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 #174
January 27, 2016

IN THIS EDITION

(Click a box to jump to that section…)

Practical "Process Approach" - Part 2

By Michael Haycock, BRC Quality Consultant

The last article we did was to provide general information on process approach. Now we would like to provide more specific direction so if you were just starting out you can have a complete picture, or if you have done this work for some time - there may be just pieces of the puzzle that need to be included, enhanced or changed because the organization and it's customers have changed.

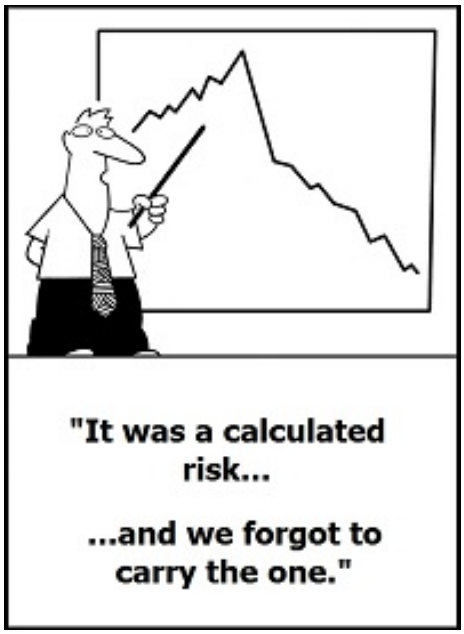
Maybe the risk has changed such that something that was not recognized as risk in the past or recognized as minimal or non-existent risk - has now become significant. I remember some of the WARDAIR ads and brochures (I know, I'm ancient) showing smiling pilots with adults and children in the front of the aircraft looking at pilots and the controls. With 9/11/2001 that world changed. Protective reinforced doors were installed so no one could get in the cockpit to protect the pilots and plane.

Then when the pilot of the Germanwings Flight 9525 went for a "nature" break, the co-pilot locked the door and flew the plane into the French Alps. The captain could not get back in because of the locked door. There was a need to recognize a different risk – and somehow deal with it. (We don't want to make you afraid to fly – just to use these dramatic situations to illustrate how quickly our situations can change – and how our process which seemed to be stable and sound – can change in a heartbeat.)

The clarity with which we see and understand our organizations – and how quickly they can change – is essential with how we effectively/efficiently operate and how we see and understand the risks. Again, the process approach will help.

It is our belief that the information we share with you provides you with a tool – whether in whole or in part – that will benefit you and your organization – regardless of what you do. Now to be absolutely clear – the structure and credit should go to the really "smart" people who brought you 544R3 (currently) "Guidance on Concept and use of Process approach. (We are just adding some simple, practical examples to help understand what is expected and how to carry this out.) While there is no specific requirement to use this standard, it provides a simple, straightforward methodology to identify and use the process approach.

Step 1 - Implementing the process approach (and a periodic review)



Many of your organizations already have processes in place which can be used as is. The question is do your current practices (processes) get done what you need to have done – as effectively and efficiently as they could? Is the system which encompasses all of these processes the effective and efficient "system" that you need to be competitive and to satisfy customers? Even once you have a working system in place – there is a need to review. Change will occur and some of this change either not recognized or well adapted to can/will lead to business pain and potentially failure.

Step 2 - Identification of the processes of the organization

a) Define the purpose of the organization

Who are your customers? Who are other interested parties in the organization? What are their needs and expectations? Is success based on being the low cost provider or the innovator and benchmark?

b) Define the policies and objectives of the organization

How is the organization expected to operate? How does it see its responsibilities? Do the policies and objectives provide clear support and direction for the "purpose" of the organization?

c) Determine the processes in the organization, including ownership

Are operations defined and carried out with clear responsibilities and authority? Is there clarity in what needs to be done – and at least carried out within defined areas of responsibility?

Everything you do to provide product or service to your customer – within your system - could and should at least fit into macro process categories. (Having an automotive background I've found the COP's, and MOP's and SOP's work very well (identified in Part 1). The amount and nature of the detail is up to you. How does your organization actually work – what departments do you have? Almost every organization has functions which are similar – and functions that are unique. Start at a very high level and detail only to the level which is necessary. The right answer, and detail, is what works for you – with clarity of how the organization works without so much detail that the system is restrictive and confusing.

d) Define process "supporting" documentation

The amount and nature of the documentation is up to you. ISO 9001:2015 no longer requires a "Quality manual" or "documented procedures". To me the "Quality manual" regardless of what you call it was always equivalent to a map of Canada. This is the big picture. While we know (or should) the general geographical layout of provinces and bodies of water – this ensures "ALL" of us know the same things about the big picture.

Procedures are equivalent of the actual provinces. This is giving you more specific detail in a defined area. It should primarily give you the who, what, where, when, and why.

Work instructions or "standard work" should be the equivalent of our cities and towns. This gives more precise detail, especially of the "how". (If you never travel/work in Toronto you don't need that map/work instruction.) Common sense should tell if you need to make the effort for more or less documentation.

The means you use to document - process maps, flow charts, astrological signs, etc. - or some combination of these - is up to you. Who is the audience for your communication and do you communicate in a manner that ensures the audience will clearly understand what has been communicated?

More to come...

Your processes are identified, but you're not done yet. In Part 3 we will talk about planning, implementing, analyzing and improving your processes...

Ask the Expert

With

Ted Annis

Auditing All Elements?

Q:

Do we have to cover all of the elements (ISO 9001 and 14001) annually when we audit our processes and procedures?

If yes or no, why so?

Thank you,

- Anonymous

A:

Thanks very much for your question.

Both ISO 9001:2008 and ISO 14001:2004 contain specific requirements related to internal audits of the management system(s), including that the organization shall "conduct internal audits at planned intervals" (8.2.2 and 4.5.5 respectively). This is generally accepted to be at least once per year, meaning that all of the elements should be covered annually as part of your internal audit program.

That internal audit program can be organized and scheduled in a number of ways. The majority of smaller organizations carry out one activity that covers all processes in a single audit over a couple of days. For larger organizations (perhaps with multiple locations) internal audit programs are often broken into a number of individual audits...each of which covers certain processes and/or locations. Still, over the course of the full audit program the organization must cover all processes of their management system and all of the general requirements of the standard on which it is based.

In addition to these audits, both ISO 9001:2008 and ISO 14001:2004 contain requirements for management review (5.6 and 4.6 respectively). These reviews are also expected to occur annually, and included in the inputs to these reviews should be the results of internal audits...along with corrective and preventive action, customer feedback, and more. Many organizations coordinate the timing of internal audit programs and management reviews so that they are able to consider relevant information in a timely manner.

I hope this helps to answer your question with some supporting background. We are happy to help with any follow-up questions this might inspire!

Best Regards,

- Ted Annis, President, The Business Resource Centre

10 Building Blocks for a "Quality Culture" - Part 2

By Jim Moran, BRC Quality Consultant

In the first half of this article we introduced the notion of 10 Building Blocks that can help you build a quality culture within your organization. We started 10 rules of Simplicity (as found in Edward de Bono's book 'Simplicity'), and adapted them to apply to Environmental, Energy, Health and Safety, Information Security, or any Management System you are using.

A quick review of Building Blocks 1 through 5...

1) You need to put a very high value on Quality.
2) You must be determined to seek Quality.
3) You need to understand your processes and their interactions very well.
4) You need to design alternatives and possibilities.
5) You need to challenge and discard existing elements of your Management System.

We continue now with blocks 6 through 10, keeping in mind that these 10 building blocks provide practical ideas to create a quality culture...and that 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.**

6) You need to be prepared to start over again

Sometimes we just have to know when to quit, or admit that a 'modification' to an existing process is just not going to give us the best result. It's easier to modify, (and usually less expensive) but it may a bit like putting a coat of paint on a leaking foundation. Ultimately, we'll be disappointed.

We need to do a 'cost versus benefit' analysis and an estimate of the return on investment of doing a ground up new process versus retrofitting an existing one. Then Top Management buy in may happen and everybody wins. Top Management will be sending signals about the journey to a quality culture and those signals will make the road smooth or bumpy.

7) You need to use concepts

We need to walk out of the trees and look at the forest. Details are important, but can stifle our 'lateral' or 'out of the box' thinking. We need to see the long view in order to find a better way forward. Buried in details we're like a fish trying to look at the water it's swimming in. From outside of the forest, we can set a more general direction to developing the culture, tied into our Strategic direction.

Focus on the details keeps our perspective too narrow to design alternatives and see possibilities. 'Vague and blurry' can sometimes open up the idea flow. Not good for brain surgery, but great for stimulating culture building.

8) You may need to break things down into smaller units

We've seen the Process Approach – taking inputs, performing a number of activities and creating results that get passed on to the next stage. It's much easier to change 100 things by 1% than to change 1 thing by 100%.

Incremental change generally has less resistance and this applies to attitudes, as well. Processes can be broken into steps, diagrammed, studied and improved. This also adds an element of objectivity to the whole exercise – we're not 'doing quality' just because the boss wants it, it's helping us, too.

If a person's job becomes easier or more satisfying, it will help build a positive mood around a quality culture.

9) You need to be ready to trade off other values in favour of Quality

There's an anecdotal 'constraint model' in the world of Engineering: Quality – Price – Timing: pick any two. By staying focused on 'errors are unacceptable' (or at least have a rate of errors we can live with) we may have to give up some complex processes and find simpler ones that still get the job done but keep quality where we want it. Measuring stable processes, for example, can be a time-waster that we can trade off in favour of getting it out our door more quickly or delivering the service more efficiently.

Goldblatt's work in the field of Theory of Constraints is much more comprehensive, but well worth exploring to get the full picture of how constraints can inhibit success on the road to a Quality Culture.

10) You need to know for whose sake quality is being designed into your organization

Here's a quote from ISO 9000, clause 2.2.1 – the companion document to ISO 9001:

Quality focused organizations embrace a culture that inspires and drives behaviour, attitude, actions and processes in order to deliver value through fulfilling the requirements of interested parties.

The quality of an organization's products and services is determined by not only the ability to satisfy a particular customer but also the intended and unintended impact on other interested parties.

The quality of products and services include not only their intended function, but also their perceived value and benefit to the customer.

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 8.2.2 Internal Audit. 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 8.2.2

The organization shall conduct internal audits at planned intervals to determine whether the QMS:

a) conforms to the planned arrangements (see 7.1), to the requirements of this International Standard and to the quality management system requirements established by the organization, and

b) is effectively implemented and maintained.

An audit programme shall be planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and the methods shall be defined. The selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work.

A documented procedure shall be established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results.

Records of the audits and their results shall be maintained (see 4.2.4).

The management responsible for the area being audited shall ensure that any necessary corrections and corrective actions are taken without undue delay to eliminate detected nonconformities and their causes.

Follow-up activities shall include the verification of the actions taken and the reporting of verification results (see 8.5.2).

Scenario

When asked about completing internal audits, the QA manager indicated, with no excuse, that he just didn't get them done because he had been so busy. While the auditor was making notes, the QA manager continued to complain about never getting any help or support.

Answer

Nonconforming.

Explanation

Sound familiar? The standard requires that audits be conducted at planned intervals, and this is one of the most important processes for driving improvement. Although not specifically stated in the standard, there is an expectation from all registrars that the system will be audited a minimum of once per year.

Furthermore, the standard also states that the organization must "provide the resources needed to implement and maintain the quality management system" (6.1 Provision of resources). This includes resources for conducting internal audits.

COURSE CATALOGUE & SCHEDULE

January - June 2016

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.

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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 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.

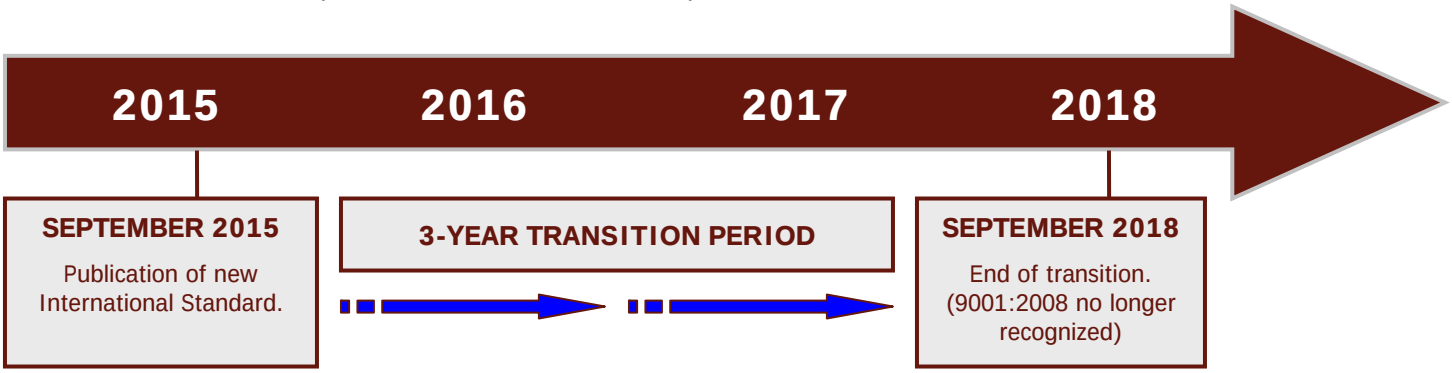
Transitioning to ISO 9001:2015

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.).

Feb. 1 - 2 .....Mississauga, ON
Feb. 22 - 23 .....Halifax, NS
Feb. 25 - 26 .....Ottawa, ON
Feb. 25 - 26 .....Montreal, QC
Mar. 23 - 24 .....Calgary, AB
Mar. 23 - 24 .....Vancouver, BC
Mar. 31 - Apr. 1 .....Belleville, ON
Apr. 4 - 5 .....Victoria, BC
Apr. 18 - 19 .....Winnipeg, MB
Apr. 28 - 29.....Edmonton, AB
Apr. 28 - 29 .....Saint John, NB
Apr. 28 - 29.....Scarborough, ON
May 5 - 6 .....Guelph, ON
May 5 - 6 .....London, ON
May 5 - 6 .....Burlington, ON
May 9 - 10.....Saskatoon, SK
May 12 - 13.....Halifax, NS
May 16 - 17 .....Windsor, ON
May 18 - 19.....Montreal, QC
Jun. 2 - 3.....Mississauga, ON
Jun. 6 - 7.....Ottawa, ON
Jun. 20 - 21.....Sudbury, ON
Jun. 20 - 21.....Calgary, AB
Jun. 27 - 28 .....Edmonton, AB
Jun. 27 - 28 .....Vancouver, BC

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.

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

Duration: 1 Day
Cost: $525
CEUs: 0.8

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.

Prerequisite - Understanding Requirements of ISO 9001:2015

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

Duration: 1 Day
Cost: $525
CEUs: 0.8

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

Feb. 25 - 26 .....Mississauga ,ON
Mar. 10 - 11.....Halifax, NS
Mar. 22 - 23 .....Ottawa, ON
Apr. 21 - 22 .....Belleville, ON
May 16 - 17 .....Saint John, NB
May 16 - 17 .....Winnipeg, MB
May 24 - 25.....Saskatoon, SK
May 26 - 27 .....Vancouver, BC
Jun. 2 - 3 .....Victoria, BC
Jun. 2 - 3 .....Edmonton, BC
Jun. 9 - 10 .....Scarborough, ON
Jun. 13 -14.....Mississauga, ON
Jun. 13 - 14 .....Halifax, NS
Jun. 16 - 17.....Montreal, QC
Jun. 16 - 17.....Ottawa, ON
Jun. 20 -21.....Calgary, AB
Jun. 27 - 28.....Sudbury, 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: $950
CEUs: 1.6

Jan. 18 - 19 .....Edmonton, AB
Jan. 28 - 29 .....Mississauga, ON
Feb. 25 - 26 .....Montreal, QC
Feb. 29 - Mar. 1 .....Calgary, AB
Mar. 3 - 4 .....Ottawa, ON
Mar. 21 - 22 .....Vancouver, BC
Apr. 4 - 5 .....Saskatoon, SK
Apr. 7 - 8 .....Belleville, ON
May 9 - 10 .....Edmonton, AB
May 12 - 13.....Scarborough, ON
May 12 - 13 .....Winnipeg, MB
May 26 - 27 .....Burlington, ON
May 26 - 27.....Guelph, ON
May 26 - 27.....Mississauga, ON
May 31 - Jun. 1 .....Sudbury, ON
Jun. 9 - 10.....Calgary, AB
Jun. 16 - 17.....Vancouver, BC
Jun. 20 - 21 .....Ottawa, ON
Jun. 27 - 28 .....Saint John, NB
Jun. 27 - 28 .....Halifax, NS

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

Mar. 21 - 25 .....Mississauga, ON
Jun. 13 - 17 .....Ottawa, ON
Jun. 13 - 17 .....Mississauga, ON
Jun. 20 - 24 .....Belleville, ON

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.

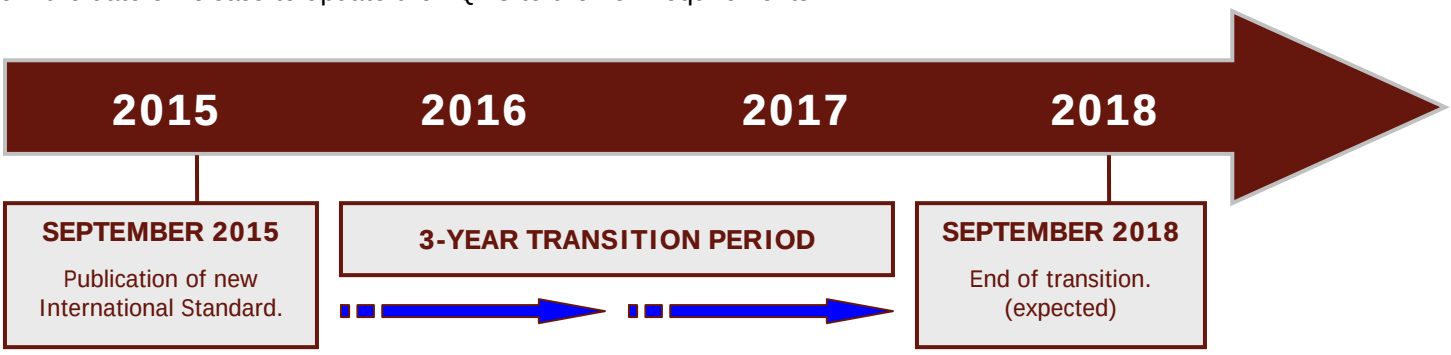
Transitioning to ISO 14001:2015

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.

ISO 14001:2015 Courses

New courses designed to deliver an understanding of the new requirements of ISO 14001:2015 **and** learn approaches to implementing the changes within your Environmental Management System.

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: $995
CEUs: 1.6

Mar. 10 - 11 .....Ottawa, ON
Apr. 4 - 5 .....Sudbury, ON
Apr. 24 - 25 .....Mississauga, ON
May 16 - 17.....Montreal, QC
May 19 - 20 .....Belleville, ON
Jun. 2 - 3 .....Calgary, AB
Jun. 6 - 7.....Halifax, NS
Jun. 6 - 7.....Vancouver, BC
Jun. 20 - 21.....Edmonton, AB
Jun. 29 - 30.....Guelph, ON

Get Full Course Details and Register Online

ISO 14001:2015 Internal Auditor

Building on knowledge acquired through previous training in ISO 14001:2015 requirements, this course delivers the practical knowledge required to conduct internal audits of an ISO 14001:2015 EMS. A review of ISO 14001:2015 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: $995
CEUs: 1.6

May 30 - 31 .....Belleville, ON
Jun. 2 - 3.....Sudbury, ON
Jun. 2 - 3.....Mississauga, ON
Jun. 2 - 3.....Edmonton, AB
Jun. 6 - 7 .....Ottawa, ON
Jun. 13 - 14.....Montreal, QC
Jun. 22 - 23.....Calgary, AB

Get Full Course Details and Register Online

ISO 14001:2004 Courses

Starting with the final release of ISO 14001:2015 (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 14001 EMS, including all the regular training and support required to maintain awareness and competence for auditors, team members and management.

Our ISO 14001:2004 courses are detailed on the following page and will continue to be available through transition...

Understanding ISO 14001:2004

This 1-day course examines the requirements of the ISO 14001:2004 standard in depth, and delivers an understanding of what is involved in a practical, working Environmental Management System in any business environment.

Duration: 1 Day
Cost: $595
CEUs: 0.8

Apr. 25 .....Sudbury, ON

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

Duration: 2 Days
Cost: $995
CEUs: 1.6

Mar. 29 - 30 .....Calgary, AB
Apr. 25 - 26.....Edmonton, AB
Apr. 26 - 27.....Sudbury, ON
May 16 - 17.....Mississauga, ON
May 19 - 20.....Guelph, ON

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

May 9 .....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: $995
CEUs: 1.6

Mar. 17 - 18 .....Halifax, NS
Apr. 18 - 19.....Mississauga, ON
May 10 -11.....Sudbury, ON
May 18 - 19 .....Edmonton, AB
May 24 - 25.....Belleville, ON
May 30 -31.....Calgary, AB
Jun. 20 - 21 .....Vancouver, BC

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: $995
CEUs: 1.6

Mar. 30 - 31.....Halifax, NS
Apr. 28 - 29.....Mississauga, ON
May 16 - 17.....Ottawa, ON
May 26 - 27.....Edmonton, AB
Jun. 6 - 7.....Belleville, ON
Jun. 16 - 17.....Calgary, AB
Jun. 27 - 28 .....Vancouver, BC
Jun. 27 - 28.....Mississauga, ON

Get Full Course Details and Register Online

Understanding & Implementing CSA Z1000-14

Provides a detailed overview of the requirements of CSA Z1000-14, 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: $995
CEUs: 1.6

Feb. 18 - 19 .....Ottawa, ON **May 16 - 17**.....Mississauga, ON

Get Full Course Details and Register Online

CSA Z1000-14 Internal Auditor

Provides a detailed overview of the requirements of CSA Z1000-14, 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: $995
CEUs: 1.6

Jan. 25 - 26.....Mississauga, ON **May 24 - 25** .....Vancouver, BC **Jun. 2 - 3**.....Edmonton, AB
Mar. 7 - 8.....Ottawa, ON **May 26 - 27**.....Scarborough, ON **Jun. 13 - 14**.....Calgary, AB

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 & Implementing ISO 9001:2015 & ISO 14001:2015

Highlights the requirements of the ISO 9001:2015 Quality Management System and the ISO 14001:2015 Environmental Management System, and provides guidance on strategies to implement and maintain a practical, working, integrated management system in any business environment.

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

May 2 - 3 .....Halifax, NS	**Jun. 13 - 14** .....Calgary, AB	**Jun. 22 - 23**.....Sudbury, ON
May 16 - 17 .....Vancouver, BC	**Jun. 15 - 16** .....Edmonton, AB	**Jun. 27 - 28**.....Montreal, QC
May 30 - 31.....Mississauga, ON	**Jun. 20 - 21** .....Ottawa, ON	

Get Full Course Details and Register Online

ISO 9001:2015 & ISO 14001:2015 Internal Auditor

A review of the ISO 9001:2015 and ISO 14001:2015 and standards followed by in-depth instruction on how to conduct audits in accordance with ISO 19011 - Guidelines for Auditing Management Systems. Combines presentations and case studies with individual and group exercises to teach the skills required to perform integrated quality and environmental audits.

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

May 15 - 16 .....Halifax, NS	**Jun. 27 - 28** .....Calgary, AB	**Jun. 27 - 28**.....Sudbury, ON
May 30 - 31 .....Vancouver, BC	**Jun. 27 - 28**.....Edmonton, AB	
Jun. 9 - 10.....Mississauga, ON	**Jun. 27 - 28** .....Ottawa, ON	

Get Full Course Details and Register Online

Additional Integrated Courses (Available On-Site)

Understanding and/or Internal Auditor Courses

Customized, on-site training courses are available for various combinations of integrated systems.

- ISO 9001 (2008 and 2015 editions)
- ISO 14001 (2004 and 2015 editions)
- OHSAS 18001:2007
- Other specialized standards related to quality, environment and health & safety.

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

Feb. 16 - 17	Mississauga, ON	**Feb. 25 - 26**	Winnipeg, MB	**Apr. 18 - 19**	Vancouver, BC
Feb. 19 - 20	Montreal, QC				

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

Feb. 29 - Mar. 1	Ottawa, ON	**Mar. 31 - Apr. 1**	Montreal, QC	**Jun. 22 - 23** Mississauga, ON
Mar. 10 -11	Mississauga, ON	**May 9 - 10**	Vancouver, BC	
Mar. 21 - 22	Winnipeg, MB	**Jun. 6 - 7**	Winnipeg, MB	

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

Feb. 22 - 23 .....Scarborough, ON
Mar. 7 - 8 .....Burlington, ON
Mar. 7 - 8 .....Guelph, ON
Mar. 7 - 8.....London, ON
Apr. 28 - 29.....Mississauga, 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

Feb. 16 - 17.....Mississauga, ON
Mar. 3 - 4 .....Scarborough, ON
Apr. 7 - 8 .....London, ON
Apr. 11 - 12 .....Windsor, ON
May 19 - 20.....Scarborough, ON
May 24 - 25 .....Belleville, ON
May 30 - 31.....Burlington, ON
May 30 - 31.....Guelph, ON
Jun. 13 - 14.....Mississauga, ON
Jun. 20 - 21 .....Montreal, QC

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

Mar. 3 - 4 .....Mississauga, ON
Apr. 21 - 22 .....Windsor, ON
Apr. 25 - 25 .....London, ON
May 12 - 13 .....Guelph, ON
May 16 - 17.....Scarborough, ON
Jun. 6 - 7 .....Mississauga, ON
Jun. 9 - 10.....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

Mar. 23 - 24 .....Mississauga, ON
Jun. 2 - 3 .....Guelph, ON
Mar. 10 - 11 .....Scarborough, ON
Apr. 28 - 29 .....Windsor, 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

Mar. 10 - 11.....Ottawa, ON
Mar. 14 - 15 .....Burlington, ON
Apr. 4 - 5.....Mississauga, ON
Apr. 18 - 19.....Montreal, QC
May 26 - 27.....Mississauga, ON

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

Feb. 11 - 12 .....Montreal, QC
Mar. 31 - Apr. 1.....Burlington, ON
Apr. 7 - 8.....Ottawa, ON
Apr. 28 - 29.....Mississauga, ON
Jun. 1 - 2 .....Vancouver, BC
Jun. 29 - 30.....Ottawa, ON
May 26 - 27.....Mississauga, ON

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

Mar. 14 - 15 .....Vancouver, BC	**Apr. 18 - 19** .....Burlington, ON	**Apr. 25 - 26**.....Mississauga, ON
Mar. 31 - Apr. 1 .....Ottawa, ON	**Apr. 18 - 19**.....Guelph, ON	**May 16 - 17** .....Montreal, QC

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

Feb. 8 - 9 .....Montreal, QC	**Apr. 14 - 15** .....Winnipeg, MB	**Jun. 1 - 2**.....Mississauga, ON
Feb. 18 - 19.....Mississauga, ON	**May 2 - 3** .....Ottawa, ON	**Jun. 2 - 3**.....Montreal, QC
Mar. 3 - 4.....Vancouver, BC	**May 9 - 10** .....Burlington, ON	**Jun. 29 - 30**.....Saskatoon, SK
Apr. 11 - 12 .....Victoria, BC	**May 9 - 10**.....Guelph, ON	**Jun. 29 - 30**.....Winnipeg, MB

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

Jan. 21 - 22.....Mississauga, ON	**Apr. 20 - 21**.....Saskatoon, SK	**May 5 - 6** .....Guelph, ON
Feb. 22 - 23.....Winnipeg, MB	**Apr. 21 - 22** .....Montreal, QC	**May 5 - 6** .....London, ON
Feb. 25 - 26 .....Calgary, AB	**Apr. 27 - 28**.....Mississauga, ON	**May 5 - 6** .....Halifax, NS
Feb. 29 - 30 .....Edmonton, AB	**Apr. 29 - 30** .....Sudbury, ON	**May 16 - 17**.....Ottawa, ON
Apr. 18 - 19.....Vancouver, BC	**May 5 - 6** .....Burlington, ON	**Jun. 2 - 3**.....Saint John, NB

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

Feb. 4 - 5 .....Mississauga, ON	**Apr. 25 - 26** .....Winnipeg, MB	**May 16 - 17** .....Burlington, ON
Mar. 29 - 30 .....Ottawa, ON	**Apr. 27 - 28**.....Scarborough, ON	**May 16 - 17**.....Guelph, ON
Apr. 14 - 15 .....Halifax, NS	**Apr. 28 - 29** .....Vancouver, BC	**May 24 - 25** .....Calgary, AB
Apr. 18 - 19.....Victoria, BC	**May 2 - 3** .....Windsor, ON	**May 26 - 27**.....Mississauga, ON
Apr. 20 - 21 .....Belleville, ON	**May 5 - 6** .....Saint John, NB	**Jun. 6 - 7**.....Montreal, QC
Apr. 21 - 22.....Edmonton, AB	**May 12 - 13**.....Saskatoon, SK	**Jun. 29 - 30**.....Sudbury, ON

Get Full Course Details and Register Online

ISO 19011 & The Process Approach

The ISO 9001 and 14001 series of international standards (among others) emphasize the importance of audits as a key management tool for achieving the objectives set out in an organization's policy for systems management. This course will provide participants with a greater understanding of ISO 19011:2011 - Guidelines for Auditing Management Systems, and will explore and explain the concept of the Process Approach to Auditing.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Mar. 17 - 18 .....Saskatoon, ON
Mar. 31 - Apr. 1.....Vancouver, BC
Apr. 4 - 5 .....Montreal, QC
Apr. 6 - 7 .....Sudbury, ON
Apr. 7 - 8.....Edmonton, AB
Apr. 7 - 8 .....Calgary, AB
Apr. 11 - 12 .....Winnipeg, MB
Apr. 26 - 27.....Ottawa, ON
May 18 - 19.....Mississauga, ON
May 25 - 26 .....Halifax, NS

Get Full Course Details and Register Online

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

Process Mapping - 2 Days
Introduction to Root Cause Analysis - 1 Day
Fundamental Auditing Skills - 1 Day
Quality Improvement - 2 Days
8D Problem Solving - 1 Day
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

Mar. 23 - 24 .....Mississauga, ON **Jun. 2 - 3** .....Guelph, ON **Mar. 10 - 11**.....Scarborough, ON
Apr. 28 - 29 .....Windsor, 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...

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