



# R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

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An ISO 9001:2000  
Registered Company

Contact us:  
[Send us an Email](#)

Website:  
[www.isosupport.com](http://www.isosupport.com)

Phone us at:  
519-821-2684  
Fax us at:  
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## **PUBLICATIONS**

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- ISO 14001:2004  
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## **Reducing Risk:**

In this Issue under the heading *Reducing Risk* I'll be covering the topic of **ISO 9001:2000 – Clause 8.2.4 Monitoring and Measurement of Product**

**This Sub-Clause is where you make sure that** what you are supplying to your Customer... is exactly what they ordered. Remember also that "Product" means "Service" in this ISO 9001 Standard. Recall that back in Sub-Clause 7.2.2, ISO 9001 asked you to review the requirements related to the product/service you sell, and not to accept an order if you are not capable of fulfilling it. This Sub-Clause is where you get to prove that you have met your Customer requirements for both the products and services you are providing to them. The underlying message here is that by measuring the output from your processes you have a chance to reduce variation and improve consistency in what you are delivering to your Customer.

**The ISO requirements contained within this Sub-Clause** are asking you to "inspect and test" your product and services at appropriate stages along the process (from start to finish, according to your plan), and verify that the final product and service meets Customer requirements. Records must be kept of this activity, including who authorized the release of the product/service. Finally, no product or service should be released to the Customer until all parts of the monitoring and measurement plan have been successfully completed, unless "waived" by either your Customer or an internal authorized person.

**There are various ways to inspect & test a service** (or a service delivery process). This can include self-inspection done visually at different stages or it can involve more quantitative techniques such as measuring cycle time or throughput. Process owners and process participants are in the best position to identify both the inspection/measuring points and which methods are the most appropriate to use.

**Services that are typical for a manufacturing company** would be Delivery, which is the most common, followed by Technical Support. Other examples of Services include the issuing of Certificates of Compliance (C of C's), Product Installation, Product Training, etc... For Service companies, the list of services is as diverse as the categories found within the Service Sector itself. Regardless of what the "Service" is, you can check the process that produces the Service, as well the Service itself. The main difference is that the employees involved in the process are typically the "devices" who will self-inspect their own work... and the Customers themselves are usually involved and may have to be asked for their input. Try thinking like a Customer, and ask how you would judge whether the "Service" met your expectations... then use that criteria to "inspect and test" it.

**The single most important action that companies are taking** today is to recognize that "services" can be improved with similar techniques used for "products"... and the first step is determining how to properly "measure" them.

## TRAINING:

- ISO 9001:2000 Tips, Tools & Techniques
- ISO 9001:2000 Essentials
- ISO 9001:2000 Executive Overview
- ISO 9001:2000 Orientation
- Internal Process Auditing for ISO 9001:2000
- Internal Auditor Refresher + Prep Session
- ISO 9001:2000 Documentation Development
  
- ISO 14001:2004 Tips, Tools & Techniques
- ISO 14001:2004 Essentials
- ISO 14001:2004 Executive Overview
- ISO 14001:2004 Orientation
- Internal Process Auditing for ISO 14001:2004
- ISO 14001:2004 Documentation Development
- ISO 14001 - 1996 to 2004 Transition Session
  
- HACCP Essentials
- HACCP Executive Overview
- HACCP Orientation
  
- OHSAS 18001:1999 Essentials
- OHSAS 18001:1999 Executive Overview
- OHSAS 18001:1999 Orientation

**\*\*View [agendas](#) at our website\*\***

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**For more information on training provided by ISG on ISO 9001:2000 (+ other tools for reducing risk),** please visit our website at [www.isosupport.com](http://www.isosupport.com). Once there, you will also find information about the following manuals & books that I've published:

### **"ISO 14001:2004 Environmental Manual"**

You can purchase this Manual, plus get another bonus document as a bundle with special pricing that you will find very cost effective... and you can download them in minutes from our website by going to:

<http://www.isosupport.com/books/specials.htm>

**"The 3 Biggest Mistakes People Make with ISO 9001"**; ISO 9001:2000 Tips, Tools and Techniques

Click here: <http://www.isosupport.com/books/books.htm>

If you enjoyed reading our previous ISO 9001 Newsletters (1999 to 2004) you'll find that this book contains many of the practical approaches and advice that I've discussed in these Newsletters over the past 5 years.

### **Q: How do you audit Clause 8.2.4 of ISO 9001:2000?**

**A:** For Clause 8.2.4, an Audit checklist should cover these areas:

- Is there a procedure or program or plan in place to monitor and measure the product/service being supplied to the Customer?
- Has the entire plan or procedure been followed? (check product examples as well as service examples) Is it consistent in all cases? Is the same approach used for each product or service?
- Will the monitoring and measurement methods show whether the product/service has met Customer requirements?
- How often is the data collected? Who looks at it? How is it analysed?
- Are there targets defined? How is this communicated?
- What are the results showing? If performance is below targets, what actions are taken? Who decides? Who takes the action?
- Did the actions taken work? How do you know they worked? Are there any repeat problems occurring?

(Make sure to obtain examples for each item listed above)

**Until next time...**

**Tim Renaud**

### **Helping Business Professionals Reduce Risk and Remove Waste!**

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Tim Renaud, P.Eng., B.A.Sc., is a senior trainer and consultant with the ISO Support Group. His business experience covers over twenty-two years with both small and large organizations within various industries. He began consulting in 1992 and achieved ISO 9001 Registration for ISO Support Group in Oct/1998. Specific areas of expertise include training and consulting on installing ISO Management Systems, as well as implementing Process Improvement Strategies, always with a focus on reducing risk and removing waste (becoming Lean). Association memberships include the American Society for Quality (ASQ) and the Professional Engineers Ontario (PEO).