The Business Resource Centre
(613) 771-1050 | www.thebrc.ca | info@thebrc.ca
Hours: Monday to Friday – 9:00am to 5:30pm ET

QUALITY REVIEW

A Newsletter for Quality Management Professionals

ISSUE #168
January 23, 2015

IN THIS EDITION

(Click a box to jump to that section…)

ISO 9001:2015 Clause 4 - Context of the Organization

By Jim Moran, BRC Quality Consultant

As you noticed in our previous article, the first 3 Clauses have the same titles as the ISO 9001:2008 version, and all of the other ISO standards you've ever seen. This has been standard for the International Organization for Standardization since they started writing them.

First 3 clauses:

Clause 1: Scope

Clause 2: Normative References

Clause 3: Terms and Definitions

Titles aside, you'll notice a difference in Clause 3. The first 4 versions (87, 94, 00, and 08) did not contain any terms or definitions (except for 'product') but simply referenced ISO 9000. This has now changed with 22 specific definitions as of the initial draft. There are a few interesting things to note: our deliverables, (formerly "product") will be called "Goods and services". The familiar term "customer" has been replaced by "Interested Party" and includes "Stakeholder" as well. The next draft may narrow this down, but remember, you can use any terms you like to describe your activities. ISO tells you what you need to do; you decide *how* you want to meet the requirements.

There has been some debate around changing "continual improvement" to "improvement". It still means improvement of 'the effectiveness of the management system'. You still decide what kinds of measurements and monitoring you want to do and how you want to express any improvements you've made.

Now let's get into Clause 4, "Context of the Organization".

This clause requires that we identify what kinds of external and internal conditions exist that will affect us. We need to become aware of our 'purpose' as an organization and consider how our business strategy supports this concept.

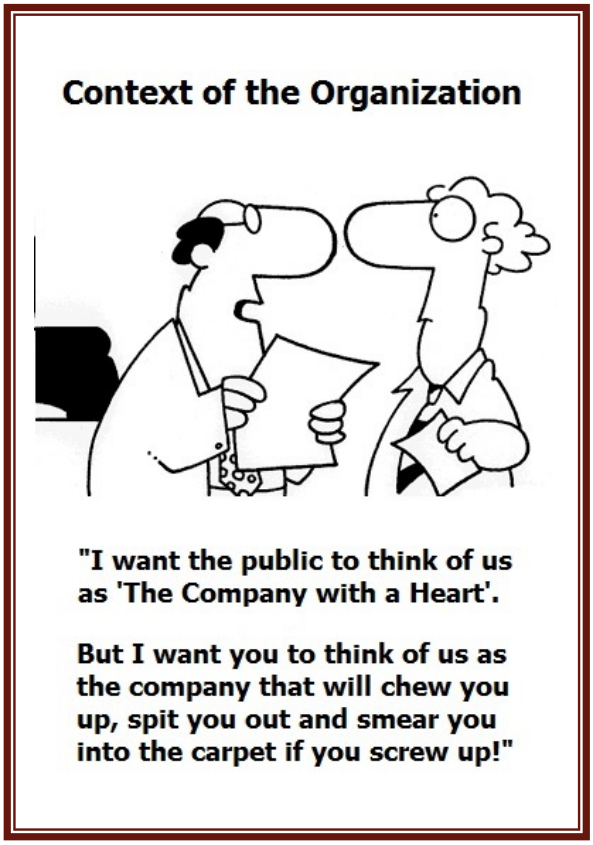
This still keeps our 'relevant interested parties' in focus as we plan how we produce our goods and services, including our 'Scope'. As before, you'll list any exclusions here, limited to clauses 7.1.4 (Calibration) and Clause 8 (Operation) of ISO 9001:2015 CD1. No surprises there!

The rest of Clause 4 provides detail about the things to consider when we determine our context. It talks about things like trends that may affect us and our 'interested parties', our strategies, our policies and our resources, including any outsourcing we do.

You'll find more explanation this time on the application of the 'process approach' and a requirement to 'monitor, analyze and change' any processes that are not delivering the intended outputs. We see the first requirement to assess 'risk' (risks to conformity of goods and services and to customer satisfaction). There are more to come.

You can see how this supports the idea of the new ISO 9001 standard becoming a strategic consideration. Clause 4 gets us to consider quality in the context of all elements of the organization, not just the manufacturing and delivery process.

So far, so good – you will find Clauses 1 to 4 easy to handle – and quite honestly, it may help you consider elements you didn't think of before. It's a worthwhile and interesting exercise.



What can you start to do NOW to help your organization get ready for ISO 9001:2015?

TRAIN

Introductory training courses are now available to walk you through the draft version and discuss the changes currently proposed.

The BRC's "Preparing for ISO 9001:2015" will prepare you for the transition and ongoing application of the new standard.

Visit our course page for more details and a list of course dates across Canada.

KEEP IN TOUCH

Keep in touch with The BRC for newsletters, blog posts, and more...

Follow us on...

RESEARCH

Obtain a copy of the Draft ISO 9001:2015 Standard

Purchase a copy from the ISO website.

OR

Download a copy posted by NSAI in Ireland.

Preparing for ISO 9001:2015 (Public Training Course)

An opportunity for organizations to understand the proposed changes to the ISO 9001 standard and how they will affect your Quality Management System.

Overview

The 2015 edition of the ISO 9001 standard is currently in draft revision, with publication currently anticipated in late 2015.

This course provides an overview of the draft revision of ISO 9001:2015 and addresses how the potential changes to the standard's requirements could impact your Quality Management System. An experienced instructor will explain the clauses of the standard and lead discussions on some of the new concepts and approaches contained in the draft.

The course will also explore the timeframe for implementation of any new requirements and offer general advice and guidance on an approach to transitioning your Quality Management System.

Learning Objectives

- Understand the "Structured Layer" format.
- Become familiar with the new standard's requirements.
- Understand Risk Management and its practical implications.
- Recognize the main changes within the draft.
- Understand the timeline for transition.
- Gather the knowledge required to establish an early plan.

Who Should Take It?

This course is designed for people within the organization who need to be familiar with the requirements of the upcoming revision to the ISO 9001 standard.

This includes, but is not limited to:

- Those responsible for transitioning their QMS
- Senior Management
- ISO Coordinators, Quality Managers & Management Reps
- Members of the Quality Team and/or Internal Audit Team
- ISO 9001 Auditors and Quality Professionals

IT'S COMING...

1 Day
(8:30am - 5:00pm)

$395 / person
(40% discount for 2nd person)

Course Dates & Locations

Jan. 26 .....Montreal, QC
Feb. 26 .....St. Catharines, ON
Mar. 11 .....Calgary, AB
Mar. 23 .....Vancouver, BC
Mar. 25 .....Saskatoon, SK
Mar. 25.....Ottawa, ON
Apr. 2.....Edmonton,AB
Apr. 15 .....Halifax, NS
Apr. 15.....Mississauga, ON
Apr. 15.....Winnipeg, MB
May 27 .....Belleville, ON

Register Online Here

"For anyone interested in organizational improvement, BRC courses provide a wealth of information in a clear, concise package. The curriculum and instruction are top-notch. Emphasizing real-world importance, their courses de-mystify the subject and reinforce our learning through relevant examples and exercises.

Meaningful information + practical application = knowledge I can use to better my organization."

- Mark Lipson, Quality Officer, DND

Ask the Expert
with Ted Uffen

Question:

Does it state anywhere in either ISO 9001:2008 or ISO 17025 that a gauge or measuring instrument shall be recalibrated prior to its due date?

Typically at our company, most gauges and instruments require a one month turnaround from pulling it off the shop floor to being reinstated through our QC calibration department. We have been told that this process needs to occur prior to the gauge's due date, thereby causing us to lose one month on average per calibration interval of the gauge.

Any direction in this matter would be helpful.

- Art Nickelo, Manager - Quality Assurance, INDAL Technologies

Answer:

The ISO 9001 Standard requires that calibrated & traceable measuring devices be used to make decisions regarding the acceptability of product. How you manage that is up to you. Identification / tagging of each device, or its storage location with the due date for calibration is the required control to prevent usage of an out-of-calibration device.

Best practice is commonly accepted to be the re-calibration prior to expiry of the calibration, but this is not mandatory. Some businesses actually set up their calibration schedule to achieve calibration over a one-month interval, instead of locking into a specific date. For example, a gauge calibrated in June of 2012 is valid until June 2013, but colour coded for calibration during July. Any gauge with that specific colour tag is removed from the production floor at the start of the month, and calibrated in the in-house lab.

Turnaround should not require a whole month. If this is the case, depending on the criticality of the gauge / measurements taken, another device may be required, and usage rotated to ensure that a calibrated instrument is always available. This is normally the case where the colour coded system described above is in use. Calibration frequencies may also require review. If you have experienced several calibration cycles without requiring any adjustment, then I suggest you are calibrating too frequently, and need to make adjustments.

ISO 17025 specifies the requirements for the operation of a calibration facility. It stipulates more detail regarding how you conduct and control the calibration activity, but does not get into scheduling particularly.

The discussion all comes down to business risk. The risk involved in running the gauge to the re-certification date is that you will miss the date, causing a review of the inspection decisions involving that instrument, with the potential of needing to recall product if gauge error could have potentially released non-conforming product. If the instruments are stable, and you can schedule production around their absence, then the Standard does not specifically require you to re-calibrate them prior to the expiry date.

Hope that helps!

- Ted Uffen, BRC Quality Consultant

Audit Scenario
"Control Thy Documents"
From Lynn Clyde, BRC Consultant

NOTE: Our scenarios are most often structured around the ISO 9001 standard. As the most wide-spread and common management system standard, 9001 provides the base structure from which many industry-specific standards are built, and so many of the concepts/situations presented here are relevant to many organizations.

The following is a typical auditing scenario that might be found when auditing an ISO 9001:2008 quality management system for clause 4.2.3 Control of documents. 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 4.2.3

Documents required by the quality management system shall be controlled. Records are a special type of document and shall be controlled according to the requirements given in 4.2.4.

A documented procedure shall be established to define the controls needed:

a) To approve documents for adequacy prior to issue,

b) To review and update as necessary and re-approve documents,

c) To ensure that changes and the current revision status of documents are identified,

d) To ensure that relevant versions of applicable documents are available at points of use,

e) To ensure that documents remain legible and readily identifiable,

f) To ensure that documents of external origin determined by the organization to be necessary for the planning and operation of the Quality Management System are identified and their distribution controlled, and

g) To prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

Scenario

A production employee was being audited and the auditor noticed a work instruction on the employee's bench. The auditor looked up the latest version of the work instruction and found out that the copy on the bench was not the most current version. The employee said that she did not use that work instruction and it belonged in another area, and so it did not matter that it was out of date.

Answer

Nonconforming to clause 4.2.3 Control of Documents.

Explanation

Clause d) states "that relevant versions of applicable documents are available at points of use". All controlled documents (work instructions or procedures) that are used to perform work must be the most current version and must be available in the location (point of use) where the work is being done. Note: If it had been the most current version and belonged to another area, it would not have been considered a non-conformance, as long as the workers in the other area had access to the instruction.

Tidbits

From Michael Haycock, Sr. BRC Consultant

tid - bit *noun : A small and particularly interesting item of information...*

"Interface"

In regards to processes and quality improvements, there is a great deal of effort put into dealing with nonconformity and corrective action to understand why a process or set of processes are not working properly. How much effort is made in dealing with and improving the **interface** between processes (departments and functions)? The interface is often ignored because there is no specific owner (or perhaps multiple owners) and identifying the weaknesses and correcting is more of a challenge.

"Communication and Understanding"

A home owner had a problem with his plumbing. It appeared that there was a serious obstruction somewhere in one of the pipes. He called the plumber, who was there in a short period of time. The plumber went downstairs and within 5 minutes there was a large bang on one of the pipes...and the plumbing was working properly!

The plumber came upstairs and said the charge would be $100.

"$100 for 5 minutes work?" said the home owner. "I could have hit the pipe!" And he demanded an itemized bill for costs.

The plumber thought for a minute, made a couple of notes on a piece of paper, and handed it to the home owner. The paper read:

Hitting the pipe - $5.00

Knowing where to hit - $95.00

TOTAL BILL - $100.00

The challenge is most likely not in the doing, but rather in knowing what to do. We are certainly faced with risk in the "doing". Greater risk is not knowing what to do. The greatest risk is in not recognizing there is risk...or, if we do recognize risk, focusing on probability rather than consequence.

You have one chance in a thousand of hitting an iceberg...and so it goes.

"Value Added Auditing"

While I did a complete article on this I still believe there is some specific, particular value in looking within the organization and understanding and determining where the RISK presents itself. We know that ISO 9001 requires us to look at the complete system. Yes. However, does it not make sense that if we had a particular concern in design...or production...or shipping...that the time we would spend in these areas would actually provide the organization with greater value?

While the requirement for any of the management systems is that the "system" is audited, the value is to spend more of our audit time where we have our greatest potential risk...and consequently the greatest potential "pain".

COURSE CATALOGUE & SCHEDULE

January - June 2015

The Business Resource Centre

(888) 535-1401 | www.thebrc.ca | info@thebrc.ca

COURSE CATALOGUE & SCHEDULE

Click on a category below to learn more about our courses,
training schedule and other services.

QUALITY & SYSTEMS MANAGEMENT

Essential knowledge, auditing skills, continual improvement, problem solving and other courses integral to the management of quality in your organization.

Quality Systems
ISO 9001, etc.

Automotive
TS 16949, Core Tools, etc.

Health & Safety Systems
OHSAS 18001, CSA Z1000, etc.

Medical Devices
ISO 13485, ISO 14971, etc.

Environmental Systems
ISO 14001, etc.

Testing & Calibration
ISO 17025, etc.

Integrated Systems
ISO 9001 / 14001 / 18001

Auditing & Quality Skills
Problem Solving, Continual Improvement

Aerospace
AS 9100

Manufacturing
Lean Six Sigma, FMEA, GD&T, etc.

Online Training
Convenient, efficient & effective.

MANAGEMENT SKILLS

Leadership training for new and experienced managers and staff throughout the organization.

- Leadership Skills
- Time & Communication
- Teamwork & Conflict
- Managing Change
- Project Management

OTHER SERVICES

Training is just part of what we do.
Learn more about how The BRC can help.

- Auditing
- Consulting
- Documentation
- Implementations
- QMS Management

QUALITY SYSTEMS / ISO 9001

Preparing for ISO 9001:2015 — 1 Day — $395

This course provides an overview of the draft revision of ISO 9001:2015, due for final release in late 2015. Understand the revised structure of the standard, learn the new requirements, and gain al the knowledge you will need to plan the transition of your Quality Management System to the new standard.
Click Here for Full Course Details Online

Jan. 26 .....Montreal, QC	**Mar. 25** .....Saskatoon, SK	**Apr. 15** .....Mississauga, ON
Feb. 26 .....St. Catharines, ON	**Mar. 25** .....Ottawa, ON	**Apr. 15** .....Winnipeg, MB
Mar. 11.....Calgary, AB	**Apr. 2** .....Edmonton, AB	**May 27** .....Montreal, QC
Mar. 23 .....Vancouver, BC	**Apr. 15** .....Halifax, NS	**May 27** .....Belleville, ON

ISO 9001:2008 Essentials - Online Training — $129

This introduction to the world of ISO 9001 is the ideal way to expand your organization's general understanding of Quality, Quality Management, and ISO 9001:2008. Flexible, convenient and effective!
Click Here for Full Course Details Online

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

Apr. 13 .....Sudbury, ON	**Jun. 1** .....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

Jan. 15 - 16 .....Burlington, ON	**Mar. 5 - 6** .....Halifax, NS	**May 28 - 29** .....Calgary, AB
Jan. 15 - 16.....Guelph, ON	**Apr. 13 - 14** .....Montreal, QC	**Jun. 11 - 12** .....Halifax, NS
Jan. 21 - 22 .....Mississauga, ON	**Apr. 27 - 28** .....Edmonton, AB	**Jun. 18 - 19** .....Winnipeg, MB
Feb. 2 - 3 .....Calgary, AB	**Apr. 27 - 28** .....Mississauga, ON	
Feb. 12 - 13 .....Ottawa, ON	**May 11 - 12** .....Ottawa, 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

Jan. 29 - 30 .....Burlington, ON	**Mar. 30 - 31** .....Belleville, ON	**May 25 - 26** .....Ottawa, ON
Jan. 29 - 30 .....Guelph, ON	**Mar. 30 - 31** .....Saskatoon, SK	**May 28 - 29** .....Edmonton, AB
Jan. 29 - 30 .....Mississauga, ON	**Apr. 14 - 15** .....Sudbury, ON	**May 28 - 29** .....Mississauga, ON
Feb 4 - 5.....Victoria, BC	**May 4 - 5** .....Montreal, QC	**Jun. 2 - 3** .....Sudbury, ON
Feb. 19 - 20 .....Montreal, QC	**May 7 - 8** .....Saint John, NB	**Jun. 11 - 12**.....Belleville, ON
Feb. 23 - 24.....Scarborough, ON	**May 7 - 8** .....Windsor, ON	**Jun. 11 - 12** .....London, ON
Feb. 26 - 27.....Ottawa, ON	**May 11 - 12** .....Burlington, ON	**Jun. 25 - 26** .....Calgary, AB
Mar. 2 - 3.....Edmonton, AB	**May 11 - 12** .....Guelph, ON	**Jun. 25 - 26** .....Halifax, NS
Mar. 12 - 13 .....Calgary, AB	**May 21 - 22** .....Scarborough, ON	**Jun. 25 - 26** .....Winnipeg. MB
Mar. 16 - 17.....Winnipeg, MB	**May 21 - 22** .....St. John's, NL	
Mar. 18 - 19.....Halifax, NS	**May 21 - 22** .....Victoria, BC	

ISO 9001:2008 Exemplar 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. . Participants passing the exam will receive Exemplar Global Lead Auditor certification. **(Course delivered in Conjunction with CSA Group)**

Click Here for Full Course Details Online

Jan. 19 - 23 .....Mississauga, ON
Feb. 2 - 6 .....Calgary, AB
Feb. 2 - 6 .....Ottawa, ON
Mar. 2 - 6 .....Edmonton, AB
Mar. 2 - 6 .....Mississauga, ON

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 11 .....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

Jan. 22 - 23 .....Mississauga, ON
Mar. 26 - 27 .....Calgary, AB
Apr. 23 - 24 .....Edmonton, AB
May 20 - 21 .....Halifax, NS

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

Feb. 4 - 5 .....London, ON
Feb. 9 - 10 .....Mississauga, ON
Feb. 23 - 24 .....Ottawa, ON
Apr. 9 - 10 .....Calgary, AB
Apr. 16 - 17 .....Montreal, QC
Apr. 23 - 24 .....Windsor, ON
Apr. 23 - 24 .....Winnipeg, MB
May 12 - 13 .....Sudbury, ON
May 14 - 15 .....Edmonton, AB
May 21 - 22 .....Belleville, ON
May 28 - 29 .....Burlington, ON
May 28 - 29 .....Guelph, ON
May 28 - 29 .....Halifax, NS
May 28 - 29 .....Mississauga, ON
Jun. 22 - 23 .....Winnipeg, MB
Jun. 25 - 26 .....St. John's, NL

Additional Environmental Management Courses (Available On-Site)

Understanding & Implementing RC14001:2008 (2 days)

Click Here for More Details and to Request a Quote

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

Apr. 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.
Click Here for Full Course Details Online

Jan. 29 - 30 .....Halifax, NS
Feb. 5 - 6 .....Ottawa, ON
Mar. 5 - 6 .....Mississauga, ON
May 28 - 29 .....Edmonton, AB
Jun. 4 - 5 .....Calgary, 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

Feb. 17 - 18 .....Belleville, ON
Feb. 23 - 24 .....Ottawa, ON
Mar. 19 -20.....Burlington, ON
Mar. 19 - 20.....Guelph, ON
Mar. 19 - 20 .....London, ON
Mar. 19 - 20.....Mississauga, ON
Apr. 9 - 10.....Halifax, NS
Apr. 9 - 10 .....Sudbury, ON
May 4 - 5 .....St. John's, NL
Jun. 4 - 5 .....Edmonton, AB
Jun. 18 - 19 .....Calgary, AB

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

Mar. 12 - 13 .....Ottawa, ON
May 4 - 5 .....Mississauga, ON
May 21 - 22 .....Edmonton, AB

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

Feb. 26 - 27 .....St. John's, NL
Mar. 30 - 31.....Ottawa, ON
May 19 - 20 .....Mississauga, ON
May 25 -26 .....Edmonton, AB

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

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

Jun. 4 - 5 .....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

Mar. 25 - 27 .....Montreal, QC
Apr. 13 - 15 .....Halifax, NS
May 27 - 29 .....Winnipeg, MB
Jun. 8 - 10 .....Sudbury, ON
Jun. 15 - 17.....Mississauga, ON
Jun. 17 - 19 .....Calgary, AB
Jun. 17 - 19 .....Edmonton, AB

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

Mar. 12 - 13 .....Ottawa, ON **Apr. 29 -30** .....Winnipeg, MB **May 21 - 22** .....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.
Click Here for Full Course Details Online

Jan. 8 - 9 .....Winnipeg, MB **Mar. 9 - 10** .....Ottawa, ON **Jun. 10 - 11**.....Mississauga, ON
Feb. 12 - 13.....Mississauga, ON **May 13 - 14** .....Winnipeg, MB

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

Apr. 8 - 9 .....Burlington, ON
Apr. 8 - 9 .....Guelph, ON
Apr. 8 - 9 .....London, ON
Apr. 23 - 24 .....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

Apr. 20 - 21 .....Burlington, ON
Apr. 20 - 21.....Guelph, ON
Apr. 20 - 21 .....London, ON
Apr. 28 - 29 .....Scarborough, ON
May 4 - 5.....Mississauga, ON
May 7 - 8 .....Belleville, ON
May 25 - 26 .....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

Apr. 22 - 23 .....Burlington, ON
Apr. 22 - 23 .....Guelph, ON
Apr. 27 - 28 .....London, ON
May 7 - 8 .....Scarborough, ON
May 14 - 15 .....Belleville, ON
May 26 - 27 .....Windsor, ON
June. 8 - 9 .....Mississauga, 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

Mar. 26 - 27.....Winnipeg, MB
Apr. 27 - 28 .....Mississauga, ON
Apr. 27 - 28.....Scarborough, ON
Apr. 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

Mar. 31 - Apr. 1 .....Ottawa, ON
Apr. 16 - 17.....Burlington, ON
Apr. 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

Apr. 7 - 8 .....Ottawa, ON
Apr. 23 - 24 .....Burlington, ON
May 25 - 26 .....Montreal, QC
Apr. 23 - 24 .....Mississauga, ON

Additional Medical Device Courses (Available On-Site)

ISO 13485 & Title 21 CFR Part 820 - 2 Days

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

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

CMDR (Canadian Medical Device Regulations) & ISO 13485 - 1/2 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

Mar. 2 - 3 .....Ottawa, ON
Mar. 19 - 20 .....Winnipeg, MB
Jun. 1 -2 .....Victoria, BC
Jun. 16 - 17.....Burlington, ON
Jun. 16 - 17.....Guelph, ON
Jun. 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

Feb. 26 - 27 .....Mississauga, ON
Mar. 19 - 20 .....Ottawa, ON
Mar. 30 - 31 .....Winnipeg, MB
Apr. 20 - 21 .....Saskatoon, SK
May 11 - 12 .....Montreal, QC
Jun. 15 - 16 .....Victoria, BC
Jun. 25 - 26 .....Guelph, ON
Jun. 25 - 26 .....Burlington, ON
Jun. 25 - 26.....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

Feb. 10 - 11 .....Burlington, ON	**Apr. 7 - 8** .....Saskatoon, SK	**May 28 - 29** .....Mississauga, ON
Feb. 10 - 11.....Guelph, ON	**Apr. 23 - 24** .....Victoria, BC	**Jun. 16 - 17** .....Calgary, AB
Feb. 11 - 12 .....London, ON	**May 21 - 22** .....Halifax, NS	**Jun. 16 - 17** .....Edmonton, AB
Mar. 24 - 25 .....Edmonton, AB	**May 27 - 28** .....Saint John, NB	**Jun. 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

Jan. 29 - 30 .....Burlington, ON	**Mar. 17 - 18** .....Ottawa, ON	**May 24 - 25** .....Sudbury, ON
Jan. 29 - 30.....Guelph, ON	**Mar. 19 - 20** .....Saskatoon, SK	**Jun. 1 - 2** .....Winnipeg, MB
Jan. 29 - 30 .....London, ON	**Mar. 24 - 25** .....Halifax, NS	**Jun. 9 - 10** .....Ottawa, ON
Feb. 5 - 6 .....Mississauga, ON	**Apr. 13 - 14**.....Winnipeg, MB	**Jun. 11 - 12** .....Guelph, ON
Feb. 19 - 20.....Edmonton, AB	**Apr. 29 - 30** .....Montreal, QC	**Jun. 11 - 12** .....Mississauga, ON
Feb. 26 - 27 .....Belleville, ON	**May 6 - 7** .....Victoria, BC	**Jun. 17 - 18** .....Halifax, NS
Feb. 26 - 27.....Scarborough, ON	**May 14 - 15** .....Saint John, NB	**Jun. 18 - 19** .....Calgary, AB
Mar. 9 - 10 .....Calgary, AB	**May 20 - 21** .....Windsor, ON	**Jun. 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

Feb. 5 - 6 .....Mississauga, ON	**Apr. 7 - 8** .....Calgary, AB	**Jun. 27 - 28** .....Halifax, NS
Feb. 24 - 25 .....Ottawa, ON	**Apr. 9 - 10** .....Edmonton, AB	

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

Mar. 26 - 27 .....Winnipeg, MB
Apr. 27 - 28 .....Mississauga, ON
Apr. 27 - 28.....Scarborough, ON
Apr. 29 - 30 .....Guelph, ON
May 28 - 29 .....Windsor, 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

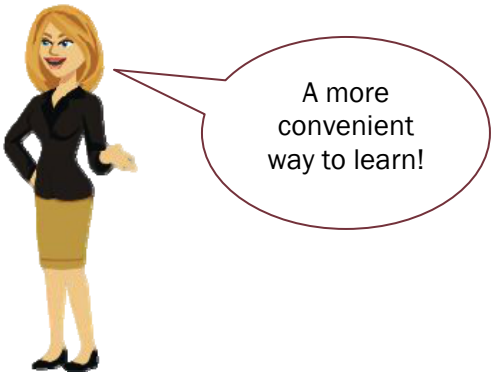
DoE (Design of Experiments) - Introduction - 3-4 Days

Value Stream Mapping (Introduction) - 1 Day

Click Here for More Details and to Request a Quote

ONLINE TRAINING

Online Training is HERE!



ISO 9001:2008 Essentials - Online Training ($129)

The ideal way to expand your organization's understanding of Quality Management and ISO 9001:2008, as well as to communicate the associated responsibilities and benefits.

This online course uses animated and interactive content to provide an introduction to the world of ISO 9001:2008. Through this independent, on-demand training, participants will gain an understanding of the history, principles and fundamentals of Quality Management, Quality Management Systems, and the ISO 9001:2008 standard itself.

Animated & Interactive

Videos

Quizzes

CLICK HERE to visit our site and get started...

Lower training costs and increase knowledge.

Start now.
It takes just a few mouse-clicks to get started.

Train more.
Available to everyone. Anywhere. Anytime.

Avoid conflicts.
Train at your own pace and schedule.

Reduce costs.
Less time away from other responsibilities.

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