



# R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

FEBRUARY 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?

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This Newsletter Issue covers the topic of:

**ISO 9001:2008 Clause 5.6: Management Review**

**What's new in Clause 5.6?...** Nothing... No changes were made...

**This Clause includes three sub-Clauses, 5.6.1 General, 5.6.2 Review Input and 5.6.3 Review Output...** all of which deal with how you will review your performance against the business objectives you established.

**Sub-Clause 5.6.1 General** is asking Top Management to hold regular meetings to review business performance to see if they are on track with their strategic or business plan. These meetings would include looking at ways to improve performance and any changes needed to the business operations. Top Management needs to also check the validity of its Mission Statement and Business Targets/Goals (i.e. the Quality Policy and the Quality Objectives), at least once a year.

**Recall that back in Clause 5.4**, we discussed the idea of referencing the annual strategic/business planning activities as evidence of addressing those requirements. The same approach should be considered here. When analyzing the Management Review requirements, make sure to ask yourself the question: "What kind of meetings do we currently use to run our business and make decisions?". The answer should include the once-a-year business planning meetings (if you do this), followed by monthly/quarterly business plan reviews. Much of what is covered during all these meetings, is in fact what is being asked for within Sub-Clause 5.6.1. This is just another example of bringing ISO 9001 closer to how the business is actually run.

**Sub-Clause 5.6.2 Review Input** includes topics that can become the "agenda" for an annual meeting since each of them only need to be reviewed at least once per year. However, some companies have taken the approach of dividing up all of the topics (ISO 5.6.2 Items a] through g]), over a number of business meetings held throughout the year. This appears to be a more practical method than having one long meeting, scheduled once a year, especially since 12 months is too long to wait to analyze how your business is performing.

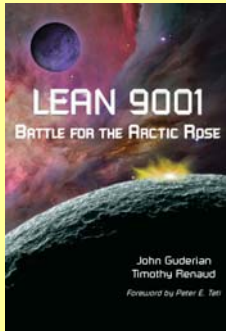
**Sub-Clause 5.6.3 Review Output** helps to make Management Review meetings more than just a history lesson delivered from a sole Presenter... These meetings must be proactive and lead to decisions and/or actions being taken in at least 3 areas. An action item (ISO 5.6.3a) must be developed to improve the quality/business management system and the processes contained within it. A second action item (ISO 5.6.3b) must be directed towards improving your products/services, and a third action item (ISO 5.6.3c) that is focused on ensuring adequate resources are being provided to achieve your goals/targets. FYI: The way to test your action item for 5.6.3 b) would be to put yourself in the Customers' shoes and see if you would consider it a product or service "improvement". Simply reducing defects or minimizing late deliveries wouldn't qualify, since your Customer didn't order defects, nor did they ask for deliveries to be late.

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[www.isosupport.com/newsletters/newsletters.htm](http://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\*\***

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**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](http://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](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 5.6?**

**A:** An audit checklist should cover these areas:

For sub-Clause 5.6.1:

- How many meetings are considered "Mgmt Review"? How often do they occur? Who attends? Meeting results recorded?
- Quality Policy/Objectives discussed? Ideas for improvement?

For sub-Clause 5.6.2:

- Are all Input items covered at least once per year?
- How are action items identified? Is status of action items followed up on between meetings? (Obtain copies of records from two consecutive meetings & verify any action items are followed up on)

For sub-Clause 5.6.3:

- How does Top Management ensure that the 3 action items required within ISO are addressed?
- Is there at least one action item identified for each of those listed in ISO sub-Clause 5.6.3 a), b) and c), over a 12 month period? (Check minutes/records)

**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).