



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

APRIL 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

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This Newsletter Issue covers the topic of:

ISO 9001:2008 Clause 6.2: Human Resources

What's new in Clause 6.2?... Within sub-clause 6.2.1 (General) they've clarified the wording regarding competency and they have added a "Note" explaining what personnel are affected. For sub-Clause 6.2.2 they have modified the title slightly... it's now called "Competence, Training and Awareness". Items a) and b) in sub-clause 6.2.2 have been changed slightly so as to ensure that actions you take with your personnel are aimed at addressing any competency gaps you uncover... and you get to decide when to take action (if at all).

The requirements contained within Clause 6.2 will bring discipline to how you manage your "people resource". Acquiring and retaining a pool of skilled employees is an on-going challenge that every Management Team faces... and successfully meeting this challenge impacts the bottom line.

Within Sub-Clause 6.2.1 you'll note the use of the word "competent" rather than "qualified". Although some may argue that these terms are synonymous, I believe being able to do the minimum tasks required for a job makes you "Qualified", but being able to perform those tasks effectively makes you "Competent", which introduces an experience/skill factor and raises the bar. The expectation within this Sub-Clause is that you will decide how to define competency for a job, and then measure your personnel against this criteria.

Sub-Clause 6.2.2 a) is asking you to review the competency necessary for each position being filled by your employees, and identify any gaps that arise. This is not intended to be a one time effort, since jobs change and people change. The intent here is to have a systematic process that will regularly alert you to any needs that arise. This can be done through annual performance appraisals and/or regular observation.

Sub-Clause 6.2.2 b) builds on the previous item and asks you to either provide training or take some other action that will close any competency gaps that arise. Keep in mind that training isn't always the answer... for example... a time management course won't help an employee complete all their tasks if the employee has too much on their plate to begin with. In this case, a re-distribution of workload would be a more appropriate action to take, rather than to throw training at it.

Sub-Clause 6.2.2 c) closes the loop by asking you to follow-up to see if the action that was taken, did indeed close the gap that was identified back in Item a). If a gap in competency is identified, then checking whether the gap has closed after action was taken can be accomplished through subsequent performance reviews, or through observation.

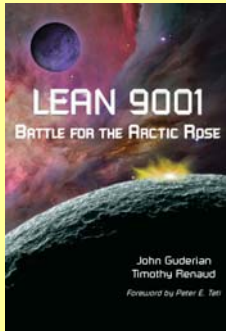
Sub-Clause 6.2.2 d) ensures employees are "kept in the loop" when it comes to their understanding of their importance within their department, and how they can contribute to the achievement of business targets/goals. This can be achieved during the performance review process itself, where discussions occur with employees regarding what the company expectations are for the upcoming year. You can also convey this message during periodic team meetings or at communication sessions.

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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- ISO 9001:2008 Orientation
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- Internal Auditor Refresher + Prep Session

- Process/Value Stream Mapping
- 5S for Service/Mfg
- Lean Essentials/Kaizen
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- Root Cause Analysis and Corrective Action
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- Strategic/Business Planning

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“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 6.2?

A: An audit checklist should cover these areas:

- How do you ensure that a person is competent in their job? How is this checked? How often does this check occur?
- How are competency gaps identified? How are gaps closed?
- How do you know that the action that was taken actually closed the gap?
- How are employees made aware of their “fit” within the process they work in?
- How are employees advised on how they can individually contribute to achieving any of the Quality Objectives?

(Make sure to obtain examples for each bullet 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).