



In This Issue of "The Globe"

With the implementation date for ISO 9001:2015 hanging like the sword of Damocles over organizations, the need to implement a risk based system is stressing. To have a Risk Based System it is essential that Risk Based Monitoring (RBM) be incorporated at each step of the organization. The leaders must particularly be conscious of this. RBM cannot be effective or provide the objective inputs based on casual analysis. The source data must be correct so the information it provides is useful. Data analysis of risks and trends is now integral to the system approach. The standard does not require a formal risk management system in all cases, but in general a well laid out system would not only be cost effective but would also contribute to the bottom line, encourage innovation and bring opportunities for improvement.

The use of a simple, user friendly RBM system with dashboards is now a felt need. These systems assist in optimal planning of resources for subsequent P-D-C-A cycle improvements and as inputs to Management Reviews. QMII has kept itself ahead of the curve and appreciated this requirement even as the ISO 9001:2015 and related standards were still in the draft stage. We now offer a cost effective, user friendly and intuitive integrated management software solution to manage aspects of your QMS (as well as Maritime SMS) and your business. The towing industry too would find this most useful as they move to compliance with Sub Chapter M.

Please enjoy reading the first Newsletter of this year and do check our QMII Face Book page as also reach out to us. Don't forget QMII alumni and clients have lifelong support from the expert QMII Team throughout their lives. A promise we make because we "appreciate your management system" and are stakeholders in your success.

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



QMII in Pictures



We are also providing Maritime Software Solutions. Click

The Cost of Certification: A deterrent to system implementation?

by Capt. IJ Arora

Certifications often drive the implementation of the system approach, based on ISO standards. The primary implementation demand is of



ISO 9001. Certifications do have initial costs and then recurring costs for surveillance and re-certification visits. This is a responsive approach to business requirements invariably driven by a forthcoming contract which mandates the system approach. Prudent businesses appreciate the risk of not having a process based system. In the economy today when budgets are tight, supply chains challenging and retaining employees difficult, it is all the more essential that organizations invest in a good management system. A bad system will let down a good person every time.[1]

An efficient management system should be an essential asset of any good organization. Certification should not be the primary driver of this requirement. The optimum ROI is, by effective process, performance based on objective information analysis. This analysis is based on data from within the organization or by appreciation of inputs which is publicly available. Organizations' leadership should look beyond certifications to implementing and maintaining systems that drive continual improvement. Continual improvement drives organizations to find cheaper and quicker solutions while improving quality of the product and services. After all is that not what customers expect? The best quality for the cheapest price point!

To read more, [go to the blog](#)

[1] Dr. Deming

[From the Archives]

DOES ISO 9001 REQUIRE CONFORMITY TO PROCEDURES?

by Julius DeSilva

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 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:-

- A. Operators robotically doing the work 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.

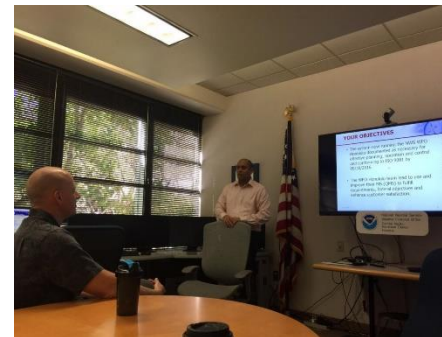
Now when auditors investigate to see how well the management system is helping people to determine and meet requirements they

[ISO 9001:2015 Lead Auditor](#) Training at QMII HQs in Ashburn, VA



QMII now offers two state of the art conference/meeting/training rooms. These rooms are set-up with video-conferencing facilities and can comfortably accommodate up to 10 persons each.

To make use of this facilities please contact us at 888-357-9001.



At Hawaii Weather Forecast Office, Honolulu where we audited their system as a third party to determine the effectiveness as per [the ISO 9001:2015 Standard](#) as applicable to the Quality Management System.

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 an OFI 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, unclear criteria or inadequate process monitoring. In summary, it makes for a better management system, better management and for better auditing. This is spelled out more completely [in our free e-Learning "Nonconformity Statements Adding Value"](#).

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

QMII now offers cutting edge, cost effective maritime software solutions

by Karen Randmer

QMII is pleased to offer a new web-based configurable and intuitive Maritime software solution designed for ship owners and operators to manage their assets as well as for other interested third parties that can benefit in the areas of saving cost and labor hours through data exchange. Class Societies, Flag States, Suppliers and other interested third parties can enjoy cost savings through use of any of the separate modules.

Ship Expert-Enterprise (SEE) and its accompanying **Fleet Operational Performance Analytics (FOPA)** is a seamlessly integrated modular application which consists of 14 modules for management of ones systems according to internal policies, including planned maintenance & Inventory which has Class NKK and Fleet Operational Performance Analytics (FOPA).

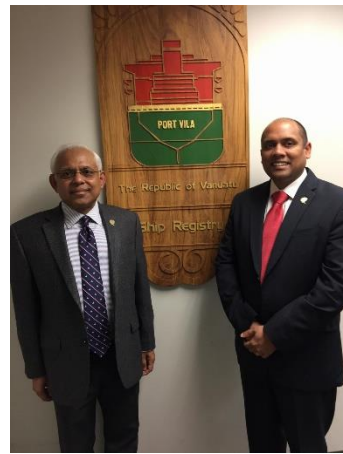
The software can be integrated as a whole, or in separate modules which can seamlessly integrate into your existing systems. Other data sources can be integrated, for example OCIMF data codes can be built into the system. It can be hosted remotely or deployed on premise for full control and/or security over your system. Its modular based analytics and high level architecture provides the ability to store, process and convert data to suit your requirements, including file sharing, drop & drag functions, customizable dashboards, graphs, KPI's, scorecards, the ability to send alerts to groups and other desirable features.

Please contact our office for more information or demonstration of this cutting edge software.

Risk Based Thinking. Is this something new?

by Capt IJ Arora

I was thinking about this fundamental change in the ISO 9001:2015 standard , comparing it to the 2008 version, wherein the Preventive



QMII at Vanuatu Maritime Services (VMSL), New York to conduct an [internal IMSAS audit in preparation for the IMO IMSAS audit](#). This is the third Flag state that QMII has audited.



From: Matthew Bonvento
To: Inderjit Arora

Subject: RE: Thank you!

U,

On behalf of the VMSL team I would like to thank you as well. This audit was a great push to give my staff the incentive to begin viewing the way we do business in a more modern and efficient manner. Your inputs and suggestions have really been taken to heart and I personally look forward to your summary. Both you and Julius created a comfortable and professional atmosphere, even with our cast of characters.

I look forward to seeing you all in Virginia if possible.

Best Regards
Matthew Bonvento
Vanuatu Maritime Services Ltd.



QMII oversees an AS 9100 Training in Salt Lake City, Utah. QMII holds itself and itself and its instructors to the highest standards.

Action (PA) has moved from being only at the 'A' stage of the P-D-C-A (Plan Do Check Act) cycle to the 'P' stage as Risk and then at each stage thereafter. It has formalized something perhaps first stated circa 1546 when John Heywood coined the proverb "look before you leap."^[1] It is therefore naturally intuitive that not just at plan stage, but also at the pre-plan stage that the context of the organization should be considered together with needs of interested parties (Clause 4.1 & 4.2 of ISO 9001:2015). Based on these inputs risk should be appreciated (Clause 4.4.1 f). Has the standard previously not addressed the risks posed to a QMS?

Risk was always considered but inferred and inadequately interpreted by organizations. Risk has only now been systematized as a requirement in the new revision of the standard. Throughout the standard, in clauses related to each stage of the P-D-C-A cycle, there is a requirement to address the risk. Can you imagine a General planning a war strategy without appreciating the risks? Hitler did not learn from Napoleon's disastrous winter campaign in Russia in terms of apparent risks based on lessons learned from available information (Clause 9.1.3 requiring analysis and evaluation)? Perhaps an opportunity for the rest of the world!

To read more, [go to the blog](#)

^[1] I always thought look before you leap came from horse riding as an intuitive warning in horse jumping. However I realize from Google search that Heywood recorded it in relationship to marriage:

*"And though they seemed wives for you never so fit,
Yet let not harmful haste so far out run your wit:
But that ye harke to heare all the whole summer
That may please or displease you in time to cumme.
Thus by these lessons ye may learn good cheape
In wedding and all things to look ere ye leaped"*

"Objective Auditing Meets ISO 9001:2015"
here. See below the feedback received from the
Publisher of Quality Digest.



From: Mike Richman |
To: Inderjit Arora
Subject: RE: 2017 0215 Risk Based Thinking

Hello again, IJ... it was great chatting with you again earlier today.

Thank you for sending along these two articles. I have forwarded them to our editorial team who have read and very much enjoyed them.

Meanwhile, I have double-checked our data and I can report that the article from you that we ran last year ("[Objective Auditing Meets ISO 9001:2015](#)") has now exceeded 3,500 total reads on our site. That's quite good, and easily in the top 10% of Quality Digest articles in terms of audience reach.

It would be wonderful to have you write for us on at least a semi-regular basis, so I will get back to you regarding the two articles you just sent us and let you know where we go from here.

Many thanks. I look forward to chatting with you soon.

Regards,

Mike Richman
Publisher
Quality Digest

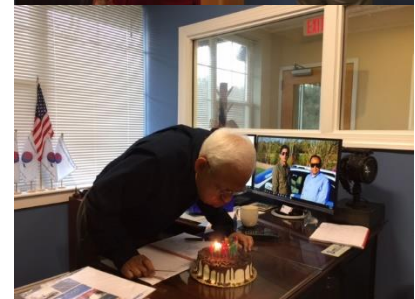


We also took the time to have a little fun!



Wishing all those who celebrated their birthdays in Jan and Feb:

Capt IJ Arora (President&CEO)-19th January
Julius DeSilva (VP)- 25th February
Anjalika Singh (Director)- 15th February





Standing outside the building of Bureau of Engraving and Printing in DC, where I had conducted a Training of [ISO 9001:2015 Lead Auditor](#) and [Executive Overview](#) to it's employees.

Best Regards,

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

We Hope You Enjoyed Reading Our Newsletter!

Questions, Comments, 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.



QMII's Brand ambassador and Vice President bond in Hawaii.

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