In This Issue of "The Globe"

From the Desk of the President & CEO

Dear Globe Readers,

I am happy to welcome you to the Spring Edition of your newsletter. Globe has for over 15 years now worked as the mixing bowl of activities and views of all of us. I specially welcome our alumni to please feel free to contribute articles, thoughts and snippets.

Please do remember, QMII is a stakeholder in the success of its clients, alumni and all those who work in the QMII Team. We are perhaps the only unique organization which provides a life long support to our clients and alumni. Please feel free to reach out to QMII if you have any questions or need clarifications with your thoughts on process-based management systems.

The tragedies which follow due to outsourced processes not being adequately monitored are avoidable. Loss of life, accidents, near misses, ships sunk, aircraft crashed, and so on all cry out to statutory

QMII in Pictures

AS 9110 Rev C training that was conducted for the US Air Force at their base in Nellis, Las Vegas.

bodies and other organizations to aggressively monitor any outsourced processes. Never forget the customer! Once the product is ready it can not be improved, it can be rejected at inspection. The time to improve is when the system is being used. Processes should be monitored to ensure they produce confirming products. Remember audits are not your enemies they are the inputs to leadership for ensuring continual improvement.

And to fellow auditors, I say, please audit objectively, look for conformity and meet objectives of providing the management inputs to better decision making. As auditors our job is not to usurp the leadership position in an organization, but to provide inputs. Writing good NCs (non-conformities), when they exist is enough input for the leadership. Be sure your NC is based on a requirement, has clear objective evidence and concludes with the nature. Let NCs drive correction & CA (Corrective Action). Let data drive risk and not your opinion!

Happy reading of the Globe!
IJ

Monitoring Outsourced Processes is a Primary Responsibility of
Every Organization

- *Dr. Arora*

The international standards provide a world of wisdom enabling robust planning to achieve results by the organizations. In this global economy, often doing all the work in-house is not the cost-effective solution. Moreover, with super specialized industry requirements, perhaps a lot of quality products and services can be procured at reasonable prices. Yet it seems organizations fail to act in the spirit of the standard when putting in place requirements for monitoring outsourced processes. Clause 8.1 of ISO 9001:2015 in operational planning and control has a sting in the tail with a clear whip requiring that "the organization shall ensure that outsourced processes are controlled."

Statutory requirements are created to provide the required oversight, maintain customer focus and protect the interests of the customer when products and services are cleared for use. The caveat is that the statutory body should be well resourced, have the infrastructure, maintain organizational knowledge levels (Clauses 7.1.5.1, 7.1.3 & 77.1.6 of ISO 9001) with competent manpower (Clause 7.2). This often is not possible or with time not sustainable due to budgetary constraints, knowledge level dropping with time, Leadership forgetting their primary role (Clause 5.1.1) of taking accountability for the effectiveness of the QMS (Quality Management System). As such, the resources (5.1.1 e) needed for the QMS are not provided, or budgets not available. The statutory

ISO 9001:2015 Lead Auditor and Internal Auditor training for the U.S. Marines in Albany, GA.

Capt. Lee Boone visits QMII Top Management at the QMII Headquarters.

Maritime Training in Port of Spain

QMII specializes in several disciplines and industries as a leading consultant in process based management systems.

To know more, click here.

QMII President & CEO, Dr. IJ Arora, with the group of participants in Port of Spain. The training included maritime safety based on the ISM Code: 2018 and auditing to the Code . The Training was very well received by all.

bodies rationalize it by their helplessness since the government does not provide the funding and budgetary support for this.

Whatever the reasons, the question is who suffers? A ship is sunk, and aircraft with all on board has crashed, dangerous drugs are in use. It is the customer who suffers. In helplessness on their ability to do their duties the statutory bodies outsource the work to contracted parties or worst to the manufacturer itself! The whole logic of creating a statutory body is lost with this.

What then is the remedy? To read more...

Defining Measurable Objectives/ Metrics to Drive Continual Improvement

- Dr. Arora

Measurable objectives are an essential input for all levels of the management and come from the top management (TM). These objectives guide personnel at work level to help ensure the success of a management system. The need for a set of value-based metrics is met by looking carefully at the company policy (based on the strategic direction) and then drawing the measurable objectives from it.

My thought is for any organization giving more than the desired value is a challenge! Values in today's business world are often related solely to the ROI (Return on Investment). Providing value to the customer is a goal. The question is at what cost? Due to budgetary concerns, no organization wants to do more than what is required. Availability of funds is an input to the design of final product and or service. Consequentially, the values that any organization sets for itself must be based on trying to meet the objectives and expectations of the customers, or the statutory bodies (if relevant) within the constraints of the resources. Where a statutory body is involved, it is the vital responsibility of that body to precisely define expectations and what metrics they will accept.

My opinion is that, the statutory bodies such as the FAA, FDA, EPA and USCG, would have concerns about continual improvement by the external service providers. It is therefore critical to conduct an analysis and conduct management reviews internally to achieve the intended purpose of Clause 10.3 of ISO 9001:2015. However, it all starts with defining, providing and monitoring these clear expectations. This means that the statutory body should provide guidelines for stated requirements, as the IMO does in the ISM Code, within Resolution A.1118(30) & MSC-MEPC.7/Cir8. In a similar manner the USCG could provide clear guidelines for TPO (Third Party Organization) and for the towing companies for the Subchapter M.

To read more...

Maritime Security of Maritime assets remains a concern all over the world. QMII recently conducted a 3-day workshop on the ISPS Code in Port of Spain. The Lead Instructor with the participants who attended this USCG approved training VSO/SSO/CSO/PFSO. The training is also approved by several Flag States including T &T.

President & CEO meets with Director of Maritime Services of the Republic of Trinidad and Tobago in Port of Spain.

From L to R- CDR Ronald Alfred, Caroline Rostant & IJ.

[ISO 9001:2015 Lead Auditor](#) and [Refresher/ Transition to the new Standard 2015](#). Trainings that were conducted for the US Coast Guard at their respective Sectors in different locations.

Alameda, CA

Portland, OR. Taught by our Senior Vice-President, Julius DeSilva
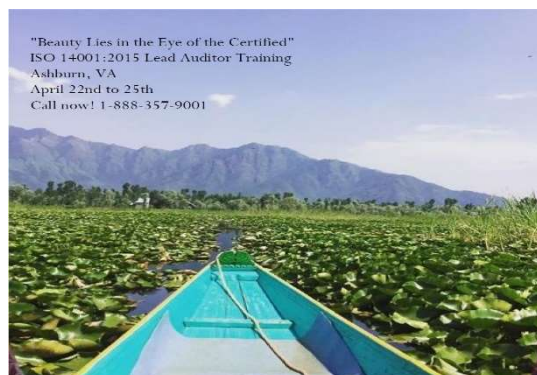

**Virtual Training for different USCG Sectors located in Alaska**

AS 9100 Rev D Lead Auditor Training
(Probitas Authentication Certified)
Location - Ashburn,VA
Dates - May 6th to 10th
Early Bird Gets The Discount

Note - with this you also meet with the requirements of Probitas Certified ISO 9001:2015

ISO 14001:2015 Lead Auditor Training
(Exemplar Global Certified)
Location - Ashburn, VA or Virtual
Dates 22nd April to 25th April
Beauty Lies in the Eye of the Certified.
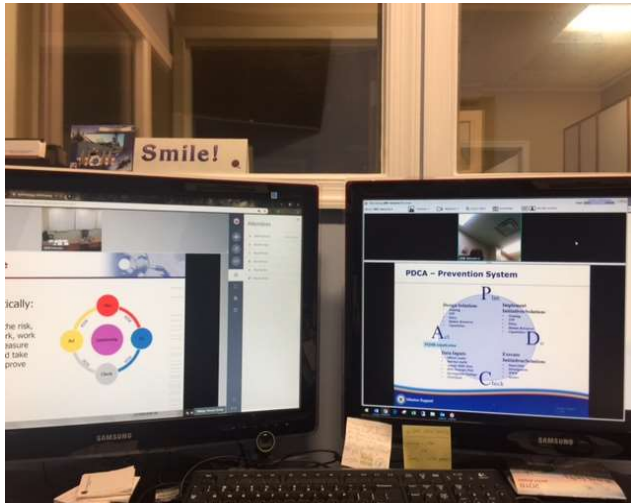
This virtual training (PDCA Cycle above) was taught by David Smith, an ex-coastie, who was on site in Anchorage. He conducted a combined training for the Coast Guard onsite in Anchorage and virtual for those based out of Juneau, Ketchikan and other Units of District 17.

In Philadelphia, PA (5th District) also taught by Dr. Arora.

ISO 9001:2015 Lead Auditor Training
(Exemplar Global Certified)
Location - Ashburn, VA or Virtual
Dates - 14th May to 17th May
Be the Change! Get Certified!

Dr. Rajasimha is the founder and CEO of Jeeva Informatics. He is working to bring precision to life-saving treatments by setting up IT coordination set ups which will remove duplication of efforts in finding cures to diseases. He came to call on the President and CEO of QMII. QMII Team had fruitful discussions with him.

Auditing & Risk- Based Thinking

- Julius DeSilva

As we work with clients, we find increasing examples of certification bodies requiring risk to be documented within an organization. This despite ISO 9001 specifically not requiring so! This then brings up the question, "How should we audit the requirements of risk-based thinking within an organization when the

Securing the Maritime IoT Framework
- Julius DeSilva

As technology advances, there are a growing number of providers that are developing products and services based on the IoT (Internet of Things) framework. In the maritime industry, it is increasingly common for vessel containers to be tracked from ashore and even machinery performance metrics, providing remote automated readouts, to those ashore. With the increased use of technology, the risk of these networks being compromised also increases.

same has not been documented using a formal risks management system or methodologies such as FMEA?".

Let us start with the intent of including 'risk-based thinking' in the standard, replacing the previous requirement for 'preventive action'. Risk-based thinking has been included as a preventive measure with the intent of making an organization more proactive to identifying and addressing potential non-conformities (NCs) than to be reactive to NCs. Additionally, rather than limit preventive action to the end of the PDCA cycle it is now addressed throughout the standard with the concept of risk-based thinking. To therefore answer the question posed above auditors need to evidence risk-based thinking throughout the system starting with the management down through the operator/service provider.

Before we begin to discuss the process for doing this let us for recall how many times a preventive action has been raised within our organization when the requirement did exist under ISO 9001:2008. In my auditing experience the answer is rarely! This in essence defeats the purpose of what the standard was trying to achieve.

To read more...

From the Editor's Desk:

I hope you enjoy as also find the newsletter a useful input to your bond with QMII.
I look forward to your inputs and feedback to further improve The Globe as also provide you with useful information about our services (consulting and training included)

Best Regards,
Anjalika Singh
Vice President
Quality Management International, Inc.
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To catch up on the previous issues - The Globe.

There are a growing number of incidents in the maritime industry where systems were compromised leading to losses in millions of dollars.

To read more...

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

Testimonial

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