

QUALITY REVIEW

A Newsletter for Quality Management Professionals

April / May
2014

IN THIS EDITION

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6 Keys to Continual Improvement - Part I

By Ted Annis, BRC Director

Continual Improvement is one of the 8 quality principles and a fundamental component of any management system. We often see organizations making a commendable effort to improve processes, procedures, products, etc. Unfortunately, we also see some companies that are paralyzed by the process. The intent and effort is there, but while searching for a perfect solution they miss a number of opportunities for incremental improvements.

Do you recall the “Leaping Frog” problem from grade school math? A frog starts in the centre of a pond and tries to hop out, but each leap covers just half the remaining distance to the edge of the pond. Will the frog ever reach land? The answer, of course, is “no”. Although in time he will come frustratingly close, he will always leap just half the distance and will never reach his goal (unless we use university math, which I long ago swore not to revisit).

In the quality business we work on a similar principle, but with a strikingly more optimistic outlook. Though our poor amphibian friend has an absolute objective (the shore or bust!), in quality we set continual improvement as our goal and understand the value of taking incremental steps forward.

An effective continual improvement process does require some structure, but when it comes to the goal of having a positive impact on your business, our Nike-like message is to “just do it”.

We've identified 6 key elements that you can use to help shape your continual improvement strategy. In this issue, we'll look at the first 3...

1. Understand “Continuous” vs. “Continual”

These terms are often used interchangeably without harm, but there is a subtle difference in meaning that can help to illustrate the point. *Continuous* is defined as “uninterrupted in time”, while *continual* means “of regular or frequent recurrence” – one long, ongoing effort vs. many independent actions.

Take note that the ISO 9001:2008 standard repeatedly uses the words “continual” and “continually”. The effort to improve should be *continuous*, but when it comes to actions supporting our QMS, we should be *continually* doing things (big and small) to make improvements.

Make sure that your approach/process/procedure is focused on doing things. It's great to have systems, plans and elaborate procedures that are "continuously" in use, but real improvement comes through "continual" action and the repeated implementation of good ideas.

2. Set Goals (Objectives) and Take Steps

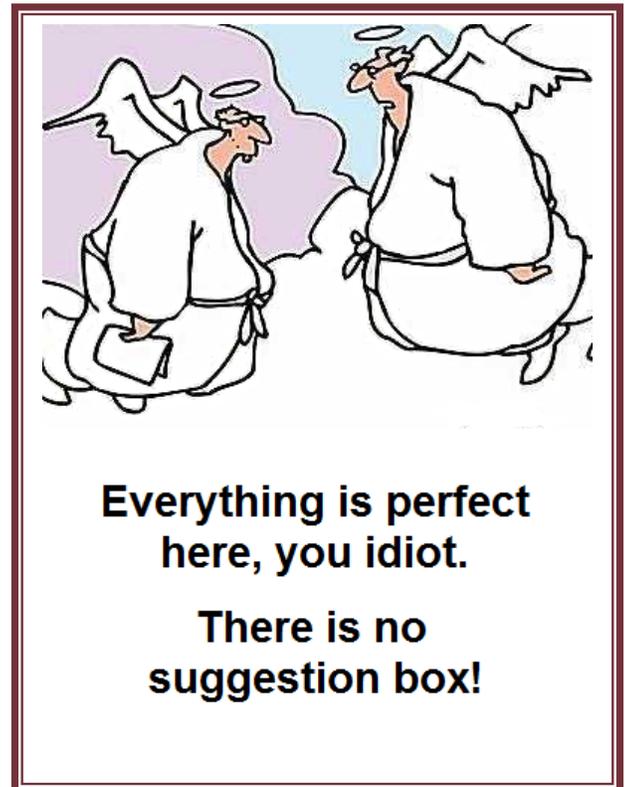
Of course in Quality Management we are also quite big on setting goals and objectives. A Health & Safety target of zero lost time incidents in a calendar year may or may not be practical or reachable (depending on the organization), but certainly there is value in setting it and striving to reach it. It is important to remember that there is no silver bullet solution that will attain the objective. Searching for a grand solution may very well distract you from implementing smaller improvements, each imperfect on its own but still of value and an important part of the long-term effort.

3. Avoid Perfectionism as a Hindering Behaviour

While setting an objective of *perfection* is good practice, we have to be on guard against *perfectionism* in the implementation of solutions. Perfectionism in its positive form motivates us to continually raise our standards and strive to improve both ourselves and our organization. Perfectionism in a negative form includes the belief that any work or output that is less than perfect is unacceptable, and often leads to the dismissal of very good ideas and solutions...on the grounds that they are not perfect.

Here are some signs to help you identify unhealthy perfectionism within your organization or QMS:

- Goals are set at unrealistic levels. If a proposed plan can not reach these unattainable goals it is dismissed, often leading to unrealistic plans that are doomed to fail.
- Mistakes are viewed as failures, and are often concealed for fear of punishment or embarrassment.
- There is no recognition or celebration of achievement unless it reaches the organization's definition of perfection.
- Risks are not taken when there is no guarantee that the task can be executed perfectly. Instead, there is a preference for safer courses of action because of a greater likelihood of achieving the stated goals.
- There is little focus on the process of learning and working; only the result matters.
- Discussions often exhibit all-or-nothing thinking: either something is perfect, or it's a failure.
- There is a real reluctance to delegate tasks down the management chain for fear that they will not be handled to certain standards.



Part II of this short series is coming soon. Visit our blog at www.thebrc.ca/category/blog or watch our June newsletter for more...

Ask the Expert *with Ted Uffen*

Question: In TS16949, is it necessary to carry out yearly evaluations on salaried employees, i.e. Customer Service Manager, Plant manager, Receptionist, etc.?

During our last TS audit, the auditor noted that we do this for the hourly employees and mentioned that we should do this for management, however, I cannot find a section in the TS standards that states we must. This was an informal, passing comment as we were reviewing training documents for hourly employees. The comment/finding was not including in the formal audit report.

- *Anonymous*

Answer: Sometimes, during an audit, it's tough to figure out whether an auditor's comment is a finding, or simply an attempt to be helpful, and encourage best practice. In this case, I think we're dealing with the latter.

Section 6 of the TS Standard has some significant differences from the ISO 9001 baseline. It specifically mentions product design skills, the identification of training needs, and the qualification of personnel for specific assigned tasks...thereby eliminating some loopholes in the baseline standard. It also mentions training on the job, which addresses a significant failing in the 9K Standard.

Where regular assessment becomes a potential issue is in Section 6.2.2.4, where we discuss Employee Motivation & Empowerment. Specifically, I am looking at the second paragraph, where "The organization *shall* have a process to measure the extent to which its personnel are aware of the relevance and importance of their activities, and how they contribute to the achievement of the quality objectives."

Annual assessments are the most common means of fulfilling this requirement. Another is the conduct of internal audits – if no...or only minor...issues are found, then a worker can be considered to be competent. For office personnel, Management Review can actually be used as a means of determining ongoing competency, empowerment and motivation. You have options, but you have also set a precedent by conducting annual reviews for production staff.

It all comes down to how your system is written. You need to have process. You are not required to have a procedure, but you need to be able to prove you have a process, and that it is working. In a prescriptive standard such as this one, this is a luxury – you actually do have options. You just need to pick one, and be able to prove it works.

- *Ted Uffen, BRC Consultant*

Auditing Value and Common Sense *by Senior BRC Consultant Mike Haycock*

As I travel I get to listen to a large variety of news and information. There was a recent news story about a motivational retreat where people were required to walk across glowing coals from a fire. (Some derivation of this has been done over the years where special wood (??) is used or there is chemical treatment of the soles of feet.) These activities are intended to be team building and show the power of positive thinking and confidence.

Sorry, but this doesn't show motivation through positive thinking. This shows a simple lack of common sense. My idea of positive thinking would be to find a way **around** the fire. By the way, 9 people were sufficiently burned to require hospital attention.

It is so important for us to understand why we do what we do. If it is just to get something done, we will follow the instructions provided to us. If we understand why something is to be done, it will allow our intelligence to kick in – not just to do it, but to do it effectively, efficiently and to look for ways to improve. For internal audits, we are normally provided a set of processes or requirements and expected to get information to show the job was done...and potentially write nonconformances if expectations are not met.

Why Do We Do Audits?

I hate to say it, but most audits are done because they are required to be done by the system we have in place. Most management systems for quality, environment, health and safety etc., have a compulsory internal evaluation component.

What if the "why" to doing audits was to add value and benefit to the organization? Still need to get them done, but for every dollar of effort in, we expect at least a dollar's value back. Make the audit a very open, pro-active event, that benefits the auditee as much as the auditor and the organization. Let them see and understand the value. While we are legally required to wear seatbelts, a better "value" reason is to keep from being thrown from your vehicle in a collision...also common sense!

From the philosophy of Dr. Demings, one of his most important mantras was for organizations to "drive out fear". We audit the people we have to work with. If the people we audit believe we are out to "catch them", then we become their adversaries. Again, these are the people we have to work with on a daily basis and probably had a cup of coffee with earlier that day. I have written about a positive, beneficial and "benevolent" approach to internal audits over years and probably haven't done a very good job. I'd like to make one more attempt.

We need technical training to understand standards and audit methodology, but everything we need to know about approach, working and dealing with people, we learned in kindergarten...like courtesy, respect, to help each other and share your toys. We are expected to train our auditors. Has anyone considered providing training to help the people being audited to understand the value and purpose of the audit? The audit should benefit the people being audited: clarity about what needs to be done, the opportunity to change, particular value in continual improvement and the fact that what is being done makes sense...not just because "ISO" says so.

Standards are developed by real people, with real organizational knowledge and experience from all over the world. With a thorough knowledge and applied common sense, standards make sense for any organization. The rumours about mystical Gnomes working in the basement of a castle in Switzerland developing these documents has never been substantiated!

And Just In Closing...

A home owner was having trouble with their plumbing. There was a blockage and water was backing up. It was a mess. A plumber was called and shortly after arriving went to the basement. After a very short evaluation he took out a pipe wrench and gave the pipe a whack. Immediately you could hear water running. The blockage was cleared. He wrote a bill and gave it to the owner for \$100.00. While the owner was pleased the blockage was fixed, he felt the \$100.00 was quite expensive. The owners comment was, "If that's all it was, I could have hit the pipe", and asked for an itemized bill. The plumber took a minute and gave the bill back.

- 1) Hitting pipe - \$5.00.
- 2) Knowing where to hit - \$95.00.

Our intent is to try and help you to know where to hit. We'll keep working on this and **"keep on running."**

Audit Scenario
"Communication"
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 5.1 Management Commitment. 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 5.1

Top management shall provide evidence of its commitment to the development and implementation of the quality management system and continually improving its effectiveness by

- a) communicating to the organization the importance of meeting customer as well as statutory and regulatory requirements,
- b) establishing the quality policy,
- c) ensuring that quality objectives are established,
- d) conducting management reviews, and
- e) ensuring the availability of resources.

Scenario

The auditor was interviewing top management and asked for evidence of communicating to the employees about customer requirements as well as statutory and regulatory requirements. The president said that they do this in their weekly production meetings, where they discuss the requirements of the product, customer expectations, customer complaints, delivery requirements, as well as statutory and regulatory requirements.

When the auditor asked to see minutes of the meeting as evidence, the president said “we don’t have minutes, but I can show you all of the information that we review, and the changes to the production schedule and the product/process specifications that are a result of the meeting”. The auditor said this was not adequate and minutes are the best way to show this evidence.

Answer

Conforming.

Explanation

This clause requires that senior management show evidence of communicating requirements to the employees. The standard does not specifically identify the type of evidence that must be available to show this is being done. The methods of communicating this information could be through email, memo, newsletter, meetings, bulletin boards, videos, etc.

Evidence of this could be shown through meeting minutes, attendance records, agendas, and the information that is reviewed in the communication sessions. The ultimate evidence is to ask employees if they have been communicated this type of information. The information provided in the scenario is adequate.



COURSE SCHEDULE

January - June 2014



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Environmental Systems

ISO 14001, etc.



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ISO 17025, etc.



Integrated Systems

ISO 9001 / 14001 / 18001



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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 14Sudbury, ON June 2Sudbury, ON

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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February 4 - 5Calgary, AB April 29 - 30Mississauga, ON June 17 - 18Edmonton, AB
February 11 - 12Ottawa, ON May 6 - 7Saint John, NB
February 17 - 18Vancouver, BC May 12 - 13Ottawa, ON

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 - 29Mississauga, ON April 28 - 29Timmins, ON May 15 - 16Guelph, ON
January 28 - 29Burlington, ON May 1 - 2Montreal, QC May 20 - 21Scarborough, ON
January 28 - 29London, ON May 1 - 2Edmonton, AB May 26 - 27Ottawa, ON
February 24 - 25Scarborough, ON May 5 - 6Thunder Bay, ON June 3 - 4Sudbury, ON
February 26 - 27Ottawa, ON May 6 - 7Windsor, ON June 11 - 12Belleville, ON
March 6 - 7Edmonton, AB May 12 - 13Victoria, BC June 17 - 18St. John's, NL
March 10 - 11Halifax, NS May 12 - 13Saint John, NB June 19 - 20Halifax, NS
March 13 - 14Calgary, AB May 15 - 16Vancouver, BC June 23 - 24Calgary, AB
March 17 - 18Belleville, ON May 15 - 16Mississauga, ON June 24 - 25Winnipeg, MB
April 15 - 16Sudbury, ON May 15 - 16Burlington, ON

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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February 24 - 28Mississauga, ON* May 26 - 30Ottawa, ON June 16 - 20Calgary, AB*

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 7Sudbury, 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.

[Click Here for Full Course Details Online](#)

January 28 - 29Halifax, NS

March 4 - 5Mississauga, ON

May 28 - 29Edmonton, AB

February 6 - 7Ottawa, ON

April 10 -11St. John's, NL

June 4 - 5Calgary, AB

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](#)

February 13 - 14Belleville, ON

March 20 -21Burlington, ON

June 3 - 4Edmonton, AB

February 24 - 25Ottawa, ON

March 20 -21Mississauga, ON

June 12 - 13Timmins, ON

March 20 - 21Guelph, ON

April 8 - 9Sudbury, ON

June 17 - 18Calgary, AB

March 20 - 21London, ON

May 1 - 2St. John's, NL

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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June 9 - 13Sudbury, ON

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](#)

February 6 - 7St. John's, NL

March 13 - 14Halifax, NS

May 22 - 23Edmonton, AB

March 10 -11Ottawa, ON

May 1 - 2Mississauga, ON

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](#)

February 27 - 28St. John's, NL

March 31 - April 1Ottawa, ON

May 26 - 27Edmonton, AB

March 27 - 28Halifax, NS

May 14 - 15Mississauga, ON

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

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

OHSAS 18001 & CSA Z1000 Internal Auditor (2 days)

[Click Here for More Details and to Request a Quote](#)

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 12Sudbury, 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.

[Click Here for Full Course Details Online](#)

January 23 -24Guelph, ON

March 25 - 26Calgary, AB

May 20 -21Halifax, NS

January 23 - 24Burlington, ON

April 10 -11Windsor, ON

June 9 - 10St. John's, NL

February 13 - 14.....Ottawa, ON

April 24 - 25.....Edmonton, AB

June 16 - 17.....Winnipeg, MB

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](#)

January 16 - 17Belleville, ON

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May 27 - 28Burlington, ON

January 30 - 31Winnipeg, MB

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May 27 - 28Mississauga, ON

February 4 - 5Guelph, ON

April 22 - 23Windsor, ON

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June 9 - 10Timmins, ON

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June 25 - 26St. John's, NL

February 20 - 21Ottawa, ON

May 27 - 28Guelph, ON

June 26 - 27.....Winnipeg, MB

March 27 - 28Vancouver, BC

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.

[Click Here for Full Course Details Online](#)

March 27 - 28St. John's, NL June 5 - 6Mississauga, ON

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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March 25 - 27Montreal, QC June 11 - 13.....Winnipeg, MB June 18 - 20Calgary, AB
May 5 - 7Timmins, ON June 16 - 18.....Mississauga, ON June 18 - 20Edmonton, AB
May 20 - 22Thunder Bay, ON June 16 - 18Sudbury, ON

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)

[Click Here for More Details and to Request a Quote](#)

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](#)

March 13-14.....Ottawa, ON May 21 - 22.....Mississauga, ON June 3 - 4Halifax, NS
April 29 - 30Winnipeg, MB

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.

[Click Here for Full Course Details Online](#)

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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

[Click Here for More Details and to Request a Quote](#)

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 - 9Burlington, ON April 8 - 9London, ON April 24 - 25Mississauga, ON
April 8 - 9Guelph, 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](#)

April 15 - 16Burlington, ON April 28 - 29Scarborough, ON May 8 - 9Belleville, ON
April 15 - 16Guelph, ON May 1 - 2Mississauga, ON May 22 - 23Windsor, ON
April 15 - 16London, 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 - 23Burlington, ON April 22 - 23London, ON May 26 - 27Windsor, ON
April 22 - 23Guelph, ON May 15 - 16Belleville, ON June 5 - 6Mississauga, 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 - 28Winnipeg, MB April 29 - 30Guelph, ON May 28 - 29Windsor, ON
April 29 - 30Mississauga, 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 1Ottawa, ON April 16 - 17Mississauga, 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 - 8Ottawa, ON April 24 - 25Mississauga, ON June 26 - 27Burlington, 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 - 4Ottawa, ON June 16 - 17Guelph, ON June 16 - 17Mississauga, ON
March 18 - 19Winnipeg, MB June 16 - 17Burlington, 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 - 20Ottawa, ON June 16 - 17Victoria, BC June 26 - 27Burlington, ON
March 25 - 26Winnipeg, MB June 16 - 17Vancouver, BC June 26 - 27Guelph, ON
June 5 - 6Sudbury, ON June 26 - 27Mississauga, 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	April 3 - 4	Saskatoon, SK	June 16 - 17	Edmonton, AB
February 10 - 11	Burlington, ON	April 24 - 25	Victoria, BC	June 16 - 17	Calgary, AB
February 10 - 11	London, ON	May 29 - 30	Halifax, NS	June 16 - 17	Ottawa, ON
March 24 - 25	Edmonton, AB	May 29 - 30	Mississauga, 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	March 17 - 18	Ottawa, ON	June 5 - 6	Sudbury, ON
January 30 - 31	Guelph, ON	March 20 - 21	Saskatoon, SK	June 9 - 10	Ottawa, ON
January 30 - 31	London, ON	March 27 - 28	Belleville, ON	June 12 - 13	Winnipeg, MB
February 20 - 21	Saint John, NB	April 28 - 29	Vancouver, BC	June 12 - 13	Guelph, ON
February 27 - 28	Scarborough, ON	April 28 - 29	Victoria, BC	June 17 - 18	Halifax, NS
February 27 - 28	Belleville, ON	April 29 - 30	Montreal, QC	June 12 - 13	Mississauga, ON
March 6 - 7	Halifax, NS	May 14 - 15	Saint John, NB	June 18 - 19	Calgary, AB
March 10 - 11	Calgary, AB	May 20 - 21	Windsor, ON	June 23 - 24	Edmonton, AB
March 13 - 14	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	April 3 - 4	Calgary, AB	June 26 - 27	Halifax, NS
February 24 - 25	Ottawa, ON				

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](#)

MANUFACTURING SERVICES

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 - 28Winnipeg, MB
April 29 - 30.....Mississauga, ON

April 29 - 30Guelph, ON

May 28 - 29Windsor, 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 policies, 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](#)