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QUALITY REVIEW

A Newsletter for Quality Management Professionals

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IN THIS EDITION

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ISO 9001:2015 Clause 5 - Leadership

By Jim Moran, BRC Quality Consultant

We've seen the 'foundation' for our management system in sections 1, 2, 3 and 4, including this new concept of describing the 'context' of our organization. Now let's take a look at **Leadership** – the 'make it or break it' component of any management system.

Leadership is one of the 8 Management Principles we've used for years as the guiding lights for our system. They are now described in the Annex of ISO 9001:2015 and have been reduced to 7 by combining 'Process Approach' and 'Systems Approach' into one Principle. These are found in Annex A, A QMP-1 through A QMP-7. You'll recognize all of them.

To meet the **Leadership** requirements, we'll have to show how our Quality Policy and Objectives are '…compatible with the strategic direction…' of our organization. This additional requirement will help us weave our management system into the fabric of our organization. It also heads us in the direction of making this a 'business management system' rather than just a 'quality management system'. This concept is supported by another new requirement to make sure that the requirements of ISO 9001:2015 are integrated '…into the organization's business processes…' not just the 'quality' processes.

Next we see a specific requirement to '…promote awareness of the process approach…' Very helpful, in my opinion, to get more Engagement of People (Annex – A.4 QMP 3) and tap into the expertise in our organizations to find improvement opportunities (Clause 10 – Improvement).

There are similar requirements for resources but there's some new language around management's involvement, specifically '…engaging, directing and supporting persons to contribute to the effectiveness of the quality management system…'.

This suggests, in my opinion, that we'll have to have some evidence of management's understanding and support of the system. Evidence might bee seen in Management Review (new clause 9.3).

The word 'innovation' shows up here, too. We can demonstrate this through analysis and 'improvement' to our system. Management will need to find ways to demonstrate their leadership, and auditors are going to have to decide what kind of evidence would meet this requirement. Be sure to check with your Registrar to

find out what they're thinking and how they'll audit these new requirements. There's going to be some give and take here, for sure.

The customer 'needs and expectations' section is pretty much the same, except for that new phrase. It's not actually a 'new' phrase – early versions of ISO 9001:2000 used the phrase 'customer needs and expectations', but in the final version, 'needs and expectations' was replaced with 'requirements'. It'll be interesting to see what happens this time. I always tell this story to remind trainees that customers want more than just what's in the contract (needs). They also want us to return phone calls, be reliable and show empathy (expectations).

Here's where risk language appears, as management must ensure "…that the risks which can affect conformity of goods and services and customer satisfaction are identified and addressed…".

This will help many organizations get their risk management activities better organized. At this point there's no requirement for a *formal* risk management procedure, but it may help some of us to consider a bit of structure in this area. We can consider risks to our customers, our processes and even a SWOT analysis to consider our competitors. Some may want to consider a tour of Failure Modes Effects and Analysis (FMEA) for some ideas on how to approach this important activity.

We're already familiar with the balance of this clause – Quality Policy availability has been expanded to 'interested parties' from 'employees' but the other requirements will be familiar to you. I found one of the 'Notes' rather interesting. It suggests that the 7 Management Principles could be used as a basis for our Quality Policy. Probably worth considering.

To wrap up this Clause, you'll be right at home with the 'Roles and Responsibilities' requirements and will have them in place already. There is no longer a named position for what we refer to as the 'Quality Management Representative' but the same requirements still have to be met by someone.

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.

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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

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

- Mark Lipson, Quality Officer, DND

More Tidbits

From Michael Haycock, Sr. BRC Consultant

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

"The System Belongs to the Organization"

As the standards change and your organization looks at the effort, some of you may not go forward with the changes as identified in the draft document for ISO 9001:2015. Some of this will be due to the comprehensive nature of changes in "your" world where there never seems to be enough time to get everything done. These will be changes comparable to your ISO 9001 system going from 1994 to 2000 - if what is currently in draft actually occurs. The changes are significant and dramatic.

Now - from what I have read - there will be value to your organization with these changes. So...even if you're prepared to make this effort...is the work effort going to be compounded by the relationship with your registrar?

In the last year I have had more examples shared with me of instances where the registrar's auditor has "told" you what to do to address requirements. That was never to be the case. When I worked on the registration side of the business we were told very clearly by our director that the requirement of the standard was to be understood...and if the organization didn't understand then it should be explained. It was then clearly the responsibility of the organization to decide what was necessary to address this.

Standards were not developed for registration. They were developed to benefit the organization by providing structure and direction. Registrations are one way to confirm this. The registrar has to be a partner...not an entity that adds to your challenge.

"Value Stream Mapping (VSM)"

This does not have to be complicated (but can be made so). It is apparent, at least to me, that there are any number of tools or activities that have been made to appear complicated...mostly so that you will need a great deal of assistance. It also seems that complicated equals expensive, but it doesn't need to.

Within a company it is essential that the "organization" understands how it operates. Some will disagree but most often this is the case: because people change, customers change, expectations change...the one constant is change.

To me, common sense says that at least every year or two the organization should look at itself and say:

- What do we do that has value to our customers?
- What do we do that has value to our organization?
- What is the reason we are doing the rest?

I realize that VSM has more bells and whistles, but for simplicity sake this is what we need to do. The first step is mapping out our processes - as you are expected to do for your Management System, in any case. The value comes from at least identifying and hopefully removing those activities that provide no agreed upon value. This, in turn, keeps the focus on "effective, efficient"...or as one of my bosses used to say..."nimble".

Now simple is not the same as easy. NO! The one concept I remember from physics is "inertia". It is a devil of an effort to move from the status quo. I made a particular effort some years ago when I found that many reports were printed (batch) and the hard copy report was actually sent to a particular branch or location (I know...ancient). Probably 25% of the printed reports were shredded at the corporate Head Office AFTER printing because there was no "owner" that wanted the document. As a corporate administrative manager I decided that this was insane (no big leap) and communicated that removal of the

unneeded documents would be carried out. This would speed up processing time and cut out what had to be tens of thousands of dollars spent on "shred before reading" documents.

I allowed 5 working days to respond, and within 2 days I had a response from the corporate lawyer saying that they would be sending a hit man for me if I went ahead with this. (OK...not in those exact words...but I got the message.) Somehow the waste seemed better than the change. That organization is no longer around.

Even with its challenges, the Value Stream Mapping has value. If you can't change the world...change one small part!

Ask the Expert

with Ted Uffen

Question:

Is it acceptable to calibrate standard measuring equipment (verniers, micrometers etc) in-house? What are the requirements? How can we meet the ISO 17025 requirements?

- Anonymous

Answer:

To answer your first question – yes it is permissible to conduct internal calibration on measuring devices, as long as you hold a current, valid and traceable reference standard for the measurement devices being calibrated. The normal practice under ISO 9001 is to calibrate at three points along the range of the device, in controlled environmental conditions. As an example, a 1” micrometer would be verified at .125”, .450”, and .875”. This assures that the gauge is accurate across its range of measurement.

With the second half of your question, you’ve changed topics. Now we apparently need to deal with 17025, as this may be a requirement you face as part of a specialized QMS (AS9100, etc.). If this is the requirement, you need to set up your lab to meet that standard for environmental conditions, and to ensure that recording of “as found” & “as left” dimensions is done in finer increments, along with the amount of error at each interval checked.

17025 is normally reserved for firms marketing themselves as a calibration facility for other businesses. The certification process is very expensive. Please review your customer’s requirements to be sure you need to be certified to this Standard. If not, you probably only need to become compliant to that Standard. In that case, you need to implement all the required measures, but then prove your compliance by a diligent and detailed internal audit, followed by a self-declaration of compliance.

This will likely require a substantial investment in a climate controlled space for the calibration process, improved traceability / recall controls, improved recording of findings / results, etc. Review these costs carefully – if you are only calibrating a small number of devices, it may prove less expensive to continue to use an external lab for calibration.

- Ted Uffen, BRC Quality Consultant

Audit Scenario
"Work Environment"
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 6.4 Work Environment. 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 6.4

The organization shall determine and manage the work environment needed to achieve conformity to product requirements.

Note: The term "work environment" relates to those conditions under which work is performed including physical, environmental and other factors (such as noise, temperature, humidity, lighting or weather).

Scenario

The internal laboratory that did critical testing for the organization had documents which indicated the lab should be kept at a constant temperature of 20 degrees C, plus or minus a degree. The thermostat was set at 20 degrees, and it was checked every hour by the lab employees, but there were no records as evidence of this being done. When asked, all of the lab employees knew that it was supposed to be checked on an hourly basis.

Answer

Conforming to Clause 6.4.

Explanation

The work environment consists of the human and physical conditions that exist in the workplace that affect conformance to product requirements. This includes lighting, heat, noise, climate, cleanliness, pollution, ergonomics, health & safety, WHMIS, etc. It is up to each organization to determine and identify what it requires and it is often done as part of management review, strategic planning, quality planning, project planning, etc. There is no requirement in this clause for keeping records (although it is recommended), as long as the appropriate employees know what is to be done and when, and state that it is being done.

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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

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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!
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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

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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)**

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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

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Ensures an understanding of the ISO 14001:2004 standard and provides clarity and guidance on the steps required to implement, monitor, measure and evaluate an Environmental Management System in a variety of production and service environments.

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ISO 14001:2004 Internal Auditor — 2 Days — $945

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

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Apr. 23 - 24 .....Windsor, ON
Apr. 23 - 24 .....Winnipeg, MB
May 12 - 13 .....Sudbury, ON
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May 21 - 22 .....Belleville, ON
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May 28 - 29 .....Mississauga, ON
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HEALTH & SAFETY SYSTEMS / OHSAS 18001

Understanding OHSAS 18001:2007 — 1 Day — $595

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

Apr. 7 .....Sudbury, ON

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

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OHSAS 18001:2007 Internal Auditor — 2 Days — $945

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Understanding & Implementing CSA Z1000-06 — 2 Days — $945

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

Mar. 12 - 13 .....Ottawa, ON
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CSA Z1000-06 Internal Auditor — 2 Days — $945

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

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

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

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

A review of the ISO 9001:2008, ISO 14001:2004 and OHSAS 18001:2007 standards followed by in-depth instruction on how to conduct audits in accordance with the ISO 9000 series. Combines presentations and case studies with individual and group exercises to teach the skills required to perform integrated quality, environmental and health & safety audits.
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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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Understanding & Implementing AS9100 Rev. C — 2 Days — $1,050

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

A review of the AS9100 Revision C standard followed by in-depth instruction on the skills and techniques required to participate as a member of an auditing team. Combines presentations and case studies with individual and group exercises to teach the skills required to perform internal quality audits. This course adheres to ISO 19011:2011 guidelines for the auditing of management systems.
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AS9110 Rev. B Internal Auditor - 2 Days

Understanding AS9120 Rev. A - 2 Days

AS9120 Rev. A Internal Auditor - 2 Days

AS 9100 Rev. C Risk Management - 2 Days

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AUTOMOTIVE / TS16949

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

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

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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

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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

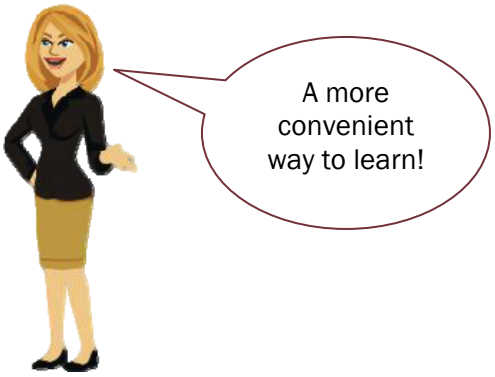
DoE (Design of Experiments) - Introduction - 3-4 Days

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

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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