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Public Course Schedule

Lead Auditor Courses
certified by RABQSA.
Maritime Security Courses
approved by USCG/MARAD.

[QMS-LA ISO 9001](#)

Washington DC	Jun 6-10
Houston TX	Jun 13-17
Long Beach CA	Jul 25-29
Philadelphia PA	Aug 8-12

[EMS-LA ISO 14001](#)

Houston TX	Jul 11-15
Seattle WA	Jul 18-22
Boston MA	Jul 25-29
Washington DC	Aug 1-5

[QAU-LA ISO/TS16949](#)

Charlotte NC	Jun 20-24
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[LMS-LA ISO 17025](#)

Chicago IL	Oct 3-7
San Francisco CA	Oct 31-Nov 4

[QMD-LA ISO 13485](#)

Boston MA	Oct 17-21
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[FMS-LA ISO 22000](#)

Chicago IL	Sep 19-23
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[ISM Code Auditor](#)

Woodbridge NJ	Jul 11-12
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Quality Question:

Why is the "as-is rule" important when capturing the processes or analyzing gaps in the system?

QMII invites you to engage in debate about quality related issues. Please send in your best answer to the Quality Question by June 15 to qualify for a prize. The best answer or answers will be printed in the next newsletter. Send your answer to: answers@aworldofquality.com

Previous Quality Question:

DOES ISO 9001 REQUIRE CONFORMITY TO PROCEDURES?

Answer:

The answer is No without equivocation. Now, this answer gives rise to some questions:

If we don't have to conform to our procedures, why have them? And why look to documented procedures for evidence of conformity when doing an audit?

Procedures are specifications for carrying out processes. Processes are to be monitored (see 8.2.3) by operators, supervisors, managers and so on before they are audited for effectiveness. Monitoring either corrects the procedure or the process.

In this case conformity to procedures may be required by management but is not required by ISO 9001.

Procedures are meant to be an accurate reflection of the process at all times so everyone can see how the process actually works. This is one of the reasons we have procedures. We always teach use the procedure instead of follow the procedure. We do this to prevent:

Miami FL Jul 25-26
Seattle WA Aug 1-2
New Orleans Aug 8-9
Halifax NS Aug 15-16

[Maritime Security Officer](#)

Woodbridge NJ Jul 13-15
Miami FL Jul 27-29
New Orleans LA Aug 10-12
Halifax NS Aug 17-19

[Designated Person](#)

Seattle WA Aug 3-4

[SCS-LA ISO 28000](#)

Key Largo FL Sep 12-16

[ISPS Code Auditor](#)

Woodbridge NJ Jul 13-15
Miami FL Jul 27-29
New Orleans LA Aug 8-10
Halifax NS Aug 17-19

[UTV](#)

Paducah KY Jul 19-20

QMII - New Address:
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- A. Operators hanging their brains up at the door instead of suggesting process improvements
- B. Managers simply handing over a procedure instead of training and monitoring
- C. Managers from avoiding their responsibility for supplying a management system that helps people to meet objectives and other requirements

Now when auditors investigate to see how well the management system is helping people to determine and meet requirements they often find people are not "following" procedures. This is not written up as nonconformity until the auditor determines why?

On asking why the auditor discovers how the management system did not help this person, for example:

"My boss told me to do it this way"

"I am being trained and expect to be corrected by my mentor if it is not right"

Or, the auditor discovers the operator is working on a process improvement covered by a PAR or a CAR.

Whatever the reason, the auditor does not report failure to follow procedure as the nonconformity but may use this fact as evidence of a system failure such as incomplete training for competence 6.2.1, unclear criteria 4.1c or inadequate process monitoring 8.2.3.

In summary, it makes for a better management system, better management and for better auditing.

This is spelled out more completely in our **free** eLearning "[Nonconformity Statements Adding Value](#)".

And, yes, it is very different from what our competitors teach.

QMII did not receive a winning answer to the last question. So the next winner will receive a QMII elearning gift certificate worth \$199, an LED flashlight, and a QMII bumper sticker.

Quality Tip:

QMII tips come from our team of consultants who have many years experience developing and auditing business management systems. We encourage your feedback and discussion, and if you have a quality tip you would like to share, please send it to answers@aworldofquality.com. For more articles, check out the NeedsToCash [blog](#)

WHO DESIGNS YOUR MANAGEMENT SYSTEM?

Making your management system a reflection of what the auditors advise and require, eventually results in the auditors auditing their own work.

It also disengages employees and their leaders from continual improvement.

How often have you heard "what did the auditor say"? Or "we had better do what he or she suggests (for a quiet life)"?

Opinions may be useful provided they are verified by the facts and the root cause removal solutions are truly owned by the leaders and users of the management system.

Too often we see management systems being little more than a mere reflection of what the auditors

want (often in their desperate desire to help the auditee!).

Beyond reporting what is working well it is far better for the auditor to report the requirement, evidence and nature of any failure of the system to help its users to determine and meet requirements so auditees come up with their own corrective actions along with all the other actions they are taking to improve their system.

We teach and exchange practical examples of how to keep leaders and employees engaged in the improvement of their management systems.

Meet the Alumnus:

John Bobincheck, Functional Director, Contract Quality Assurance, Lacey, WA

John is the Functional Director for service contracts within the 62nd Maintenance Group located at Joint Base Lewis-McChord just south of Tacoma Washington. He supervises the quality assurance inspectors who do surveillance on contracted aircraft services, environmental services, maintenance training device upkeep and several minor periodic maintenance contracts. His office also facilitates a course called Logistics Resource Management, which is a human factors course patterned after the FAA's Crew Resource Management systems promoting error recognition and reduction techniques. In addition, he is the Group's program manager for the Air Force version of Six Sigma called Air Force Smart Operations for the 21st Century or AFSO21 for short. He has been in this position since he retired from the active duty Air Force in 2001, having spent 22 years as an aircraft mechanic, supervisor, manager, and quality assurance superintendent.



John Bobincheck
Joint Base Lewis-McChord, McChord Field WA

Check out our latest addition: Lean Six Sigma Training and Consulting

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