



R&R Newsletter

Reducing Risk/Removing Waste

ISO Support Group

JUNE 2010

**An ISO 9001:2008
Registered Company**

Contact us:

[Send us an Email](#)

Website:

www.isosupport.com

Phone us at:

519-821-2684

Fax us at:

519-824-0494

Newsletter Archives:

[View Past Issues](#)

Visit our [website](#) for
more information on our
Training Services!

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?

Want to know if Lean
applies to your business?

Read about our Lean
Assessment Service

[HERE](#)



VISA & MasterCard
accepted!

This Newsletter Issue covers the topic of:

ISO 9001:2008 Clause 8.5 Improvement

What's new in Clause 8.5?... Sub-Clause 8.5.2f and 8.5.3e have been revised to include the word "effectiveness" when reviewing the actions taken... obviously more is now expected than just problem solving activity...

This is the last Clause of this Standard and it brings focus to one of the key benefits of installing an ISO 9001 based quality management system... **improving business performance!**

Sub-Clause 8.5.1 Continual Improvement asks you to link your Quality Policy, Quality Objectives, Audit Results, Analysis of Data, Corrective and Preventive Actions and Management Review... all into a process that produces "Continual Improvement". The number of "Continual Improvement" requirements that are sprinkled throughout the ISO 9001 Standard, could all be handled by establishing a "Continual Improvement Procedure" that would address all of them. Doing so would create a systematic process for actually practicing continual improvement, instead of just talking about it and hoping it will happen. Although a documented procedure is not explicitly asked for in this Sub-Clause, it is an excellent opportunity to capture and link "Lean" techniques and approaches that you have used, or plan to use, to drive your business performance forward.

Sub-Clause 8.5.2 Corrective Action is where you will find requirements to review internal non-conformances as well as reviewing external complaints from Customers. In either case, you are asked to initiate problem solving activities, including an investigation into causes, to be followed by corrective action and subsequent monitoring to make sure the problem does not re-occur. In the first paragraph it asks you to solve problems that arise so that they do not show up over and over again. A sure sign the corrective action process is broken will be "repeat problems". The second sentence in this same paragraph provides you with flexibility on how much resource you will apply to solve a particular problem... the bigger the issue, the more resources you should apply, & vice versa. Companies have realized that they need to put their CAR's and PAR's in an online database to allow anyone to view the current status of these actions. This also lets those responsible to communicate any recommendations.

Sub-Clause 8.5.3 Preventive Action includes requirements to identify potential non-conformances from the data analysis activities (Clause 8.4) and then determine their causes. You would follow this up to determine the appropriate preventive action to be taken and subsequent monitoring to prevent occurrence of the potential problem. The first paragraph of Sub-Clause 8.5.3 is asking you to solve potential problems that your data analysis has warned you about, so that they do not turn into actual non-conformances. An indication that this process is broken, will be non-conformances that resulted from obvious, previous negative trends. Companies that struggle to find evidence of Preventive Actions (of being proactive) should look at the programs they implement to achieve their Quality Objectives... these are proactive for improving the business... so take credit for these activities as evidence of Preventive Action.

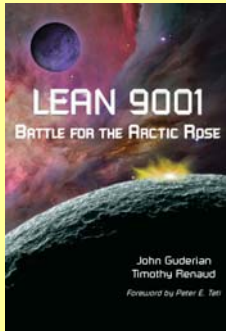
To view more of our Newsletters... you can visit our Newsletter page:

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 8.5 of ISO 9001:2008?

A: For Clause 8.5, an Audit checklist should cover these areas:

- Is there any evidence of business performance improvement within the past 12 months?
 - Is there any evidence of product/service quality improvement within the past 12 months ?
 - Is there any evidence of quality management system improvement within the past 12 months ?
 - What can initiate a Corrective Action (CAR)? How many CAR's were issued in the last 12 months? How many were closed (make sure to review how investigation of the causes was done)? How many are still open (for how long, why are they still open)?
 - What can initiate a Preventive Action (PAR)? How many PAR's were issued in the last 12 months? How many were closed (make sure to review how investigation of the causes was done)? How many are still open (for how long, why are they still open)?
- (Make sure to obtain examples for each item listed above)

Until next time...

Tim Renaud

Helping Business Professionals Reduce Risk and Remove Waste!

©2010 ISO Support Group Inc. and Tim Renaud, All rights reserved. You are free to use material from the R&R Newsletter: Reducing Risk/Removing Waste, in whole or in part, as long as you include complete attribution, including a live web site link. Please also notify me where the material will appear. The attribution should read: "By Tim Renaud of the ISO Support Group Inc. (ISG). Please visit ISG's web site at www.isosupport.com for additional business performance improvement resources." (Make sure the link is live in an electronic document, an email or in a web site.)



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).