



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

DECEMBER 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 Clause 5.4: Planning

What's new in Clause 5.4?... Nothing... No changes...

This Clause includes two sub-Clauses, 5.4.1 Quality Objectives and 5.4.2 Quality Management System Planning... which include

requirements that become the "engine" for this Standard, and I believe represents the strongest link for tying your Quality Management System directly to how the business really operates, e.g. Strategic Planning, and turning it into a Business Management System model. Most organizations conduct business or strategic planning activities, and they set targets or goals each year. The best way to comply with the requirements within Clause 5.4 is to reference this activity as part of your Quality Management System. Also, make sure that the words within your Quality Policy, are supported by your business objectives... in other words if you achieve your objectives, you will then move closer to reaching your stated Quality goal (i.e. the Quality Policy).

Sub-Clause 5.4.1 Quality Objectives starts by asking companies to decide what their quality objectives are, which can be your existing business targets/goals, or a sub-set of them. In other words, when you hear "Quality Objectives"... think "Business Objectives". Start by finding out if your organization sets business targets/goals each year and whether they are documented. There may be categories or Key Result Areas that remain the same each year, but that have key performance targets which are adjusted annually as part of the business planning process. If business objectives formally exist, then review them and decide if you want to use all of them as your "Quality Objectives" or only those that directly connect with the quality of your products and/or services. Just make sure at least one of your Objectives addresses the quality of your products and/or services, since that is a "shall" requirement in the first sentence of Sub-Clause 5.4.1. If you use a Mission Statement as your Quality Policy, and use your business objectives as your Quality Objectives, then you will have addressed the remaining requirements within Sub-Clause 5.4.1, such as linking upwards to the Quality Policy; measurability of the Quality Objectives; and cascading of the Quality Objectives to the frontlines. The biggest challenge will be to make sure that each Objective can be measured easily and frequently throughout the year.

Sub-Clause 5.4.2 Quality Management System Planning is asking organizations to build a plan that will get them to their stated goals (quality/business objectives), and which will also meet the requirements that were outlined back in Clause 4.1. As was stated above, the ideal way to address the requirements here is to point or make reference to your business or strategic planning activities. That's where plans are developed to achieve targets that have been set for the business. The fact that "business planning" is typically carried out as a group effort by the Management Team, ensures that plans are aligned, that they don't conflict with each other and ensures they are sequenced, or rolled out, so as to minimize disruption to the flow of goods and services to your Customers.

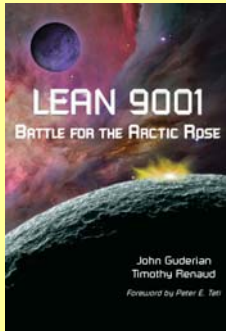
To view more of our Newsletters... you can visit our Newsletter page:

www.isosupport.com/newsletters/newsletters.htm

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

OUR NEW BOOK!

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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 Clause 5.4?

A: An audit checklist should cover these areas:

For sub-Clause 5.4.1...

- Do Quality Objectives exist? Are they written down?
- Do they relate/connect directly to your products/services?
- Are they measurable? Are they being measured? Reported?
- Will they help achieve the Quality Policy?

For sub-Clause 5.4.2...

- How are the QMS/processes planned out?
- Are there plans in place to achieve the Quality Objectives? Are the plans documented?
- Are changes to the QMS implemented in a controlled manner? (As a result of trying to achieve Quality Objectives, have Customer complaints gone up? Returns or credits risen? More nonconforming products or services produced? On-time Delivery performance gone down?)

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).