



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

MARCH 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

CAN LEAN HELP?

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applies to your business?

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This Newsletter Issue covers the topic of:

ISO 9001:2008 Clause 8.2.4 Monitoring and Measure't of Product

What's new in Clause 8.2.4?... A few sentences have been re-arranged and they've added an emphasis on ensuring what's being delivered to a Customer is what was planned... however it results in having to only keep records of who released the final product to the Customer, and not those people who were involved in releasing it along the value stream...

This Sub-Clause is where you make sure that what you are supplying to your Customer... is exactly what they ordered. Remember also that "Product" means "Service" in this ISO 9001 Standard. Recall that back in Sub-Clause 7.2.2, ISO 9001 asked you to review the requirements related to the product/service you sell, and not to accept an order if you are not capable of fulfilling it. This Sub-Clause is where you get to prove that you have met Customer requirements for the products and services you are providing to them. Also, by measuring the output from your processes, you have a chance to reduce variation and improve consistency in what you are delivering to your Customer.

The requirements contained within this Sub-Clause are asking you to "inspect" your products/services at stages along the process (from start to finish, according to your plan), and verify that the final product/ service meets Customer requirements. Records must be kept of this activity, including who authorized the release of the product/service. Finally, no product/service should be released to the Customer until all steps in the monitoring and measurement plan have been properly completed.

There are various ways to inspect & test a service (or a service delivery process). This can include self-inspection done visually at different stages or it can involve more quantitative techniques such as measuring cycle time or throughput. Process owners and process participants are in the best position to identify both the inspection/measuring points, as well as which methods are the most appropriate to use.

Services that are typical for a manufacturing company would be "Delivery", followed by Technical Support. Other examples of "services" include the issuing of Certificates of Compliance (C of C's), Product Installation, Product Training, etc... For Service companies, the list of services is as diverse as the categories found within the Service Sector itself. Regardless of what the "Service" is, you can check the process that produces the Service, as well the Service provided. The main difference is that the employees involved in the process are typically the "devices" who will self-inspect their own work... and the Customers themselves are usually involved and may have to be asked for their input. Try thinking like a Customer, and ask how you would judge whether the "Service" met your expectations... then use that criteria to "inspect and test" it.

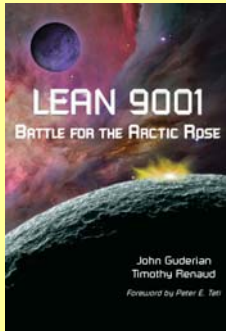
The single most important action being taken today is to recognize that "services" can be improved using similar techniques for "products"... and the first step is determining how to properly "measure" them.

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 8.2.4 of ISO 9001:2008?

A: For Clause 8.2.4, an Audit checklist should cover these areas:

- Is there a procedure or program or plan in place to monitor and measure the product/service being supplied to the Customer?
 - Has the entire plan or procedure been followed? (check product examples as well as service examples) Is it consistent in all cases? Is the same approach used for each product or service?
 - Will the monitoring and measurement methods show whether the product/service has met Customer requirements?
 - How often is the data collected? Who looks at it? How is it analysed?
 - Are there targets defined? How is this communicated?
 - What are the results showing? If 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?
- (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).