



ISO 9001:2015 BACK TO BASICS – CONTINUAL IMPROVEMENT

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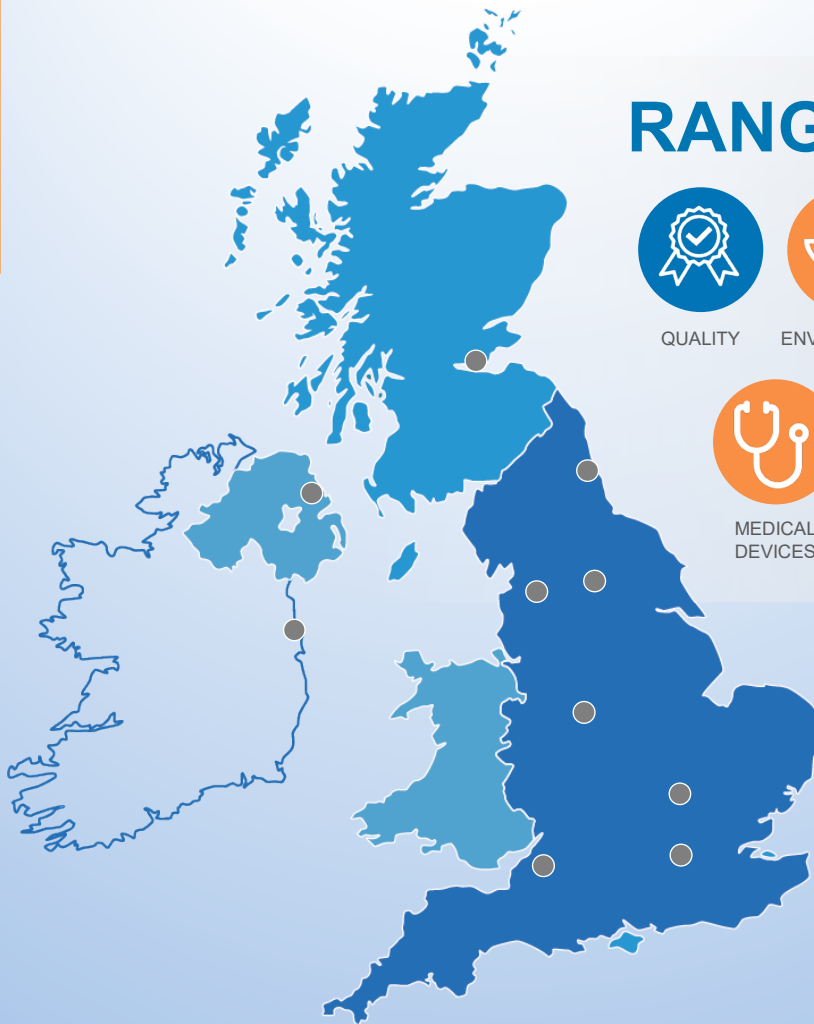
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KEY INFO

- 45 minute webinar
- Questions in the chat box
- Q&A at the end
- Recording of webinar circulated shortly

YOUR PRESENTER



Martin Graham

ISO 9001, ISO 14001, ISO 45001,
ISO 50001, SSIP

NQA Principal Assessor for Quality



Martin is an experienced lead auditor, with 20 years' exposure to the certification industry covering sectors including retail, manufacturing and assembly, construction, engineering, testing, mechanical & electrical installations, transport logistics, communication, education and training providers. Having knowledge of managing each step of the certification process, he is well positioned to understand clients' needs and support them through the certification process.

WHAT WILL BE DISCUSSED?

- What is continual improvement?
- What does it mean in practice?
- What drives improvement?
- Which clauses are affected by improvement?
- Identifying, capturing and measuring
- Dos and don'ts
- Keep it simple!



WHAT IS CONTIUNAL IMPROVEMENT?



Clause 10.3

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

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.

DEFINITION

Clause 10.1

10.1 General The organization shall determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

These shall include:

- a) improving products and services to meet requirements as well as to address future needs and expectations;
- b) correcting, preventing or reducing undesired effects;
- c) improving the performance and effectiveness of the quality management system.

NOTE Examples of improvement can include correction, corrective action, continual improvement, breakthrough change, innovation and re-organization.

WHAT DOES THIS MEAN IN PRACTICE?

- Get better!
 - But not all at once or in one go
 - Act on what you know and make evidence based decisions
 - Improvement can be in any respect
-

IN PRACTICE...YOU SHALL IMPROVE...

- Suitability – right for a particular person, purpose or situation
- Adequacy - satisfactory or acceptable in quality or quantity
- Effectiveness - the degree to which something is successful in producing a desired result

Of the management system (your organisation)

Remember what it is you are trying (or are required!) to improve...

Your management system's ability to achieve desired results

IN PRACTICE...

Desired results include:

- Achieving policy and objectives
 - Customer satisfaction
 - Reducing risk
 - Increasing efficiency
 - Improved reputation and perception
 - Confidence
-

WHAT CAN DRIVE IMPROVEMENT?

- Policy
 - Objectives
 - KPIs
 - Performance monitoring / measurement
 - Compliance
 - Feedback – internal and external
 - Risk (and opportunities)
-

DRIVERS...e.g.

- Remember, there is no requirement to set objectives or demonstrate improvement across all areas in one go
 - Objectives can drive improvement but the process can be organic within an organisation via processes such as feedback and monitoring
 - Very important to act upon the results of analysis and evaluation
 - As well as the result of management review - (f) opportunities for improvement
-

CLAUSES DRIVING OR AFFECTED BY CONTINUAL IMPROVEMENT

CLAUSES DRIVING OR AFFECTED BY CONTINUAL IMPROVEMENT

- All of them!
 - Remember that a system is set around plan, do, check, act
 - This applies to all clauses in isolation and collectively
 - The process of PDCA will very likely lead to identifying or recognising continual improvement
-

Plan

Establish what needs to be achieved and organise resources

Do

Implement the processes

Check

Monitor and measure the processes and their outputs

Act

Respond to findings from the checking activities in order to improve

IDENTIFYING IMPROVEMENT OPPORTUNITIES



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IDENTIFYING OPPORTUNITIES FOR IMPROVEMENT

Continual improvement is more of a culture than a specific process or system. It requires everyone within the organisation adopt, as part of their day to day activities, a mindset of continually seeking ways to improve products, processes and systems, i.e. to make them more effective and efficient.



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IDENTIFYING OPPORTUNITIES FOR IMPROVEMENT

- Customer satisfaction
 - Customer complaints and feedback
 - Market research and analysis
 - Inputs from workers, suppliers and other interested parties
 - Internal and external monitoring of the management system
 - Records of product or process non-conformances
 - Data from process and product performance and any trends
-



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IDENTIFYING OPPORTUNITIES FOR IMPROVEMENT

Opportunities for improvement may also be identified on a 'project' basis. The following are examples of such projects:

- Non value added use of infrastructure
 - Excessive inspection/testing
 - Excessive handling, storage or processing
 - Excessive failures and cost of quality
 - Machine set up/ changeover times
-

DOCUMENTING IMPROVEMENT

DOCUMENTING IMPROVEMENT

Do not need to document your procedure or process

...But do so if it helps

Be sure to 'celebrate your successes'

Improvement may be small and gradual or significant and instant – all of them count

Be sure to recognise and communicate them

Things to consider –

Improvement Process

Identifying Opportunities for Improvement

Analysing Current QMS Processes

Identifying Current or Known Issues & Problems

Developing Solutions

Tracking Metrics and Data

Evaluation, Prioritisation and Implementation

Review

Act

Things to consider –

The responsibility for

- Sourcing improvement opportunities
 - Evaluating, prioritising and implementing improvement opportunities
 - Reporting
 - Acting
 - Record keeping
-

MEASURING EFFECTIVENESS



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MEASURING EFFECTIVENESS

- Once a solution has been developed and implemented, measures and metrics will identify what can be tracked and used to determine whether or not the solution is effective.
 - Information from the metrics can put in place the structure for continual improvement of the action/solution taken. After the implementation of the solution has begun, the metrics are monitored on a regular basis.
 - The metrics will reveal whether or not the objectives of the solutions are being met
 - Acting on the results of the measures may well show improvement
-

DOS AND DON'TS

DOS AND DON'TS

Do consider developing an Improvement Plan. You can do this with the aid and support of top management.

Do present any suggested improvements to Top Management (the Management Review Meeting). Here, decisions can quickly be made regarding the choice and priority of any improvement projects or objectives and the allocation of necessary resources against them.

Aim for an approved improvement plan adequately resourced. Ensure this is in line with Policy, risks, opportunities and integrated (usually) with Quality Objectives.

Communicate the plan!



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DOS AND DON'TS

Don't have improvement plans without measurable objectives. Without a target, how will you measure success?

Don't be vague on improvement plans. Responsibility and authority to implement and manage the improvement should be clearly defined, documented if necessary and communicated.

Don't forget to consider timing, workload and resources when establishing an improvement plan. Setting due dates for the busiest time of the year or when the needed people or resources are not available makes achieving them an unnecessary challenge.

KIS KEEP IT SIMPLE





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KEEP IT SIMPLE

Continual improvement plans can range widely in complexity, duration, execution, and subject matter. There is always room to improve which is why it is an ongoing (continual) effort

Use information/results from internal audits, management reviews, feedback from customers, or internal monitoring and measuring to help you determine where your improvement efforts should be focused. If it is found that you are underperforming in a particular area, there is very likely an opportunity to improve it

Consider using the PDCA cycle (Plan, Do, Check, Act) to guide your efforts. Once you've identified the improvement action to take, you cycle through the PDCA phases by planning the action (plan), implementing what is planned (do), monitoring the process and reporting results (check), and taking any further actions to improve if necessary (act).

Acting on and establishing the effectiveness of those actions is critical



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Leadership – support and engage with the improvement process

Objectives – use them as a base for driving improvement

Policy – fundamental, it states that you will improve!

Planning – what, resources, who, when, evaluate

Legal / compliance obligations – build them into your planning

Risks - key benefit of this is that it creates an enhanced focus on root cause investigation and determination, followed by corrective actions (prevention)

Opportunities - Opportunities can lead to the adoption of new practices, launching of new products, opening new markets, addressing new clients, building and developing partnerships, using new technology and other desirable and viable possibilities to address the organisation's or its customers' needs



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Corrections and corrective actions are not the same thing, but have distinguishing features, use them to identify improvement. The NC clause sits within section 10 – improvement

Reorganising / configuration - By using the same resources, through re-organisation, an organisation can look to improve its performance in any sense

Any action to enhance customer satisfaction can be considered and improvement

Starting with leadership (policy, objectives) and ending with leadership by management review, top management should review the organisation's quality management system, at planned intervals.

This will ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organisation and identify opportunities for improvement

Improvement can be across people, process, documents, infrastructure, service product – recognising, capturing and rewarding even the smallest improvement is important

IN SUMMARY



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IN SUMMARY

Improvement is mandatory...but why would you not want to?

Recognise the improvements you are making already and capture these in your system

Establish a process for ensuring that improvements are recognised, rewarded and communicated

Understand the value in improvement - it can be related to product, service, infrastructure, process, documentation, wellbeing, environment, health and safety, corporate / social responsibility, perception, efficiency effectiveness

Don't get too caught up in 'quality', quality is simply 'the degree to which a set of inherent characteristics of an object fulfils requirements' - all you are doing is trying to be better at making sure things are as they should be

Apply the PDCA principles – act on information

Q&A



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TAKE THE NEXT STEP

The background of the main banner features a series of concentric circular targets in shades of blue and red, receding into the distance. Several white arrows with blue fletching are shown in flight, hitting the bullseyes of the targets.

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