

## Investment in training

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Well-developed management systems are developed and implemented to drive efficiency in organizations. These systems when implemented ensure that the system does not become vulnerable or lose its integrity when key personnel change as also during any mergers and splits in organizations. Just as technology is constantly upgraded, so must human potential. In an organization, training which needs the least investment can play a very important role given the critical contribution by human resources in ensuring efficiency. Moreover the statutory and other audits for compliance to regulations can be internally performed. The necessity of training in building human potential and productivity to ensure optimization of human resources can hardly be emphasized.

Large organizations senior management often goes in for implementation of management systems without answering the employee's question of "what is in it for me?" Training and exposing 10 to 15% of the manpower to management system related standards for efficiency (ISO 9001), risk management (ISO 33000), the environment management (ISO 14001) and security of the global supply chain (ISO 2800) quite prepares them for the system implementation. This may vary depending on the size of the organization and industry requirements.

Quality Management International, Inc. (QMII) is one of the original management systems consulting firms previously operating in North America and Europe. Today QMII clients all over the world meet their system objectives using the methodology and expertise of the QMII Team. QMII has assisted federal organizations over its 26 years of service in US. QMII is a RABQSA certified trainer and has been training personnel over the world.

QMII provides training, auditing and consulting services to empower private and public sector organizations to master the continual improvement of their management systems. This allows our clients to meet the needs of their customers, employees, shareholders and other stakeholders faster and more efficiently. Our team's insights are based on experience gained in assisting hundreds of companies upgrade their business management systems and redesign processes and improve teamwork, along with our wealth of international experience from Europe, Asia and the Middle East.

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## **WHAT IS TRAINING?**

For the purpose of this paper training refers to:

- The training of top management to better implement the system
- Transfer of knowledge to personnel that they may use to enhance the system efficiency
- Familiarization to the organizational mission, vision, rules and regulations

## **IMPORTANCE OF TRAINING**

Major organizations view training as a luxury and not as a strategic necessity. A well trained manpower is a great asset in getting the “job done” . When budgets are cut training is often given a low priority. However where all else costs the organizations more, a little investment in well trained manpower results in rich dividends and ensures human capital continues operating at their peak even through bleak periods thus ensuring a continually efficient system. As a system is developed and put into place a trained workforce helps to better implement the system and results in a ‘buy in’ of the entire team. A team that appreciates the important role that a well implemented system plays in increasing the efficiency of a system while reducing non-conformities.

As non-conformities are embraced to drive continual improvement the number of problems affecting the system and the individual reduce. This gives the organization strength in depth and provides more time to innovate and thus continually strive for new heights of excellence.

The benefits of training are intangible but below are listed a few:

- Better output
- Higher Retention
- Team Spirit
- Corporate Image
- Morale
- Improved Profitability
- Fewer Accidents



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## **ISO 9001 TRAINING**

Organizations excel through development, use and improvement of their quality management systems, or QMS. Internal audits are a necessity to ensure that the system is functioning well. These Internal audits can be conducted by well trained personnel from within the organization. Upon completion of our Lead Auditor using ISO 9001 training, our alumni are able to:

- Plan and execute QMS development or transition projects ensuring conformity to ISO 9001
- Identify and implement the controls necessary for ensuring the QMS translates customer needs into satisfied customers
- Relate fiduciary concerns to the performance of the QMS
- Develop reliable and pliable systems, particularly effective for organizations where process objectives are constantly changing
- Determine and communicate the resources necessary to enable the system
- Communicate the roles and responsibilities within the QMS to the organization
- Lead 1st, 2nd and 3rd party audits, particularly on undocumented systems and audit for process effectiveness against measurable objectives
- Relate the capabilities of the organization to the expectations of customers, top management and shareholders
- Use the QMS to work proactively and not reactively
- Explain to customers how the organization plans to fulfill its promises and show evidence that it has done so in the past

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## **ISO 14001 TRAINING**

As sustainability becomes forefront for all organizations, not just organizations in polluting industries, organizations have focused more on how their environmental management systems (EMS) reduce waste and handle by-products. Organizations ensure adequate environmental risk management, successful implementation of environmental process controls and continual environmental improvement through use of an EMS. Upon completion of the full five days, our alumni are able to:

- Plan and execute EMS development projects assuring conformity to ISO 14001:2004 and compliance to applicable regulations
- Conduct an environmental aspects and impacts analysis



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- Identify and implement the controls necessary for ensuring the EMS translates environmental stakeholder needs into satisfied stakeholders
- Relate fiduciary concerns to the performance of the EMS
- Develop reliable and pliable systems, particularly effective for organizations where process objectives are constantly changing
- Determine and communicate the resources necessary to enable the system
- Communicate the roles and responsibilities within the EMS to the organization
- Conduct 2nd party audits, particularly on undocumented systems, and audit for process effectiveness against measurable objectives
- Relate the capabilities of the organization to the expectations of customers, top management and shareholders
- Use the EMS to manage sustainability, reduce environmental risk and continually reduce waste

## **ROOT CAUSE ANALYSIS & PROBLEM SOLVING**

At the heart of any management system is an engine for finding problems within the system, prioritizing problems based upon stakeholder needs (including financial impact), identifying root causes, eliminating the causes and putting the controls in place to make sure they never happen again. Using a hands-on approach, a problem solving workshop prepares the team to jump-start any preventive and corrective action process—whether your system is new or has been in place for years. Our workshop teaches a team-based approach to eliminating root causes through effective preventive and corrective action using the Eight Disciplines Problem Solving (8D) methodology.

## **RISK MANAGEMENT**

The risks can be assessed and control measures analyzed with a systematic approach is used. Otherwise risks affecting organizations can have far reaching consequences which can harm the environment, have adverse financial implications and affect the reputation of the organization. Managing the risk assists the organization to navigate through the ocean of uncertainty. ISO 31000:2009 is the international standard for risk management.

## **IN CONCLUSION**

Training will ensure that the skills required for the efficient management of a company are available. Organizations should continue to invest in some training as it considers its options to implement a process based management system. This timely investment will ensure a manpower oriented, familiarized and ready to implement the management's system objectives and align with the organizations' aim of doing much more with much less.