



The Globe

from Quality Management International, Inc.

Happy Holidays 2018

In This Issue of "The Globe"

Successful companies have visionary leadership, are able to understand the changing context of their businesses, look ahead and adapt. The 20th and 21st century has been fertile with innovation. Many history defining breakthrough inventions have been developed. Innovation is growing at a pace never known before. The inventors and innovators are naturally accepted as leaders for their ability to clearly define their vision. These leaders can at times be harsh task masters; nearly dictatorial in pursuit of their passion (invention/vision). However, where the innovators are part of the team as a group and the leaders of the organization separate the leadership challenges are different. A professionally lead organization without a system cannot be only driven by the passion of its leader and this is certainly not a recipe for prolonged success.

The need to put a system in place, is but of course, the result of a decision made by the leadership/ top management (TM). TM must have the desire to operate in a systematic manner to achieve desired results and outputs. That desire is indeed key to motivation of the rest of the organization and crucial to gaining their involvement. The PDCA (Plan-Do-Check-Act) cycle has to be understood and correctly aligned to the desired standard. There is also a need for commitment from the leadership to the unrelenting pursuit of their policy being systematically converted into measurable objectives and implemented throughout the organization, the implementation monitored and reviewed to ensure continual improvement.

As experienced consultants, QMII has over 32 plus years, been implementing management systems to achieve results. Consultants never hold the recipe for success but can facilitate and guide the leadership and the organization in the right direction. The key to success is a motivated leadership. Trusting consultants to perform miracles using the perfect templates is a medicine for disaster in the making. A



commitment to excellence starts with the leadership and needs the organization's team to build a system ensuring consistency in meeting the requirements of the customer, stated or unstated. Then alone can an organization attain the success it seeks.

As the year ends and reminiscing on my experience, education and learning from association with numerous varied organizations, my conclusion in differentiating between successful and not so successful organizations takes me to the intent and determination of the TM to be committed to the system-approach.

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Avoid These 3 Common TSMS Implementation Pitfalls

- Brendan Saburn

Do you face any of these symptoms with your TSMS:

1. It does not add any benefit to the work you do
2. You spend more time filling-out paperwork then doing the actual work
3. It does not reflect your work – the way you do it

If you answered YES to any of the above, then read ahead to see how QMII can assist you in simplifying your system to one that works for the inspector and YOU!

Historically, 99% of towing vessels were never required to have a Certificate of Inspection (COI) commensurate with that of cargo ships, tankers and passenger vessels (including small passenger vessels). All towing vessels are now required to be "in compliance with" the new inspection requirements when Sub Chapter M became effective July 20, 2018 (46 CFR 136.172). Despite the new requirement, there are towing vessels that are not fully in compliance.

In this age of Safety Management Systems, the working definition of "being in compliance" might best be thought of as having "documented evidence" of the requirements being in place (physically on the vessel) and being done hands-on (routine and emergency drills). Non-conformities must be documented. Audits and other quality checks must have evidence. Think of a cop show on TV where the detective says to the suspect, "I'll believe the evidence."

QMII in Pictures



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It stands to reason that the “evidence” has to be “Ready for Inspection” at the request of the Coast Guard. The records and other documents that vessels need to have readily available are the heart of the matter in any Safety Management Program. This has been the case with vessels that have been required to have a Document of Compliance issued by a classification society in accordance with International Safety Management. The idea of an SMS is nothing new. QMII experts have over 50 years of combined experience in helping regulated industries (afloat and ashore) pass their inspections.

More importantly QMII has experience in implementing management systems that work for the organization. *Why spend money implementing a system for the inspector/auditor and get no benefit out of it?* Sure, it is easy to take a template (easily available on the internet) and fill in the blanks to have a ‘compliant’ system. However, the common pitfalls with this are the same as those faced during the early years of ISM Code implementation:

1. Overly documented management systems – Perhaps you do not need some of the procedures in the template given the nature of your work. Perhaps you already have existing documentation that meets the requirement.
2. Lack of buy-in of personnel – This is because personnel have not been explained the benefits of having a TSMS in place. The question “What’s in it for me?” must be answered.
3. Template system – These are systems built of a template that do not meet the requirements of the organization or reflect the “as-is” of what they do.

At the end of the day, the shortcomings always fall on the shoulders of the “Industry Afloat.” Take, for instance the lack-of-communications syndrome. We cannot overemphasize the idea of clear communication between these three stakeholders, the CG OCMI, the vessel owner (or managing operator) and the TPO.

Based on our experience, QMII is committed to working with the maritime industry, so that we can help the industry segment that is regulated by the sub chapter.

Environmental Best Practices in Vineyards

- Peter Burke

The number of vineyards in the United States, and abroad, have grown substantially over the last 20 years. New technology and controlled stainless steel fermentation processes have improved the product of even relatively small vineyards. Many of the best vineyards are also focusing on their environmental impacts to ensure sustainability. They are finding that taking a hard look at some of their processes can reduce negative environmental impacts, and in fact, reduce operating costs.

Implementing an ISO 14001:2015 based Environmental Management Systems can help a vineyard archive sustainability and reduce operating costs. It can also get the organization recognized as a responsible business neighbor in the community with happy and proud employees. It starts with the owner’s decision to implement an environmental management system, then getting all employees aware, and on on-board to help improve operational processes.

Environmental management systems (EMS) address recycling, and water conservation. These are important elements that are common to all vineyards. One company that was spending over \$50,000 a year on recycling, not only reduced their

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recycling cost, they actually saved over \$7,000 a year after introducing a new recycling program as a part of their EMS. The program included 95% of its solid waste, packaging and recycling. New approaches to water use and heat exchange were able to reduce water use by over 35%. Water used in the wine making process is now processed on site and used in the vineyards, instead of being flushed down the drain.

An EMS gets organizations to address the environmental aspects of their business and the impact they have taking into consideration the business environment they operate in, the needs of the stakeholders and risks associated with their business. Let us consider the aspect of energy use and the impact it has on the business including the organization's carbon footprint. Taking the example further installing solar panels on buildings reduces energy operating costs and produces no carbon emissions. One company was able to use solar for 75% of its energy use.

QMII, with its 32 plus years of experience, can help a vineyard educate its employees so they are aware of the requirements of the internationally recognized and accepted standard for Environmental Management Systems – ISO 14001. Our course will outline the next steps the vineyard can take to begin implementing an EMS within their business. We offer introductory environmental management system courses that will help a vineyard conform and/or become certified to the Standard.



Best Regards,
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