

QUALITY MANAGEMENT INTERNATIONAL, INC.



How To Sustain Continual Improvement

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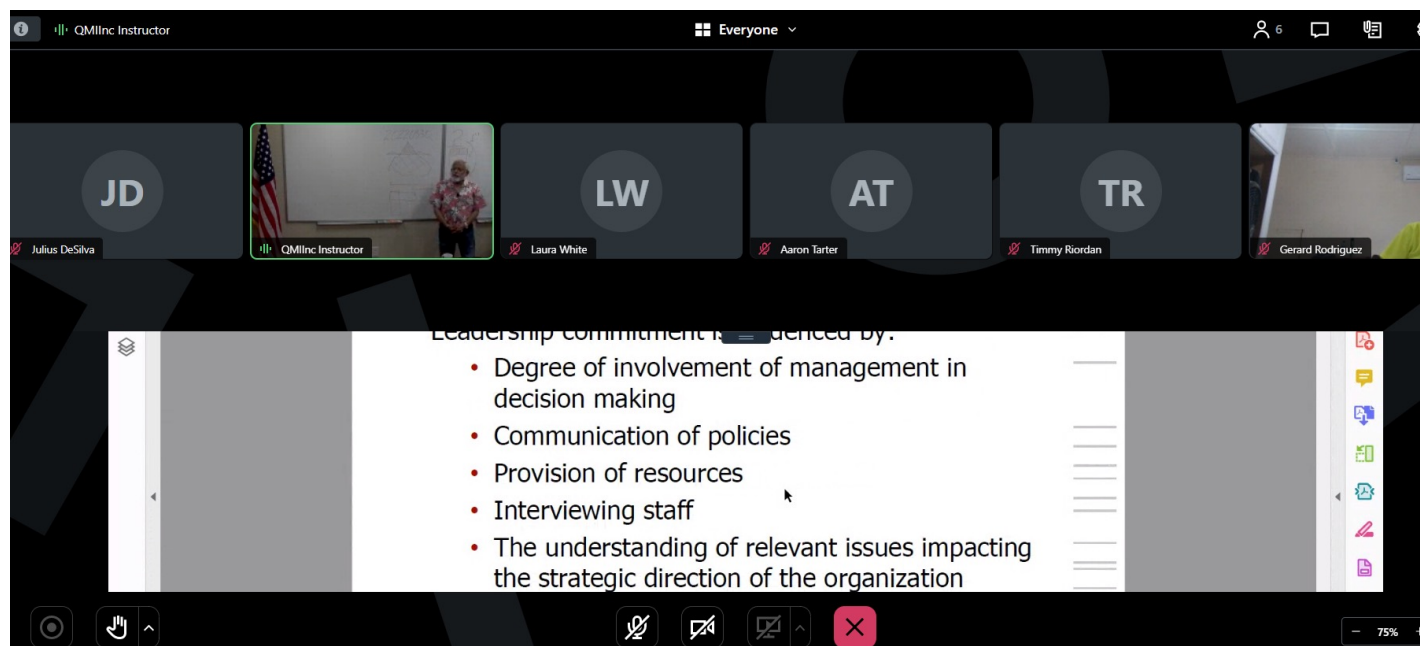
Take a screenshot

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A screenshot of a Zoom meeting interface. At the top, there's a header bar with "Everyone" and icons for participants, chat, and settings. Below this is a row of participant thumbnails: JD (Julius DeSilva), QMIInc Instructor (showing a whiteboard with an American flag), LW (Laura White), AT (Aaron Tarter), TR (Timmy Riordan), and Gerard Rodriguez. The main area displays a list of five bullet points: "Actively listen", "Control your feelings", "Understand their perception of the issue", "Gather facts", "Reassess the situation", and "Escalate to management or client as needed". To the right of the list are several horizontal lines for notes. At the bottom, there's a toolbar with icons for "Record", "React", "Mic", "Camera", "Share", and "Leave", along with a zoom level indicator set to 75%.

Adjust your view



What We Will Cover Today



- 1 About QMII
- 2 Why Are We Here?
- 3 How to Continually Improve Your MS
- 4 Q & A

About QMII



- QMII has provided best in industry process improvement consulting, auditing, and training since 1986
- Headquartered in Ashburn, Virginia
- ISO 9001:2015-certified
- SBA 8(a) and DBE-certified
- Minority-owned business
- GSA PSS and Schedule 70 holder



About QMII



US Coast Guard

DOT

Bureau of Safety and Environmental Enforcement

US Navy

New Jersey Transit

US Army

Federal Highway Administration

Amtrak

NSWC

Crowley

Harley Marine

Interlake

Marquette

DOC

The Crosby Group

Saltchuk Family of Companies

Valaris Limited

Chevron Shipping Company LLC



Quick Poll 1



Help us tailor the webinar for you by
answering the following polls

My current position is.....

My Biggest
System Challenge is.....

Why Are We Here?



Understand what continual improvement is



Understand the building blocks of an effective system

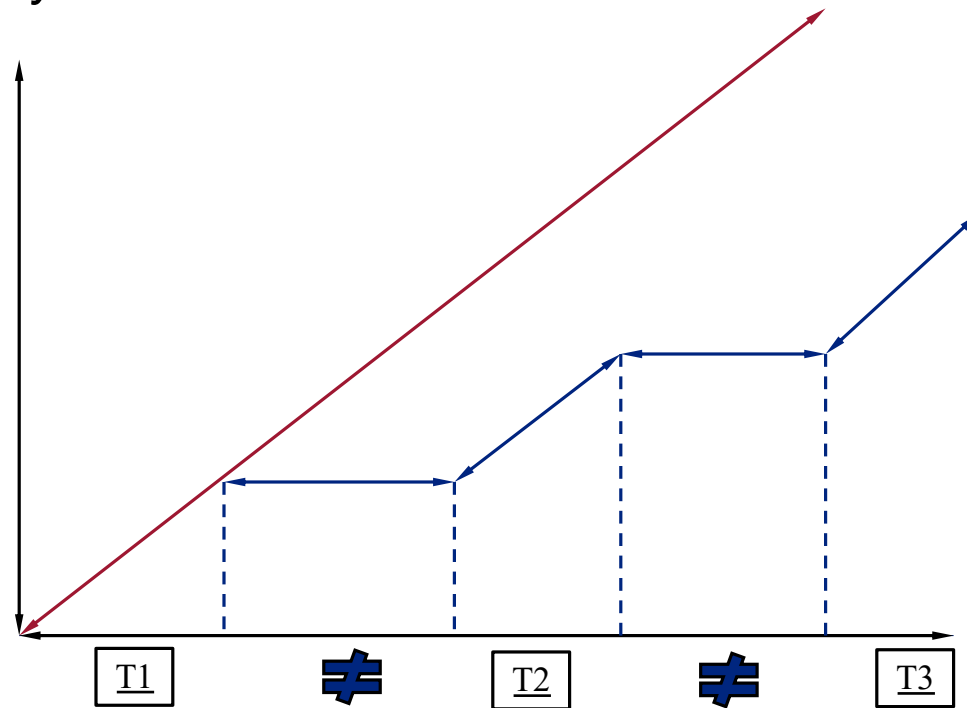


How to sustain improvements in your management system

What is Continual Improvement?



“Recurring Activity to Enhance Performance”



6-Steps to Sustain Improvements



1. Assess and Re-assess the context
2. Review system for AS-IS
3. Set clear objectives connected to the policy
4. Engage and Train Personnel
5. Audit the system using a risk-based approach
6. Foster transparency in reporting

Step - 1

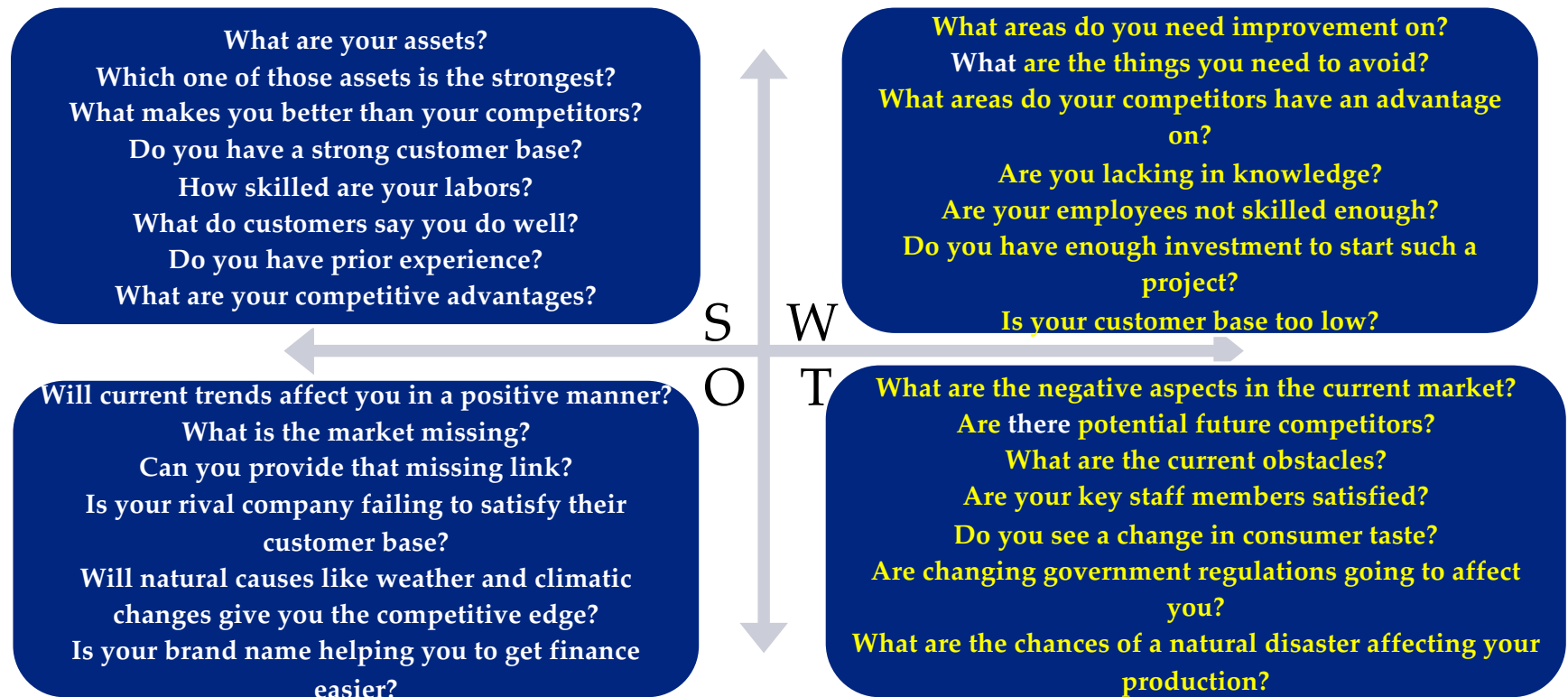


Assess and Re-assess the context

- Conduct a SWOT (Strength Weakness Opportunity Threat) Analysis at periodic intervals
- This is the basis for determining risks in the system
- Risks to be addressed and Opportunities for Improvement are then presented to leadership at the review for decisions



SWOT Analysis



Step - 2



Review your system for the “AS-IS” at periodic intervals

- Business and operating context as also stakeholder needs change
- Operational aspects change as a result
- Does your system as currently documented reflect actual practice?

“..... But I don't have the time or resources”

The People->Process->System™ Approach



Templates and over-
documented system
will not deliver
effective results



Make compliance easier by
reducing administrative
processes & over
documentation.

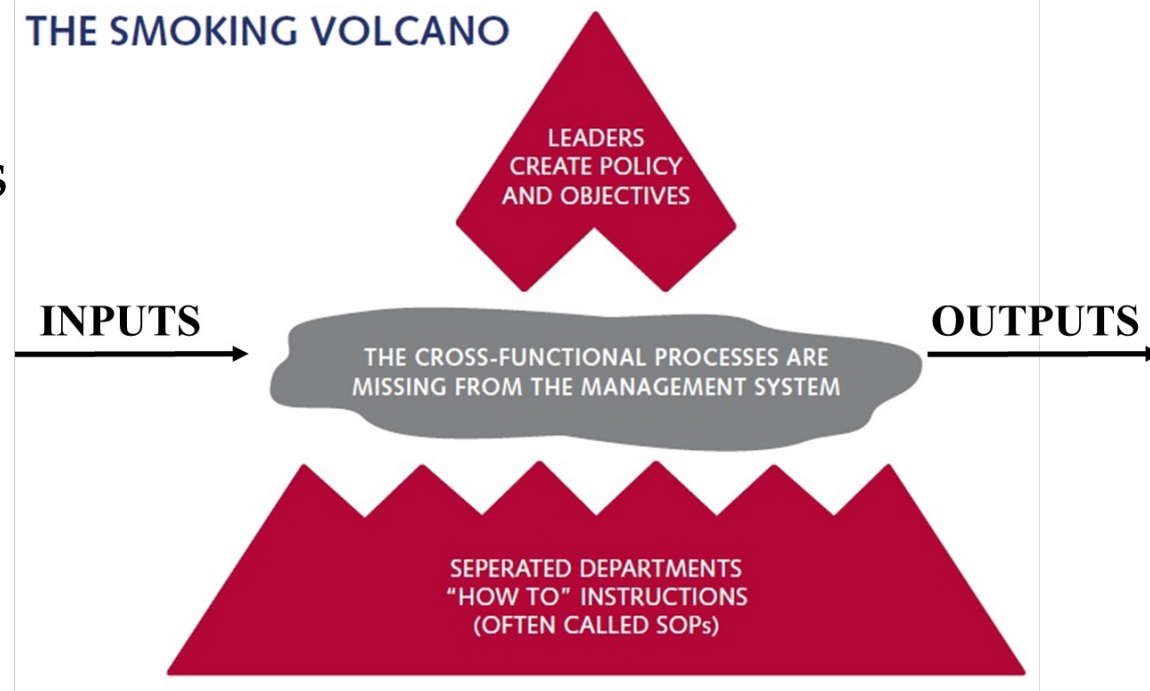
System Must be
“For the Users & By the Users
(TM)” & Based on “As-Is”

Step - 3



Set clear objectives/goals connected to the policy

THE SMOKING VOLCANO



When setting objectives/goals



- Make them measurable, where practicable
- Set at relevant, functions, level and processes
- Set Leading and Lagging indicators
- Review and update them as needed

As Policy/Objectives change the processes/documentation must be adapted to enable the organization to achieve them

Step-4



Engage and train personnel to create a culture for conformity

- Personnel need to be made aware of the requirements of the system and how they can contribute to it
- Engage them in process reviews
- Provide training leading to competence to deliver results – Lead auditor, Problem Solving, FMEA are some examples

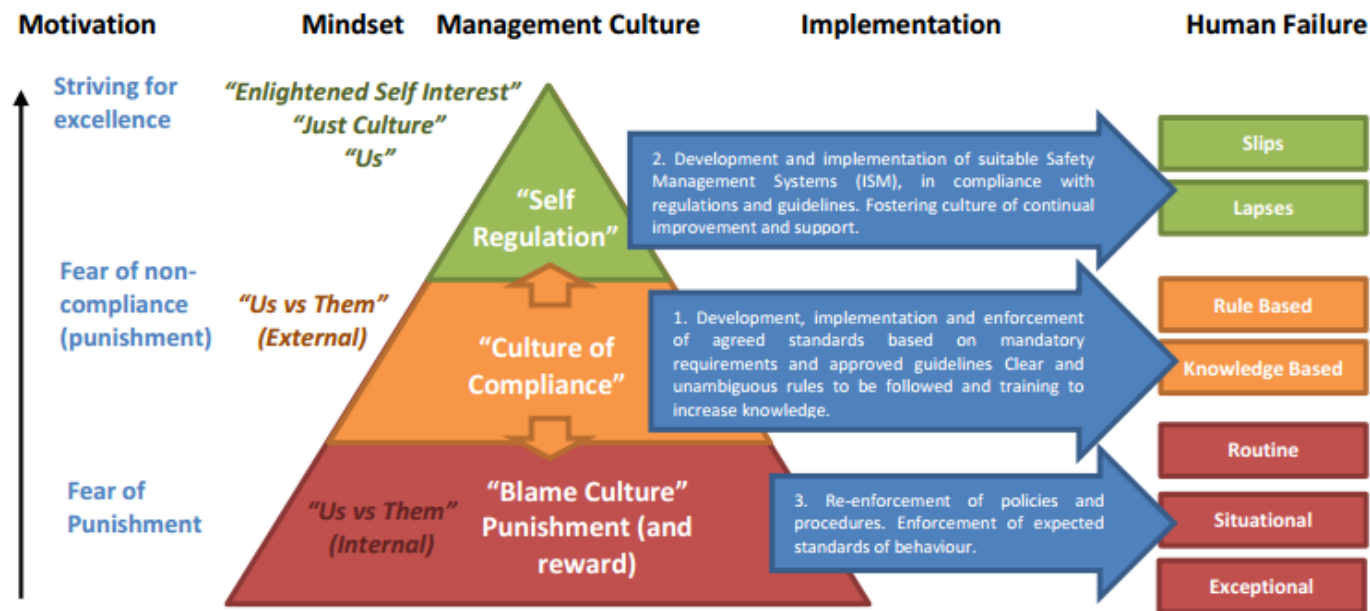
What is a “Culture for conformity”?



- Everyone in the organization truly believes in, understands and follows the established procedures with a means to improving them.
- Underlying causes of non-conformities have demonstrated that the root cause often was a failure to follow procedures despite competent and trained personnel being employed.

Blame the process not the people!

Approaches to MS implementation



Step-5



Audit the system using a risk-based approach

- The Audit Program must be planned and updated each year considering:
 - Product/Service inspection data
 - New contextual changes
 - Changes to processes
 - Complex/Critical processes
- Auditors should not become inspectors
- Updated periodically (QMII recommends at the least annually)

Step-6



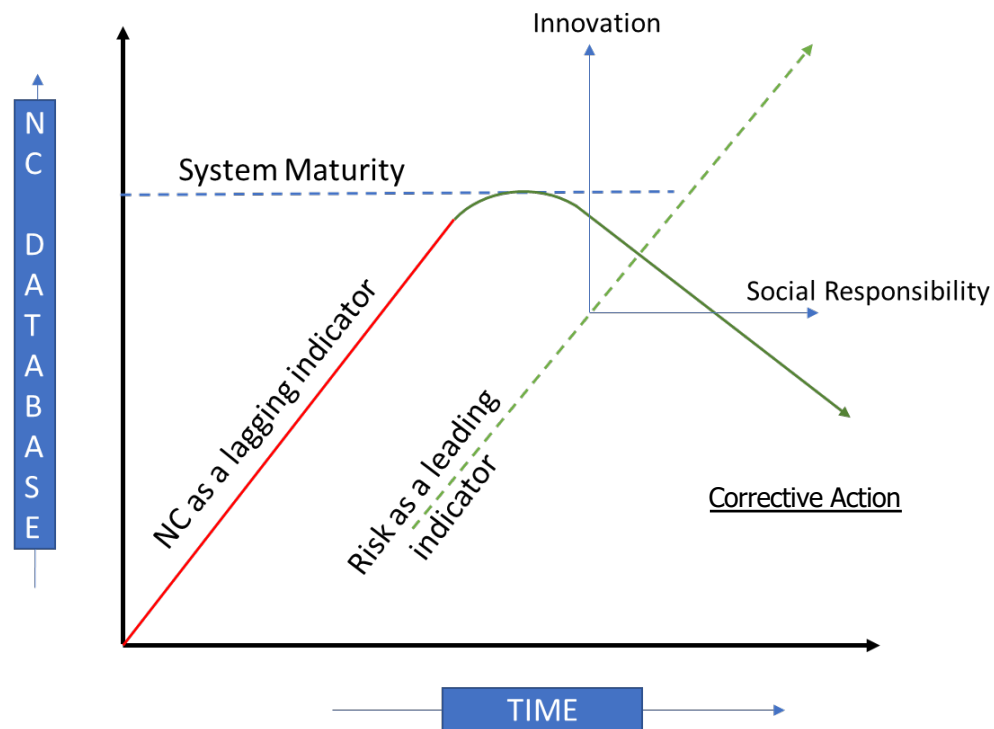
Foster transparency in reporting system performance

- Encourage reporting of Non-conformities (NCs) & Near Misses
- Share relevant management review outputs
- Provide feedback on Risks and OFIs identified by personnel
- Use a suitable dashboard to present trend indicators

Maturity of the System



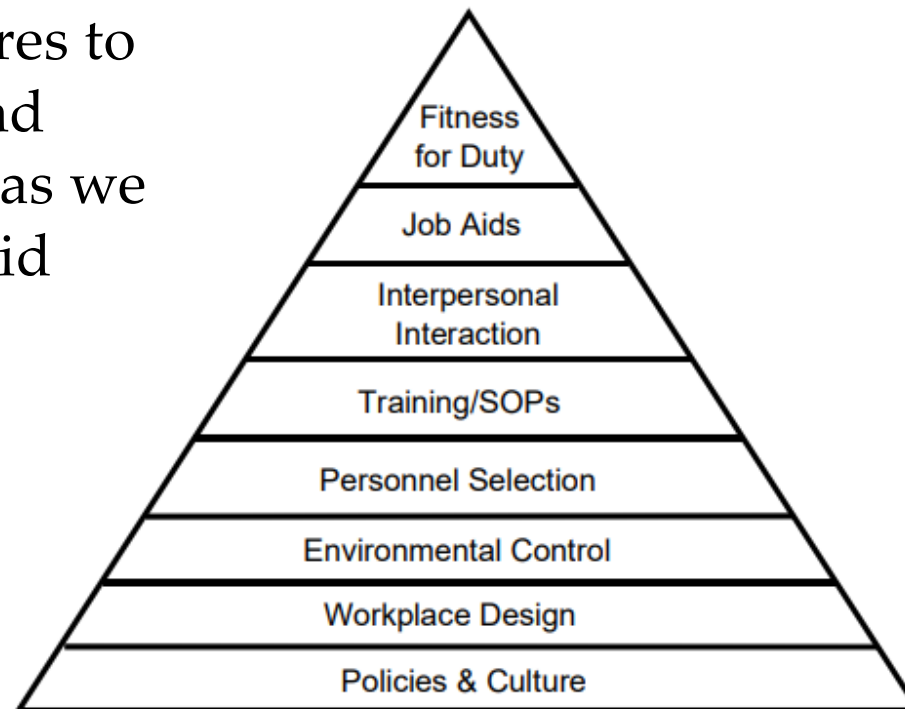
“A bad system will defeat a good person every time” – W.E. Deming



Triangle of Effectiveness



Effectiveness of measures to drive conformity and improvement decrease as we move up the pyramid



Source: Gerry Miller et al, 2000

Clauses in Different Standards that Discuss Continual Improvement



ISO 9001:2015 – Clause 10.3

The organization shall continually improve the suitability, adequacy and the effectiveness of the quality management system

ISM Code 2018– Part 1.4

Every company should develop, implement and maintain a safety management system

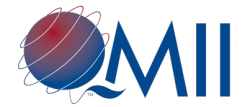
ISO 14001:2015 – Clause 10.3

The organization shall continually improve the suitability, adequacy and the effectiveness of the environmental management system to enhance environmental performance

AS 9100 Rev D – Clause 10.3

The organization shall consider the results of analysis and evaluation and the outputs from management review, to determine if there are needs or opportunities that shall be addressed as part of continual improvement

Q & A



Procurement Options



GSA MAS: 47QTCA20D0050

SAM UEI: E8KYQBSFJ6V6

CAGE: 1GFC9

STARS 8(a) III

SDVOSB Partners

WOSB Partners

HUBZONE Partners

Other Vehicles



Thank You!!!

