



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

MAY 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 8.4 Analysis of Data

What's new in Clause 8.4?... The only modifications that were made to this Clause was the insertion of References to other Clauses, which was implied in the previous version. I see no impact from this change...

The intent of this Clause is to listen to what the data that you've collected is telling you, and not just generate data without any purpose in mind. "Measures" are supposed to provide employees with valuable, current information about the performance of their processes, which they can then use to make effective decisions to improve them. Instead what they get is a mountain of mostly meaningless data that quantifies every detail regardless of its importance; with so much, it all becomes unusable; that arrives so late that it has lost any value; all of which ends up buried deep within old reports. Also, using only financial data to manage your company is like trying to drive using only the rearview mirror...

The ISO requirements contained within Clause 8.4 wants you look at the information you collect to first determine how well your QMS is working, and then to identify how it can be improved. It's expected that you will obtain your data from your monitoring and measurement activities. There are a minimum of 4 areas where you should focus your data analysis (you can also analyze data in other areas in addition to these), that will help you answer these questions: a) How satisfied are your Customers?; b) Did your Products/Services meet requirements?; c) What have you learned from the characteristics and trends of your Processes/Products/Services?; and d) How has the past performance been for your Suppliers?

Tables, charts or graphs are just a few techniques that can be used to present the results of your analysis. Remember that the idea here is not just to collect and analyze data... but to use it for some useful purpose like improving business performance. Examples of "analyzing data" can range from a single person reading Survey forms returned from Customers, to a cross-functional team applying a variety of computerized statistical tools and techniques, or it can simply be brain-storming. You decide which approach best suits your data, and your situation keeping, in mind that the reason you analyze data is so you can understand if the process that generated it is working properly, and to find a way to improve it.

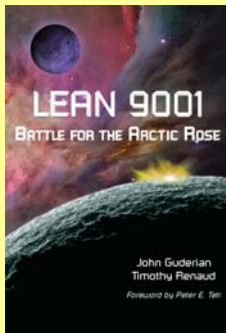
One approach is to build a table and call the first column "Data Category" and list the 4 areas required as noted in 8.4 a) to d). Next to it add the following column headings: Source of Data (where the data comes from, i.e. database, reports); Analysis Technique (the method you will use to study the data, i.e. bar charts, line graphs, reviews/brainstorming); Frequency of Analysis (how often you do the analysis, i.e. daily, weekly, monthly, quarterly); Responsibility (who will perform the analysis); Method of Reporting/ Review (how will the analysis be communicated, how it will be reviewed to identify potential actions that can be taken, i.e. Management Reviews). You would then proceed to fill in the blanks for each category of data you've listed.

To view more of our Newsletters... you can visit our Newsletter page:
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PS: Don't forget to look at the [Q&A](#) section below for some final thoughts...

OUR 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

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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. 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 8.4 of ISO 9001:2008?

A: For Clause 8.4, an Audit checklist should cover these areas:

- What data is collected and how is it done? How is it analysed?
- What analysis techniques are used and who decides which to use?
- How often is data analysis done? Who does it?
- Is analysis done on: Customer Satisfaction data? Product and Service monitoring and measurement results? Process/Product/Service trend results? Supplier performance data?
- How reliable are the sources of data that are used for the analysis?
- Were any actions taken as a result of the analysis?
(Make sure to obtain examples for each item listed above)

PS: Remember... “Factual Approach to Decision Making”... is one of the eight (8) Quality Management Principles that drove the changes to the ISO 9001:2000 Standard.

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).