



The Globe

from Quality Management International, Inc.

End of Summer 2018

In This Issue of "The Globe"

In Memoriam



The QMII team fondly remembers Sue Sureshta, our late Director HR, on her fourth death anniversary (Oct 26). Sue was instrumental, as part of the Top Management, in shaping the future direction of the company including new benefits for all company employees. It is her dynamism and guiding vision that was key in the re-location of QMII offices to the DMV area to better serve our clients both domestic and international. In addition, it was her dream of a QMII Corporate Office with training rooms that was fulfilled in 2016, when our CEO Captain IJ (her spouse) bought the present property under Sureshta LLC.



Sue had a passion for everything QMII and fostered a culture of customer focus. Her ability to empathize and her benevolent demeanor endeared her to the team and all those she interacted with. Her motto continues to inspire QMII and the team: "Chase your dreams, all else will follow". Though she was taken well before her time, we are thankful for the time she spent with us and for the legacy she has left behind.

In keeping with Hindu tradition and per the Hindu calendar, a prayer service will be held for her in India on November 10th at 10:00AM IST.

Inspection - Value Adding?

Any management system has a primary aim, to ensure a non-conforming product does not leave the organization. Clause 5.1.2 of ISO 9001 requiring customer focus when correctly implemented should ensure at the least that no non-conforming products leave the organization. Rejection of the product at the inspection point is better than the product leaving the organization and reaching the customer as a non-confirming product.

Management Systems when functioning should ensure non-conformities are detected within the organization leading to Corrective Action, risk appreciation and perhaps resulting in an opportunity for improvement. Take the case of this report in Defense News where: "The U.S. Navy's \$122.3 billion Columbia-class ballistic missile submarine program is off to an inauspicious start after faulty welding was discovered in several missile tubes destined for both the Columbia and Virginia-class programs, as well as the United Kingdom's follow-on SSBN program."

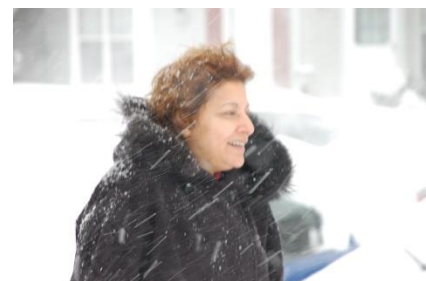
This report is typical of what happens when a non-conforming product detection process does not work. In simple quality language it is a case of non-conforming product being delivered indicative of failure of monitoring. It is clear that the internal auditing programs are inadequate and not perhaps being monitored well in the organization where this occurs. Any product that is outsourced needs to be monitored. The basics of Clause 8.4.2 of ISO 9001:2015 wherein the parent organization, should monitor and ensure externally provided products do not adversely affect the organization's ability to deliver conforming product need strengthening. It remains a responsibility and an essential element of good stewardship of an organization's invested capital and for federal organizations a case of tax payer's money and commitment to the national requirements to take all measures for delivery of confirming products. A study of Clause 8.7 of the Standard would also be useful. Then there is also the case of the competence of personnel involved (Clause 7.2) of those that audited the processes and then those who inspected each stage of the sub product and product while manufacturing to the inspection of the final product?

At [QMII](#) we essentially believe behind every non-confirming product or service lies a dysfunctional system and an organization not paying attention to its processes.

ISO 19011:2018 – An Overview of the Changes

As many of our clients, alumni and readers are aware ISO updates the standards it publishes every few years. As a part of this update the most popular standard, ISO 9001, was updated in 2015. The most recent updates of standards are being aligned to the Annex SL, High Level Structure (HLS) format with a common core structure.

ISO 9001 introduced the concept of risk-based thinking in its most recent revision and preventive action as a clause was removed from the standard. The intent of this is to make organizations more proactive in their approach to the implementation of an effective management system through the timely appreciation risks. With the onset of the revised ISO 9001 many auditors have



QMII in Pictures



QMII has provided multiple [AS 9100 \(Rev D\) Lead Auditor training](#) for US Army personnel over the past six months that have been very well received. To quote one student :

"The class was enjoyable, and thanks to your teaching methods, made an otherwise dreary assignment into a fun learning experience."

struggled with the concept of auditing the organizations approach in realizing the requirements per ISO 9001.

Realizing this ISO, in July, published the latest version of ISO 19011, thus updating the guideline for auditing. Below is a summary of the key changes in the standard:

1. ISO 19011 now includes risk-based thinking to the audit program including the appreciation of the context of the organization in better appreciating the implementation of the system.
2. The section on Audit Planning has been expanded upon.
3. The guidance in the standard now includes specific section to address the audit of organization context, leadership and commitment, virtual audits, compliance, and supply chain.
4. Competence requirements for auditors has been expanded upon.
5. Terminology has been updated
6. A new section added that discusses audit information availability and access
7. The use of technology during audits and consideration has been expanded upon.

QMII has begun the process of updating its auditing lecture and will soon begin teaching its EG and Probitas approved training offerings to the updated ISO 19011:2018.

Simplifying Risk Management – ISO 31000:2018

ISO 31000 was updated in February of this year and being an ISO published *Guideline* for risk management did not receive much fanfare. ISO 31000 provides the framework for organizations to manage risk. While ISO 31000 provides high level guidelines for a framework for managing risk it does not prescribe a step-by-step implementation method. Companies that choose to address risks proactively will be better placed to tide the market disruptions/volatility and strategize to overcome market/business risks, operational risks and non-compliance risks.

Per Jason Brown Chair of technical committee ISO/TC 262 on risk management, that developed the standard, "The revised version of ISO 31000 focuses on the integration with the organization and the role of leaders and their responsibility. He further explains: "ISO 31000 provides a risk management framework that supports all activities, including decision making across all levels of the organization. The ISO 31000 framework and its processes should be integrated with management systems to ensure consistency and the effectiveness of management control across all areas of the organization."

Risk is now defined as "the effect of uncertainty on objectives". The standard is shorter than the previous edition and recognizes that while organizations may have aspects of risk management inherent in the system and structure, it will need to improve them so that management risk is consistent and effective. The standard has been updated to place a greater emphasis on the iterative nature of managing risks, to place an increased focus on an open systems model fitting multiple context, and to stress the importance of leadership in the integration of risks within the system at all levels, to include the governance as well. It also includes communication and consultation element.

ISO 31000 is presented as a list of principles, framework and processes. While this standard does not follow the Annex SL format it can be aligned to it. The framework consists of an approach of design, implementation, evaluation, improvement and integration. The principles support the creation of value for the organization and the protection of this value. They include the need for risk management to be dynamic (accounting for changing risks), embedded (at all level of the organization) and aligned (with the strategy of the organization).



[AS 9100 \(Rev D\)](#) Training that was conducted at Aberdeen Proving Ground, MD. The training was also well received by the attendees, here's a feedback by one of them:

"Overall, the best instructor I've had in over 10 years. Extremely effective, easily understood thorough examples & experiences, and kept class attentive & focused with a great sense of humor."



QMII conducted an ISO 9001:2015 Gap Analysis for the 1106th TSMG in Fresno, CA. See above is VP & Consultant Julius DeSilva. To know more about other QMII Consulting [click here](#).



At the Air Force base in Las Vegas where Capt IJ Arora taught [AS 9110 Rev C](#). The course was very well received by the AF personnel. Here's a feedback by one of the students:

"IJ was an excellent instructor who kept the subject entertaining. One of the most structured class I have ever taken."

ISO 3100 is applicable to all types and sizes of organizations. This includes maritime companies where the awareness the cyber-security is gaining importance. ISO 31000 in conjunction with ISO 27001 can be used to implement controls to address the threat of cyber security. ISO 31000 in conjunction with ISO 28000 can be used to address the threats to supply chain security. These are just two mentions of the application but there are many more. QMII offers training, auditing and consulting in the ISO standard mentioned in the article and many more.

For more information visit our website [click here](#)



Students from a combined on-site and virtual [ISO 9001 Lead Auditor Training](#), at our headquarters in Ashburn, VA.



Julius DeSilva was at the National Maritime Center (NMC) Martinsburg, WV where [ISO 9001:2015 Lead Auditor](#) was conducted. The training was very well received and observed by the Rear Admiral.

QMII's President & CEO, Capt IJ Arora, was very touched to receive an email appreciating Julius teaching and his knowledge on the Standard - ISO 9001:2015.

Subject: NMC Lead Auditor Training

Dear Captain Arora,

On behalf of the students and the NMC, I want to extend my gratitude to QMII and Julius Desilva for conducting an outstanding Lead Auditor course a few weeks ago. Each student was particularly impressed with Julius. His passion for quality and his style made the class truly enjoyable. The use of examples from the Mariner Credentialing Program made the instruction relevant, easy to understand, and the workshops were very engaging.

The approach allowed for some levity which the class took advantage of making the entire experience even more enjoyable. That set the stage for folks being eager to move to the next step.

I was able to have lunch with Julius on Wednesday and he expressed QMII's commitment to assisting the NMC in the future for training or other needs which I greatly appreciate.

So, another "job well done." Bravo Zulu!

Hope that all is well by you and best regards!

CAPT K.R. Martin
Commanding Officer - National Maritime Center Martinsburg, WV



[ISO 9001:2015 Lead Auditor Training](#) was conducted at the US Army base in Rock Island, IL. Seen above QMII Instructor, David Smith, with the Army (Civ) personnel. Here's a feedback from one of the students:

"The instructor was very professional and knowledgeable of the course content. I am very grateful to him for being patient with us and ensuring that we understood the Standard each time."



[ISO 14001:2015 Lead Auditor Training](#) conducted for NSSI at Houston, TX. Seen above with QMII Environmental Management Systems Instructor, Peter Burke, and NSSI personnel. Here's a feedback from one of the students:

"Peter was very informative and gave lots of examples which were very helpful."



At the USCG Sector Cleveland where ISO 9001:2015 Lead Auditor Training was conducted. The training was very well received by the Coast Guard personnel and the Vice Admiral also observed the training.

Below are the feedback from some of the students who had attended the training:

Please write any additional comments here. Continue on back, if needed.

Very thorough class. Instructor very personable and engaging. I feel much more comfortable with the clauses and applying the concepts in my job.

think would be added to your current management system?

USCG HAS IMPLEMENTED MMS; THIS WILL HELP ME AID FURTHER COMPLIANCE.

Please write any additional comments here. Continue on back, if needed.

WAS A WONDERFUL INSTRUCTOR, VERY KNOWLEDGEABLE; EXCELLENT INSTRUCTOR METHODS. MADE STUDENT FEEL AT EASE POINTING OUT MISTAKES AND BUILDING THEIR ESTEEM. WELL DONE!

Fantastic course, having no real knowledge of the subject coming into the class. I now feel I have a great understanding of the subject. Very impressive instructor, made the class enjoyable and extremely worth while.



QMII has recently been selected to implement an integrated system for a client in Hawaii. The client is seeking certification to ISO 9001, ISO 27001 & ISO 20000-1.

QMII in Israel



With a Member of the Parliament



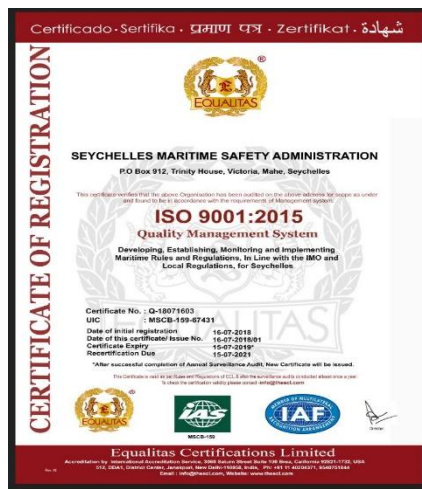
At the Church of the Holy Sepulchre, Jerusalem. Touching the Stone of Anointing, believed to be the spot where Jesus' body was prepared for burial.



QMII in Seychelles - ISO 9001 Training and Consulting for SMSA



QMII conducted an ISO 9001:2015 Lead Auditor course oriented to ISM Code and IMO III Code for the SMSA (Seychelles Maritime Safety Authority). This EG (Exemplar Global) certified training was very well received by the professionals of the maritime authority who attended the training.



Our heartiest congratulations to Seychelles Maritime Safety Administration (SMSA) for being certified to ISO 9001:2015.



Seen above, is SMSA Director General Capt. Valmont and his key team members, attending a [QMII ISO 9001:2015 Lead Auditor](#) course. The training was well received with participants gaining an understanding of value adding process based management systems and audits.

QMII is honored for the opportunity to assist SMSA with the implementation of a Quality Management System resulting in successful first time certification. To know more about QMII Consulting, [click here](#).

With friends in Israel at the Prayer/Wailing Wall. We prayed for health and prosperity of our dear and loved ones.



QMII in Seychelles



Join the Conversation



Connect with QMII President and CEO through [LinkedIn](#) and [CEO Blogs](#).

Questions, Comments, Submissions

Do you have an article you would like to submit for consideration of publication in



Remembering Air Marshal Teshter Master

On behalf of QMII Team, we are shocked and saddened to report the passing away of our beloved QMII member Air Marshal Teshter Master. The entire QMII Team joins me in conveying our condolences to the family. He shall be dearly missed by the team.

The Globe? Please email The Globe Editor
Anjalika Singh: asingh@qmii.com.

Best Regards,
Captain IJ Arora
President and CEO
Quality Management International, Inc.
IArora@QMII.com



We Hope You Enjoyed Reading the Newsletter!

To catch up on the previous issues - [The Globe](#).

Testimonial



Read about what our alumni have to say about our training.
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