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Hours: Monday to Friday – 9:00am to 5:30pm ET

QUALITY REVIEW

A Newsletter for Quality Management Professionals

June 2014

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This could be your last Quality Review newsletter!

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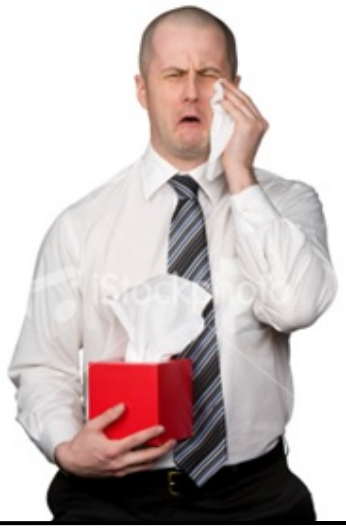


The System & The Real World Part 4 - Resources

By Sr. BRC Consultant Michael Haycock

About 2 years ago a bus out of Montreal crashed, flipped on its side and a number of people were killed and injured.

July 2013, a Boeing 777 crashed while landing at the San Francisco airport with 2 fatalities.

A couple of months ago a Korean ferry sank with hundreds of lives lost.

They are related - because - “they never should have happened.” Without sounding too harsh the people with direct responsibility were not “competent”. Competency is based on education, training, skills and experience – and the application of that education, training, skills and experience.

In the case of the bus driver, he did not have the proper class of licence to be driving a bus. He could have been a wonderful bus driver but part of competency is evidence of the skills and training the person has - the licence. It is not actually difficult to understand how this would happen. With the licence being requested and a promise given to provide it at a later date – which everyone forgot about. With the proper licence – a tragic event. Without the proper licence – a tragic and potentially criminal event – with millions of dollars in repercussions.

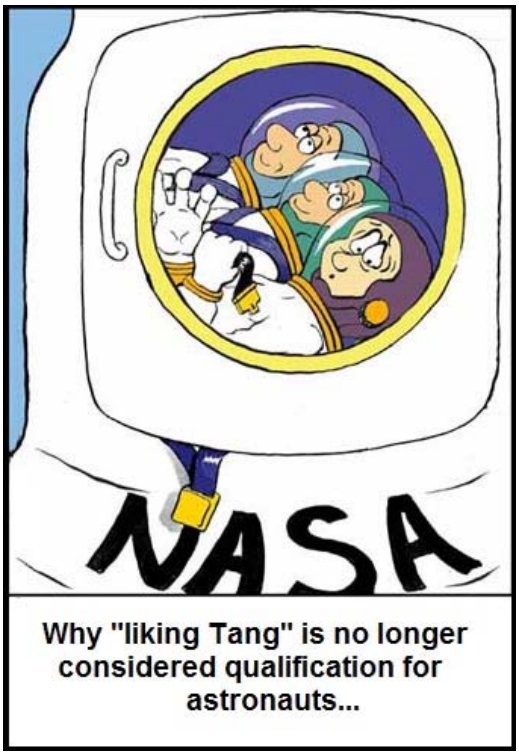
The Asiana 777 crashed just short of the runway in San Francisco. The co-pilot had been flying the 777 just a short time and his first flight into San Francisco. In this case, competency might be with proper supervision – which means with as much as there is going on in a modern aircraft the pilot should have been clearly monitoring the co-pilot while clearly NOT ignoring the other aircraft indicators indicating the closeness to the ground and airspeed.

It would also seem some of the disaster response people either were not following policy or were not competent as demonstrated by their ability twice to drive over one of the Chinese students ejected from the aircraft. She actually managed to survive the ejection but not the fire trucks.

The Korean ferry – normal chain of command is Captain, Executive Officer (#2) and from there. At the time of the ferry's collision with rocks, reef whatever – number 3 was driving the boat (apologies to you navy folks). The captain was in his cabin. Now number 3 was young (26) and could have been very skilled at what she was doing but interviews of a number of experienced captains said they would never have left her alone to navigate this tricky section of water. In fact even a number of these very experienced captains indicated they would have had other officers supporting them on the bridge. And with all that was going on, "WHO" could possibly imagine telling passengers to stay below, over the ships speakers – while the ship is capsizing. This was not just incompetent – this was criminal.

The point to this is that competency comes from a variety of skills and abilities – and even then a licence was necessary to legally confirm that those skills and abilities have been certified. There is also a point to this that competency may be situational. While legitimately someone may be able to carry out a function – practically it may mean the organization considers not just what is required – but what is necessary. There is a difference.

I will use this article as a means to clear up some questions I have had about auditors and qualification vs. certification. No standards ask for certification for internal auditors. Check 8.2.2 internal auditing. This would include AS9100C, TS16949, ISO 13485, and others.



The auditor is always expected to be qualified or competent, but never certified. While it is possible there are additional industry specific requirements directed by the customer – I am actually not aware of any.

Now external auditors – that is different. The first step in becoming certified is taking an accredited course (for example – RAB approved). If you complete the course and pass the exam you may apply for certification. This can be a long process. Unless you actually work for a Registrar, the certification process is particularly difficult. (You typically had to have a certified Lead auditor to observe and sign off the audits you conduct.) RAB, which is now Exemplar, has developed a number of "schemes" so some of this may have changed a bit.

I have been certified since 1991. The constant is every year I send RAB money and every third year I have to send in audit log sheets. There are a certain number of additional requirements for professional development. Certification is not a single event – it is an ongoing process. I have a RAB document for certification that is updated every three years. (Now Exemplar – not sure how that is going to look.)

There is a Certified Internal Auditor program that has been offered. It always seemed to me that if you were inclined to take a Certified Internal Auditor course (3 days) then you were better to go ahead and take the Lead Auditor course (5 days) – then you qualified not only to do audits but to lead them.

In my opinion, a 2 day Internal Auditor course gives Internal auditors all the instruction they need. (Then they need to get some practical "hands on".) If you are in fact a team leader and have responsibilities for a large team or a set of Internal audits – take the lead auditor course – as this typically has a greater focus on administrative activities including managing the team, meetings, making final determination on audit outcomes and audit reports.

Your organization is registered (or certified) by a Registrar. The Registrar is typically accredited by an Accreditation Body. By being registered or certified the organization is demonstrating its "competency" to manage a system under which your products or services are to be provided. Competency should give us confidence. Registration is never a one time thing. While you only have to be registered once – the ongoing registration process includes at least annual surveillance audits and typically at the end of the 3rd year there is re-registration and the process continues. Registration is the equivalent of competency for the organization. NOT perfection. Competency.

Our intent with this article was to point out that competency is often considered a one time thing or we even take for granted – at our peril. I am someone who – after finishing the basement – realized the house was worth less than when I started. I will never be competent with a skill saw.

Our lion and antelope – perhaps ability not competency. If one or the other is not running in the morning – one will be hungry, or one will be lunch.

Ask the Expert
with Michael Haycock

Question:

I recently conducted an internal audit on sections 7.1, 7.2.1, 7.2.2, and 8.5.1 of the QMS here at PCL, Disraeli Bridges Project, Winnipeg, Manitoba.

There was no 'real' auditee as I had not consulted with anyone and answered questions based purely on my knowledge and review of documentation of the project and how PCL satisfied these particular clauses.

My question is, as I am the "overseer" of the QMS, is this considered to be conflict of interest or the auditor auditing their own work? I felt that I could answer these questions without having to consult with others but am not quite sure if this would be acceptable. Could you please provide advice?

- Mike O'Sullivan, QMS Coordinator, PCL Constructors Canada

Answer:

You audit by review of documentation, interview and observation. Even if you haven't talked with anyone you could learn audit information by observation that activities match up with documentation.

For example, using ISO 9001:2008 requirements:

7.1 - If you were looking at planning – you could confirm plans that were expected to be complete were actually in place.

7.2 – Are contractual or customer requirements being met? Are permits in place per customer requirements?

8.5.1 – Can you actually see evidence of continual improvement? Documentation indicated certain things were to occur and you have observed them taking place?

The only conflict would be if you were interviewing yourself (so to speak). Also if you are the owner of the process, you cannot audit your own work. Hope this helps.

- Michael Haycock, Sr. BRC Quality Consultant

6 Keys to Continual Improvement - Part II

By Ted Annis, BRC Director

In Part I we introduced the importance of Continual Improvement as one of the 8 quality principles and a fundamental component of any management system. Our keys"to help shape your continual improvement strategy are not all-encompassing...rather some suggestions on how to mould and shape your approach.

Keys 1-3 from Part I...

1. Understand "Continuous" vs. "Continual"
2. Set Goals (Objectives) and Take Steps
3. Avoid Perfectionism as a Hindering Behaviour

In Part II we've got 3 more suggestions to share...

4. Find Opportunities for Improvement

“Opportunity” is such a great, optimistic word. It is used frequently in sales and marketing in reference to the profit that can come from increased revenue. Unfortunately, it is much less often used in reference to design, development and production. An increase in sales can often help the bottom line, but a reduction of costs will always help the bottom line.

With this in mind, one way to fuel your Continual Improvement efforts is to encourage your team to look for opportunities to improve. We can do this during formal audits, but we can also do it as part of our everyday activities…as long as you are able to create and maintain a culture that encourages it. If you look at it this way, Continual Improvement becomes a simpler process to establish:

1) Document opportunities to improve (training, simplification or alteration of processes & procedures, new technology, monitoring & measuring, etc.).
2) Implement improvements wherever possible and acknowledge those who made contributions. Look at each improvement as an opportunity to acknowledge and communicate.
3) Monitor and measure any and all quantifiable results of the improvements (e.g. 8% reduction in waste material and the associated $ savings).
4) Report these results as a regular part of your management review meetings, which helps to remind everyone that quality has an impact on the bottom line, too.

Ask yourself how you can structure your procedures and approach to help ensure a focus on opportunities for improvement. One simple way is to supplement your audit checklist with questions that specifically inquire about possible improvements. "How do you think we could improve this process?" or "What changes might make you better at your job?"

5. Don't Be Afraid to "Cross the Chasm"

Most of our tips here are related to Kaizen-oriented thinking and behaviour, where continual small, incremental improvements provide tremendous improvements in performance and results over time.

But we should also be careful not to avoid or ignore opportunities to "Cross the Chasm" by introducing drastic change to replace inefficient or ineffective practices. Within a continual improvement culture there is room for both approaches, and they complement each other nicely.

6. Take a Lesson from the Frog

Thinking back to our friend the frog, who can only ever jump half the distance to his goal...

Remember that setting lofty objectives and targets (even unattainable ones) is encouraged as long as you don’t lose sight of the organization’s main goal – increasing profit. That goal does not come with an absolute finish line…or any measure of perfection…just the need to continually improve.

So work to implement improvements wherever possible, then measure their impact and advertise those benefits as a way to provide recognition and encourage more participation. It is a "continual" process.

We may never quite reach our objective, but it is clearly in our best interest to keep hopping!

Audit Scenario
"Design Planning"
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 7.3.1 Design and Development Planning. 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 7.3.1

The organization shall plan and control the design and development of product.

During the design and development planning, the organization shall determine:

a) the design and development stages,

b) the review, verification and validation that are appropriate to each design and development stage, and

c) the responsibilities and authorities for design and development.

The organization shall manage the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility.

Planning output shall be updated, as appropriate, as the design and development progresses.

> NOTE Design and development review, verification and validation have distinct purposes. They can be conducted and recorded separately or in any combination, as suitable for the product and the organization.

Scenario

The auditor was conducting an audit on “Refineries R Us”, an engineering company that designs oil refinery equipment. When the auditor asked to see the design plan, the engineering manager said they didn’t have one because they felt their designs were very simple and everyone knew what they were doing.

Answer

Nonconforming.

Explanation

Regardless of how simple the design process is, the standard requires that there be some type of design plan. The design plan can be one or more documents and can be very complex or very simple, depending on the needs of the organization.

The design plan should consider the following: who should be involved and their responsibilities, major tasks, resources required (facilities, equipment, raw materials, people, training, procedures, tools, etc.), objectives/milestones/deliverables, timing, review frequency, verification and validation.

These requirements are true regardless of your organization's product or service. (Note that services also need to be "designed"). Unless you have been determined to be exempt from the design requirement, the ISO 9001:2008 standard requires that you create and maintain a design plan.

COURSE CATALOGUE & SCHEDULE

July - December 2014

The Business Resource Centre

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Environmental Systems
ISO 14001, etc.

Testing & Calibration
ISO 17025, etc.

Integrated Systems
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

Sept. 15 .....Sudbury, ON
Nov. 17 .....Sudbury, 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

Aug. 26 - 27 .....Vancouver, BC
Sept. 15 - 16 .....Burlington, ON
Sept. 15 - 16 .....Guelph, ON
Sept. 15 - 16.....London, ON
Nov. 3 - 4 .....Belleville, ON
Nov. 3 - 4.....Mississauga, ON
Nov. 24 - 25 .....Edmonton, AB
Nov. 27 - 28 .....Calgary, AB
Dec. 3 - 4 .....Halifax, NS
Dec. 8 - 9 .....Ottawa, ON
Dec. 15 - 16.....Saint John, NB

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

August 18 - 19 .....Mississauga, ON
August 26 - 27.....Scarborough, ON
Sept. 8 - 9 .....St. John's, NL
Sept. 8 - 9 .....Timmins, ON
Sept. 9 - 10 .....Vancouver, BC
Sept. 16 - 17 .....Sudbury, ON
Sept. 18 - 19 .....Saskatoon, SK
Sept. 22 - 23.....Ottawa, ON
Sept. 23 - 24.....Victoria, BC
Sept. 25 - 26 .....Burlington, ON
Sept. 25 - 26.....Calgary, AB
Sept. 25 - 26.....Guelph, ON
Sept. 25 - 26.....Halifax, NS
Sept. 25 - 26 .....London, ON
Sept. 29 - 30.....Edmonton, AB
Oct. 6 - 7.....Windsor, ON
Oct. 27 - 28 .....Montreal, QC
Nov. 3 - 4.....Thunder Bay, ON
Nov. 13 - 14 .....Belleville, ON
Nov. 13 - 14 .....Mississauga, ON
Nov. 13 - 14 .....Winnipeg, MB
Nov. 18 - 19 .....Sudbury, ON
Dec. 4 - 5.....Edmonton, AB
Dec. 11 - 12 .....Calgary, AB
Dec. 11 - 12 .....Halifax, NS
Dec. 15 - 16 .....Ottawa, ON
Dec. 17 - 18 .....Saint John, NB

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)
Click Here for Full Course Details Online

Sept. 29 - Oct. 3 .....Calgary, AB*
Nov. 17 - 21 .....Mississauga, ON*
November 24 - 28 .....Ottawa, ON
December 1 - 5 .....Halifax, NS

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

Oct. 20 .....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.
Click Here for Full Course Details Online

Sept. 11 - 12 .....Calgary, AB
Sept. 11 - 12 .....Edmonton, AB
Oct. 9 - 10 .....Ottawa, ON
Dec. 4 - 5 .....Mississauga, ON
Dec. 8 - 9 .....Halifax, NS

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

Aug. 21 - 22 .....St. John's, NL
Sept. 16 - 17 .....Calgary, AB
Sept. 16 - 17 .....Edmonton, AB
Sept. 22 - 23 .....Burlington, ON
Sept. 22 - 23.....Guelph, ON
Sept. 22 - 23 .....London, ON
Oct. 14 - 15 .....Saint John, NB
Oct. 15 - 16 .....Timmins, ON
Oct. 20 - 21.....Ottawa, ON
Oct. 21 - 22 .....Sudbury, ON
Dec. 1 - 2 .....Belleville, ON
Dec. 11 - 12 .....Mississauga, ON
Dec. 15 - 16 .....Halifax, NS

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)
Click Here for Full Course Details Online

Nov. 10 - 14 .....Sudbury, 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

Oct. 16 - 17 .....Ottawa, ON
Nov. 17 - 18 .....Halifax, NS
Dec. 15 - 16 .....Mississauga, 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

Aug. 18 - 19 .....St. John's, NL
Sept. 18 - 19 .....Edmonton, AB
Oct. 21 - 22 .....Ottawa, ON
Dec. 8 - 9 .....Halifax, NS
Dec. 18 - 19 .....Mississauga, 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

Oct. 6 .....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.
Click Here for Full Course Details Online

Sept. 3 - 4 .....Calgary, AB
Sept. 3 - 4 .....Edmonton, AB
Sept. 4 - 5 .....Burlington, ON
Sept. 4 - 5 .....Guelph, ON
Sept. 4 - 5 .....London, ON
Oct. 6 - 7.....Ottawa, ON
Oct. 20 - 21 .....Windsor, ON
Dec. 1 - 2 .....Halifax, NS
Dec. 1 - 2 .....Mississauga, ON

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

Sept. 8 - 9 .....Calgary, AB
Sept. 8 - 9 .....Edmonton, AB
Sept. 11 - 12 .....St. John's, NL
Sept. 18 - 19 .....Burlington, ON
Sept. 18 - 19 .....Guelph, ON
Sept. 18 - 19 .....London, ON
Sept 23 - 24.....Montreal, QC
Oct. 1 - 2 .....Timmins, ON
Oct. 7 - 8 .....Saint John, NB
Oct. 7 - 8.....Sudbury, ON
Oct. 22 - 23.....Ottawa, ON
Oct. 22 - 23 .....Windsor, ON
Nov. 6 - 7 .....Winnipeg, MB
Nov. 17 - 18 .....Belleville, ON
Dec. 8 - 9.....Mississauga, ON
Dec. 17 - 18 .....Halifax, NS

Additional Environmental Management Courses (Available On-Site)

Understanding & Implementing RC14001:2008 (2 days)

Click Here for More Details and to Request a Quote

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

Sept. 15 - 16 Mississauga, 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.
Click Here for Full Course Details Online

Aug. 25 - 27 .....Edmonton, AB
Sept. 10 - 12 .....Calgary, AB
Sept. 24 - 26.....Mississauga, ON
Oct. 27 - 29.....Sudbury, ON
Oct. 27 - 29.....Thunder Bay, ON
Oct. 27 - 29.....Timmins, ON
Oct. 29 - 31.....St. John's, NL
Nov. 19 - 21 .....Winnipeg, MB
Nov. 26 - 28 .....Halifax, NS

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

Oct. 20 -21.....Halifax, NS
Nov. 3 - 4.....Ottawa, ON
Nov. 12 - 13 .....Winnipeg, MB
Dec. 1 - 2 .....Mississauga, ON

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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Sept. 8 - 9 .....Mississauga, ON
Oct. 9 - 10.....Charlottetown, PE
Oct. 27 - 28 .....Halifax, NS
Nov. 13 - 14 .....Ottawa, ON
Nov. 24 - 25.....Winnipeg, MB
Dec. 4 - 5.....Montreal, QC
Dec. 11 - 12.....Burlington, ON
Dec. 11 - 12 .....Mississauga, 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

Sept. 22 - 23 .....Burlington, ON
Sept. 22 - 23 .....Guelph, ON
Sept. 22 - 23 .....London, ON
Oct. 14 - 15 .....Mississauga, ON
Oct. 14 - 15 .....Scarborough, 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

Sept. 29 - 30.....Burlington, ON
Sept. 29 - 30.....Guelph, ON
Sept. 29 - 30 .....London, ON
Oct. 14 -15 .....Windsor, ON
Oct. 23 - 24 .....Mississauga, ON
Oct. 23 - 24 .....Scarborough, ON
Dec. 8 - 9 .....Belleville, 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

Oct. 2 - 3 .....Burlington, ON
Oct. 2 - 3.....Guelph, ON
Oct. 2 - 3 .....London, ON
Oct. 16 - 17 .....Windsor, ON
Oct. 27 - 28 .....Mississauga, ON
Oct. 27 - 28 .....Scarborough, ON
Dec. 4 - 5.....Belleville, 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

Oct. 9 -10 .....Guelph, ON
Oct. 28 - 29 .....Windsor, ON
Oct. 30 - 31 .....Mississauga, ON
Oct. 30 - 31 .....Scarborough, ON
Dec. 2 - 3 .....Winnipeg, MB

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

Oct. 14 - 15 .....Burlington, ON **Oct. 14 - 15**.....Mississauga, ON **Oct. 16 - 17** .....Ottawa, 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

Oct. 20 - 21 .....Burlington, ON **Oct. 20 - 21**.....Mississauga, ON **Oct. 30 - 31**.....Ottawa, 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

Oct. 6 - 7.....Ottawa, ON **Oct. 15 - 16**.....Winnipeg, MB **Nov. 3 - 4** .....Guelph, ON
Oct. 14 - 15 .....Saskatoon, SK **Nov. 3 - 4** .....Burlington, ON **Nov. 3 - 4** .....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

Oct. 9 - 10.....Sudbury, ON **Oct. 23 - 24**.....Ottawa, ON **Nov. 20 - 21** .....Burlington, ON
Oct. 16 - 17 .....Saskatoon, SK **Oct. 23 - 24**.....Winnipeg, MB **Nov. 20 - 21** .....Guelph, ON
Oct. 16 - 17.....Victoria, BC **Oct. 28 - 29** .....Vancouver, BC **Nov. 20 - 21**.....Mississauga, 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

Sept. 18 - 19 ..... Sudbury, ON	**Oct. 6 - 7** ..... London, ON	**Nov. 17 - 18** ..... Mississauga, ON
Sept. 25 - 26 ..... Ottawa, ON	**Oct. 23 - 24** ..... Montreal, QC	**Nov. 17 - 18** ..... St. John's, NL
Sept. 29 - 30 ..... Saskatoon, SK	**Nov. 4 - 5** ..... Victoria, BC	**Nov. 18 - 19** ..... Winnipeg, MB
Oct. 6 - 7 ..... Burlington, ON	**Nov. 12 - 13** ..... Vancouver, BC	**Dec. 2 - 3** ..... Calgary, AB
Oct. 6 - 7 ..... Guelph, ON	**Nov. 13 - 14** ..... Halifax, NS	**Dec. 18 -19** ..... Edmonton, AB

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

Sept. 17 - 18 ..... Ottawa, ON	**Oct. 2 - 3** ..... Burlington, ON	**Nov. 6 - 7** ..... Mississauga, ON
Sept. 23 - 24 ..... Saskatoon, SK	**Oct. 2 - 3** ..... Guelph, ON	**Nov. 24 - 25** ..... Halifax, NS
Sept. 25 - 26 ..... Vancouver, BC	**Oct. 2 - 3** ..... London, ON	**Nov. 27 - 28** ..... Belleville, ON
Sept. 29 - 30 ..... Scarborough, ON	**Oct. 7 - 8** ..... Winnipeg, MB	**Dec. 8 - 9** ..... Edmonton, AB
Oct. 1 - 2 ..... Montreal, QC	**Oct. 8 - 9** ..... Windsor, ON	**Dec. 9 - 10** ..... Calgary, AB
Oct. 1 - 2 ..... Victoria, BC	**Oct. 27 - 28** ..... Sudbury, ON	**Dec. 11 - 12** ..... Saint John, NB

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

Oct. 9 -10 ..... Montreal, QC	**Oct. 30 - 31** ..... Windsor, ON	**Nov. 25 - 26** ..... St. John's, NL
Oct. 16 - 17 ..... Burlington, ON	**Nov. 13 - 14** ..... Ottawa, ON	**Dec. 16 - 17** ..... Calgary, AB
Oct. 16 - 17 ..... Guelph, ON	**Nov. 20 - 21** ..... Halifax, NS	**Dec. 16 - 17** ..... Edmonton, AB
Oct. 16 - 17 ..... London, ON	**Nov. 20 -21** ..... Mississauga, 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

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

Oct. 9 -10 .....Guelph, ON
Oct. 28 - 29 .....Windsor, ON
Oct. 30 - 31 .....Mississauga, ON
Oct. 30 - 31 .....Scarborough, ON
Dec. 2 - 3 .....Winnipeg, MB

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

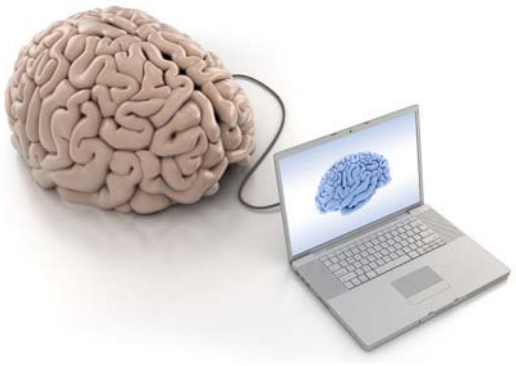
Click Here for More Details and to Request a Quote

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