The BRC Business Resource Centre

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 #176

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IN THIS EDITION

(Click a box to jump to that section…)

ISO 9001:2015: What was Old is New Again

By Michael Haycock, Sr. BRC Consultant

Just about the time we get comfortable with what we're doing – there is change.

Documentation as a requirement has been in place for the ISO 9001 standard for a long time. Back in 1987 and 1994 there were 20 requirements (if you were 9001) and most required a documented procedure and even if it wasn't required – it was expected (you know...that unruly and pushy auditor). When ISO 9001:2000 came along there were only 6 requirements where documented procedures were specifically required. This carried over into ISO 9001:2008. Many of you maintained documented procedures for all requirements because you recognized the value of doing so OR you were "strongly urged" to do so by your external auditor (registrar). In the past, ISO 9001 always specified a "Quality Manual" (ISO 9001:2008 requirement – 4.2.2).

In all cases documents kept as evidence of required activities were called records. While there were cosmetic changes over the years, very little actual change in detail.

Now the big change – maybe…

ISO 9001:2015 no longer identifies procedures, records or even a Quality Manual. It does require us to "maintain" documentation, or "retain" documentation, or to have and control documented information.

To start with (the good news) is that while it is necessary to meet requirements, you are not required to use the structure or "specific terminology" of this standard. (Introduction, 0.1 General, about 3rd paragraph down). This is good because some of you have been calling your documentation procedures, work instructions, records, etc. for many years – and certainly may wish to continue doing so.

Let's talk about what the requirements are and even if not specifically identified, what you may actually need. Where the standard indicates you need to "maintain" documentation this is equivalent to having procedures, work instructions or other controlled documents that create the expectation for the activities to be carried out. Where the standard indicates the need to "retain" documentation, this is equivalent to having records or documents that provide evidence that required activities have been carried out.

A little detail on application and usage of documentation.

A Quality Manual is not specifically identified or required. My opinion however, is that the Quality Manual is the means to link all requirements of the standard and the Quality Management System together. This “policy” manual details the requirements of the standard (because it is your policy to do so). Policy is the upper level of expectations when you are using the standard to identify the requirements to which you apply your system. This policy then provides the common link to the procedures (who, what, where, when, why) and the work instructions (how) you actually carry on the work of the organizations.

I have had a “mostly” gentle argument (with others) over the years that the Quality “policy” Manual may actually be a close mirror image of the standard – and if that is the case then why would it be necessary. In the past this was moot because you were required to have a manual (regardless of how constructed).

I still prefer this structure because most people in the organization never actually use, or have access to, the standard. As previously described the “manual” is a document that should allow anyone, regardless of their understanding of the standard, to access any part of the system needed for any reason. It only needs be created once, and if kept sufficiently generic would never have to be revised until the standard changed again.

The detail of these requirements, when kept in procedures or work instructions, are much simpler to change or control. Without the detail in the procedures and work instructions, this manual is a document that could be shared with customers, interested parties and throughout the organization. While it represents the system used by the organization, created properly it does not…and should not…compromise any sensitive information.

Procedures will still be necessary to detail the who, what, where, when and why. Much of what you already have may still be used. The manual (using the ISO 9001:2015 numbering) may be used extensively to link to your current procedures. After trying a number of different methods, I have found this to be most simple and effective. Where there are work instructions to support the procedures they may be referenced (identified as “maintain” documentation 4.4.2a).

Work instructions are mostly the “how”, and if used should be linked back to procedures. Documentation should be developed so the detail for information is only provided in one place. Less opportunity for conflicting information – more opportunity for simple control and change (managed the same as procedures.)

Records are documents that provide evidence supporting the activities actually carried out (identified as “retain” documented information or documentation – 4.4.2b).

There are a variety of word combinations used for documents and documentation.

Repeating, for clarity:

4.4.2a) Maintain – procedures, work instructions or other doc’s providing expectation

4.4.2b) Retain – records – documents providing evidence

The standard does not use the words "manual", "procedures", "records", etc. Can you? Of course! The standard and more specifically the system to which it relates when applied to ”your” system - belongs to your organization. While you have to cover the requirements, you do not have to use their terminology or structure (ISO 9001:2015, Introduction, 0.1 General, pg vi). My preference is to use the standard

terminology because I "teach" and “do” and want to avoid any confusion. You should do what will be most understood and will create the least confusion.

Just for clarity – you can always do more than is required. (You are then responsible for this, of course.) We have seen concern that because a Quality Manual wasn’t a specific requirement that it was something not allowed and could not be included. Absolutely not the case - the standard is the base and as long as that is in place, you can build anything else you wish. Again – what you build, you are responsible for.

The means by which you address these requirements is still up to you. Hard copy, electronic and any combination of these methods are possible. Processes are required to be identified but this should be in the detail and by the means most valuable to you including flow charts, process mapping or simple words.

There are definite and distinct changes to the ISO 9001:2015 standard. This does not prevent you from using the best tools and methods available to you – including what has worked for you in the past. We are always available to answer your questions.

A little something from the past...

In the rugged veldt of South Africa, the lion and antelope awaken from their night’s sleep. The lion knows it must run faster than the antelope or starve. The antelope knows it must run faster than the lion or be eaten. Regardless of whether you are the lion or the antelope, in the morning the one thing you know – you must be running. Seemed appropriate...

Latest Edition of ISO 13485

By Christina Milan (CPA, CMA, CMC), BRC Quality Consultant

The latest edition of ISO 13485, the internationally recognized quality management systems standard for the medical device industry was published in March 2016. Its primary objective is to facilitate harmonized medical device regulatory requirements. This new revision will bring the standard up to date with the evolving European requirements and other international regulatory changes that have occurred since the previous revision in 2003.

The previous edition of ISO 13485:2003 was based on the old ISO 9001:2000 standard, the new one is based on ISO 9001:2008 process model approach and is a management systems standard specifically developed for the manufacture of medical devices.

Let’s review some key changes/requirements to ISO 13485;

- You can exclude any requirement in sections 6, 7, or 8 if you can justify doing so because of the nature of your activities or products.
- There is an increased focus regarding feedback mechanisms.
- Risk management and risk based decision making are included throughout the quality management system. You're expected to apply risk management methods and techniques to all QMS processes including outsourced processes.
- Additional requirements related to complying with all applicable regulations. You're now required to set objectives for meeting regulatory requirements (in addition to setting objectives for meeting product requirements).
- Additional requirements and clarity with regard to validation, verification, and design activities; the standard now wants you to think about how to verify and validate medical devices that connect to, or interface with, other medical devices.

- Requirements to consider risk management outputs, to clarify product usability and safety requirements, and to make sure that input requirements can be verified or validated.
- Requirements to establish your product handling, storage, measuring, revalidation, and traceability requirements.
- More explicit requirements for software validation for different applications.
- While both standards expect you to establish a special file for each type of medical device, in the new standard you're now expected to include a description of each medical device or family of devices and to include all associated specifications, procedures, and records.
- Requirements to record supplier monitoring and re-evaluation activities and to consider privacy regulations when you develop methods for protecting confidential health information.
- Requirements to think about the safety and performance of your products and the associated training needs of product users, and to verify that regulatory requirements will be met and user training will be available before you agree to supply products to customers.
- In the servicing section you're required to analyze servicing records in order to identify servicing complaints and improvement opportunities.
- In addition to having to maintain the suitability and effectiveness of your QMS, you're now expected to maintain the safety and performance of your products whenever improvements are being considered.

Hopefully this will be useful to assist you in updating your management systems.

What can you do NOW to help your organization get ready for ISO 13485:2016?

TRAIN

Introductory training courses are coming soon. Watch for announcements and schedules...

Transitioning to ISO 13485:2016 (1 Day)
Focused on the transition to new requirements, and is intended for existing ISO 13485 companies with prior knowledge of ISO 13485:2003.

Understanding & Implementing ISO 13485:2016 (2 Days)
Does not assume existing knowledge of ISO 13485:2003 and reviews the requirements of an ISO 13485:2016 QMS and the steps required for implementation.

RESEARCH

Obtain a copy of the ISO 13485:2016 Standard
Purchase a licensed copy of the standard from:

TechStreet

ISO Standards Store

Ask the Expert

With

Ted Annis

Quality Manual Required?

Q:

We already have a Quality Assurance Manual in place but it is my understanding that in ISO 9001:2015 there is no longer a requirement for a manual. How do we handle this transition? Our ISO 9001:2008 standards are currently kept in our Quality Manual. If a manual is no longer required for ISO 9001:2015, where are we to keep our standards?

- Anonymous

A:

It is true that ISO 9001:2015 does not require a Quality Manual BUT that doesn't mean that you can't have one. The "Quality Manual" from 9001:2008 is basically a method of organizing your quality system's documentation to ensure that everything is in one place and accessible. In the past decade, technology has changed and grown, and the ways in which organizations maintain information continues to evolve. In 2008 the vast majority of companies kept everything on paper, and so a Quality Manual made perfect sense. As technology has evolved, many companies are looking to do away with paper...and many are finding creative ways to document their policies, procedures and work instructions.

You will notice that the 9001:2015 standard has also removed the term "documentation" and replaced it with "documented information". The word "documentation" typically means paper records, whereas "documented information" can refer to a wide variety of things - flowcharts, graphs, pictures, diagrams, videos, etc. This shift in the 2015 standard is intended to embrace this evolution and offer you the flexibility to document things in the manner that suits you best. Believe it or not, some organizations have replaced all their work instructions with videos that demonstrate the proper steps (this obviously works well in manufacturing, but can also work well when companies create videos of how to complete forms or carry out administrative steps on computer software, etc.). Or maybe you want to replace some of your written procedures with flowcharts that are more visual and easier/quicker for employees to interpret. With the change in 2015 you don't have to try to retain all of this documented information within a traditional "Quality Manual".

The 2015 standard, in a number of places, indicates that certain types of documented information must be retained. As long as you are retaining this information in a format and method that works for you...you will meet the requirements. You are not required to scrap your Quality Manual if you find it to be an effective method of organizing your documented information. You can keep the structure just as it has been, and you can continue to store copies of standards there as well. Should you choose to scrap the Quality Manual then there are a number of places to keep the standards - with quality records, with corporate policies/procedures, or even as an electronic document stored on a file server, etc.

- Ted Annis, BRC President

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 7.1 Planning of product realization. Read the scenario to determine if you think it would be conforming or nonconforming, then read the answer and explanation.

Support Information - ISO 9001:2008 Clause 7.1

The organization shall plan and develop the processes needed for product realization. Planning of product realization shall be consistent with the requirements of the other processes of the quality management system (see 4.1).

In planning product realization, the organization shall determine the following, as appropriate:

a) quality objectives and requirements for the product;

b) the need to establish processes and documents, and to provide resources specific to the product;

c) required verification, validation, monitoring, measurement, inspection and test activities specific to the product and the criteria for product acceptance;

d) records needed to provide evidence that the realization processes and resulting product meet requirements (see 4.2.4).

The output of this planning shall be in a form suitable for the organization's method of operations.

NOTE 1 A document specifying the processes of the quality management system (including the product realization processes) and the resources to be applied to a specific product, project or contract can be referred to as a quality plan.

NOTE 2 The organization may also apply the requirements given in 7.3 to the development of product realization processes.

Scenario

When interviewing the operations manager, the auditor asked to see information on production planning. Specifically, she wanted to see quality objectives for every product they made. The operations manager said that they developed quality objectives on a line by line basis but not for each product, although they did have a product specification document for each product. The auditor felt they should have objectives for each product.

Answer

Conforming

Explanation

The standard states that quality objectives and requirements for the product shall be determined "as appropriate". This provides flexibility for the organization to set objectives as they see fit. Some companies do this on a product by product basis, on a product line basis, a project basis, or an overall business basis. The extent and type of planning that is done will be dependent upon many factors: size of the organization, complexity of the product and processes, quantity of the product produced, type of industry, regulations, education level of employees, etc.

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.

QUALITY & SYSTEMS MANAGEMENT

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

Quality Systems
ISO 9001, etc.

Automotive
TS 16949, Core Tools, etc.

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

Medical Devices
ISO 13485, ISO 14971, etc.

Environmental Systems
ISO 14001, etc.

Testing & Calibration
ISO 17025, etc.

Integrated Systems
ISO 9001 / 14001 / 18001

Auditing & Quality Skills
Problem Solving, Continual Improvement

Aerospace
AS 9100

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

Online Training
Convenient, efficient & effective.

MANAGEMENT SKILLS

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

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

OTHER SERVICES

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

- Auditing
- Consulting
- Documentation
- Implementations
- QMS Management

Quality 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.

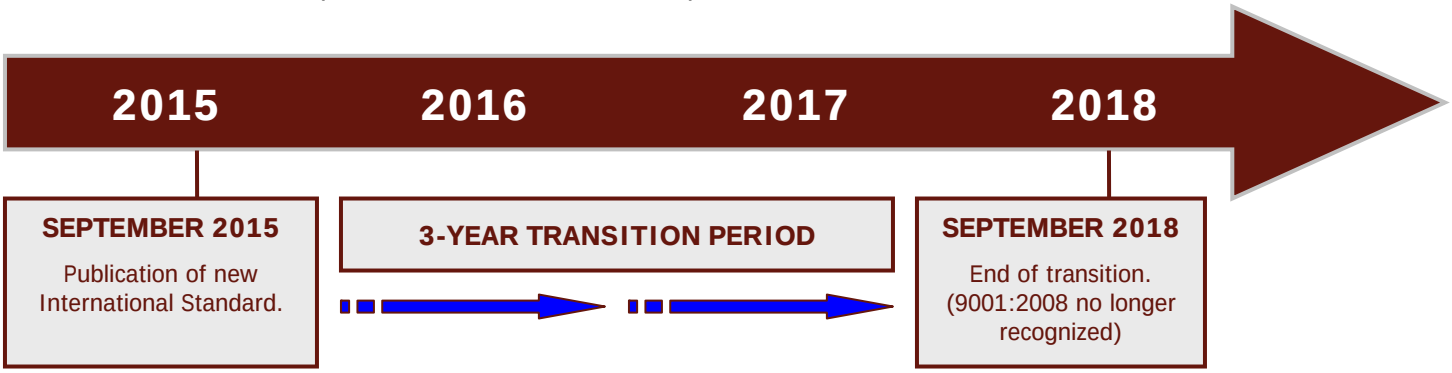
Transitioning to ISO 9001:2015

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. 11 - 12.....Victoria, BC
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 12 - 13.....Halifax, NS
Jun. 9 - 10 .....Windsor, ON
May 18 - 19.....Montreal, QC
May 25 - 26 .....Winnipeg, MB
Jun. 2 - 3.....Mississauga, ON
Jun. 6 - 7.....Ottawa, ON
Jun. 6 - 7.....Calgary, AB
Jun. 8 - 9.....Saskatoon, SK
Jun. 7 - 8 .....Vancouver, BC
Jun. 20 - 21.....Sudbury, ON
Jun. 27 - 28 .....Edmonton, AB

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. 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	**Apr. 21 - 22** .....Vancouver, BC	**May 31 - Jun. 1** .....Sudbury, ON
Jan. 28 - 29 .....Mississauga, ON	**May 2 - 3** .....Edmonton, AB	**Jun. 9 - 10**.....Calgary, AB
Feb. 25 - 26 .....Montreal, QC	**May 12 - 13**.....Scarborough, ON	**Jun. 13 - 14**.....Vancouver, BC
Feb. 29 - Mar. 1 .....Calgary, AB	**May 12 - 13** .....Winnipeg, MB	**Jun. 20 - 21** .....Ottawa, ON
Mar. 3 - 4 .....Ottawa, ON	**May 26 - 27**.....Burlington, ON	**Jun. 27 - 28**.....Saint John, NB
Apr. 4 - 5.....Saskatoon, SK	**May 26 - 27**.....Guelph, ON	**Jun. 27 - 28** .....Halifax, NS
Apr. 7 - 8 .....Belleville, ON	**May 26 - 27**.....Mississauga, 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.

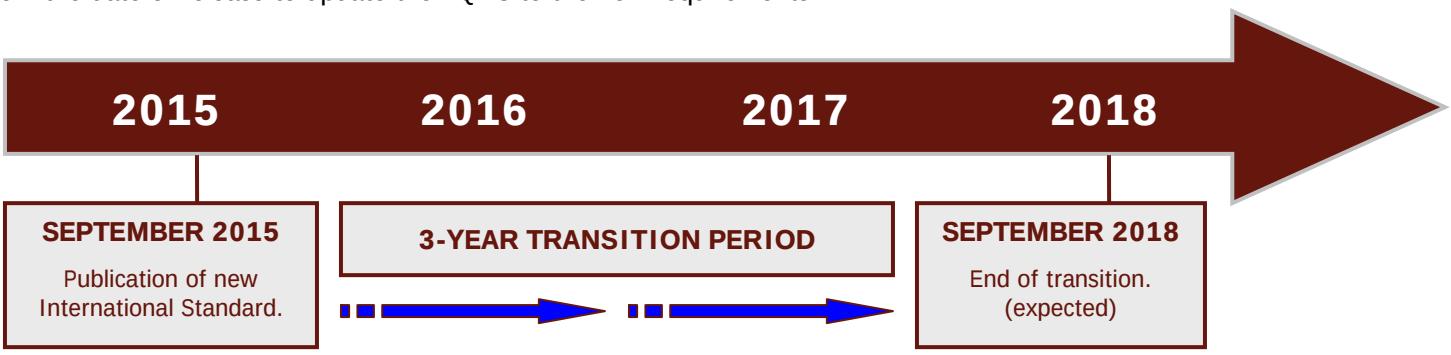
Transitioning to ISO 14001:2015

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	**May 19 - 20** .....Belleville, ON	**Jun. 20 - 21**.....Edmonton, AB
Apr. 4 - 5 .....Sudbury, ON	**Jun. 2 - 3** .....Calgary, AB	**Jun. 23 - 24**.....Ottawa, ON
Apr. 25 - 26 .....Mississauga, ON	**Jun. 6 - 7**.....Halifax, NS	**Jun. 29 - 30**.....Guelph, ON
May 16 - 17.....Montreal, QC	**Jun. 6 - 7**.....Vancouver, BC	

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

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 understanding of the requirements of CSA Z1000-14, Canada's National Standard for occupational health and safety management, along with the required knowledge and skills that will enable attendees to plan, perform and document internal audits.

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. 2 - 3** .....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. 16 - 17** .....Ottawa, ON
Mar. 10 -11.....Mississauga, ON	**May 9 - 10** .....Vancouver, BC	**Jun. 22 - 23**.....Mississauga, ON
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. 10 - 11.....Scarborough, ON
Mar. 23 - 24.....Mississauga, ON
Apr. 28 - 29.....Windsor, ON
Jun. 2 - 3.....Guelph, ON
Jun. 16 - 17.....Mississauga, 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

Provides participants with an understanding of the ISO 13485:2003 standard's requirements and establishes basic auditing principles. Through workshops and exercises, participants will learn to interpret the ISO 13485 requirements, as well as plan and conduct internal audits according to the guidelines presented in ISO 19011:2011 - Guidelines for Auditing Management Systems.

Duration: 2 Days
Cost: $995
CEUs: 1.6

Feb. 11 - 12 .....Montreal, QC
Mar. 31 - Apr. 1.....Burlington, ON
Apr. 28 - 29.....Mississauga, ON
May 26 - 27 .....Montreal, QC
Jun. 1 - 2 .....Vancouver, BC
Jun. 6 -7.....Ottawa, 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
Mar. 31 - Apr. 1 .....Ottawa, ON
Apr. 18 - 19 .....Burlington, ON
Apr. 18 - 19.....Guelph, ON
Apr. 25 - 26.....Mississauga, ON
May 16 - 17 .....Montreal, QC
Jun. 23 - 24.....Ottawa, 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

Feb. 8 - 9 .....Montreal, QC
Feb. 18 - 19.....Mississauga, ON
Mar. 3 - 4.....Vancouver, BC
Apr. 11 - 12 .....Victoria, BC
Apr. 14 - 15 .....Winnipeg, MB
May 2 - 3 .....Ottawa, ON
May 9 - 10 .....Burlington, ON
May 9 - 10.....Guelph, ON
Jun. 1 - 2.....Mississauga, ON
Jun. 2 - 3.....Montreal, QC
Jun. 29 - 30.....Saskatoon, SK
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. 27 - 28**.....Scarborough, ON	**May 24 - 25** .....Calgary, AB
Mar. 29 - 30 .....Ottawa, ON	**Apr. 28 - 29** .....Vancouver, BC	**May 26 - 27**.....Mississauga, ON
Apr. 14 - 15 .....Halifax, NS	**May 2 - 3** .....Windsor, ON	**Jun. 6 - 7**.....Montreal, QC
Apr. 18 - 19.....Victoria, BC	**May 5 - 6** .....Saint John, NB	**Jun. 9 - 10** .....Ottawa, ON
Apr. 20 - 21 .....Belleville, ON	**May 12 - 13**.....Saskatoon, SK	**Jun. 29 - 30**.....Sudbury, ON
Apr. 21 - 22.....Edmonton, AB	**May 16 - 17** .....Burlington, ON	
Apr. 25 - 26 .....Winnipeg, MB	**May 16 - 17**.....Guelph, 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. 10 - 11.....Scarborough, ON
Mar. 23 - 24.....Mississauga, ON
Apr. 28 - 29.....Windsor, ON
Jun. 2 - 3.....Guelph, ON
Jun. 16 - 17.....Mississauga, 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