fact that most management system standards now include more requirements which at the same time are less prescriptive than in the past. Add the fact that the auditees have become smarter and will most likely argue any finding the auditor might encounter. Management system audits are not supposed to be done by element of the standard in a sequential order, as they used to, but rather through a process-approach. If you are not supposed to use an audit checklist to mark off conformity or nonconformity for each requirement, then what should you use? Focus should not be on documentation but on output.

During this presentation I will discuss these and other challenges auditors face and provide solutions that auditors might find practical for their work.

**Speaker Bio:** 25+ years of experience in conformity assessments of management systems, consulting, training, examinations and competence of persons.

- Represented ASQ in the international committee ISO PC 302 for the revision of ISO 19011:2018.
- Member of US TAG 176, US TAG 207, ISO CASCO, US VTAG (ISO High Level Structure), ISO STTF.
- As a Senior Evaluator for Exemplar Global (RABQSA), has performed 300+ assessments of training providers in the US, Europe, Latin America, Australia and Africa.
- Lead Assessor for accreditation programs (ISO 17021-1); Lead Auditor for management system certifications.
- Multi-lingual, with ample experience working in international and multicultural environments.



**Session #:** F2

**Date:** Friday, October 18, 2019

**Time:** 10:45 – 11:30

**Speaker Name:** Denis Devos

**Session Title:** QMS Audits as an Enabler for Organizational Change

**Session Summary:** Quality Management System Audits are not just for assessing compliance with customer requirements or a QMS Standard but can be used by Senior Management to gauge the performance of their organization. Examples will show how Quality Management System audits can be an important tool to assist with organizational turn-around. Although third-party audits can be used for this purpose, this paper will focus on the role of *internal* audits as the enabler for organizational change. QMS audits by registrars have their place, they are not by their nature the most suitable vehicle for supporting organizational change. The paper includes examples from three organizations where internal audits were used as enablers to accomplish leader-led organizational change.

**Session Abstract:** Much has been written on organizational design, and methods of optimizing performance for customer focus and profitability. This presentation will not be reiterating these concepts but will begin from the point of view that an organization has been set up with a suitable structure. Organizational structures can be considered as either newly implemented or mature. The approach to auditing the effectiveness of these two types of organizations will differ slightly in strategy and focus.

Whether a company's organization is a mature one, or is a state of upheaval and renewal, it is essential that the leadership set an appropriate culture of customer-focus and accountability. Clearly defined goals and objectives, and a clear strategy for deployment and measurement is absolutely essential. Once the infrastructure is in place, Senior Management can begin to use its internal auditing resources to assess the status of the organization, and the degree to which policies and directions are being followed effectively.

By working with a number of organizations suffering through a turn-around, we have learned about the vital role that on-going internal audits can play in that very challenging period. No matter what problems are being addressed, internal audits can be instrumental in supporting those improvement efforts. An internal audit can be used two ways. Firstly, the audit can be used as a gap analysis to assess current state; and secondly, the audit can be used to follow the deployment of an improvement initiative.

At the most basic level, an internal audit is the "checking" function of Plan-Do-Check-Act. As an organization creates its turn-around strategy, it is *planning* to accomplish a certain set of objectives. As the organization undertakes to *do* the tasks and complete the projects associated with the strategy, senior management will need to *check* on progress, and *act* to respond to challenges facing their objectives. Wise organizations will make deliberate and frequent use of their internal auditing resources to continuously monitor progress. These auditors will assess objective evidence and report back on the true performance of the organization, despite what "official" reports suggest.

Many organizations who opt to use QMS audits as a tool to support their change programs will select external auditors to perform their internal audits. There are many external auditors who can be retained by organizations to perform their audits on an ongoing basis. These auditors may be contract auditors employed by registrars or may be in private practice. The selection should be based on audit and industry experience, and a proven track record. Many auditors have particular expertise with such management standards as ISO 9001, ISO 13485, IATF 16949, etc. With a little bit of research, organizations should be able to find professional auditors with many years of auditing experience, and specialization in their own industry. It is often appropriate for companies to

use professional auditors from outside of their organizations to assure an unbiased view and mitigate the risk that inexperienced internal auditors will draw inaccurate conclusions.

**Speaker Bio:** Denis Devos is a professional engineer with a long career providing QMS training and advisory services. He is a Fellow of the ASQ and is a recognized expert in the application of the ISO 9001 and IATF 16949 Standards. Denis was the developer of the Risk is the Compass risk-based audit model in 2001. He works with clients in a variety of industries, providing internal audit services and training for QA practitioners and internal auditors. Denis is a regular contributor to ASQ conferences at the Audit Division, Management Division, and the World Conference on Quality and Improvement.



**Session #: F3**

**Date: Friday, October 18, 2019**

**Time: 1:45 – 2:30**

**Speaker Name: Jeff Rosaine**

**Session Title: Engaging Management by Applying Dollars and Cents to Internal Audits**

**Session Summary:** It is a constant challenge for Quality Professionals, and auditors in particular, to achieve buy-in and commitment from top Management. Management is focused primarily on dollars and cents, they want to know how all business activities effect the bottom line. When auditors can validate that their activities and the information they are reporting has a tangible effect on an organization's profitability, Management will certainly take notice. An effective way to do this is to assign cost and benefit, in actual dollars, to your audit Findings.

This session, through case studies and examples, will demonstrate how to assign a realistic cost to audit nonconformances, opportunities for improvement, and other findings. Case studies and examples will be used to exhibit an interactive process where the managers and auditors work together to determine the true cost of the issues found during internal quality audits.

**Session Abstract:** Top Management often believes Quality, and internal audits in particular, are a cost of doing business with limited positive effects on the bottom line. This presentation will focus on changing that way of thinking by incorporating into the audit what Managers know best, dollars and cents.

As an example, auditors are trained to look for and document nonconformances in their audit reports. But are some nonconformances more significant than others? Should corrective actions be prioritized when resources are limited? And if so, how do we communicate to Management which problems need the most attention?

Rather than simply classifying a nonconformance as major or minor, what if internal auditors could determine the actual dollar cost of a nonconforming activity? If Management sees how much nonconformances cost the organization, be it in loss of efficiencies, decreased customer satisfaction, regulatory concerns, etc. they will be much more receptive to allocating the necessary resources towards corrective action. And they will place more value on the audit process, as they see it can help the company save money and even generate revenue, as opposed to being a cost center.

The presentation will explain how to do this, even when the Quality Auditor has little access to financial information. They may not know the exact dollar figures associated with things like lost business, overtime and equipment depreciation, but they can certainly detect when these costs are unnecessarily occurring. The key is to turn these situations into an opportunity to engage and involve managers, accountants, legal and others that possess the necessary financial knowledge. The more involvement in the audit, especially at higher levels of management, the stronger the entire Quality Management System can be.

How the auditor engages Management is critical. There is nothing wrong with making estimates, as long as Management is asked for input. For example, an auditor could present a nonconformance they believe costs \$1000 a week and even have some math to back up their numbers. But preface it by saying "this is only an estimate. As the Manager of this project/division/company, you have a much better understanding of the costs associated and I need your help to be more accurate" Then allow the auditee to adjust the numbers as they see fit. This starts a discussion and will further engage those running the organization. If an auditor can help them determine where to prioritize efforts and discover ways to be more profitable, the audit's value increase substantially. And the more conversation, the more likely this resonates.

The presentation will use case studies and examples to illustrate how an auditor can craft their estimates, how to present to management, and what to expect when managers get involved with their input. The presentation will also be interactive, as the audience will be encouraged to ask questions and share their own ideas and experiences.

**Speaker Bio:** Jeff is the President of J Rosaine Quality and Consulting, whose recent clients include National Oilwell Varco, TransCanada Corporation and CES Energy Solutions, where he is currently serving as the Corporate Quality Manager. Jeff has been involved in Quality Auditing and Management since 1996 and in that time has conducted over 500 internal audits. Along the way, he has earned ASQ Certified Quality Manager and Certified Quality Auditor designations. Jeff is always happy to share his experiences with any and all Quality professionals. In turn, he is continuously looking to gain more knowledge and learn new ideas from this same group.



**Session #: F4**

**Date: Friday, October 18, 2019**

**Time: 2:45 – 3:30**

**Speaker Name: Susan Gorveatte**

**Session Title: Audit Like a Leader – Communication in Auditing**

**Session Summary:** *Perform successful audits with effective communication and leadership skills while remaining true to the purpose of the audit. Build your confidence in auditing, while learning skills you can apply immediately within your organization.*

Being a trained auditor doesn't always mean you will be a successful auditor. An auditor's technical knowledge skills should be supported with appropriate personal behavior and interpersonal skills. Success in auditing relies on effective communication and being a strong team leader. Learn to be a leader in auditing by adhering to the principles of auditing and building strong audit relationships with your audit client, auditees, and team members. Learn how to approach people, how to build rapport, how to listen, how to resolve conflict and how to apply the traits of a successful auditor. These are the skills and attributes that will help you be more credible, trusted, and more confident when auditing.

**Session Abstract:** Auditors should have a range of knowledge and skills to conduct and manage audits. Knowing the criteria against which you will be auditing is one of the steps to becoming an auditor; although success in auditing also relies on effective communication and being a strong team leader.

Session Takeaways:

In this interactive session, participants will:

- Identify the “softer” skills of auditing that align with the principles of auditing outlined in ISO 19011:2018
- Understand the qualities of a successful team leader within the context of conducting an audit
- Practice positive communication skills that can be used in an audit
- Appreciate the value of building a strong, positive rapport with auditees
- Learn conflict resolution techniques to assist with issues raised during the audit either with the audit client/auditee or within an audit team
- Work within a group to highlight strategies to deal with challenging auditees
- Find success by fulfilling their role as an auditor who acts within the audit principles

Understanding the Principles of Auditing:

The session begins with brief review of the seven basic principles of auditing that guide the performance of management system audits contained within ISO 19011:2018, this will set the theme for the rest of the presentation.

Managing Communication:

Effective communication can make the difference between achieving mediocrity and reaching the top of your profession. Communication is a skill – and it can be learned. To keep things positive, auditors have to set the tone for the audit through building a strong rapport with the auditee. Auditors need to be good at introducing themselves. Having a quick introduction is a great way to help auditees feel confident in your abilities. Participants will practice their introductions with positive body language. Auditors spend

about 80% of their time listening. We will introduce listening skills and identify the major behaviours that differentiate between good and bad listeners. Participants be able use these communication strategies to build a foundation for audit success.

#### Being a Leader:

As a team leader, there are additional responsibilities and communication paths that are required when auditing. The audit team leader may need to periodically communicate the progress of the audit and any concerns to the auditee and audit client. The team leader must be willing to be the person that starts the conversation with the client, auditee, and fellow team members to resolve issues and ease any potential tension before it becomes a combustion point. A review of problem resolution techniques is discussed with participants to ensure a smooth audit both with the auditee and client and within their audit teams.

#### Demonstrating the Traits of a Successful Auditor:

Participants will summarize as a group what makes a “successful auditor” as they brainstorm creating a list of their top Personal Attributes. This is reviewed to compile a comprehensive list of traits to ensure their ongoing success in the auditing field. From this, the participant will be aware how to conduct themselves in their next audit by applying their new communication and leadership strategies.

**Speaker Bio:** SUSAN GORVEATTE, has worked throughout North America in the service and manufacturing sectors training quality management system auditors and facilitating management programs including several years coaching and auditing in the automotive manufacturing hub of Detroit. Susan has audited and trained hundreds of companies providing tangible results through effective group facilitation and coaching. She has completed Lead Auditor training in AS 9100, AS 9110, ISO 14001 and ISO 9001, and is an active member of American Society for Quality as Past Section Chair, Content Management Leader for Quality Management Division and Technical Program Committee for World Conference on Quality and Improvement.