



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

FEBRUARY 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 8.2.3 Monitoring and Measurement of Processes

What's new in Clause 8.2.3?... A new NOTE has been added... *NOTE: When determining suitable methods, it is advisable that the organization consider the type and extent of monitoring or measurement appropriate to each of its processes in relation to their impact on the conformity to product requirements and on the effectiveness of the quality management system...* This should provide more clarity on how to apply this key clause.

Clause 8.2.3 asks you to choose suitable ways to monitor and measure your product, service and other QMS processes to make sure they are functioning as intended and are producing results you expect. When processes stop operating properly, this Clause requires that actions be taken to correct the situation.

On the surface, both this Clause and Clause 7.5.1 (Control of Production and Service Provision) seem to reflect the same requirement, i.e. Process Control, however they are different:

First, Clause 7.5.1 is dealing with implementing "controls" on your Production and Service Provision processes, whereas Clause 8.2.3 is asking you to find out if those "controls" are in fact working... and if they're not... then to take the appropriate actions to regain control over these processes.

Secondly, the scope of Clause 8.2.3 goes well beyond just the Production and Service Provision processes (the focus of Clause 7.5.1), to include all of the processes within your Quality Management System which were identified back in Clause 4.1 (General Requirements). This includes processes such as: New Product/Service Development, Mktg, Sales, etc...

What's the difference between monitoring and measuring the "process" vs. the "product or service"? First let's understand that a product or service is the "result" or "output" of a process. A process is an organized group of related activities that together create a "result". A final report is the result of a series of data gathering activities. You can check the final report (accuracy, completeness, format), and you can also check on the process that was used to prepare it (cycle time, number of revisions made, number of reports issued per month, or per person).

Clause 8.2.3 reflects the single most important transition that companies are making today, which is to run their business as a network of processes. This Clause is also being used in conjunction with Lean initiatives to identify non-value added activities and then eliminating them. Some organizations are also applying Lean techniques in service and administrative areas and are quickly seeing the payback in performance.

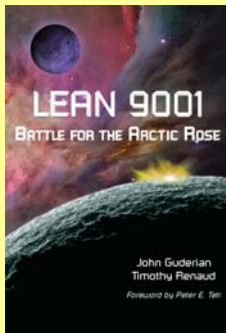
Finally, process measurements are being designed to link upwards to the overall company business objectives (using dashboards), to make it easier to decide where to focus the improvement effort, in order to achieve the biggest impact on process performance.

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 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 8.2.3 of ISO 9001:2008?

A: For Clause 8.2.3, an Audit checklist should cover these areas:

- Is there a procedure in place that outlines the activities in this Clause?
- Are all identified processes being monitored and measured? (check what processes were identified under Clause 4.1) Are both product and service processes covered?
- How is monitoring and measurement being done? Same approach used for each process?
- How often is the data collected? Who looks at it? How is it analysed?
- Are process targets defined? Do they link to higher level objectives? How is this communicated?
- What are the results showing? If process performance is below targets, what actions are taken? Who decides? Who takes the action?
- Did the actions taken work? How do you know they worked? Are there any repeat problems occurring in the process?

(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).