



In This Issue of "The Globe"

Successful systems need more than just documentation; a team committed to the system is essential to deliver conforming products and services. The system must be designed for the users. The siloed mapping of processes be it for a department or a task is likely to miss out essential participants. All involved, even if they be interested parties from outside the organization, must be considered and included. When this is not done, external and internal issues may be missed and the context of the organization as considered be incomplete.

Dr. Deming said "If you can't describe what you are doing as a process, you don't know what you are doing." QMII has believed in this and incorporated the PBMS (process based management system) approach using the PDCA (Plan-Do-Check-Act) cycle, in its consulting methodology. Always basing the system approach on the "As-Is" of the organization. We have very consciously avoided fitting the existing system into cheap templates, based on one size fits all approach. The process maturity approach, achieved by blending the CMMI approach and system implementation, is becoming quite common these days. QMII methodology, updated since 1986, incorporates the risk-based approach to ensure process objectives can be met. The team approach is integral to our methodology and encapsulated by our People -> Process -> System™ approach.

In implementing a system approach there is a cultural aspect that needs to be tackled. Each iteration of change, when unsuccessful, may lead to reduced confidence in the benefits of the system. As such orientation of the organization and preparing the leadership as an aware involved entity is essential to system success. In

Training Calendar

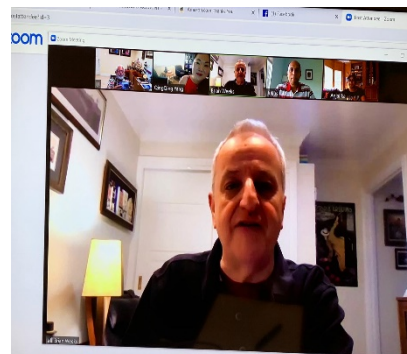


[Click here for class dates and locations](#)

QMII is offering virtual instructor - led format through September 2020. Please check our website for updates.

Stay home! Stay safe!

QMII in Pictures



these challenging times QMII has innovated to meet the training, consulting and auditing needs of our clients. We remain a stakeholder in our clients' success.

Effectiveness of the ISM Code

By Dr. IJ Arora

The ISM (International Safety Management) Code, in itself, is not a magic wand, that will bring safety or prevent pollution. It depends on the organization on how it implements the Code. Safe operation of ships and the prevention of pollution should have been any organization's objective. Yet all over the world owners to save money compromise these objectives. Did not the Titanic on April 15, 1912, sink, trying to create a record of crossing the Atlantic, by going North to cut distance, run into the iceberg?

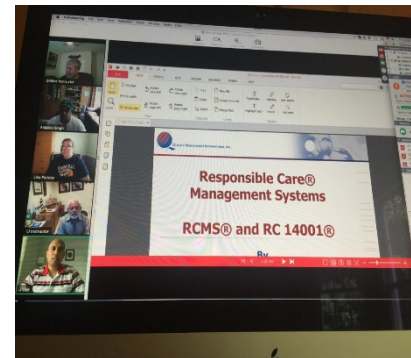
The sinking of the Titanic, with a loss of nearly 1500 passengers and the crew was an eye-opener. It led to the SOLAS (Safety of Life at Sea) convention. Did the negligence and continued operation of ships compromising safety stop with SOLAS? Sadly not. The investigation by Justice Sheen into the sinking of the Herald of Free Enterprise, on March 6, 1987, looked at why SOLAS had not helped prevent the tragedy. It brought out the necessity for a process-based management system, and the SOLAS Chapter IX was updated to authorize the ISM Code. It provides the guidelines for the implementation of a system to ensure the safety of vessels at sea.

[Click here to read more.](#)

Maritime Leadership - Beyond Designated Person Ashore (DPA)

By Dr. IJ Arora

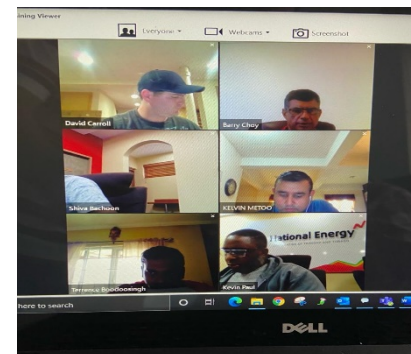
It appears the [maritime](#) leadership is limited to the DP (Designated Person). The worst is when senior leadership of a company, washes its hands off, of the leadership role, by assuming a DP will do all that needs to be done! The ISM (International Safety Management) Code, in clause 4 defines the role of the DP (designated person). It is to be remembered that the DP is indeed the link between the company and those on board, to the extent decided by the leadership/ownership of the maritime company. The DP with clause 4 of the [ISM Code](#) has his/ her role defined as the link. However, there is much more to it. There is a kind of upstream and downstream relationship between the safe operations of a vessel, and the leadership exercised by the shipping company.



Instructor-led Virtual

During this lockdown, we conducted several instructor-led virtual trainings from [Maritime trainings](#) like [ISPS](#), [ISM](#), [VSO/CSO/PFSO](#), [Designated Person Ashore](#), [VPDSD](#) to Lead Auditor trainings like [Exemplar Global certified ISO 9001](#) to [PROBITAS Authentication certified AS 9100 and AS 9110](#).

QMII's experience in providing instructor-led virtual classes for over seven years enabled us to effectively meet our clients' objectives. The transition to a fully virtual model of course offerings was smooth and allowed clients to continue their training even through the pandemic.



The DP can represent and do his best in meeting objectives if he/she is resourced and supported by the leaders. Maritime leadership is strengthened by the contribution of the DP. This is particularly true when a tragedy occurs, and the crisis management team is called to minimize the aftermath of the tragedy and hands-on dealing with the tragedy. The DP is part of the crisis management team and must play a lead role in providing his/ her experience, expertise to ensure the situation does not worsen. DP should be competent, involved and participate in designing the safe operations of the vessel as also to predict the risks and trends from the available company and industry data and make timely recommendations, to ensure tragedies do not occur. But once they occur the same detailed knowledge has to be used to meticulously plan the response actions.

The leadership of the company, particularly when not from the marine background, should orient itself to matters maritime during good times. It is in normal good times that the relationship of confidence has to build with the DP. Regular access to the TM (top management) of the company by the DP, makes teamwork smooth in a crisis situation. The leadership working together with DP and the team is able to ensure the company's safety objectives, environmental policy implementation and functional requirements are met. Regular drills and exercises and analysis of situations ensure that the lessons learnt thereof, are used as input for further planning and resourcing.

[Click here to read more.](#)

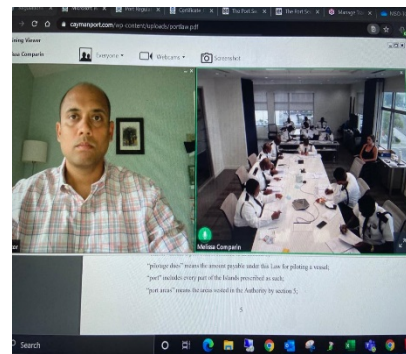
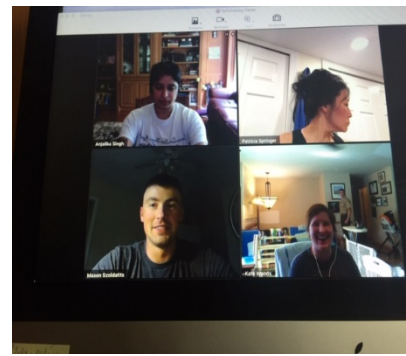
The Decline in ISO 9001 Certification: Does Quality Matter Anymore?

By Julius DeSilva

ISO 9001 certifications have seen a decline during the past two years, per data from ISO. Some say the standard has gotten too complicated with the introduction of organizational context, risk-based thinking, and the removal of mandatory documented procedures. Even a few of QMII's clients have considered letting their certification lapse because conformity to the new standard was perceived as too complex.

To Certify Or Not

Let's begin by looking at the purpose of ISO 9001. The standard provides a framework for organizations looking to put in place a system that will enable them to consistently deliver products or services that meet their customers' requirements and enhance their satisfaction. ISO



Virtual Audits & Consulting

Not just training! Our virtual services extend to conducting virtual/remote audits, gap analysis and consulting for both domestic and international clients.

9001 certification is external validation that the system meets the requirements of ISO 9001. However, ISO 9001 allows organizations to use the standard and self-declare conformity without incurring the cost of certification. Many argue that there is no value in doing this. This is probably correct if you are implementing a system to meet a contractual or customer requirement. In these cases, certification is a requirement.

Waning Trust In The System

Organizations that implement ISO 9001 for the benefits it will deliver in improved productivity, reduction in process waste, and management of risks have seen the bottom line improve with time. If implementing the standard enables consistent quality, why then the reluctance? Perhaps the trust in the ISO 9001 certification process has declined over time. Often have we heard from quality managers of the challenges faced when they raise non-conformities in internal audits. These are often viewed as finger-pointing exercises because the certification body has already audited and “cleared” (i.e., certified) the system.

[Click here to read the entire article \(Quality Digest\)](#)

ISO Requirements Vs. Guidelines

By Dr. IJ Arora

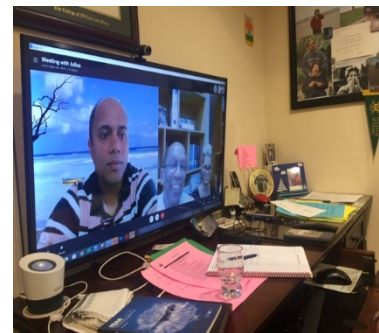
ISO 9001 lead-auditor training should enable auditors to focus on the requirements when auditing and to stay away from the pitfall of guidelines.

Take the case of ISO 9001 or, for that matter, any management system standard. The standard has notes to explain the clauses. ISO 9001's clause 4.1, for example, has three notes. Are these integral to the clause? Yes and no. Yes, because they are explaining an important aspect of the clause. No, because though these are valuable inputs for designing questions and an in implementing ISO 9001, they can't be used as requirements. Non-conformities, as the drivers of correction and corrective action, are fundamental to the implementation of ISO 9001. ISO 9001 lead-auditor training must clearly outline for students that a non-conformance is the non-fulfillment of a requirement. Notes are not a requirement of the clause.

Similarly, guidelines issued by organizations can never be requirements. Often, leadership takes credit for any success attributed to good guidelines. Ironically, if the guidelines result in any failure, then top management is bound to challenge the competence of mid-level managers by reminding them that guidelines are just guidelines! ISO 9001 lead-auditor training, as



QMII consultants engaged in a virtual audit of the USCG Prevention Activities against the requirements of the IMSAS III Code.



Conducting remote audits for a client in the US and for one in Seychelles.

certified by Exemplar Global, clarifies the need for auditors to focus only on requirements when auditing.

[Click here to read the entire article \(Quality Digest\)](#)

Love and Success using ISO 9001 and PDCA

By Anjalika Singh

The toughest part of being in a relationship is finding a perfect gift for your loved one. Gifting is an essential part of any relationship. You gift your better half for every reason and every season. Gift as a form of bribery in love is a time-tried tool.

Being a system believer, I use the process-based management system approach in ISO 9001 and plan-do-check-act (PDCA) methodology every time I need to find a perfect gift for my boyfriend. From dating to being in a relationship, from finding the right place for the perfect date to ordering the perfect food, ISO 9001 and PDCA have been very useful tools. In this light, PDCA has become my secret strategy for planning my perfect moment with my perfect guy, and to make it the most memorable one. ISO 9001's PDCA has been my guiding light, just like the green light from F. Scott Fitzgerald's *The Great Gatsby*.

PLAN

I use ISO 9001 to assess my risks in this context by considering my budget and then plan accordingly. To plan as per ISO 9001, I think of all that interests my boyfriend—what he likes and what he doesn't. Say, for example, he loves extreme adventure sports, and this doesn't include a simple trek, which is my idea of an extreme adventure sport because I don't want to step out the house.

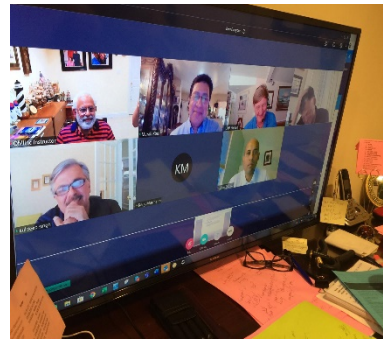
[Click here to read the entire article \(Quality Digest\)](#)

An Interview with Exemplar Global

QMII's President & CEO was interviewed by Exemplar Global to discuss the path that led to his interest in management systems.

IJ traces his life's experiences in leadership role on submarines, nuclear submarine, mercantile marine, being boarded by pirates, leading QMII to his being a subject matter expert in management system implementation.

IJ also spoke about training, auditing, importance



"The show must go on". A virtual gap analysis and Management Systems assessment during this COVID-19 crisis.

First Outing



of PDCA, certification.

To check out the interview, [click here.](#)



Questions, Comments, Submissions

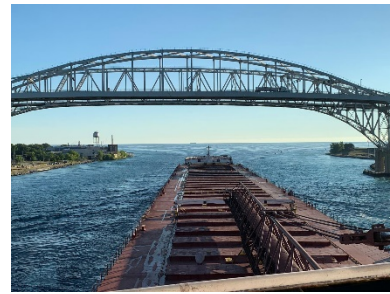
Do you have an article you would like to submit for consideration of publication in The Globe? Please email The Globe Editor Anjalika Singh: asingh@qmii.com.



Testimonial

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

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



Our first outing during this COVID-19 lockdown.

Assessing a large bulk carrier at sea to the requirements of the ISM Code and to update the client's SMS (Safety Management System). The assessment involved interaction with management ashore and at sea, including the crew.

[Follow us](#)



Share: [f Like](#) [t Tweet](#) Follow: [f](#) [t](#)

If you no longer wish to receive our newsletters, click the link below:

[Unsubscribe](#)

Quality Management International, Inc
44081 Pipeline Plaza, Ste. 115
Ashburn, Virginia 20147
United States
(888) 357-9001