



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

JANUARY 2009

**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

CAN LEAN HELP?

Want to know if Lean applies to your business?

Read about our Lean Assessment Service

[HERE](#)



VISA & MasterCard accepted!

Over the holiday break we realized that this Newsletter is now in it's 10th year... the first one came out in April 1999 and we haven't missed a beat since then. "Thank You" to all our faithful readers, especially those who took the time to let us know how we were doing with encouraging words that kept us going. If you believe this has been a value-added service then tell your friends to go to our website and sign-up so they can benefit as well. A bigger "Thank You" needs to go out to our loyal Clients, without whom we wouldn't exist as a business and would not have the resources to publish this free Newsletter every month. You can help us continue this service by simply letting people you know in your network about us, and about the services we offer in the areas of ISO & Process Improvement...

This Newsletter Issue covers the topic of:

ISO 9001:2008 Clause 5.5: Responsibility, Authority & Communication

What's new in Clause 5.5?... Two words were inserted into the first sentence of sub-Clause 5.5.2... Top management shall appoint a member of the organization's management... The only companies impacted by this change will be those that have outsourced the role of Management Representative (...which by the way would be a really unusual thing to do).

This Clause includes three sub-Clauses... all of which deal with how you will first "organize", and then "communicate with", the people in your organization, in order to reach your business targets and goals.

Sub-Clause 5.5.1 Responsibility and Authority asks for responsibilities and authorities to be defined, and also communicated throughout the company. Understanding "who does what" is important for managing a company, and this must be clear amongst all your personnel. Don't forget that giving only "responsibility" but no "authority" will paralyze your company and increase your cycle time for processing Customer orders.

Sub-Clause 5.5.2 Management Representative wants you to identify a senior "point person" (as the Management Representative), who will be responsible for looking after the quality management system, so it doesn't just become another "program" that fades over time and wastes scarce resources along the way. Some companies rotate this responsibility amongst members of management on a fixed cycle, where a new person is assigned this role for say a 2 year term. This helps improve understanding and buy-in amongst the Management Team.

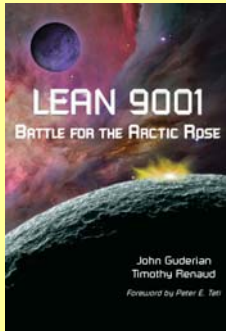
Sub-Clause 5.5.3 Internal Communication puts the spotlight on a problem too many organizations suffer from... poor communication. Best-in-Class organizations have discovered that the more they share the game plan (and the results) with their employees, the higher the probability of success is for the whole team. Many companies have poor internal communication processes... "where the right hand doesn't always know what the left hand is doing", which can translate into problems with Customer Orders if left unchecked. This Sub-Clause is asking you to describe how you will systematically communicate business information to your employees.

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!

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 Clause 5.5?

A: An audit checklist should cover these areas:

For sub-Clause 5.5.1:

- Do Org Charts/Job Descriptions exist? Are they current and accurate? Cover all personnel identified in the QMS?
- How do we publish, or make available, this information?

For sub-Clause 5.5.2:

- Mgmt Rep identified? How? Shown on Org Chart?
- Responsibilities identified? How do they maintain the QMS?
- How do they report on QMS performance? How do they find improvements?

For sub-Clause 5.5.3:

- How is information circulated or distributed to personnel regarding business operating performance? Is it systematic? Regular meetings?
- Do report distribution lists exist? (Check people shown on distribution lists and confirm they receive the reports)

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).