



# The Globe

from Quality Management International, Inc.

FALL 2019

## MYTH: MANAGEMENT SYSTEM IMPLEMENTATION – DOCUMENTATION MUST ALIGN TO THE ISO STANDARD By Dr. IJ Arora



Every organization using its [management system](#) plans to systematically understand the requirements and inputs and then plan to deliver outputs meeting requirements as a confirming

product or a confirming service. So that each organization does not have to reinvent the wheel, ISO provided standards which when correctly interpreted enable the organization to systematically and consistently provide desired outputs. The designed procedures work together to deliver the desired outputs. The endeavor of the organization should be to define its products accurately, after understanding customer requirements, stated or unstated by the customer. The risks are appreciated in the context of the organization. The core process of the organization has its objectives directly derived from the company policy. The Key and Support procedures ensure the objectives of the core procedure are met and deliver a confirming product and or a confirming service.

### Why ISO-ized systems fail?

Many an ISO-ized MS fails because, when written around the clauses of the standard, the MS is not aligned to procedures which deliver outputs. A MS ideally should capture the “as-is” of the system, then compare it to requirements, see the few gaps enabling the design of a few new procedures. The existing and the new procedures should form this MS, deriving its measurable objectives from the policy. The MS should be procedures which are based on the clauses, and

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### Training Calendar



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### QMII in Pictures



(Above QMII Team with Capt. Lee Boone.)

QMII had the honor and privilege to be invited to Captain Lee Boone's Retirement

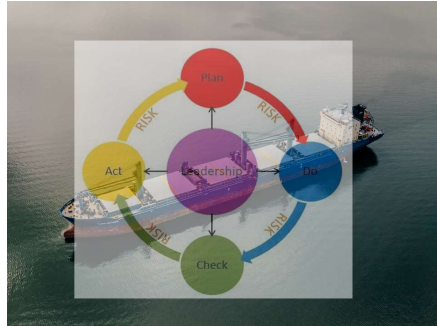
not written to clauses with no connection to the procedures needed to achieve desired results.

To read more, [click here](#).

## RE-THINKING THE ISM CODE

By Julius DeSilva

The ISM code when implemented in 1998 was meant to encourage organizations to take ownership for the safe operations of their ship and the safety of the environment they operate within. 21 years hence and the benefit of the ISM code is still being debated. Has it been a boon or a burden to the maritime industry?



Given the number of maritime accidents and loss of lives most would opine that safety would be second nature to those at sea. Something like wearing a seat-belt when driving a car where the person does it for their own safety and for those travelling with them. It is not done out of fear of the enforcement authorities. So then why has the ISM code not driven a similar safety culture within the maritime industry?

The ISM code provides a system approach to continual improvement but only when the code is implemented in the right spirit. Personnel often do not understand the 'WHY' for implementing an SMS and their need to do the right thing. Often conformity/compliance is stressed even when the actions may not be the right thing to do. Measures such as *Bridge Resource Management* are add-ons to ensure effective communication of risks and challenging of group thinking. However, often the training is not sufficient to enable challenging a senior officer unless they are encouraged to do so. Most mariners today view the SMS on board as a burden. Over-documentation is slowly killing the system and once incorporated into the system, requirements rarely get removed. SMS reviews done by the Master do not truly evaluate how the SMS is adding value to the effectiveness of the system.

To read more, [click here](#).

## ROOT CAUSE ANALYSIS - WHY THE RELUCTANCE?

By Dr. IJ Arora

Ceremony. QMII thanks him for his service to our nation and wishes him the very best in his retirement.



[ISO 9001:2015 Lead Auditor](#) Training conducted for USCG's National Maritime Center (NMC) at their headquarters located in Martinsburg, WV.



Meeting the [requirements of Maritime Standards](#) of a Flag-state. QMII conducted [ISM Code Auditor 2018 and ISPS Auditor](#) for Seychelles Maritime Safety Administration (SMSA) at Seychelles.



[Probitas Authentication Certified AS 9100 Rev D](#) training was conducted at the QMII HQ located in Ashburn, VA.



[Exemplar Global Certified ISO 9001:2015 Training](#) conducted at the QMII headquarters located in Ashburn, VA





The root cause of many diseases is not doing regular medicals. Presumably annual medical would show the flaws and enable risk appreciation and so prevent the disease from manifesting itself. I ensured my late wife did her annual check-ups regularly. Meticulous records were kept. And yet when she was

diagnosed with an incurable cancer, nothing in the records the doctor had shown the cause of cancer. My conclusion could have been, 20 plus years of annual medicals were a waste of money and time? Many companies are reluctant to do root cause analysis when non-Conformities are seen. They just do the fire fighting when something goes wrong. Less expensive. More convenient. And in the new corporate structure where employees change jobs all the time, they want nothing to go wrong during their tenure, they do not want to invest money in the root causes of problems.

### Why Problems Persist?

Therefore, problems persist, managements are busy fire fighting rather than going into the root causes. There are many methodologies for root cause analysis. My discussion is not to talk about these methods. We all know the various root cause analysis (RCA) methods exist as, five whys, Ford Motor companies universally accepted 8-D method, FMEA (failure mode effect and analysis), and other tools as causal analysis, mistake proofing and so on. These tools and methods will only come in the discussion if the TM (Top Management/ Leadership) makes the decision to go into the root causes. So why this reluctance to do root cause analysis?

To read more, [click here](#).

### Integrated Management Systems AKA 'A balanced lifestyle'

By Anjalika Singh  
Integrated Management Systems (IMS) when well implemented enable improvement across various facets of the system.



Management system implementation reminds me of the orientation that my gym instructor gave me when I first enrolled at my local health club:- "Losing weight doesn't happen just in one day and with crash diets: you gotta workout, gotta sleep the right amount, have a little fun in life and yes, food is the most important factor, but everything is



QMII's instructor led virtual training is a good option for those who prefer not to travel. The interactive software used enables virtual attendees to participate as if they were in a class onsite. [Learn more.](#)



[ISO 9001:2015 Lead Auditor](#) Training conducted for USCG personnel at USCG Sector Miami, FL.

in moderation. A combination of all that will give you a satisfying result and you'll be a happier person. No shortcuts."

When I look at the anatomy of an organization, I remember these words and know they are applicable to those looking to implement management systems, especially Integrated Management System (IMS). With IMS, they are looking to address multiple concern areas such as quality, environmental protection, safety, security, and overall happier stakeholders.

### Benefits of Integrated Management System

Integrated management systems allow organizations to identify and address various and different kinds of risks to their system: financial, strategic, competitor, security, safety environmental and others. All this while ensuring continual improvement of the organization. This approach enables organizations to meet the needs of its stakeholders and to adjust to the changing needs through systematic and planned changes.

Back in the good ol' days, we did not have to worry about computer hackers, though there were other means by which our security was threatened. An information security breach can be a large liability for many organizations these days. How do we ensure that our organization is prepared for such potential breaches? We do not want a cyber-security system operating outside of our business system. We want it integrated into it.

[To read more...](#)



[ISO 9001:2015 Lead Auditor](#) Training conducted for USCG personnel at USCG Sector New York.



[ISO 9001:2015 Lead Auditor](#) Training conducted for personnel of Naval Sea Logistics Center at Mechanisburg, PA



A workshop on Investigations and Root Cause Analysis was conducted for Saltchuk personnel. The training was very well received! [Learn more.](#)





Class management: facilitating groups, checking understanding, providing feedback, etc.	4 3 2 1	4 3 2 1
Overall		
Overall learning experience	4 3 2 1	
Value of learning to advance your work/career	4 3 2 1	
Would you recommend this class to others?	YES / NO	
Which topic(s) did you find most useful? (Please refer to the timetable for your answers)		
Which topic(s) did you find least useful? (Please refer to the timetable for your answers)		
If your organization were to develop an integrated management system, which ISO standards do you think would be added to your current management system?	PBAC	

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

This is one of the best trainings I have received for my job as a marine inspector. The use of actual scenarios was very beneficial in understanding the material. Use of humor made kept everyone engaged in class. Thank you.

If you would prefer to have your comments posted anonymously, please check here ☐.

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Instructor(s)	4 3 2 1	4 3 2 1
Concern for your learning objectives	4 3 2 1	4 3 2 1
Teaching of the subject matter	4 3 2 1	4 3 2 1
Class management: facilitating groups, checking understanding, providing feedback, etc.	4 3 2 1	4 3 2 1
Overall		
Overall learning experience	4 3 2 1	
Value of learning to advance your work/career	4 3 2 1	
Would you recommend this class to others?	YES / NO	
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Which topic(s) did you find least useful? (Please refer to the timetable for your answers)		
If your organization were to develop an integrated management system, which ISO standards do you think would be added to your current management system?	N/A	

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

Great training. This should be mandatory for all USCG Port State Control members

If you would prefer to have your comments posted anonymously, please check here ☐.

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ISM Training that was conducted at various Coast Guard Sectors was very well received by Coast Guard.



ISO 9001:2015 Lead Auditor Training conducted for U.S Coast Guard personnel at Portsmouth VA.



SUBCHAPTER M CONFERENCE  
September 26-27, 2019 | Baltimore, MD



Dr. IJ Arora being presented a token of thanks with a coin by the Director of Safety of Tote Maritime, Bradley Bishop.



QMII President & CEO, Dr. IJ Arora with Saltchuk board member Timothy Engle during the training that was conducted at the Saltchuk facility.

## Submissions



Do you have an article you would like to submit for consideration of publication in The Globe? Please email The Globe Editor Anjalika Singh: [asingh@qmii.com](mailto:asingh@qmii.com).

## Testimonials



Read about what our alumni have to say about our training. [click here](#)



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Dr. IJ Arora was invited to speak at the Subchapter M conference in Baltimore, MD. He spoke on how Subchapter M implementation using a process-based approach can benefit the entire inland water industry. [To download a free copy of his presentation please click here.](#)

**From the Editor's Desk:**

I hope you enjoy, as also find the QMII Newsletter Globe a useful input and a bond to QMII. I look forward to your inputs and feedback to further improve the Globe. It enables me to share our services (consulting, auditing and training) to best meet your objectives from your management system.

Best Regards,  
Anjalika Singh

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

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