The Business Resource Centre
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Hours: Monday to Friday – 9:00am to 5:30pm ET

# QUALITY REVIEW

**A Newsletter for Quality Management Professionals**

**March 2014**

## IN THIS EDITION

**(Click a box to jump to that section…)**



## 5 Keys to QMS Success

***by Ted Annis, BRC President***

When considering articles we always try to include practical info that you can act on, or a new and interesting point of view, or some guidance to help make your work slightly easier if possible. Here we have collected what we feel are 5 key factors that will help to make your management system (quality, environment, health & safety, or otherwise) successful.

Some may apply a little bit more or less, depending on whether you have an established, mature system...or are just beginning to plan and implement. The actionable guidance here is to evaluate where you stand in regards to each, and then take what steps you can to make sure your organization is being proactive where it matters.

### An Understanding of System Implementation and Management

This can be difficult because you don't know what you don't know. Without a strong knowledge of what the requirements are asking (or NOT asking), systems can develop unnecessary activities. Many companies simply can't afford the expense of a full-time expert, and typically the ISO Coordinator or Quality Manager has many other responsibilities.

Hiring a good consultant can add real value here, especially for key activities that can be clearly defined:

- Review of documentation before a new system is implemented.
- Outsourcing of internal audits to a fresh, experienced and impartial set of eyes.
- Periodic review of processes and documentation to keep them simple, effective and relevant.
- Training in quality-related subjects (Root Cause Analysis, Process Mapping, etc.) to build internal skills and drive improvement.

### The Right Manager

Quality success is very closely aligned with business success, so the person running the system should have a good knowledge of the business' systems and processes, the respect of others in the organization,

the authority to mandate change (rather than beg for it) and a focus on achieving business objectives, profitability, growth, and success.

This doesn't have to be the president (wouldn't THAT be something?). More than anything, this person needs the support and involvement of management, good organization skills, business experience to draw from, and the ability to focus. Without these qualities, the long-term success of the QMS could be in trouble.

## Commitment From Management

Management is often keen to implement an ISO or similar management system, but only because it has to in order to satisfy contractual or regulatory requirements. We see many organizations that stop short of a full commitment to implement and maintain a system that effectively manages quality and improves the business. Minimum resources are allocated (to ensure ongoing certification), little time is dedicated to maintenance and development of the system, documents quickly become out of date, and processes (intended to help and improve) are simply circumvented for things that managers prefer to do.

Nearly all executives would agree that the fundamental processes and activities that form a QMS are just good business sense. By organizing these processes into a "system" with specific activities and dedicated resources, we greatly improve the organization's consistency and stability. Sometimes, organizations can be critical of the resources required for each activity and lose sight of the overall benefits.

The results?

- A 3-day audit becomes a 2-day audit to save on time.
- The audit team lacks training support to save on training budgets.
- Follow-through on Corrective Actions is not prioritized, and issues linger.

The commitment needs to come from the top...from leadership that can force management involvement and understanding, acquire the resources needed, ensure the focus is meaningful for the business, and be disciplined.

## Good Documentation

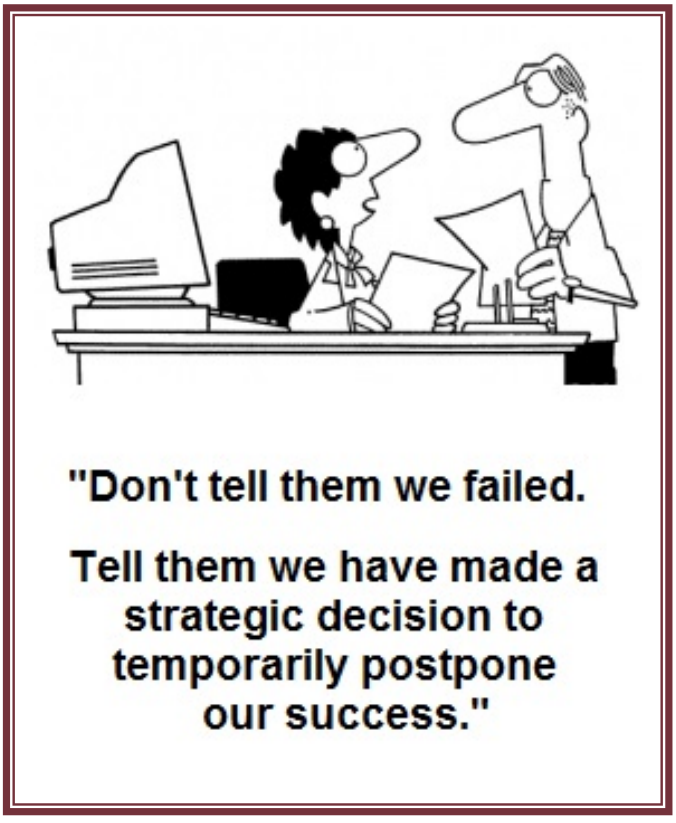
"Good" is a very general and subjective term, but in regards to policies, procedures and work instructions there are a few guidelines that may help you evaluate your own documentation.

**Simplicity** - When it comes to the totality of your management system's documentation, work as hard as you can to keep things simple. While every standard has specific requirements for what must be included, these requirements are usually much lower than most people think.

Remember that the more you say you are going to do...the more you will actually have to do. And the more detailed and complicated your documentation, the harder it will be to use and maintain.

**Accuracy** - There is a great benefit to including people with direct knowledge of the activities being documented, especially since many organizations are surprised to find out that their procedures don't quite work the way they thought they did!

Involving the people working within the system will also help with buy-in and acceptance once documentation is complete.



**Consistency** - While involving people is important, consider having one person write the actual procedures. This ensures a consistent style and level of detail, not to mention an understanding of the big picture that can contribute to the overall quality of the documentation when finished.

This is a great place for some outside consulting help. Not only are specialized consultants experienced and efficient, but this is a part of a system that can pull you in. A desire to get things just right...without knowing exactly what "just right" is...can lead to a never-ending trail of documentation that isn't entirely necessary. Even when used as a periodic advisor, a specialist can offer great value - such as knowing how to combine flow charts and written procedures in a way that provides a big picture overview with supporting detail where needed.

## Effective (or Appropriate) Audits and Auditors

The terms "audit" and "auditor" come with a bad reputation. There is often a perception (especially by those not directly involved with managing a QMS) that audits are an attempt to find and highlight mistakes, and that an auditor's mandate is to be critical. For these and many other reasons, audits are not looked forward to, even though they are one of the key tools we use to improve the system...and the organization.

Good auditors...

- Are friendly, respectful, and focused on the system - not individuals.
- Put your employees at ease and encourage cooperation.
- Are not confrontational or adversarial, but are there to support and further your efforts.

Effective audits...

- Are well planned, professionally handled, and focus on the areas that matter most.
- Find things! From real and pressing issues to observations and opportunities for improvement.
- Challenge the system and organization to continually improve.

Remember, the goal is not to do as little as possible with your QMS, but rather to find and fix issues...and to consistently improve effectiveness and efficiency. Your internal audit process is there to ensure that your system is working and improving, and so if your external auditor ends up with more than a few small findings, you may want to ask yourself some questions...

Are my internal auditors well-trained?

Are they overcautious about raising issues to management...or concerns with fellow workers?

Are they the right people for the job? (Or perhaps just those who were willing or available?)

If your internal auditors didn't spot some of those things first...what else are they missing?

While you don't need to spend tens of thousands of dollars on training, you do need to provide the basic audit tools, experience, resources and time. You will see great results if you make the commitment.

### *Quote of the Month*

"In the race for quality there is no finish line."

- Doris Kearns Goodwin

*Present day Pulitzer Prize-winning biographer, historian and political commentator*.

# 5 Tips for Mitigating Risk In 2014

Cyber security, supplier viability, natural disasters, intellectual property theft and other numerous risks are taking jabs at today's global supply chains and leaving organizations scrambling to develop contingency plans. In many cases, these events necessitate a reactive approach to the problem – be it a key supplier that went out of business overnight or a natural disaster in a critical market. These challenges can be identified and mitigated in advance with some careful planning.

Here are five tips to factor into planning for your coming year:

## 1. Acknowledge, identify and look out for new risks.

Data is increasingly becoming a critical part of operations, from production and shipping to relationships within the supply chain. If the very public breach of 40 million customer credit cards and 70 million individuals' personal information taught us anything, it's that hackers aren't just movie characters. They can result in significant financial loss and reputational damage to an organization. Companies today need to keep a close eye on how their data is being shared – particularly payment information – with vendors and business partners.

## 2. Educate yourself on your firm's vulnerabilities.

This extends across all parts of your operations, including labour, energy supply, market conditions, and...more and more...technical failure or sabotage.

The most favoured avenues of attack include malware inserted into software or hardware; vulnerabilities found by hackers poking and prodding software; and compromised systems that are unwittingly brought in-house. Getting out in front of this potential risk requires:

- Proper identification of the potential threats.
- Categorization of these risks (which are most likely to happen based on the business' model and operations).
- Putting systems in place to quickly identify and mitigate problems before they arise.

## 3. Keep an eye on your organization's property.

Collaboration and sharing are key aspects of a smooth-running global supply chain, but does not mean sharing ***all*** of your firm's internal secrets with business partners and customers.

## 4. Factor in random acts of nature.

You may not be able to predict where the next hurricane or tsunami will strike, but you can diversify your supplier base to the point where such events don't bring down your organization's operations.

Companies should look to map out exactly where their critical raw materials come from and determine how vulnerable those areas are to potential threats. Use contingency, disaster and scenario-planning strategies to figure out what would happen if, say, a key supplier were out of commission for a month. Just remember the effect that the 2011 tsunami had on the electronics and automotive industries when the supply of parts and components from Japan was severely limited.

## 5. Diversify your supply base.

When a company buys more than 50% to 60% of it's products from a single supplier, it places the company's operations in peril. One labour strike, bankruptcy or building fire could leave you struggling to find a last-minute replacement (at a time when your competitors are probably doing the same thing). Have backup suppliers in place in case of emergency. Purchasing departments should look closely at the expense related to a possible supplier shutdown, versus the time it would take to seek out and align with alternative supply sources.

*(based on an article that originally appeared on digikey.com)*

## *Ask the Expert*
***with Ted Annis***

## Question:

Please clarify the difference between quality assurance manual and quality assurance plan and if there is any hierarchy or relationship.

*- Anonymous*

## Answer:

Thank you very much for your question. There is a relationship between the two, though they serve slightly different purposes:

**A Quality Manual** is the collective set of documentation that defines and describes an organization's Quality Management System. It typically includes:

Quality Policy Statement - The organization's commitment to quality.

Quality Policies - High level documentation that address "WHAT" the organization is going to do. (Establish, document and maintain a system...commit responsibility from top management...dedicate resources...design and produce products or services...monitor and measure activities...etc.).

Standard Operating Procedures - More specific documentation that details "WHO" will carry out activities, and "WHEN" they will be carried out.

Work Instructions - These are the very specific procedures that describe exactly "HOW" different activities will be carried out. These are often not included in the Quality Manual itself, but are referenced in the Standard Operating Procedures and maintained as a separate but related set of documentation.

All together, this collection of documentation defines and describes the organization's Quality Management System, from a description of the overall system, through related processes and down into the procedures and work instructions. These documents are not related to a specific product (or category of products) but are more general in the sense that they describe how you run your business/organization. A Quality Manual is required by the ISO 9001:2008 standard (and many others).

**A Quality Plan**, on the other hand, is the collective effort put into identifying all of the activities and requirements that need to be in place in order for the organization to produce the product or service as it is designed. This includes customer requirements, quality criteria and standards, and all of the day-to-day Quality Assurance and Quality Control activities that will need to be in place.

Quality Assurance involves proactive efforts made before production begins, with a focus on improving processes so that fewer defects are produced. This includes process checklists, the development of methodologies and standards, and other similar efforts.

Quality Control refers to the more reactive efforts that take place after a product is built, focused on identifying defective products or services. This includes, for example, the inspection, monitoring and measurement of completed products.

A Quality Plan is specific to a particular product or service, and details how you will meet the requirements of the customer or contract. Some organizations do a great deal of project work, and so in addition to the organization's general Quality Management System and Quality Manual, they may also produce a Quality Plan for each project. The same could be true for a manufacturing company that produces different parts with unique applications and design/manufacturing requirements.

*- Ted Annis, President - The Business Resource Centre*

# Audit Scenario
# "Customer Satisfaction"
***From Lynn Clyde, BRC Consultant***

The following is a typical auditing scenario that might be found when auditing an ISO 9001:2008 QMS for clause 8.2.1 Customer Satisfaction. Read the scenario to determine if you think it would be conforming or nonconforming, then read the answer and explanation.

## Support Information - ISO 9001:2008 Clause 8.2.1

As one of the measurements of the performance of the quality management system, the organization shall monitor information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information shall be determined.

NOTE: Monitoring customer perception can include obtaining input from sources such as customer satisfaction surveys, customer data on delivered product quality, user opinion surveys, lost business analysis, compliments, warranty claims and dealer reports.

## Scenario

When asked about customer satisfaction, the QA manager indicated that customer surveys were very expensive, so they just operated on the premise that no news was good news. If there were no customer complaints, they felt everything was OK. They had kept no detail or records of any activities relating to customer satisfaction.

## Answer

Nonconforming.

## Explanation

This clause is one of the most important clauses of the standard and requires that the organization monitor the customers' perception of whether their requirements have been met. It is the basis for which the organization exists.

The requirement goes beyond the typical 'reactive' customer complaint system and is looking for a proactive approach to determining if the customer is satisfied. This could be done through:

- customer surveys
- focus groups
- analysing warranty claims
- increased sales
- repeat business
- customer loyalty
- lost business analysis
- etc.

# COURSE SCHEDULE

## January - June 2014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**Environmental Systems**
ISO 14001, etc.

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ISO 9001 / 14001 / 18001

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# QUALITY SYSTEMS / ISO 9001

## Understanding ISO 9001:2008 — 1 Day — $595

Highlights the requirements of the ISO 9001:2008 standard and delivers an understanding of what is involved in a practical, working Quality Management System in any business environment. Click Here for Full Course Details Online

**April 14** .....Sudbury, ON
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## Understanding & Implementing ISO 9001:2008 — 2 Days — $945

Ensures a deep understanding of the ISO 9001:2008 standard and provides clarity and guidance on the steps required to implement a Quality Management System in any business environment. Click Here for Full Course Details Online

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**May 29 - 30** .....Calgary, AB
**June 5 - 6** .....Halifax, NS
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## ISO 9001:2008 Internal Auditor — 2 Days — $945

A review of the ISO 9001:2008 standard followed by in-depth instruction on the skills and techniques required to participate as a member of an auditing team. Combines presentations and case studies with individual and group exercises to teach the skills required to perform internal quality audits. This course adheres to ISO 19011:2011 auditing guidelines and emphasizes the Process Approach to auditing. Click Here for Full Course Details Online

**January 28 - 29** .....Mississauga, ON
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**February 26 - 27**.....Ottawa, ON
**March 6 - 7**.....Edmonton, AB
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**May 1 - 2** .....Edmonton, AB
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**May 6 - 7**.....Windsor, ON
**May 12 - 13** .....Victoria, BC
**May 12 - 13** .....Saint John, NB
**May 15 - 16** .....Vancouver, BC
**May 15 - 16**.....Mississauga, ON
**May 15 - 16** .....Burlington, ON
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**May 22 - 23** .....St. John's, NL
**May 26 - 27**.....Ottawa, ON
**June 3 - 4** .....Sudbury, ON
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## ISO 9001:2008 RABQSA Lead Auditor — 5 Days — $1,650

Participants are guided through the entire audit process, from managing an audit program to reporting on audit results, gaining necessary auditing skills through a balance of tutorials, role-playing, group workshops and open discussions. This is a RABQSA approved Lead Auditor Course that includes an exam at the end of Day 5. Participants passing the exam will receive RABQSA Lead Auditor certification. (Course delivered in Conjunction with CSA Group)
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**January 20 - 24** .....Ottawa, ON
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# HEALTH & SAFETY SYSTEMS / OHSAS 18001

## Understanding OHSAS 18001:2007 — 1 Day — $595

Highlights the requirements of the OHSAS 18001:2007 standard and delivers an understanding of what is involved in a practical, working Health & Safety Management System in any business environment. Click Here for Full Course Details Online

**April 7** .....Sudbury, ON

## Understanding & Implementing OHSAS 18001:2007 — 2 Days — $945

Ensures an understanding of the OHSAS 18001:2007 standard and provides clarity and guidance on the steps required to implement, monitor, measure and evaluate an Occupational Health & Safety Management System.
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## OHSAS 18001:2007 Internal Auditor — 2 Days — $945

A review of the OHSAS 18001:2007 followed by in-depth instruction on the skills and techniques required to participate as a member of an auditing team. Combines presentations and case studies with individual and group exercises to teach the skills required to perform internal quality, health and safety audits. This course adheres to ISO 19011:2011 auditing guidelines and emphasizes the Process Approach to auditing. Click Here for Full Course Details Online

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**February 24 - 25**.....Ottawa, ON
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**March 20 - 21** .....London, ON
**March 20 -21** .....Burlington, ON
**March 20 -21**.....Mississauga, ON
**April 8 - 9**.....Sudbury, ON
**May 1 - 2** .....St. John's, NL
**June 3 - 4** .....Edmonton, AB
**June 12 - 13** .....Timmins, ON
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## OHSAS 18001:2007 RABQSA Lead Auditor — 5 Days — $1,995

Participants are guided through the entire audit process, from managing an audit program to reporting on audit results, gaining necessary auditing skills through a balance of tutorials, role-playing, group workshops and open discussions. This is a RABQSA approved Lead Auditor Course that includes an exam at the end of Day 5. Participants passing the exam will receive RABQSA Lead Auditor certification. (Course delivered in Conjunction with CSA Group)
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## Understanding & Implementing CSA Z1000-06 — 2 Days — $945

Provides a detailed overview of the requirements of CSA Z1000-06, Canada's National Standard for occupational health and safety management. Attendees will develop a solid understanding of how to create an effective policy for health and safety in their organization. Click Here for Full Course Details Online

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## CSA Z1000-06 Internal Auditor — 2 Days — $945

Provides a detailed overview of the requirements of CSA Z1000-06, Canada's National Standard for occupational health and safety management. The course uses practical exercises and group discussions to teach participants how to audit these requirements in their organization. Click Here for Full Course Details Online

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### Additional Health & Safety Management Courses (Available On-Site)

**Understanding & Implementing OHSAS 18001 & CSA Z1000** (2 days)

**OHSAS 18001 & CSA Z1000 Internal Auditor** (2 days)

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# ENVIRONMENTAL SYSTEMS / ISO 14001

## Understanding ISO 14001:2004 — 1 Day — $595

Highlights the requirements of the ISO 14001:2004 standard and delivers an understanding of what is involved in a practical, working Environmental Management System in any business environment. Click Here for Full Course Details Online

**May 12** .....Sudbury, ON

## Understanding & Implementing ISO 14001:2004 — 2 Days — $945

Ensures an understanding of the ISO 14001:2004 standard and provides clarity and guidance on the steps required to implement, monitor, measure and evaluate an Environmental Management System in a variety of production and service environments.
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**February 13 - 14**.....Ottawa, ON
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## ISO 14001:2004 Internal Auditor — 2 Days — $945

A review of the ISO 14001:2004 standard followed by in-depth instruction on the skills and techniques required to participate as a member of an auditing team. Combines presentations and case studies with individual and group exercises to teach the skills required to perform internal quality and environmental audits. This course adheres to ISO 19011:2011 guidelines for the auditing of management systems. Click Here for Full Course Details Online

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**January 30 - 31** .....Winnipeg, MB
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**May 13 - 14** .....Sudbury, ON
**May 15 - 16** .....Edmonton, AB
**May 27 - 28** .....Guelph, ON
**May 27 - 28** .....Burlington, ON
**May 27 - 28** .....Mississauga, ON
**May 28 - 29** .....Halifax, NS
**June 9 - 10** .....Timmins, ON
**June 25 - 26** .....St. John's, NL
**June 26 - 27**.....Winnipeg, MB

### Additional Environmental Management Courses (Available On-Site)

**Understanding & Implementing RC14001:2008** (2 days)

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# INTEGRATED MANAGEMENT SYSTEMS

## Understanding Integrated ISO 9001 / 14001 / 18001 — 2 Days — $995

This course highlights the requirements of the ISO 9001:2008 Quality Management System, the ISO 14001:2004 Environmental Management System, and the OHSAS 18001:2007 Occupational Health and Safety Management System. It clarifies and provides guidance on what is involved in a practical, working, integrated management system in any business environment.
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## Integrated ISO 9001 / 14001 / 18001 Internal Auditor — 3 Days — $1,250

A review of the ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007 standards followed by in-depth instruction on how to conduct audits in accordance with the ISO 9000 series. Combines presentations and case studies with individual and group exercises to teach the skills required to perform integrated quality, environmental and health & safety audits.
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**June 16 - 18**.....Mississauga, ON
**June 16 - 18** .....Sudbury, ON
**June 18 - 20** .....Calgary, AB
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### Additional Integrated Courses (Available On-Site)

**Understanding Integrated Management Systems**

ISO 9001 / ISO 14001 (2 days), ISO 9001 / OHSAS 18001 (2 days), ISO 14001 / OHSAS 18001 (2 days)

**Integrated Internal Auditor**

ISO 9001 / ISO 14001 (2 days), ISO 9001 / OHSAS 18001 (2 days), ISO 14001 / OHSAS 18001 (2 days)

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# AEROSPACE / AS9100

## Understanding & Implementing AS9100 Rev. C — 2 Days — $1,050

Provides a basic understanding of the requirements for a QMS based upon SAE AS9100 Rev C, its inter-relationship with other elements of the AS9100 family of standards and ISO 9001:2008. It will cover areas of management responsibilities and provides guidance to managers/supervisors and prospective auditors on what needs to be in place to meet the requirements of the standard.
Click Here for Full Course Details Online

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## AS9100 Rev. C Internal Auditor — 2 Days — $1,050

A review of the AS9100 Revision C standard followed by in-depth instruction on the skills and techniques required to participate as a member of an auditing team. Combines presentations and case studies with individual and group exercises to teach the skills required to perform internal quality audits. This course adheres to ISO 19011:2011 guidelines for the auditing of management systems.
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**April 3–4**.....Ottawa, ON

### Additional Aerospace Courses (Available On-Site)

**Understanding AS 9110 Rev. B** - 2 Days

**AS9110 Rev. B Internal Auditor** - 2 Days

**Understanding AS9120 Rev. A** - 2 Days

**AS9120 Rev. A Internal Auditor** - 2 Days

**AS 9100 Rev. C Risk Management** - 2 Days

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# AUTOMOTIVE / TS16949

## Understanding & Implementing TS 16949:2009 — 2 Days — $995

Ensures an understanding of the TS 16949:2009 standard and its linkages to ISO 9001:2008, and provides clarity and guidance on the steps required to implement a Quality Management System in a variety of production and service environments.
Click Here for Full Course Details Online

**April 8 - 9** .....Burlington, ON
**April 8 - 9** .....Guelph, ON
**April 8 - 9** .....London, ON
**April 24 - 25** .....Mississauga, ON

## TS 16949:2009 Internal Auditor — 2 Days — $995

A review of the TS 16949:2009 standard followed by in-depth instruction on the skills and techniques required to participate as a member of an auditing team. Combines presentations and case studies with individual and group exercises to teach the skills required to perform internal quality audits. This course adheres to ISO 19011:2011 auditing guidelines and emphasizes the Process Approach to auditing. Click Here for Full Course Details Online

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**April 15 - 16** .....London, ON
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**May 8 - 9** .....Belleville, ON
**May 22 - 23** .....Windsor, ON

## Core Tools (FMEA, MSA, PPAP, APQP, SPC) — 2 Days — $995

Provides participants with a working knowledge of FMEA, APQP and PPAP through discussions, presentations and hands–on exercises. Also includes an introduction to MSA and SPC and outlines how they can be used as a tool in your Quality Management System. Click Here for Full Course Details Online

**April 22 - 23**.....Burlington, ON
**April 22 - 23**.....Guelph, ON
**April 22 - 23** .....London, ON
**May 6 - 7**.....Mississauga, ON
**May 8 - 9** .....Scarborough, ON
**May 15 - 16** .....Belleville, ON
**May 26 - 27**.....Windsor, ON

## FMEA (Failure Modes and Effects Analysis) – Intermediate Level — 2 Days — $995

Detailed instruction on FMEA, a team-based risk management technique that recognizes and evaluates the potential failure of a product or process and identifies actions that could eliminate or reduce the chance of the failure occurring. This course will help participants acquire the knowledge and skills necessary to understand and interpret the FMEA 4th Edition guideline requirements and to develop and implement FMEAs within their company's automotive manufacturing operations.
Click Here for Full Course Details Online

**March 27 - 28** .....Winnipeg, MB
**April 29 - 30** .....Mississauga, ON
**April 29 - 30** .....Guelph, ON
**May 28 - 29** .....Windsor, ON

## Additional Automotive Courses (Available On-Site)

**8D Problem Solving** (1 Day)

**MSA (Measurement Systems Analysis)** (2 Days)

**SPC (Statistical Process Control)** (1-2 Days)

**APQP (Advanced Product Quality Planning)** (1 Day)

**APQP & PPAP** (1 Day)

**APQP, FMEA, Control Plan & Error Proofing** (3-4 Days)

**TPM (Total Productive Maintenance) & Set-Up Reduction** (1 Day)

Click Here for More Details and to Request a Quote

# MEDICAL DEVICES / ISO 13485

## Understanding & Implementing ISO 13485:2003 — 2 Days — $995

Delivers a broad understanding of the ISO 13485:2003 requirements, offers guidance on implementing an ISO 13485 QMS for medical devices in your organization, and introduces the concepts laid out in ISO 14971 (Risk Assessment for Medical Devices).
Click Here for Full Course Details Online

**March 31 - April 1** .....Ottawa, ON **April 16 - 17** .....Mississauga, ON

## ISO 13485:2003 Internal Auditor — 2 Days — $995

Provides participants with an understanding of the ISO 13485:2003 standard and requirements and establishes basic auditing principles. Through workshops and exercises participants will learn to interpret the ISO 13485 requirements for their own company, as well as plan and conduct internal and supplier audits. Click Here for Full Course Details Online

**April 7 - 8**.....Ottawa, ON **April 24 - 25** .....Mississauga, ON **April 24 - 25**.....Burlington, ON

### Additional Medical Device Courses (Available On-Site)

**Understanding ISO 14971:2007 (Risk Management)** - 1 Day

**Understanding ISO 14971:2007 & Title 21 CFR Part 820** - 1 Day

Click Here for More Details and to Request a Quote

# TESTING & CALIBRATION LABORATORIES / ISO 17025

## Understanding & Implementing ISO 17025:2005 — 2 Days — $995

Ensures an understanding of the ISO 17025:2005 standard and provides clarity and guidance on the steps required to implement a Quality Management System in a testing and/or calibration laboratory. Click Here for Full Course Details Online

**March 3 - 4** .....Ottawa, ON
**March 18 - 19** .....Winnipeg, MB
**June 16 - 17** .....Guelph, ON
**June 16 - 17** .....Burlington, ON
**June 16 - 17**.....Mississauga, ON

## ISO 17025:2005 Internal Auditor — 2 Days — $995

A review of the ISO 17025:2005 standard followed by in-depth instruction on how to conduct audits in accordance with the ISO 9000 series of standards. Combines presentations and case studies with individual and group exercises to teach the skills required to perform internal quality audits. Click Here for Full Course Details Online

**March 19 - 20**.....Ottawa, ON
**March 25 - 26**.....Winnipeg, MB
**June 5 - 6**.....Sudbury, ON
**June 16 - 17** .....Victoria, BC
**June 16 - 17** .....Vancouver, BC
**June 26 - 27**.....Mississauga, ON
**June 26 - 27** .....Burlington, ON
**June 26 - 27** .....Guelph, ON

### Additional Testing & Calibration Courses (Available On-Site)

**Measurement of Uncertainty** (1 Day)

Click Here for More Details and to Request a Quote

# AUDITING & QUALITY SKILLS

## Advanced Auditing Skills — 2 Days — $995

A more in-depth auditing course for experienced auditors, "Advanced Auditing Skills" quickly refreshes the fundamental auditing skills and then goes on to cover the knowledge and skills required to lead an audit team. Participants receive instruction on how to plan an audit program, select and manage an audit team, conduct opening and closing meetings, prepare audit reports and findings, and effectively identify opportunities for improvement. Click Here for Full Course Details Online

**February 10 - 11** .....Guelph, ON
**February 10 - 11** .....Burlington, ON
**February 10 - 11**.....London, ON
**March 24 - 25** .....Edmonton, AB
**April 3 - 4** .....Saskatoon, SK
**April 24 - 25** .....Victoria, BC
**May 29 - 30** .....Halifax, NS
**May 29 - 30**.....Mississauga, ON
**June 16 - 17** .....Edmonton, AB
**June 16 - 17**.....Calgary, AB
**June 16 - 17**.....Ottawa, ON

## Root Cause Analysis — 2 Days — $945

This course covers the Root Cause Analysis method of problem solving that focuses on solving problems by identifying and correcting the root cause(s), as opposed to treating the symptoms. Participants will receive an overview of problem solving techniques and approaches, as well as detailed instruction on the different tools and techniques used as part of the Root Cause Analysis approach. Click Here for Full Course Details Online

**January 30 - 31** .....Burlington, ON
**January 30 - 31** .....Guelph, ON
**January 30 - 31**.....London, ON
**February 20 - 21**.....Saint John, NB
**February 27 - 28**.....Scarborough, ON
**February 27 - 28** .....Belleville, ON
**March 6 - 7**.....Halifax, NS
**March 10 -11**.....Calgary, AB
**March 13 - 14** .....Edmonton, AB
**March 17 - 18**.....Ottawa, ON
**March 20 - 21** .....Saskatoon, SK
**March 27 - 28** .....Belleville, ON
**April 28 - 29** .....Vancouver, BC
**April 28 - 29**.....Victoria, BC
**April 29 - 30** .....Montreal, QC
**May 8 - 9**.....Mississauga, ON
**May 14 - 15** .....Saint John, NB
**May 20 - 21** .....Windsor, ON
**June 5 - 6** .....Sudbury, ON
**June 9 - 10** .....Ottawa, ON
**June 12 - 13** .....Winnipeg, MB
**June 12 - 13** .....Guelph, ON
**June 17 - 18** .....Halifax, NS
**June 19 - 20**.....Calgary, AB
**June 23 - 24** .....Edmonton, AB

## Process Mapping — 2 Days — $995

This course will provide the participants with an understanding of what a process is and how to define it. Participants will use real life problems to learn the practical techniques required to develop Process Maps and how to use Process Mapping as a tool for process analysis and improvement. Click Here for Full Course Details Online

**February 5 - 6** .....Mississauga, ON
**February 24 - 25** .....Ottawa, ON
**April 3 - 4** .....Calgary, AB
**June 26 - 27** .....Halifax, NS

### Additional Auditing & Quality Skills Courses (Available On-Site)

**Fundamental Auditing Skills** - 1 Day
**Introduction to Root Cause Analysis - 1 Day**
**ISO 19011 & The Process Approach to Auditing** - 2 Days
**Quality Assurance Auditing & Risk Management** - 2 Days
**8D Problem Solving** - 1 Day
**Basics of Problem Solving & Continual Improvement** - 2 Days
**Process Mapping, Problem Solving & Continual Improvement** - 2 Days
**Layered Process Auditing** - 2 Days
**Measuring Customer Satisfaction** - 1 Day
**Quality Improvement** - 2 Days
**Second Party Auditing Skills** - 2 Days

Click Here for More Details and to Request a Quote

## FMEA (Failure Modes and Effects Analysis) – Intermediate Level 2 Days $995

Detailed instruction on FMEA, a team-based risk management technique that recognizes and evaluates the potential failure of a product or process and identifies actions that could eliminate or reduce the chance of the failure occurring. This course will help participants acquire the knowledge and skills necessary to understand and interpret the FMEA 4th Edition guideline requirements and to develop and implement FMEAs within their company's automotive manufacturing operations.

Click Here for Full Course Details Online

**March 27 - 28** .....Winnipeg, MB **April 29 - 30** .....Guelph, ON **May 28 - 29** .....Windsor, ON
**April 29 - 30**.....Mississauga, ON

### Additional Manufacturing Courses (Available On-Site)

**8D Problem Solving** - 1 Day

**Understanding 5S** - 1 Day

**GD&T** - 2-3 Days

**Lean Six Sigma Executive Overview** - 1/2 Day

**MSA (Measurement Systems Analysis)** - 2 Days

**SPC (Statistical Process Control)** - 1-2 Days

**APQP (Advanced Product Quality Planning)** - 1 Day

**APQP & PPAP** - 1 Day

**APQP, FMEA, Control Plan & Error Proofing** - 3-4 Days

**TPM (Total Productive Maintenance) & Set-Up Reduction** - 1 Day

**DoE (Design of Experiments) - Introduction** - 3-4 Days

**Value Stream Mapping (Introduction)** - 1 Day

Click Here for More Details and to Request a Quote

# ONLINE TRAINING

## Lower training costs and increase knowledge in your organization.

### What It Is

Our Online Training consists of interactive courses delivered via the Internet, using technology to overcome the limitations of time, distance and resources. Organized into modules, Online Training courses consist of text slides, audio, video, scenarios, quizzes and other elements, and can be completed in stages, at your own pace, on your own schedule.

### Who It Is For

Online Training is an effective and flexible option for all learners. In particular, it is a powerful option for companies looking to train more people, faster, without the challenges of scheduling, geography, etc.

### Where To Get It

Anywhere....anytime. All you need is a computer and access to the Internet. Courses are laid out in small modules that allow you to start and stop as you please. It's that simple.

### Why Online Training

**Start your training now.** Some things can't wait, and eLearning courses take just a few mouse-clicks to get started.

**Train more people** by making the course material accessible to more employees - anywhere in the world...anytime.

**Avoid scheduling conflicts** that come with instructor-led courses. eLearning courses can be completed in modules at your own pace...when it is most convenient for you.

**Reduce costs** associated with taking people away from the office, out of the field, or off the production line.

#### Online Training vs. Instructor Led Courses

Online Training is not the best option for all people or all course material.

Instructor-led courses offer a different level of face-to-face interaction and group activity that is critical for more advanced or team-based topics that depend heavily on the expertise and experience of our trainers.

We focus our Online Training courses on the subject matter than can be most effectively understood and retained.

### ...and Why The BRC

The unique value of our eLearning courses lies in our highly engaging approach to learning. Our courses are interactive and dynamic, using examples, analogies and scenarios to bring the information to life in a way that is practical and applicable.

Beyond simply providing information, we go the extra mile to add the context and depth that is critical to developing a true understanding of the subject matter.

### When...

Coming soon.

Click here to join our mailing list and be alerted when courses become available.

# MANAGEMENT SKILLS

## Management Development - Level I

**Designed for new managers** looking to develop their skills to more effectively manage time & people. These 1 Day, on-site courses include group instruction and workshops, and can be shortened to 1/2 Day seminars and combined for broader training.

### How to Succeed as a Manager

Learn communication skills & strategies, personal organization techniques, approaches to problem solving, how to take control of the work day / place, and tips for boosting productivity.

Ideal for aspiring, new or current managers with no formal training.

View Full Course Details Online

### Effective Communication in the Workplace

Understand the principles of effective communication and its impact in the workplace, and practice real strategies for persuading, negotiating and communicating effectively.

Designed for managers, but beneficial to employees at all levels.

View Full Course Details Online

### Dealing with People (Difficult or Otherwise)

Understand the types of difficult people and their motivations, learn to manage your reactions, & develop goals/strategies for overcoming negativity and getting results from team members.

Beneficial for managers and employees at all levels of experience.

View Full Course Details Online

### Taking Control of Time and Priorities

Learn to take control of the work environment by planning your day, prioritizing tasks, delegating to other and limiting distractions.

Impactful training that will boost the productivity of managers, administrators and busy employees.

View Full Course Details Online

## Management Development - Level II

**Designed for experienced managers** looking to cultivate their corporate culture and maximize leadership skills. These 1 Day, on-site courses include group instruction and workshops, and can be shortened to 1/2 Day seminars and combined for broader training.

### Effective Leadership Skills

Understand the skills and values of great leaders and learn to build relationships, lead diverse groups, manage change & align priorities with your organization's strategic direction.

A higher level of training for managers looking to become leaders.

View Full Course Details Online

### Developing and Motivating Effective Teams

Learn the characteristics and skill-sets of productive teams, and the keys to managing team growth and development.

For experienced leaders charged with the responsibility of keeping teams, and the organization, working effectively.

View Full Course Details Online

### Managing Workplace Conflict

Go beyond the individual relationship and understand how conflict impacts the workplace.

Learn how to constructively address problem behaviour, deal with team emotions and dynamics, and model appropriate conduct.

View Full Course Details Online

### Successfully Managing Change

Understand the forces behind organizational change & the impact it can have on employees, customers & stakeholders.

Experienced leaders will learn plans, strategies & actions for developing resilience & guiding people through change.

View Full Course Details Online

## Project Management

**For professional project managers or employees in a matrix or project environment**, these courses present best practices to plan and run projects to ensure successful delivery and stakeholder satisfaction.

These courses may be applied toward the education/training requirements of the CAPM or PMP certifications.

### Introduction to Project Management (1 Day)

Understand the basic fundamentals, tools and concepts required to plan, manage and close a project, including structure, scheduling, costs, communication, risk and other elements.

View Full Course Details Online

### Intermediate & Advanced Project Management

Designed for participants with introductory knowledge, this course material follows the Product Management Body of Knowledge as is tailored to your specific needs.

View Full Course Details Online

# OTHER COURSES

## Oil & Gas

**Understanding & Implementing API Spec Q1** - 2 Days

## Emergency Management

**Comprehensive Emergency Management** (2 Days)

## Food Safety Management

**Understanding & Implementing ISO 22000:2005** (1 Day)

**ISO 22000:2005 Internal Auditor** (2 Days)

## Risk Management

**Understanding ISO 30001:2009** (1 Day)

## Energy Management

**Understanding ISO 50001:2011** (1 Day)

## Configuration Management

**Understanding ISO 10007:2003** (1 Day)

# OTHER SERVICES AVAILABLE FROM THE BRC

(Click on a topic to learn more...)

### Online Training

Cutting edge and interactive.

Train from anywhere on your schedule, and reach more employees than ever before.

Learn More

### Consulting

Leverage our expertise, tools and resources to improve your systems, solve problems, and put the puzzle pieces together.

Learn More

### Auditing

Internal, 2nd and 3rd party audit services by our qualified team.

Affordable and professional, our focus is on delivering value.

Learn More

### Systems Implementation

Professional assistance with developing and implementing your management system.

Learn More

### Documentation

Get experienced help with the creation, simplification or revision of polices, procedures and other documents.

Learn More

### QMS Management

A cost-effective way to manage your system. We do the heavy lifting so you don't have to.

Learn More