



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

NOVEMBER 2008

**An ISO 9001:2000
Registered Company**

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LEAN JOURNEY...

Strategy 1:

- Isolate the Value Stream

Strategy 2:

- Specifying Value

Strategy 3:

- Mapping the Value Stream

Strategy 4:

- Making the Stream Flow

Strategy 5:

- Letting Customers Pull Value

Strategy 6:

- Seeking Perfection

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This Newsletter Issue covers the topic of:

ISO 9001:2008 Clauses 5.1: Management Commitment, 5.2 Customer Focus & 5.3 Quality Policy

What's new in Clauses 5.1, 5.2 and 5.3?... Nothing. No new wording, no new notes, no changes... period.

Element 5.0 Management Responsibility... begins the Plan-Do-Check-Act cycle embedded within the Standard. Clause 5.1 lists five (5) ways that management can show its commitment to quality... with no "wobble" words included. This is no coincidence. Quality starts at the top, and management is asked to "walk the talk".

Clause 5.1 asks Top Management to ensure that a) all their personnel know that delivering on what the Customer wants is critical to business success... after all, they're paying the bills. Also critical for Top Management is that companies don't break any laws nor get shut down due to a lack of meeting government regulations. Clause 5.1 b) wants Top Management to show its commitment to building a QMS and improving it, by putting pen to paper and writing down what their goal is for Quality, in other words, establishing a Quality Policy statement. This statement doesn't have to be actually called a "Quality Policy"... Top Management is free to choose a title that best suits its purpose. Using the Mission Statement in place of a separate Quality Policy sends a clear message that "Quality Goals" and "Business Goals" are one and the same... achieving one ends up achieving the other. Clause 5.1 c) supports the Quality Policy by now asking Top Management to set Quality Objectives that will achieve the overall goal, i.e. the Quality Policy. Quality Objectives should be the same as your Business Objectives, or a subset of them. Clause 5.1 d) asks Top Management to conduct periodic reviews of its business performance against its objectives (Quality or Business) so they can determine if they are on course, and if not, to take actions to correct it. Finally, Clause 5.1 e) describes how "commitment" is truly shown by Top Management by asking them to put their money where their mouth is. In other words, providing the necessary resources to operate all of the processes needed to achieve the objectives they've established.

Clause 5.2 Customer Focus puts the responsibility squarely on Top Management to truly understand what their Customers want, and then give it to them. Success in this effort will be measured by whether Customer satisfaction levels are improving. Top Management must focus their attention on the "marketing/sales process" to uncover ways to do it better for the Customer, with satisfaction data providing a scorecard on how well this process is working.

Clause 5.3 outlines the requirements for your Quality Policy (the organization's goal for quality). It asks Top Management to clearly and concisely state what the "goal" is for Quality... and to inform personnel where the "ship is heading". This is an opportunity for Top Management to give meaning to the word "Quality" for all people in the organization.

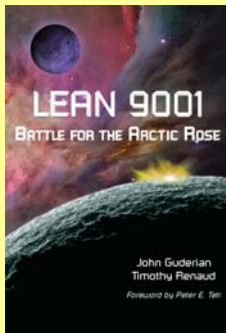
To view more of our Newsletters... you can visit our Newsletter page: www.isosupport.com/newsletters/newsletters.htm

PS: Don't forget to look at the [Q&A](#) section below for some final thoughts...

PPS: ISO 9001:2008 was officially released last Friday, Nov 14th!

OUR NEW BOOK!

Click [HERE](#) to see inside this book.



TRAINING:

- ISO 9001:2008 Essentials
- ISO 9001:2008 Executive Overview
- ISO 9001:2008 Orientation
- Internal Process Auditing for ISO 9001:2008
- Internal Auditor Refresher + Prep Session

- Process/Value Stream Mapping
- 5S for Service/Mfg
- Lean Essentials/Kaizen
- Business Modeling and Performance Measure'ts
- Root Cause Analysis and Corrective Action
- Mistake Proofing
- Continual Process Improvement
- Strategic/Business Planning

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

Email Tim.. [HERE](#)

For more information on training provided by ISG on ISO 9001 or Process Improvement/Lean (Manufacturing/Office), please visit our website at www.isosupport.com. Once there, you will also find information about the following:

"Process Improvement/Lean Assessment: Can Lean help you?"

If you want to find out if Lean applies to your business, visit our website and read about our Lean Assessment Service by going to:

http://www.isosupport.com/services/lean/srvcs_pi_lean.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 Newsletters 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 Clauses 5.1, 5.2, 5.3?

A: An audit checklist should cover these areas:

- Check for evidence of the 5 ways of how top management shows its commitment (Clause 5.1 a to e)? Look for how its made clear how a Customer requirement is translated into action; how the Quality Policy is communicated regularly; how Quality Objectives are established and by whom; that reviews are held regularly on the status of business operations; & finally how resources are allocated to the functional areas.
- For Clause 5.2, review Customer Satisfaction data that is being collected. Is the data showing that satisfaction levels are increasing? Have any actions been taken to improve how Customers perceive you?
- For Clause 5.3, check the Quality Policy to see if it satisfies Clause 5.3 a, b and c? Through interviews with personnel, determine if they can tell you what the Quality Policy means in their words? Who reviews the Quality Policy, how is it done, and how often does this review occur? When was the last time the Quality Policy was revised and how were the revisions communicated to all personnel?

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).