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 #173
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IN THIS EDITION

(Click a box to jump to that section…)

Practical "Process Approach" - Part 1

By Michael Haycock, BRC Quality Consultant

A couple of months ago a U.S. government lab sent shipments of “dead” Anthrax virus to 9 different locations in the United States. The only problem – the virus was quite “undead”.

(I know there are more professional ways to say this – this just seemed more current.)

There is no way that this should/could happen. How did it??

About 2-3 years ago a B-52 was loaded with nuclear cruise missiles and flown across the United States. It was sitting on a runway on the East Coast before someone recognized that it wasn’t supposed to be there – at least with that payload. There was undoubtedly a process methodology for time, place, circumstances of loading nuclear weapons on bombers – that was not followed. For all the checks and balances…

I use these examples because they are extreme. Because the nature of the incidents and those responsible we (I) have a very high expectation that these things will not occur. But they will and they do!!!

Processes are intended to be set up so that - whatever the responsibility or mission - there is clarity in the expectation that it will be accomplished. People change, systems change, organizational understanding and expectations change – the one constant is change. The methods that give us the best possibilities for the outcomes we chose, expect and want – come from a clear understanding of how the organization is expected to operate – and then the “assurance” that it in fact operates in that manner.

While there is no “magic bullet”, there are methods that give us the best opportunity to be and do what we want. My opinion – the best methods include a clear and accurate understanding of how the organization needs to operate and how it actually operates. There is also a need to expect change – subtle or dramatic – whether we want it or not. The “Process Approach” provides us with a great methodology (tool) when properly applied – regardless of the size and nature of the organization.

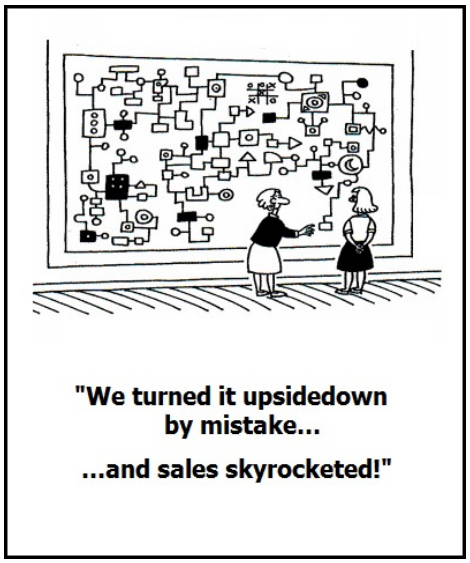
We have made an effort to take the “544R3 – Guidance for Process Approach” guidance document and simplify. This should allow a practical, value-adding tool that can be used by any organization to understand and apply its “process activities”. For most of us this just means – how it actually works. (We

will provide the detail and comment in the next edition of the newsletter. While you could read it on your own, we do try to simplify and add examples.)

What is a process? A process is asset of interrelated or interacting activities which transforms inputs into outputs. Is building a Tim Horton's facility a process? Sure. Is making a cup of coffee a process? Sure. The good news is the amount of detail and complexity in the process should lead us to the amount of detail and methods we should use in our identification and understanding of the process. The means by which you identify and manage your processes are up to you – mostly!

In ISO 9001:2015 you are required to identify the processes that are necessary within the organization to manage your system. These processes will cover the requirements of this International Standard. While you may "parse" words there is very little difference between what was originally required, or intended, in the ISO 9001 standard in 2000, 2008 or even now in 2015. What should be done is what makes sense and is most likely obvious to you. The key is that the organization continues to operate in an effective and efficient manner while covering all requirements.

The Technical Committee included an approach of identifying the organization's processes using PDCA (Plan, Do, Check, Act). This is shown in the 9001:2015 document (section 0.3.2). I think it works fine. Because of particular industry experience I like to use a system that has worked particularly well for me. This would be - COPs, MOPs and SOPs.



COP - Customer Oriented Process

The basic core process – what happens when a customer requests our product or service. What is needed to directly support or provide this product or service to our customer? What are the sequence of activities?

MOP - Management Oriented Process

The management direction that is provided in carrying out these processes.

SOP - Support Oriented Processes

The support processes necessary to carry out these requirements. This could include inspection and testing, purchasing, calibration of equipment, etc.

Within these high level processes you will determine how they fit or work together. What are logical operating segments of the organization? By having a clear picture, you will also understand how activities may be improved – to fit or work together better – or what is no longer working as expected.

It is extremely important that not only the individual departments (or processes) work well – but they work and fit well in support of each other and the organization as a whole (the complete system). The process approach is a tool - a look at the organization that most employees never see.

While there are no specific requirements to audit by process – except in certain industry segments – with this layout, assignments for internal auditing can be made to accomplish auditing by process quite clearly and simply. We are just your practical, common sense advocates who have tried and will try to make whatever we can simple and understandable.

The next article will include the clear structure and comment on the systematic approach detailed in 544R3. As I usually try to end with just a little "philosophy", I would like to share:

"**You can ignore reality, but you cannot ignore the consequences of ignoring reality".**

- Ayn Rand

Ask the Expert

With

Ted Uffen

Best Practices for Measuring Devices

Q:

I was wondering if you may have any information on 'best practices' regarding measurement devices? Ultimately we are looking to see what an acceptable weekly delivery rate of tools would be to our calibration lab.

We currently have 2300 tools on our shop floor and have tools delivered to our calibration lab weekly via schedule. Our goal is to have 90% on time delivery rate. We were wondering if that was a suitable goal.

We had a finding in our last external audit and are working on applying 5S to all of our area, however that is a long term project so the corrective action is still open.

Thanks,

- Anonymous

A:

That is a lot of equipment to monitor and control! The rate of delivery to the calibration lab is going to depend on several factors.

How do you have your calibrations scheduled? How frequently are devices removed from service and verified? Do you have extra devices so that some are in for calibration while others are in use?

I have worked with facilities that have this level of complexity in their situation. Normally, they have a pool of devices available to conduct a rotation. Using a colour code with a different colour for each month, the Lead Hands retrieve all devices coded for that month, and submit them to the Calibration Lab. They then take up-to-date devices back out to run the lines. That establishes the Lab workload for the month. Devices immediately located are checked off the "Due List". Any not found are the subject of a search based on last known location, and must be calibrated prior to the end of the month.

The calibration schedule should be based on usage of the devices, and frequency with which they need to actually be adjusted. Each device should be tracked, and scheduled based on actual history. Hopefully, you are using a database for tracking and recording the process which can assist with the analysis, and locating devices due for calibration.

Hope this helps.

- Ted Uffen, BRC Quality Consultant

10 Building Blocks for a "Quality Culture" - Part 1

By Jim Moran, BRC Quality Consultant

I've been a big fan of Edward de Bono for about 30 years. Over that period of time he has given us hundreds of ideas about Creative Thinking. In fact, if you've ever heard the term 'lateral thinking', according to Wikipedia, "The term was coined in 1967 by Edward de Bono".

In my role as a catalyst to help organizations simplify their ISO 9001 Management Systems since 1992, I have used numerous ideas from De Bono. One of his books, 'Simplicity' has 10 rules of Simplicity. I realized that they translate perfectly to ISO Management Systems. This article is on a Quality Culture, but it would work just as well for Environmental, Energy, Health and Safety, Information Security or **any** Management System you are using.

This approach will also guide Top Management onto the path to meet the requirements for the ISO 9001:2015 Standard, clause **5.1.1 Leadership.** These 10 blocks provide practical ideas to create a quality culture.

1) You need to put a very high value on Quality.

Employees have to see Management walking the talk on Quality. To say that we value quality then implement a reward program for cutting costs is not consistent with putting a high value on quality. That's not to say that we don't have to pay attention to costs – we need to control and manage costs for sure, especially cash flow. What we reward is what employees pay attention to. And not just cash rewards – rewards of acknowledgement, pats on the back, announcements, promotions and all the other subtle ways we signal 'what is important'.

On the bottom line, quality pays in so many ways, not the least of which is doing it right the first time, especially in the world of services. Improving quality will cut costs, so by rewarding quality improvement, the bottom line will benefit.

2) You must be determined to seek quality.

Any organization can say they are quality focused, but what activities would we see in our organizations if we were 'actively seeking quality'?

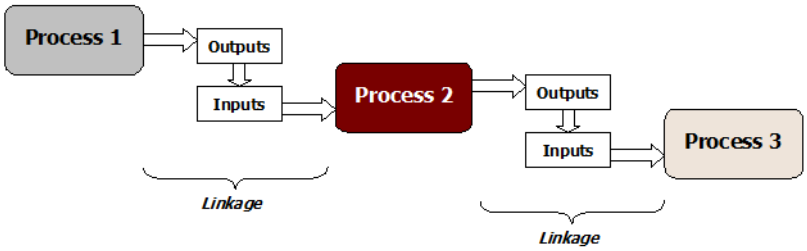
What would we point to if a potential customer asked how will we fill their orders?

If we are focused on cutting costs or finding new clients or getting a late order shipped by a very expensive expediter, we've already missed the boat and are only paying lip service to the concept of being ***determined*** to seek quality.

"Nothing in the world", said Calvin Coolidge, "can take the place of persistence."

3) You need to understand your processes and their interactions very well.

We need to be clear about what we're trying to do, and clear about values. The values must be communicated and understood – part of the fabric of our organization.



Deming's 'Plan, Do, Study, Act' mantra is a reminder that we can't improve quality without knowing how processes work and interact. The activity of studying our processes will also give us a better idea of how changes in one area will affect results in a process further down the stream. Outputs from one process become the inputs for the next process, and every action (or cause) has an effect somewhere.

'Taking a stab at improvement' can end up causing more harm than good.

4) You need to design alternatives and possibilities.

Bumps will occur on the road to creating a quality culture (as on any road!). We need a roadmap, or design, for creating this culture we're after.

The studying we did in Building Block #3 (understanding processes) can be a great set of inputs for the process of designing the path. Alternatives will give us something to fall back on if the way forward is not embraced by everyone.

Remember that your employees are intelligent, well trained individuals and will want to contribute their skills to this venture. Make sure the design allows for input from the 'experts' in your organization – the people doing the work.

5) You need to challenge and discard existing elements of your Management System.

Some systems can be helped by getting rid of 'non-value added' processes. “That's the way we've always done it” doesn't mean we have to live with it.

Systems seem to grown on their own, but will not shrink. The 2nd law of thermodynamics says that the universe will trend toward disorder...and this is true for quality management systems.

Lean activities, mistake-proofing and looking at workflow can help us find ways to challenge what we do and shed the 'muda' (waste) that Taiichi Ohno talked about in 'The Toyota Production System'. There are plenty of ways to improve the effectiveness of our management system if we're willing to step back and assess whether a process is as good as it can be.

Our people won't buy into the concept of a 'Quality Culture' if they have to do things that they perceive are not adding value to the customer (internal and external) and are not regulatory or legal requirements.

See Issue 174 of the Quality Review for Building Blocks 6 through 10...

Audit Scenario

from

Lynn Clyde

The following is a typical auditing scenario that might be found when auditing an ISO 9001:2008 quality management system for clause 6.3 Infrastructure. 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 6.3

The organization shall determine, provide and maintain the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable,

a) buildings, workspace and associated utilities,

b) process equipment (both hardware and software), and

c) supporting services (such as transport, communication or information systems).

Scenario

There was an extensive preventive maintenance program in place. When the auditor reviewed the maintenance work sheets, he found that the maintenance schedule had been changed to a less frequent schedule on a few of the machines.

Upon inquiring about this, the maintenance manager said that they did an analysis of the data and they have never had a breakdown on those machines, so they decided they did not need to perform the maintenance as often. The auditor felt they needed to stick to the original schedule which was based on the manufacturer's recommendation.

Answer

Conforming to Clause 6.3

Explanation

It is up to each organization to determine the frequency and amount of maintenance that is required on their machines. This should be based on a number of factors, such as: manufacturer's recommendations, industry standards, sensitivity of the machines, their impact on conformance of the product, historical data, etc.

As long as the maintenance schedule is based on one or more of these factors, this should be acceptable. Furthermore, there is no requirement to document and record the maintenance system, but it is strongly recommended. Otherwise it is difficult to show evidence that the system is being followed and is meeting requirements.

COURSE CATALOGUE & SCHEDULE

July - December 2015

The Business Resource Centre

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Health & Safety Systems
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Medical Devices
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Environmental Systems
ISO 14001, etc.

Testing & Calibration
ISO 17025, etc.

Integrated Systems
ISO 9001 / 14001 / 18001

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

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- Implementations
- QMS Management

Quality Management

Quality Management Systems provide the organizational structure, policies, procedures, processes and resources required to manage the quality of your product/service and meet customer requirements.

ISO 9001 is by far the world's most established and utilized standard for quality management. It is currently under revision, with the new edition scheduled to be available by the 4th quarter of 2015.

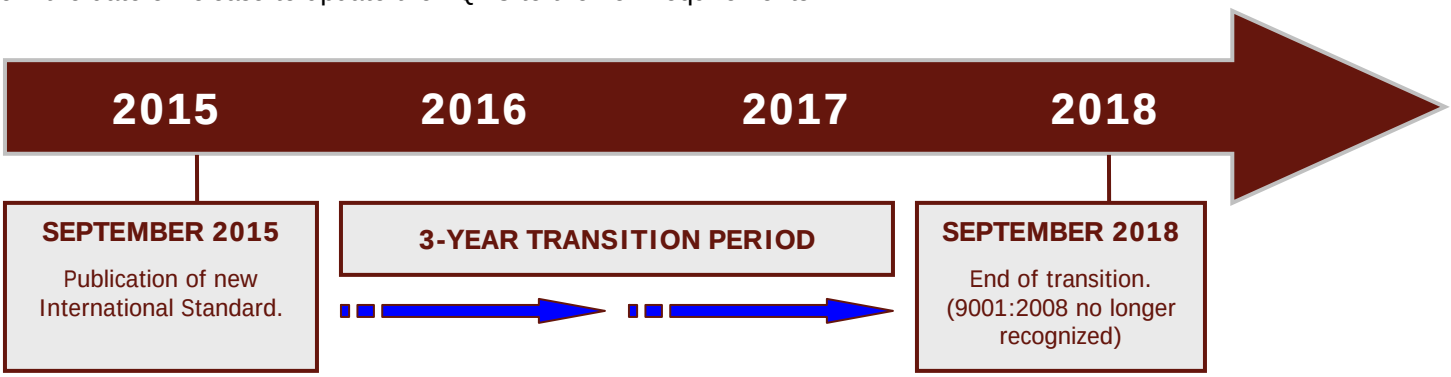
Transitioning to ISO 9001:2015

The ISO 9001 standard is updated every several years to ensure that your Quality Management System is helping you to stay relevant in the marketplace and continuing to offer you the best available practices.

Review this section for basic info on your timeline for transitioning and the steps you can take, including training courses available now. For more information and resources, visit www.thebrc.ca.

Transition Timeline

The ISO 9001:2015 international standard is due for final release in September 2015. Organizations have 3 full years from the date of release to update their QMS to the new requirements.



Steps to Take

Review the available BRC courses, including an *Understanding Requirements* for management, stakeholders and quality staff, as well as *Implementing Changes* for the key members of your transition team.

Consider on-site training...a cost -effective way to educate your entire team, define your transition project, and discuss the unique challenges and approaches required in your organization.

Request our ISO 9001:2015 Implementation Toolkit, a handy guide on steps to understanding, implementing and communicating the new requirements within your organization.

Consider The BRC for specialized services to assist with implementation. In addition to public and on-site training, we offer Gap Analysis audits, documentation revision/review, Internal Audits, consulting advice and more.

Understanding & Implementing ISO 9001:2015

2 Days of training that deliver a solid understanding of the new ISO 9001:2015 requirements **and** practical guidance on tools and approaches to update your QMS.

Duration: 2 Days
Cost: ~~$1,050~~ $950
CEUs: 1.6

Day 1 - Understanding Requirements of ISO 9001:2015
Learn the new standard through immersive hands-on exercises and discussion.

Day 2 - Implementing of Changes to ISO 9001:2015
Review approaches and techniques for implementing the key changes (risk-based thinking, documented information, leadership, etc.).

Sep. 24 - 25 .....Edmonton, AB
Sep. 24 - 25 .....Calgary, AB
Sep. 28 - 29.....Mississauga, ON
Oct. 5 - 6.....Halifax, NS
Oct. 5 - 6.....Saint John, NB
Oct. 26 - 27.....Montreal, QC
Oct 26 - 27 .....Sudbury, ON
Nov. 5 - 6 .....Ottawa, ON
Nov. 19 - 20.....Vancouver, BC
Nov. 19 - 20.....Winnipeg, MB
Nov. 19 - 20.....Belleville, ON
Nov. 23 - 24.....Scarborough, ON
Nov. 30 - Dec. 1.....Guelph, ON
Nov. 30 - Dec. 1 ...Mississauga, ON
Dec. 3 - 4 .....Saskatoon, SK
Dec. 3 - 4 .....Edmonton, AB
Dec. 3 - 4.....Calgary, AB
Dec. 17 - 18 .....Halifax, NS
Dec. 17 - 18 .....Montreal, QC

Get Full Course Details and Register Online

Courses also available separately...

Understanding Requirements of ISO 9001:2015

An in-depth study of the new ISO 9001:2015 standard for Quality Management Systems. Understand the revised structure of the standard and learn the new requirements through hands-on exercises and class discussion. Critical knowledge for leadership, management and quality team members who need to understand the new requirements.

Duration: 1 Day
Cost: $525
CEUs: 0.8

Dates - Day 1 of 2-day sessions listed above.

Implementation of Changes to ISO 9001:2015

Practical guidance on updating your ISO 9001 QMS to meet the new 2015 requirements. Approaches and techniques for implementing the key changes (risk-based thinking, documented information, leadership, etc.), review of the implementation process, and guidance on how to use a Gap Analysis to create an action plan for implementation.

Duration: 1 Day
Cost: $525
CEUs: 0.8

Prerequisite - Understanding Requirements of ISO 9001:2015

Dates - Day 2 of 2-day sessions listed above.

ISO 9001:2015 Internal Auditor

Building on knowledge acquired through previous training in ISO 9001:2015 requirements, this course delivers the practical knowledge required to conduct internal audits of an ISO 9001:2015 QMS. A review of ISO 9001:2015 requirements is followed by information on how to conduct audits in accordance with ISO 19011:2011 - Guideline for Auditing Management Systems.

Duration: 2 Days
Cost: $950
CEUs: 1.6

Dec. 8-9.....Halifax, NS
Dec. 10 - 11.....Mississauga, ON
Dec. 14 - 15.....Ottawa, ON

Get Full Course Details and Register Online

ISO 9001:2008

Starting with the final release of ISO 9001:2015 (planned for September 2015), organizations will have a 3-year window to make the transition to the new edition.

What does this mean? You need to maintain your existing ISO 9001 QMS, including all the regular training and support required to maintain awareness and competence for auditors, team members and management.

Our ISO 9001:2008 courses will continue to be available through transition...

ISO 9001:2008 Essentials - Online Training

Flexible, convenient and effective! 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.

Duration: 2 Hrs
Cost: $129

Get Full Course Details and Register Online

ISO 9001:2008 Internal Auditor

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.

Duration: 2 Days
Cost: $945
CEUs: 1.6

Aug. 18 - 19 .....Mississauga, ON	**Oct. 26 - 27**.....Halifax, NS	**Nov. 19 - 20** .....Saskatoon, SK
Sep. 22 - 23 .....Ottawa, ON	**Oct. 28 - 29**.....Sudbury, ON	**Nov. 26 - 27** .....Windsor, ON
Sep. 24 - 25 .....Burlington, ON	**Nov. 12 - 13** .....Montreal, QC	**Dec. 1 - 2**.....Edmonton, AB
Sep. 24 - 25 .....Calgary, AB	**Nov. 12 - 13**.....Belleville, ON	**Dec. 8 - 9**.....Halifax, NS
Sep. 24 - 25 .....Guelph, ON	**Nov. 12 - 13** .....Mississauga, ON	**Dec. 10 - 11**.....Calgary, AB
Sep. 29 - 30 .....Scarborough, ON	**Nov. 12 - 13**.....Winnipeg, MB	**Dec. 14 - 15**.....Ottawa, ON
Oct. 5 - 6.....Edmonton, AB	**Nov. 19 - 20** .....Vancouver, BC	

Get Full Course Details and Register Online

ISO 9001:2008 Exemplar Lead Auditor

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.)

Duration: 5 Days
Cost: $1,700
CEUs: 4.0

Jul. 27 - 31 .....Toronto, ON	**Nov. 16 - 20** .....Toronto, ON	**Dec. 7 - 11** .....Montreal, QC
Sep. 14 - 18.....Vancouver, BC	**Nov. 30 - Dec. 4**.....Calgary, AB	**Dec. 14 - 18**.....Ottawa, ON
Sep. 21 - 25 .....Edmonton, AB	**Nov. 30 - Dec. 4** .....Belleville, ON	**Dec. 14 - 18**.....Halifax, NS

Get Full Course Details and Register Online

Additional ISO 9001:2008 Courses (Available On-Site)

Understanding ISO 9001:2008 (1 Day)

Understanding & Implementing ISO 9001:2008 (2 days)

Click Here for More Details and to Request a Quote

Environmental Management

Environmental Management Systems are used by many companies in different industries to identify and manage environmental risks, to demonstrate a commitment to the environment, and many times to enhance their corporate reputation. In some industries, large organizations are expecting their suppliers to demonstrate environmental responsibility, and even to maintain a compliant or certified EMS as a condition of doing business.

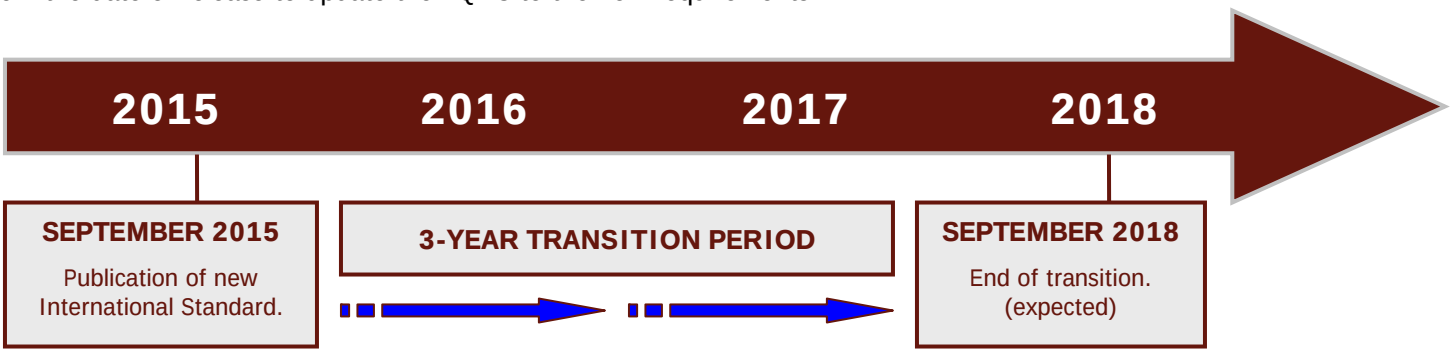
Transitioning to ISO 14001:2015

The ISO 14001 standard is updated every several years to ensure that your Environmental Management System reflects current issues, best practices, and technologies.

Review this section for basic info on your timeline for transitioning and the steps you can take, including training courses available now. For more information and resources, visit www.thebrc.ca.

Transition Timeline

The ISO 9001:2015 international standard is due for final release in September 2015. Organizations have 3 full years from the date of release to update their QMS to the new requirements.



Steps to Take

Review the available BRC courses, including our *Understanding & Transitioning to ISO 1401:2015* course, a 2-day course offering critical knowledge for leadership, management, and transition team members.

Consider on-site training...a cost -effective way to educate your entire team, define your transition project, and discuss the unique challenges and approaches required in your organization.

Visit our website for more resources, including blog posts, articles, reference material and more. All of these tools are complimentary and will help you to plan, implement and communicate the new requirements.

Consider The BRC for specialized services to assist with implementation. In addition to public and on-site training, we offer Gap Analysis audits, documentation revision/review, Internal Audits, consulting advice and more.

Understanding & Transitioning to ISO 14001:2015

An in-depth study of the new ISO 14001:2015 standard for Environmental Management Systems. Learn the new requirements through hands-on exercises and class discussion, and review approaches to implementing the key changes. Critical knowledge for leadership, management and team members who need to understand the new requirements of ISO 14001:2015.

Duration: 2 Days
Cost: $945
CEUs: 1.6

Oct. 13 - 14.....Halifax, NS	**Dec. 10 - 11** .....Edmonton, AB	**Dec. 14 - 15**.....Mississauga, ON
Nov. 26 - 27.....Ottawa, ON	**Dec. 10 - 11** .....Calgary, AB	**Dec. 17 - 18**.....Vancouver, BC

Get Full Course Details and Register Online

ISO 14001:2004 Internal Auditor

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.

Duration: 2 Days
Cost: $945
CEUs: 1.6

Sep. 10 - 11 .....Calgary, AB	**Oct. 5 - 6** .....Sudbury, ON	**Dec. 7 - 8** .....Mississauga, ON
Sep. 10 - 11.....Edmonton, AB	**Oct. 22 - 23** .....Ottawa, ON	**Dec. 17 - 18** .....Halifax, NS
Sep. 24 - 25 .....Montreal, QC	**Oct. 22 - 23** .....Windsor, ON	
Oct. 5 - 6 .....Mississauga, ON	**Nov. 9 - 10** .....Winnipeg, MB	

Get Full Course Details and Register Online

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 Management

Occupational Health & Safety Management Systems (OHSMS) are used by many companies in different industries to manage risk, protect workers, and address ever-changing legislation and compliance requirements. From setting health and safety policies and objectives to identifying and controlling potential risks, the goal is to establish a framework that will promote a safe and healthy working environment.

The BRC offers a wide variety of training and services to help companies in their commitment to health and safety…

Understanding OHSAS 18001:2007

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.

Duration: 1 Day
Cost: $595
CEUs: 0.8

Oct. 19.....Sudbury, ON

Get Full Course Details and Register Online

Understanding & Implementing OHSAS 18001:2007

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.

Duration: 2 Days
Cost: $945
CEUs: 1.6

Sep. 10 - 11 .....Calgary, AB
Sep. 10 - 11.....Edmonton, AB
Oct. 8 - 9 .....Ottawa, ON
Dec. 3 - 4.....Mississauga, ON
Dec. 7 - 8 .....Halifax, NS

Get Full Course Details and Register Online

OHSAS 18001:2007 Internal Auditor

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 with exercises and case studies to teach the skills required to perform internal quality, health and safety audits. Adheres to ISO 19011:2011 auditing guidelines and emphasizes the Process Approach to auditing.

Duration: 2 Days
Cost: $945
CEUs: 1.6

Aug. 20 - 21.....St. John's, NL
Sep. 17 - 18 .....Calgary, AB
Sep. 17 - 18 .....Edmonton, AB
Sep. 21 - 22 .....Burlington, ON
Sep. 21 - 22 .....Guelph, ON
Sep. 21 - 22.....London, ON
Oct. 14 - 15 .....Saint John, NB
Oct. 19 - 20 .....Ottawa, ON
Oct. 20 - 21.....Sudbury, ON
Dec. 3 - 4.....Belleville, ON
Dec. 10 - 11.....Mississauga, ON
Dec. 14 - 15.....Halifax, NS

Get Full Course Details and Register Online

Understanding & Implementing CSA Z1000-06

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.

Duration: 2 Days
Cost: $945
CEUs: 1.6

Oct. 15 - 16.....Ottawa, ON **Nov. 16 - 17**.....Halifax, NS **Dec. 14 -15**.....Mississauga, ON

Get Full Course Details and Register Online

CSA Z1000-06 Internal Auditor

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.

Duration: 2 Days
Cost: $945
CEUs: 1.6

Aug. 17 - 18.....St. John's, NL **Oct. 22 - 23**.....Ottawa, ON **Dec. 17 - 18**.....Mississauga, ON
Sep. 17 - 18.....Edmonton, AB **Dec. 7 - 8**.....Halifax, NS

Get Full Course Details and Register Online

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

Organizations are increasingly implementing multiple management systems that address quality, the environment, and occupational health & safety. Combining these systems into a single Integrated Management System helps companies avoid overlapping, redundant activities, as well as save money, time and resources.

Learn the fundamental requirements of one or more management system(s), or gain the skills to integrate, audit and improve those systems...

Understanding Integrated ISO 9001 / 14001 / 18001

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.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Sep. 24 - 25.....Mississauga, ON

Get Full Course Details and Register Online

Integrated ISO 9001 / 14001 / 18001 Internal Auditor

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 Sep. 9 - 11quality, environmental and health & safety audits.

Duration: 3 Days
Cost: $1,250
CEUs: 2.4

Sep. 9 - 11 .....Calgary, AB
Oct. 19 - 21.....Mississauga, ON
Oct. 26 - 28.....Thunder Bay, ON
Oct. 26 - 28.....Timmins, ON
Oct. 28 - 30.....Edmonton, AB
Oct. 28 - 30.....St. John's, NL
Nov. 2 - 4.....Sudbury, ON
Nov. 18 - 20.....Winnipeg, MB
Nov. 2 - 4 .....Vancouver, BC
Nov. 25 - 27.....Halifax, NS

Get Full Course Details and Register Online

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

There are few industries that place a stronger emphasis on product safety, conformity and reliability than Aerospace. High levels of associated liability have led to a complex and diverse supply chain that imposes strict requirements on all phases of the product life-cycle...from design to production, warehousing and distribution.

The BRC's training courses are designed to help companies maintain the competency required to meet the various demands of the industry...

Understanding & Implementing AS9100 Rev. C

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.

Duration: 2 Days
Cost: $1,050
CEUs: 1.6

Oct. 20 - 21.....Halifax, NS
Nov. 5 - 6.....Ottawa, ON
Nov. 12 - 13.....Winnipeg, MB
Dec. 1 - 2.....Mississauga, ON

Get Full Course Details and Register Online

AS9100 Rev. C Internal Auditor

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 with exercises and case studies to teach the skills required to perform internal quality audits. This course adheres to ISO 19011:2011 guidelines for the auditing of management systems.

Duration: 2 Days
Cost: $1,050
CEUs: 1.6

Sep. 24 - 25.....Mississauga, ON
Oct. 26 - 27.....Halifax, NS
Oct. 29 - 30.....Charlottetown, PE
Nov. 16 - 17 .....Ottawa, ON
Nov. 23 - 24.....Winnipeg, MB
Dec. 7 - 8 .....Montreal, QC
Dec. 14 - 15.....Burlington, ON
Dec. 14 - 15.....Mississauga, ON

Get Full Course Details and Register Online

Additional Aerospace Courses (Available On-Site)

FMEA (Failure Mode & Effects Analysis) - 2 Days

Design of Experiments (DoE) - 3-4 Days

GD&T (Geometric Dimensioning & Tolerancing) - 2-4 Days

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

For automobile manufacturers and suppliers, quality management and production efficiency are key components of a successful business. The BRC's public and on-site courses are offered across North America and our training topics include Quality Management Systems (TS16949), Continual Improvement, the Core Tools, Process Improvement and Lean Manufacturing.

Understanding & Implementing TS16949:2009

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.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Sep. 10 - 11.....Burlington, ON
Sep. 10 - 11.....Guelph, ON
Sep. 10 - 11.....London, ON
Oct. 5 - 6.....Mississauga, ON
Oct. 14 - 15.....Scarborough, ON

Get Full Course Details and Register Online

TS16949:2009 Internal Auditor

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 with exercises and case studies to teach the skills required to perform internal quality audits. Adheres to ISO 19011:2011 auditing guidelines and emphasizes the Process Approach to auditing.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Sep. 28 - 29.....Burlington, ON
Sep. 28 - 29.....Guelph, ON
Sep. 28 - 29.....London, ON
Oct. 26 - 27.....Windsor, ON
Oct. 26 - 27.....Mississauga, ON
Nov. 2 - 3.....Scarborough, ON
Dec. 7 - 8.....Belleville, ON

Get Full Course Details and Register Online

Core Tools

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.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Oct. 5 - 6.....Burlington, ON
Oct. 5 - 6.....Guelph, ON
Oct. 5 - 6.....London, ON
Oct. 19 - 20.....Windsor, ON
Oct. 29 - 30.....Mississauga, ON
Nov. 23 - 24.....Scarborough, ON
Dec. 1 - 2.....Belleville, ON

Get Full Course Details and Register Online

FMEA (Failure Mode & Effects Analysis)

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. Participants will 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.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Oct. 8 - 9.....Windsor, ON **Oct. 29 - 30**.....Mississauga, ON **Oct. 29 - 30**.....Scarborough, ON
Oct. 29 - 30.....Guelph, ON

Get Full Course Details and Register Online

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

Manufacturers of Class II, III and IV medical devices in Canada must establish and maintain a certified ISO 13485 Quality Management System in order to comply with Health Canada requirements and obtain a Medical Device Establishment License. The BRC offers a full range of quality management training and related services for medical device manufacturers, suppliers and distributors.

Understanding & Implementing ISO 13485:2003

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).

Duration: 2 Days
Cost: $995
CEUs: 1.6

Oct. 15 - 16 .....Burlington, ON
Oct. 15 - 16 .....Mississauga, ON
Nov. 2 - 3 .....Ottawa, ON
Nov. 2 - 3 .....Montreal, QC

Get Full Course Details and Register Online

ISO 13485:2003 Internal Auditor

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 with exercises and case studies to teach the skills required to perform internal quality audits. Adheres to ISO 19011:2011 auditing guidelines and emphasizes the Process Approach to auditing.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Aug. 17 - 18 .....Ottawa, ON
Oct. 19 - 20 .....Burlington, ON
Oct. 19 - 20 .....Mississauga, ON
Nov. 2 - 3 .....Vancouver, BC
Nov. 23 - 24 .....Ottawa, ON
Dec. 3 - 4 .....Montreal, QC

Get Full Course Details and Register Online

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 is the most important quality management standard for testing & calibration laboratories around the world. Accreditation to this standard demonstrates technical competence and the ability to consistently produce accurate test and/or calibration results.

The BRC works with laboratories to implement new ISO 17025 Quality Management Systems, conduct internal audits, and train employees in quality-related skills, including:

Understanding & Implementing ISO 17025:2005

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.

Duration: 2 Days
Cost: $995
CEUs: 1.6

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

Get Full Course Details and Register Online

ISO 17025:2005 Internal Auditor

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 with exercises and case studies to teach the skills required to perform internal quality audits.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Oct. 15 - 16.....Saskatoon, SK
Oct. 15 - 16.....Victoria, BC
Oct. 22 - 23.....Ottawa, ON
Oct. 22 - 23.....Winnipeg, MB
Nov. 16 - 17.....Mississauga, ON
Nov. 19 - 20.....Guelph, ON
Nov. 19 - 20.....Burlington, ON

Get Full Course Details and Register Online

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

The support, maintenance and continual improvement of quality (and quality management systems) requires a specialized set of skills. Auditing. Problem Solving. Process Improvement. The list is long and can be expanded even further to include many other skill sets and disciplines (manufacturing skills, statistics and measurements, etc.).

Learn more about the different ways you can enhance your team's skills in Auditing, Root Cause Analysis, Process Mapping, and other core disciplines that every organization needs and uses...

Advanced Auditing Skills

This in-depth auditing course for experienced auditors quickly refreshes the fundamental auditing skills and goes on to cover the knowledge required to lead an audit team. Topics include planning an audit program, selecting/managing an audit team, conducting opening and closing meetings, preparing audit reports and findings, and effectively identifying opportunities for improvement.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Sep. 21 - 22.....Sudbury, ON
Sep. 28 - 29.....Ottawa, ON
Sep. 29 - 30.....Saskatoon, SK
Oct. 8 - 9.....Burlington, ON
Oct. 8 - 9.....Guelph, ON
Oct. 8 - 9.....London, ON
Oct. 22 - 23.....Montreal, QC
Oct. 29 - 30.....Halifax, NS
Nov. 12 - 13.....Vancouver, BC
Nov. 16 - 17.....Winnipeg, MB
Nov. 19 - 20.....Mississauga, ON
Nov. 19 - 20.....St. John's, NL
Dec. 3 - 4.....Calgary, AB
Dec. 14 - 15.....Edmonton, AB

Get Full Course Details and Register Online

Root Cause Analysis

An in-depth course on 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 receive an overview of problem solving techniques and approaches, as well as detailed instruction on the tools and techniques used as part of the Root Cause Analysis approach.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Jul. 15 - 16.....Edmonton, AB
Sep. 17 - 18.....Ottawa, ON
Sep. 23 - 24.....Saskatoon, SK
Sep. 24 - 25.....Vancouver, BC
Sep. 29 - 30.....Scarborough, ON
Oct. 1 - 2.....Montreal, QC
Oct. 1 - 2.....Victoria, BC
Oct. 5 - 6.....Burlington, ON
Oct. 5 - 6.....Guelph, ON
Oct. 5 - 6.....London, ON
Oct. 7 - 8.....Winnipeg, MB
Oct. 8 - 9.....Windsor, ON
Oct. 28 - 29.....Sudbury, ON
Nov. 9 - 10.....Mississauga, ON
Nov. 24 - 25.....Halifax, NS
Nov. 26 - 27.....Belleville, ON
Dec. 7 - 8.....Ottawa, ON
Dec. 10 - 11.....Saint John, NB
Dec. 14 - 15.....Calgary, AB
Dec. 17 - 18.....Edmonton, AB

Get Full Course Details and Register Online

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

Process Mapping - 2 Days
Fundamental Auditing Skills - 1 Day
8D Problem Solving - 1 Day
Introduction to Root Cause Analysis - 1 Day
Quality Improvement - 2 Days
Measuring Customer Satisfaction - 1 Day
ISO 19011 & The Process Approach to Auditing - 2 Days
Basics of Problem Solvinng & Continual Improvement - 2 Days

Click Here for More Details and to Request a Quote

Manufacturing Services

Manufacturing is a broad industry, but across different markets manufacturers face many of the same Quality requirements, expectations, and challenges. The BRC offers public and on-site training to help companies with a variety of production related topics, including Risk Management (FMEA, etc.), Process Improvement, Core Tools, Design of Experiments, Total Productive Maintenance and GD&T.

FMEA (Failure Mode & Effects Analysis)

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. Participants will 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.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Oct. 8 - 9.....Windsor, ON **Oct. 29 - 30**.....Mississauga, ON **Oct. 29 - 30**.....Scarborough, ON
Oct. 29 - 30.....Guelph, ON

Get Full Course Details and Register Online

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.

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.

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...

A more convenient way to learn!

Management Skills

Management Development - Level I

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

For experienced managers looking to cultivate 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