



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

JANUARY 2010

**An ISO 9001:2008
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 8.2.2 Internal Audit

What's new in Clause 8.2.2?... For Clause 8.2.2 they've mainly re-arranged the wording and made clarifications in a few places... The wording has been changed to "any necessary corrections or corrective actions" instead of just "actions" which makes this consistent with other clauses and reinforces the link to Clause 8.5.2 Corrective Actions... They've also refreshed the reference in the NOTE to ISO 19011.

Clause 8.2.2 Internal Audit brings a critical monitoring and control activity to this ISO Standard. Companies are using their internal audit personnel to assess process performance (which is over and above procedure compliance), which is leading them to uncover bottlenecks (and waste) hidden within their business processes.

"Process" audits must be performed due to the requirement within Sub-Clause 8.2.2 Item a) to show conformance to the ISO 9001:2008 Standard (which is a process based model). This means providing internal auditor training to educate your personnel on the requirements in ISO 9001:2008, and on how to perform "process" audits. Although process audits are more challenging, the benefit of doing process audits is that you will get more "value-add" from this activity since it will also uncover process improvements rather than just isolated system problems.

The difference between "process" audits and regular audits, is that process audits go beyond just auditing that you "say what you do and do what you say", which normally only checks that isolated statements made in procedures are being followed. Process audits verify that all of the steps in the procedure actually achieve the desired goal. A simple example would be a Purchasing procedure whose purpose is to... "ensure a reliable supply of raw materials for production"... a process audit checks with Production personnel to find out if this has actually occurred.

To help your current internal auditors switch over to "process auditing", you need to first understand that this represents a "change", which initially appears to be more difficult for the auditor... so don't be surprised if you meet some resistance. You may want to carry out a mock or practice audit, so each auditor gets a chance to try this new approach and ask questions.

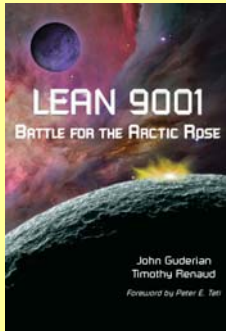
My experience has been that most auditors take to "process" auditing quickly because they see a flow and sequence to the questions, as they "walk" along the links in the value chain. Auditors will also need more time to prepare for a process audit since it requires a thorough understanding of the chain of events that take place in a department or function. I would make sure the Management Team is made aware of this new approach and let them know that auditors will be trying to uncover ways to de-bottleneck or streamline existing processes, and that this will require management's full support and encouragement.

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 8.2.2 of ISO 9001:2008?

A: For Clause 8.2.2, an Audit checklist should cover these areas:

- Is there a procedure in place for auditing? Does it cover the requirements in ISO 9001:2000 and ISO 19011:2002?
- How is the audit schedule prepared/approved each year? What approach was used to audit a process based system?
- How were individual processes audited? Was a process auditing technique used? How was this done?
- How is effectiveness of the QMS assessed/verified?
- What were the results from last year's audits (Internal/External)? Were corrective actions implemented? For those that are closed, how was cause investigated? How were they followed up on and verified?
- Any audit findings still open/unresolved? Why?
- How are Auditors trained? How is independence of Auditors ensured?

(Make sure to obtain examples for each item 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).