



ISO 9001:2015 PLANNING AND LEADERSHIP



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LLB Hons

7th May 2021

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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



Judith Hargreaves

ISO 9001, ISO 14001, ISO 45001,
PAS43, SSIP, NHSS 17

NQA Regional Assessor



Judith is a lead assessor for ISO 9001, 14001, 45001, PAS43 and NHSS schemes, and leads assessments for some of NQA's largest clients. It is the responsibility of the assessor to ensure compliance to the Standards are evidenced and work with clients to ensure they are getting the most value out of the Standard they are certified to. Judith's industry experience and personal achievements across a variety of sectors sets her in a perfect position to support NQA clients with added value services such as webinars, blogs and videos.

OBJECTIVES OF TODAY'S WEBINAR

Practical implementation...

- Roles and Responsibilities
- Dealing with Issues Within Leadership



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WE ARE IN A STATE OF CHANGE

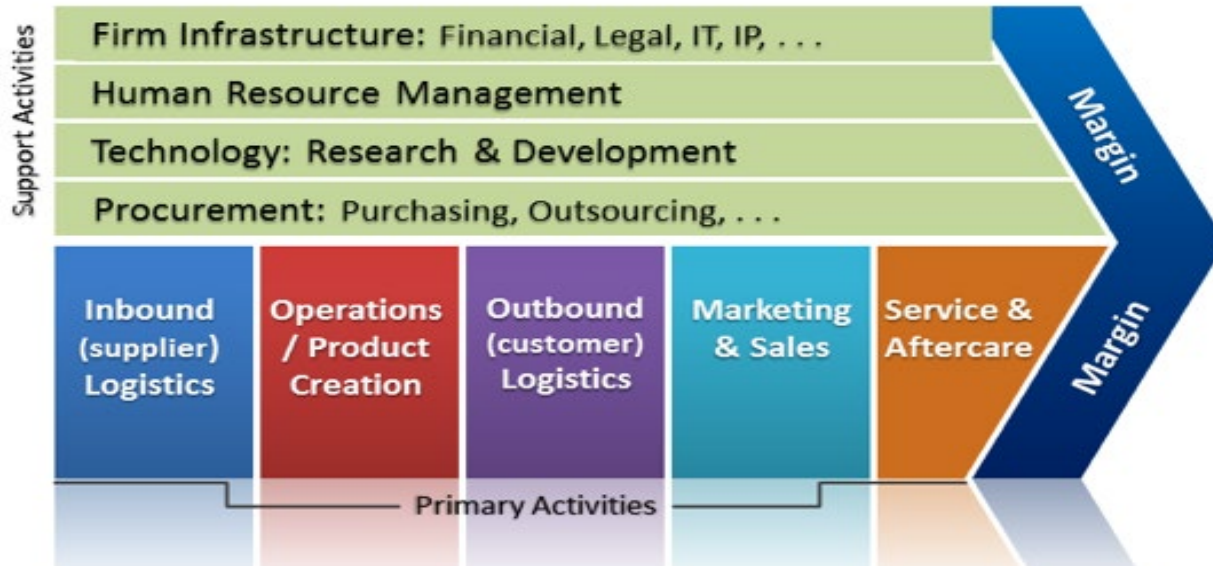
- Manufacturing has possibly not been more busy since the 70's
- Employers have been more responsive to mental health
- Social responsibility has been critical to business image
- We continue to adapt to a balance of work from home and necessary attendance on a premises
- Environmental benefits have never been more obvious – cost saving



ROLES AND RESPONSIBILITIES

It's probable as practice, and markets change so must roles, requirements and training

Porter's generic Value Chain Model





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ROLES AND RESPONSIBILITIES

- In order for the inputs to be effective the roles must be clear
 - Lets look at job descriptions v clear *role* and *responsibility*
 - Recruitment is a sales task – you are selling the company to get the right candidate for the position, and poor recruitment becomes cost which is not always considered.
 - If your recruitment is continually unsuccessful you may wish to evaluate the process
-

ROLES AND RESPONSIBILITIES

Administrative Coordinator Job Duties:

- **Maintains** administrative workflow by studying methods; implementing cost reductions; developing reporting procedures.
 - **Creates and revises** systems and procedures by analysing operating practices; studying utilization of micro-computer and software technologies; evaluating personnel and technological requirements; implementing changes.
 - **Develops** administrative staff by providing information, educational opportunities, and coaching.
 - **Resolves** administrative problems by analysing information; identifying and communication solutions.
 - **Maintains** rapport with customers, managers, and employees by arranging continuing contacts; researching and developing new services and methods; setting priorities; resolving problem situations.
 - Maintains suggestion system by directing and controlling administrative technical aspects in accordance with management directives.
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ROLES AND RESPONSIBILITIES

Administrative Coordinator Skills and Qualifications:

- Organisational Astuteness
 - Managing Processes
 - Process Improvement
 - Reporting Skills
 - Change Management
 - Coaching
 - Client Relationships
 - Supports Innovation
 - Developing Standards
 - Hiring
 - Administrative Writing Skills
-

ROLES AND RESPONSIBILITIES

We can see the description tells the candidate or the current job holder what activities they will be expected to do.

The Standard tells us:

5.1.1

(h) engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;

(j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of *responsibility*.

ROLES AND RESPONSIBILITIES

This tells us that each role has a quality responsibility!

In order to provide a clear set of expectations we must know ourselves what they are:

- ✓ Everyone is responsible for quality and quality reporting
- ✓ Everyone is responsible for identifying non-conformance
- ✓ Everyone is responsible for customer service
- ✓ Everyone is responsible for being part of the QMS



DEALING WITH ISSUES WITHIN LEADERSHIP

The problem is these things are not effectively communicated to employees which would automatically mean a non-compliance for 5.1.1 (h) and (j) right?

DEALING WITH ISSUES WITHIN LEADERSHIP

We can plan to eliminate this issue and automatically improve process thus saving hidden costs

- Annual quality awareness – you probably do this for H&S
 - Good inductions
 - Positive non-conformance reporting and analysis
 - Process and obstacle removal analysis
-

DEALING WITH ISSUES WITHIN LEADERSHIP

- What is the process? - Sales
 - What is the challenge? – Increase by 10%
 - Targets? – By month end
 - Condition now? – Daily output fluctuates
 - Obstacles? – Not all team members perform at the same level
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DEALING WITH ISSUES WITHIN LEADERSHIP

Date and step	What do we expect?	What happened?	What we learned
01.05.21 - Lowest seller working on outbound – 3mins per call	The seller will follow procedure and complete x amount of closes	Seller took 15 mins on 1 call therefore missed 4 other opportunities	Problem is not ability it is willingness to follow procedure
02.05.21 – will discuss to find out opinions from seller on this	The seller will be negative about the procedure and take the opportunity to rubbish the company	The seller was wanting to build a firm relationship with the potential customer and improve understanding of the customer need – this has previously helped close with other clients	Shouldn't be quick to judge motives, talking helped to understand they want to do a good job
03.05.21 – review previous months sales and call times v value of contracts	Long calls logged, length of call may reflect value of sale	Complaints, mistakes and issues are lowest from this seller – high customer satisfaction	Found areas that can be improved in the process from sales to production
04.05.21 – Review cost of time, materials and logistics based on incorrect sales info – review process improvements	Good co-operation as all have been involved	All achieved sales, less issues in production, teams felt less pressure, new motivation	Moving towards target was a combination of leadership, sales team and production

DEALING WITH ISSUES WITHIN LEADERSHIP



Main body of key workers

Team leaders/Supervisors

Top Management

DEALING WITH ISSUES WITHIN LEADERSHIP

Take the time to work on process understanding and importance **WITH** the process users and ask **WHY**

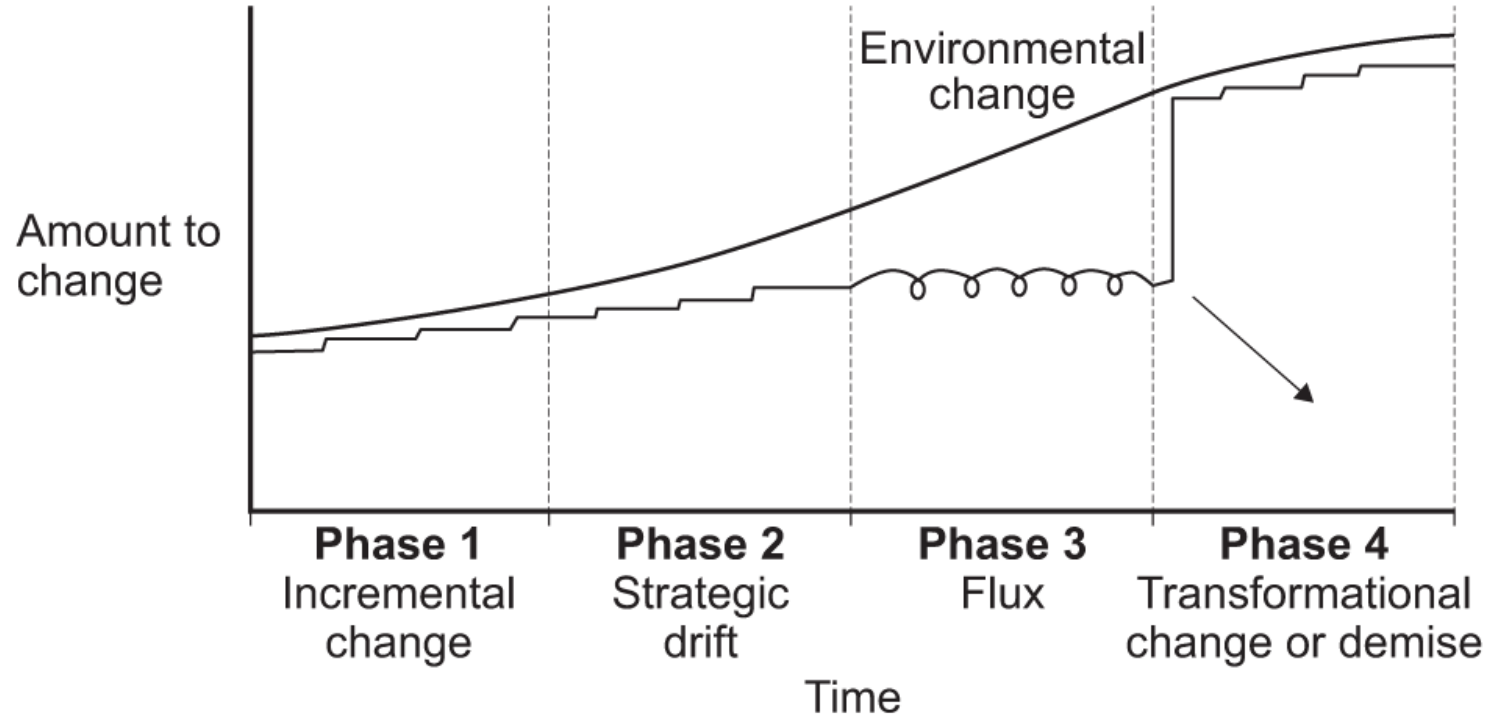
Important steps	Key Points	Other departments involved
Receive picking order	Check stock, check amount on order and location, consider weight and transport	Sales, goods in
Go to location	Have correct lifting and carrying equipment	FLT driver, cherry picker
Pick order	Check for damage, confirm correct	Goods in
Take order to despatch	Print off labels, attach to item to identify	Despatch and packing

DEALING WITH ISSUES WITHIN LEADERSHIP

This simple tool can provide several further analyses to save you hidden costs:

- Are the most ordered items close to despatch and packing – how have you arranged the layout for most efficient process?
 - Does picking have adequate resource to enable quick and safe movement – more FLT drivers required?
 - Are we making the most of available technology – barcode systems?
 - How much extra work do we make for ourselves?
 - Are departments working together or in silo?
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CONTINUATION OF SERVICES



CONTINUATION OF SERVICES

Potential mistakes to avoid:

- **Building on the familiar** – If you are struggling then the answers which you would normally turn to have not worked this time – think outside the box.
 - **Core rigidities** – Over time processes become rigid and this becomes difficult to change and embed, it is important you explain any changes to your staff and the emphasis of why.
 - **Relationship lock in** – Long standing excellent relationships with customers are fabulous however this may restrict your ability to change and enter new markets by using new suppliers and gaining new customers. BEWARE OF EMERGING ENTRANTS WHO WILL!
 - **Lagged performance effects** – Loyal custom, cost cutting and higher efficiency may have hidden the issues within the company stability.
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CONCLUSION

What we have discussed has covered a business strategy for planning and leadership.

Although the language is different, this is what ISO 9001:2015 is all about:

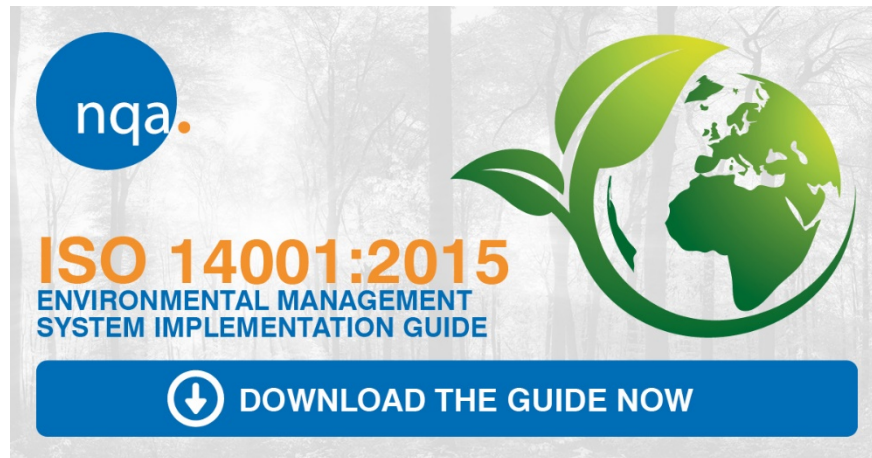
- Planning to address risks and opportunities from a process aspect
 - Setting objectives – ensure they bring value to your business, communicate them and plan them
 - Evaluating the success of the planned changes
 - Accountability
 - Ensuring the QMS is successful and processes are integrated
 - Communicating to staff and assigning roles and responsibilities
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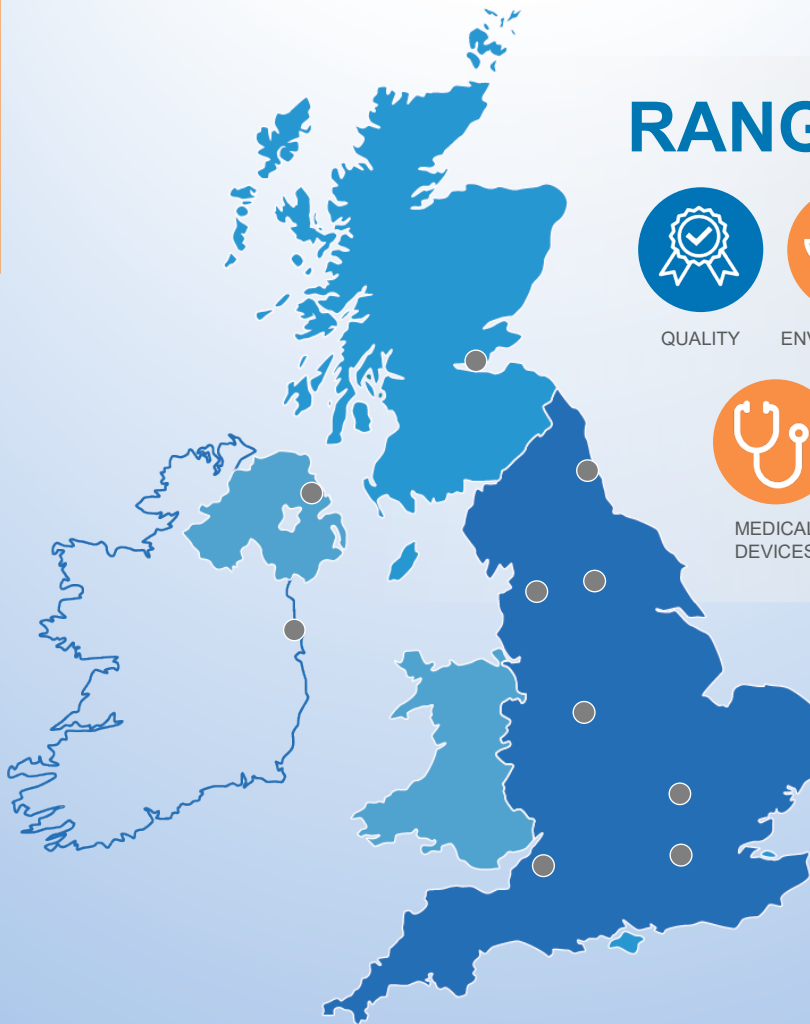
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Q&A

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