



Analysis of Quality System Implementation Versus Stakeholder Perception

By RT "Bud" Weightman

Purpose: This paper has been written to address the various stakeholders in an organization and what their perception may be with regards to the implementation of the Quality Management System (QMS), particularly with regards to the ISO 9001:2000 transition and wording issues.

Stakeholders: For the purpose of this paper, the *stakeholders* are: the implementing *organization* (hereafter referred to as *organization*), *customers*, *consultant*, *certification bodies* (any combination of quality system certification and product related licensing; hereafter referred to as *registrars*) and *QMS auditors*.

Organization's Level of Interest: For the purpose of this paper, an organization's level of interest is considered to be:

1. Those who care (i.e., those organizations that plan and by doing so expect return-on-investment, continued savings or other forms of value-added realization out of their QMS); and;
2. Those who do not recognize the need to plan (i.e., those organizations who:
 - just want a certification for whatever their driver may be, such as market position, but do not recognize the need to plan
 - have planned, but do not understand the intricacies of ISO 9001:2000 or Quality Management Systems)

While it can be argued that there are many levels of interest in between, the "black and white" approach sets the tone for the interpersonal and stakeholder dynamics which follow.

Having A Higher Recognition or Having A Lower Recognition For the purpose of this paper, we'll call those who care, the organization with "higher recognition" and those who do not recognize the need to plan, the organization with "lower recognition". Likewise we'll call the informed stakeholder as having "higher recognition" and conversely the uninformed stakeholder as having "lower recognition". This will better illustrate the "black and white" approach mentioned above.

INTRODUCTION

The dynamics of quality system development and implementation is a multi-faceted undertaking. Depending upon the drivers of all of the stakeholders involved and the methodology used to deploy a Quality Management System, the organization's goals may or may not be realized or the operation of the QMS may end up financially costing the organization.

The tricky part about this analysis is that it is assuming that stakeholders know and understand whether or not an organization either "cares" (and subsequently does the necessary planning) or that the

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organization “does not recognize the need to plan” for whatever the reason may be. Simply said, many organizations have never thought that their and their stakeholders perceptions could impact the design, development and ultimate implementation of their QMS.

Equally important is overall formatting of the QMS and the wording used in the transition from the 1994 Edition to the 2000 Edition of ISO 9001. An anonymous quotation emphasizes:

- *“I Listen, I Forget”*
- *“I See, I Believe”*
- *“I Do, I Learn”*

In this saying there is a subtle, but important message in relation to Quality Management Systems. While training may help professionals understand the changes in the standard (*“I Listen, I Forget”*), the deployment of the changes (*“I See, I Believe”*), are important to the QMS implementation (*“I Do, I Learn”*).

Therefore, recognizing human factors (associated with learning and deployment) and stakeholder dynamics may assist an organization in its planning. There is a direct correlation between these topics versus the ultimate success of the QMS and customer satisfaction; in short, cause and effect.

A failure to recognize this “cause and effect” may result in a quality management system that is less than it can be thereby having an impact upon its ultimate implementation. Depending upon the organization’s product or service, improper implementation may be a contributing factor to:

- a breakdown in communications
- inefficiency
- not meeting customer requirements, needs or perceptions
- a loss of revenue; or.
- undue risk such as, a product failure or in a worst case scenario, a catastrophic event.

Stakeholders may never connect the dots that their actions or the organization’s lack of planning could have been a springboard for these possible outcomes.

STAKEHOLDER PERCEPTIONS & THE POSSIBLE IMPLICATIONS

The organization’s understanding of the ISO 9001:2000 standard, its culture or key values, no matter what they are, will be interwoven with the organizational goals and objectives and translated into the quality management system through the documented Quality Manual. The philosophy portrayed by the Quality Manual will initially begin with the organization’s own thoughts and understanding of the standard as it applies to their specific operations and business processes.

Eventually, depending upon the organization’s fortitude and interaction, the Quality Manual will be influenced in some degree by other stakeholders such as, customers, a consultant, the registrar and/or QMS auditors. The influence will result in a blending of perceptions and the organization’s final ISO 9001:2000 transition Quality Manual.

The following analysis of perceptions is meant to provide an understanding of the how a QMS could be influenced from:

- a positive aspect when an organization has a proactive involvement (having a “higher recognition”); or,
- a potentially degenerative aspect when an organization does not sufficiently plan (having a “lower recognition”)

Some organizations may not actually know where they are with regards to their level of recognition; it is the responsibility of its stakeholders to educate them and help them evolve. Conversely some organizations do know and will either interact with or coerce its stakeholders to maintain their existing level of recognition; depending upon their motives and/or the drivers which affect their business.

Organization’s Perceptions

The primary goal of a QMS should be customer satisfaction, limiting the level of risk exposure and a contribution to the financial bottom line. While ISO 9001:2000 is generally thought of as a standard for “customer satisfaction”, many practitioners will agree that it could also be used to limit risk and financially contribute to the bottom line through the reduction of waste and operational efficiency.

Many organizations may not set out to specifically achieve these broad goals, but may focus on any combination of those goals shown in Table 1, which are mostly synonymous. The organization with higher recognition will plan for their implementation by:

- assessing the current status of their QMS
- identifying the gaps in their system with regards to the 2000 version
- analyzing the steps necessary to achieve their goal of ISO 9001:2000 alignment
- developing a timeline with responsibilities and target dates to make alignment a reality

These are the organizations who truly “*walk the talk*”. Some of the organizations who fall into this category ensure that their QMS meets these goals just because it makes sense and saves time, resources and money. The topic of QMS certification may not enter into this type of organization’s reality. If it does, an external driver such as a customer need may influence their decision to go for certification.

Conversely, many organizations are driven by the need to have international recognition and/or visibility in a specific marketplace or in some views as being “better than their competition”. While this may be a driver for an organization with a higher recognition, it is not the dominating factor.

Traditionally organizations with lower recognition overlook the need to make their customers happier, limit their level of risk or become more efficient because of an “*if it ain’t broke, don’t fix it*” attitude or simply because “*business is just great!*”. These organizations do not normally ask themselves the “*what if?*” question. *What if the market turns? What happens if our largest customer chooses another supplier? What happens if we have a product liability law suit?*

The organization with lower recognition “*just wants to get by*” and doesn’t see what all the fuss is about when their registrar has a comment about their Quality Manual or if an auditor identifies nonconformities during an audit.

These organizations do not fall into any specific market sector nor are they of any particular size (e.g., number of employees, facility size or annual earnings). It’s more of a state of mind that

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their certification, internal resources and their consultant (if they use one), are just costing them way too much money, but yet they continue to pursue/maintain certification.

Customer's Perceptions

In many cases, customers are the reason why organizations develop a Quality Management System and/or seek registration. Many customers have learned that the smoother their suppliers' organizations run, the better it is for their own business. Some of the obvious benefits realized are:

- improved delivery
- better conformance to requirements
- reduced nonconformities
- better communications
- proactive involvement related to quotation responses and customer complaints

A customer's overall attitude with regards to quality is definitely something that drives organizations. A customer with higher recognition will influence organizations by some of the below listed means; they have learned that the clearer their requirements are, the less chance for communication glitches:

- written quotations and/or purchase orders with clear identification of requirements (e.g., attached drawings, specifications, etc.)
- monitoring of an organization's performance and reporting the performance back to the organization (e.g., on time delivery, nonconformities, etc.)
- periodic visitations to the organizations facility to discuss monitoring results

Conversely customers who are not communicative or who will continuously rework nonconforming products furnished by an organization are sending out a completely different message; *"just send us the parts"*. This attitude is one of a lower recognition; it will also influence an organization, but in a different manner.

The same type of customers sometimes tell organizations *"if you want to do business with us our purchasing people said that you have to become ISO certified"*, without any further explanation or discussion regarding what the benefits will be for both companies.

Consultant's Perceptions

Consultants typically provide an organization what they request. Depending upon whether or not the organization has a higher or lower recognition, the consultant's ability to influence them may be severely hampered. Of course this assumption depends upon the consultant's level of recognition. Recognizing that the information shown below are just examples, they illustrate a pattern of interaction between a consultant and an organization.

Level of Recognition: Consultant High/Organization High

If a consultant with a high recognition works for an organization with a high recognition, there is usually no limit to what they can do with the Quality Management System. Typically the QMS is interactively designed, documented and implemented at an accelerated pace since there is cooperation at all levels. Once it is implemented for a short period of time, the organization recognizes its value and asks the consultant to help them *"raise the bar"*. This type of relationship usually continues to improve the organization's processes on a continuous basis. In

this type of relationship, the consultant encourages the organization to interface with the registrar directly during Quality Manual reviews and site visitations.

Level of Recognition: Consultant High/Organization Low

A consultant with a high recognition may work for an organization that has a low recognition. Therefore, the organization may not want to “*have all that extra paperwork*”. If the consultant can not persuade the organization to change he may not be able to gain cooperation in the development of the QMS. Likewise he may assist the organization with the minimum level of documentation to see that they “*get through the registration*”. Normally the minimum level of documentation is sufficient since in the process of development, the organization will learn the minimum requirements.

In this type of relationship, the consultant is sometimes involved with the registrar’s review of the Quality Manual and he is sometimes present during site audits.

Level of Recognition: Consultant Low/Organization High

Normally organizations do not engage a consultant if the consultant’s recognition is lower than their own.

Level of Recognition: Consultant Low/Organization Low

Conversely, a consultant with a lower recognition working for an organization that has a low recognition may have a different effect. The consultant usually develops the Quality Management System for the organization, by obtaining the necessary level of information himself and including in the QMS. The QMS level of conformance to the ISO 9001:2000 requirements is sometimes marginal, but most of the times it is minimal.

The level of training for the organization is also usually minimal and the consultant is normally involved with the submittal of the organization’s Quality Manual to the registrar and with all registrar audit of the organization.

Typically such consultants have an influence over the organization with regards to all aspects of the registrar’s involvement. The consultant most likely negotiates specific Quality Manual wording issues and audit noncompliances with the registrar and/or auditor. In such cases the organization rarely has any incentive for improvement.

Registrar’s Perceptions

(For the purposes of this paper, only accredited registrars will be considered since all accredited registrars undergo scrutiny from an accreditation body or bodies. Unaccredited registrars will not be considered since they do not normally operate to an international theme.)

Overview

The registrar’s responsibility is to ensure that organizations meet the minimum criteria specified by the ISO 9001:2000 standard, including other related standards or programs. Being in the registration business is akin to being in the people business. Registrars routinely communicate with their accreditors, their advisory board, their own staff, organizations, organizations’ customers, consultants, auditors, and the general public. All of these groups have a different level of responsibility or interest in an organization’s ability to become certified and maintain their certification.

Therefore, registrars are required to have detailed procedures to perform the day-to-day duties associated with their business. The procedures normally include a documented methodology for numerous activities, including:

- the review of organizations Quality Manual
- the qualification of auditors
- determining auditor experience with the product or service to be audited
- the performance of audits
- ensuring that all auditors are consistent in their auditing approach
- monitoring auditor performance

Although they strive to ensure continuity between auditors, there are differences in:

- auditor personalities
- the manner in which an auditor performs the audit
- the selection of objective evidence
- the level and nature of samples available during the audit process
- the manner in which an auditor documents the audit results

Structuring of the Registrar's Assessment Checklists

(For the purposes of this paper, assessment checklists are considered to be those documents used to determine if an organization's Quality Manual meets ISO 9001:2000 requirements prior to the performance of an audit and those documents used to determine if an organization's QMS meets ISO 9001:2000 requirements during an audit).

The structuring of assessment checklists, including the level and quality of information contained therein is extremely important since it sets the baseline for all activities to follow. The examples illustrated below demonstrate how the content of a checklist can impact an organization's QMS and support or erode their level of recognition, be it a higher recognition or a lower recognition.

Note: It is important to realize that these examples apply to both the registrar's quality manual reviewer and the auditor who performs the audit of an organization's QMS. It also is making an assumption that both the reviewer and the auditor are competent in both their duties and their level of understanding regarding ISO 9001:2000.

- If a checklist contains broad or sweeping statements, then the interpretation of the manual and/or Quality Management System is left up to the reviewer/auditor
- If the checklist does not contain any guidance notes, then the reviewer/auditor will base the implementation upon their level of knowledge and experience with implementing quality management systems
- If the checklist is based upon incorrect assumptions, then the reviewer/auditor will carry that assumption throughout their review/audit
- If the checklist contains loose interpretations, then the review of the quality manual and the audit of the quality management system will reflect the said interpretations

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The registrar is in a unique position to influence organizations from a higher recognition level; even though an organization may have a lower recognition level, the registrar has the ability to gradually raise the organization's awareness. They have to be consistent in their approach on all fronts, including their dealings with an organization, its consultants and auditors alike. This also means that the tools they use to determine an organization's level of conformance must be beyond reproach.

Auditor's Perceptions

(For the purposes of this paper, auditors are those individuals who perform audits of organizations for a registrar. The auditors may be an employee of the registrar or may be a contractor.)

Auditor Qualification

Auditors are the eyes and the ears of the registrar. It is important to realize that each auditor has different abilities and expertise. In order to ensure consistency between auditors, registrars evaluate auditor qualifications, capabilities and/or training by determining:

- an auditor's level of capability or qualification (provisional auditor, auditor or lead auditor)
- whether or not they hold a certification to demonstrate their level of qualification (e.g., to internationally recognized certification scheme)
- whether or not they have had ISO 9001:2000 transition training
- their level of experience in quality, quality management systems and auditing
- their familiarity with processes
- their familiarity with the product being audited

Additionally, in order to ensure continuity of the audit process, registrars typically provide some level of training to auditors, periodically monitor their performance during an actual audit and regularly monitor the auditor's output and audit reporting.

Auditor Ability

With all of this oversight is difficult to believe that there can be any significant differences between any two auditors. However, there is a human factor side to auditing. This includes an auditor's:

- personality
- assertiveness
- morality
- ability to communicate with all levels of personnel in an organization
- ability to be discrete
- ability to deal with difficult people during the audit process
- ability to deal with observers during an audit (e.g., a consultant)
- ability to listen
- ability to confirm the evidence they are recording
- willingness to communicate with the registrar under all circumstances

All of this is compounded by an auditor's ability to relate their audit questions to real time events in the organization's processes, their auditing technique and their level of indepthness with regards to "ferreting-out" objective evidence and audit trails.

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Additionally, an auditor can not make specific recommendations to the organization and has to be on guard in relation to being influenced in any way by the organization (e.g., distractions, long lunches, show and tell presentations, argumentative behavior, interfering consultant, continued unavailability of managers, etc.).

Auditor's Interaction With The Audit Checklist

The dynamics of an audit could be overwhelming for an auditor at times; its thoroughness and success greatly depends the auditor's qualifications and abilities. However, an auditor could be compromised if:

- the Quality Manual review checklist did not accurately reflect the ISO 9001:2000 standard and/or the registrar's requirements
- the Quality Manual review was not performed thoroughly
- the audit checklist did not accurately reflect the ISO 9001:2000 standard and/or the registrar's requirements

If an auditor has a higher recognition and assuming that such situations exist, they have a tendency to place an auditor in potential disagreement with the registrar's output. If the auditor finds that the manual in fact does not meet specific requirements of the standard during the audit, he will be forced to identify the situation as a nonconformity thereby conflicting with the registrar's interpretation of the manual. This example has a further propensity to cause disharmony with the organization, particularly since the organization thought their manual was in conformance.

If the auditor is not assertive or if he has a lower recognition, the previously identified situations will have no influence on the audit process and subsequently the audit results. Therefore, a potential exists for nonconforming conditions within an organization to be overlooked or passed by.

The relationship between the registrar and the auditor is symbiotic; each possess the probability to have an affect upon the other. If the auditor performs a good job, then he looks good to the registrar or the organization or possibly both or possibly neither.

This specifically depends upon whether or not:

- the registrar performed due diligence with regard to the content of its checklists (i.e., manual review and audit)
- the registrar performed due diligence with regard to the auditor's certification
- the auditor remained true to his capabilities and values
- the organization had a higher or lower level of recognition
- the organization tried to influence the audit process and/or results

Combinations of Perception

The outcome of the Quality Manual and ultimately the QMS could be influenced by any of the wide variety of independent or blended perceptions discussed above. To further complicate

matters, the perceptions could be influenced by each stakeholders level of objectivity, level of knowledge and experience in:

- The subject of Quality
- Quality Management Systems
- ISO 9001:2000
- Business & Business Systems
- Specific Industries
- Product Requirements
- Integration of the QMS with other systems and/or concepts such as, health & safety, environmental considerations, product requirements and 2nd party licensing requirements
- Auditing

Perceptions Versus Conformity

The perceptions in conjunction with each stakeholders level of objectivity, level of knowledge and experience has the potential to impact an organizations ability conform to specified requirements. Organizations who have a high recognition usually do not have any surprises when it comes to their customers satisfaction and their ability to conform to specified requirements. Traditionally, these organizations are satisfied with the performance of their Quality Management System since it has paid for itself long ago and it continues to add value to the financial statement.

Likewise let's assume that each stakeholders level of objectivity, level of knowledge and experience were equal and that they all had a reasonably high recognition; then the influence upon an organization's ability to conform might look like that portrayed in Figure 1.

However, if any stakeholder had a low recognition and had the ability to persuade the organization in their direction, then the organization's ability to conform will most like be reduced. Conversely, if the organization and all or most of its stakeholders had a lower recognition, then the probability would increase that the organization would have a difficult time with conformance to requirements as portrayed in Figure 2.

THE INFLUENCE OF THE QMS FORMAT & WORDING UPON CONFORMANCE

The transference of knowledge is an important duty; those individuals who assume this responsibility have a need to understand the human factors associated with implementation. Linguists have recognized long ago that some languages have only a single word to identify a specific object; whereas, other languages have multiple words to identify that same object, but sometimes with a variance in the meaning (e.g., telephone, car phone, mobile, cellular, wireless, cell).

Therefore, it is extremely important not to make any assumptions when developing a Quality Management System. Equally important is remembering to realize that different people learn in different ways, for example; through feeling or sensing, watching, thinking or doing. While this in itself is a field of endeavor, some simple steps can be taken to clearly document the transition from the 1994 Edition to the 2000 Edition of ISO 9001:2000.

While a total Quality Manual rewrite with formatting similar to that shown in the new edition of the standard would be the clearest means of demonstrating conformance to the standard, some

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organizations choose to retrofit their existing manuals and leave them in the 1994 Edition format. The suggestions shown below address those organizations who intend to retrofit their existing Quality Manual to meet the ISO 9001:2000 Edition, but leave them in the old format:

- use change bars – as simple as this may sound, some organizations claim that the manual is rewritten and do not use change bars. Change bars help to signify where the changes have taken place and present a ready place marker for auditors.
- use a matrix to demonstrate conformance to the new edition of the standard – ISO 9001:2000, Annex B, Tables B1 and B2 provide a suitable methodology. The example shown below supports this methodology by adding two additional subjects. This approach will help registrars and auditors alike quickly find the changed sections of the Quality Management System.

ISO 9001:1994	ISO 9001:2000	Quality Manual Section	Applicable Procedures
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- do not stray away from the actual wording of ISO 9001:2000 – use the exact wording as close as possible, clarifications may be made in the subsequent text of the Quality Manual and/or applicable procedures. Using the actual text demonstrates to the registrar and auditor alike that time was taken to understand what the new wording means to the organization. Additionally, it provides a baseline for change in the organization throughout the implementation and training activities.

Interpretations & Potential Confusion

Case Study

Depending upon the level of understanding of the ISO 9001:2000 Edition changes, an organization may or may not include sufficient detail in their manual to adequately address specific changes. These actions may be further compounded if the registrar allows a broader interpretation of the standard. In this situation, the organization maintained their 1994 Edition formatting. While on the surface the manual appears to comply with the new edition of the standard, in practice it did not.

In fact, the organization had a difficult time understanding why it did not meet the new edition particularly since they had a consultant prepare and submit the changes and the registrar approved their manual. The reasons the organization’s manual revisions were not effective are shown below. Although some of the items cited could be argued as “not being required”, a little extra work on the organization’s behalf would of ensured a better understanding of the 2000 Edition.

- the revised manual did not include a matrix of the ISO 9001:2000 changes as they applied to revised Quality Manual
- the revised manual did not address each and every 2000 Edition change
- the revised manual did not include the wording of the new standard
- the consultant did not adequately inform the organization of the background for the changes in the 2000 Edition (e.g., 9000 & 9004:2000)
- the training to the new edition was not comprehensive enough for the Quality Manager to realize the depth of the changes identified in the new edition

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- the registrar's Quality Manual review checklist did not include sufficient details to ensure that the organization had a sufficient understanding of the new edition changes as documented in their Quality Manual

However, the shortcomings in the Quality Manual and subsequent information were identified because the registrar's audit checklist provided a sufficient level of detail in relation to the changes brought about in the new standard and the auditor had in-depth knowledge of the changes.

Actual Illustrations From The Audit

Attachment I illustrates several specific examples of the breakdown between the stakeholders.

Application of the New Edition

The ISO 9001:2000 Edition portrays a much broader understanding of quality systems than the 1994 Edition; think of it as flying in an airplane and how much more of the ground can be seen at 10,000 feet versus 1,000 feet respectively.

While some consultants feel the 2000 Edition has watered down the requirements for an organization, the converse is that it gives an organization more opportunities to spread the intent of the standard cross-functionally to all departments. This is the difference between the "higher recognition" and the "lower recognition". The "higher recognition" organization will take advantage of the 10,000 foot level by embracing the additional requirements, spreading them throughout the organization, while maintaining the level of details necessary from the 1994 Edition that are beneficial to their processes.

Whereas the "lower recognition" organization will see that the 2000 Edition only requires 6 documented procedures, remove the "extra" procedures from their 1994 Edition Quality Manual and try to bluff their way through an assessment.

While some registrars are being proactive by auditing additional departments other than the traditional departments that are responsible for the product, other registrars are not modifying their approach. Some of the new departments being audited in the 2000 Edition audits are those departments dealing with customer focus, communication and satisfaction, for example: accounting and sales and marketing.

SUMMARY

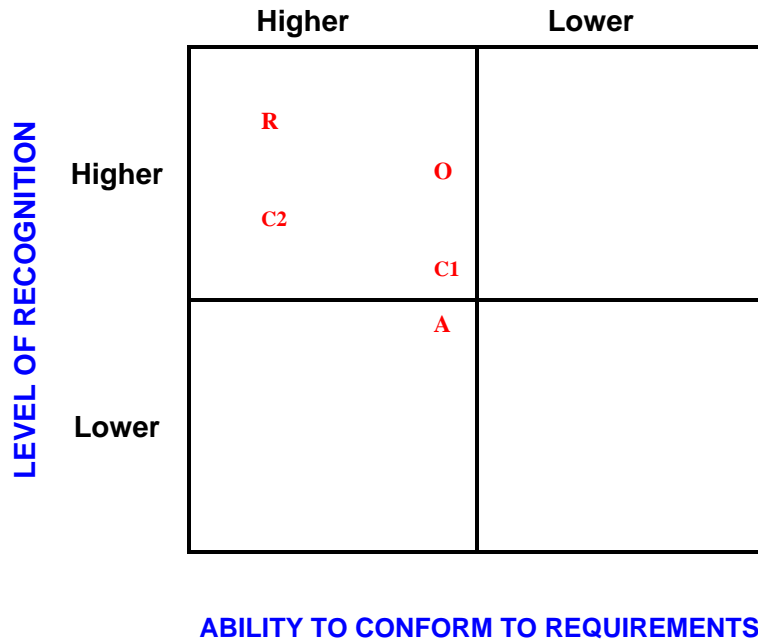
Understanding human dynamics and interrelationships is the ultimate key to a successful Quality Management System. Based upon the perception combinations, all stakeholders need to be diligent, communicative and open in their approach to the implementation of an organization's QMS. If any involved stakeholder is not true to assisting the organization implement their Quality Management System, the relationship between the stakeholders will eventually disintegrate.

Likewise, organizations should analyze all potential stakeholder perceptions in conjunction with each stakeholder's level of objectivity, level of knowledge and experience and how it could impact them and their ability to conform to specified requirements. This analysis should also address how the organization intends to deploy the changes required by the 2000 Edition particularly since formatting and wording issues could enhance their ability to conform or it could detract from their ability to conform to specified requirements.

Table 1, Reasons for Developing & Implementing a QMS

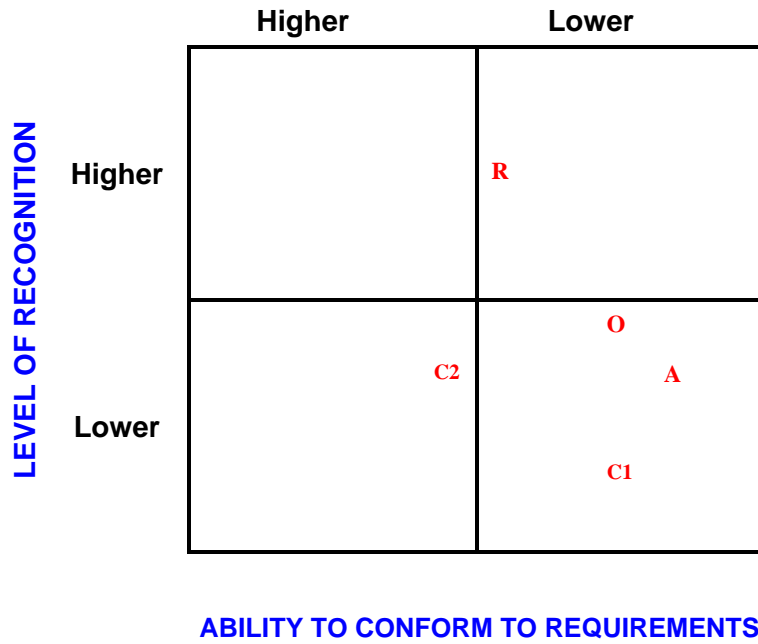
1. International recognition when the business system is certified to ISO 9001 (or similar scheme)
2. Meeting regulatory requirements
3. Meeting customer requirements
4. Better communication through structured channels
5. Consistency of product and repeatability of services to the customer
6. Consistency of incoming goods from suppliers
7. Provides ability to track supplier performance and identify supplier shortcomings
8. Optimized work flow
9. Increased productivity
10. Overall operational efficiency
11. Improved competitive position
12. Reduced rework, returned goods, warranty claims, field complaints, customer complaints, scrap and waste
13. Reduced potential of product liability
14. Improved customer relations

Figure 1
Organizational Recognition Versus Ability To Conform To Requirements
High Recognition / High Ability to Conform



- O** Organization
- C1** Customer
- C2** Consultant
- R** Registrar
- A** Auditor

Figure 2
Organizational Recognition Versus Ability To Conform To Requirements
Low Recognition / Low Ability to Conform



- O** Organization
- C1** Customer
- C2** Consultant
- R** Registrar
- A** Auditor

Attachment I
Audit Case Study Examples

Manual Section Where Requirement Was Addressed Using The ISO 1994 Edition Format	ISO 9001:2000 Section Number & Criteria	Discussion
4.1.4 Quality Policy	5.2 Customer Focus 7.2.3 Customer Communication 8.2.1 Customer Satisfaction	The quality policy addressed customer satisfaction, but did not go into the details of customer communication and customer focus. The organization's customer was proactive in that they furnished the organization customer satisfaction rankings on a monthly basis which addressed on-time delivery and the number of nonconformities. However, the organization did not specifically address how this relates to customer satisfaction nor did they use this information in their analysis of data as required by 9001:2000, clause 8.4 – see 4.20 Statistical Techniques shown below.
4.9 Process Control	6.3 Infrastructure 6.4 Work Environment	<p>The organization did not specifically include these topics in their Quality Manual. The registrar considered these requirements as being met since the manual included like wording in section 4.9.</p> <p>However, the organization did not specifically address the wording of ISO 9001:2000 clauses 6.3 and 6.4 nor were they able to demonstrate that they had knowledge of this subject.</p> <p>Oddly enough the organization had new buildings, a controlled environment and met the applicable requirements of the standard, but it was through a "default" situation, that is, it was not planned as such through the Quality Manual.</p>
4.20 Statistical Techniques	8.4 Analysis of Data	<p>The organization stated that only customer or product specification required statistical techniques will be used. Contradictorily, a procedure stated that they will perform a trend analysis of nonconformities, but did not specify what techniques would be used. Furthermore, there was no evidence that such an analysis took place, only a nonconformance report log that listed a general category of each nonconformity.</p> <p>Additionally, customer satisfaction information furnished by the customer was not included in the analysis of data.</p>

Biographical Sketch RT “Bud” Weightman

RT Weightman, President of Qualified Specialists, Inc., Houston, Texas has been involved with management and technical systems his entire career, over 28 years. Bud has been an international management consultant, author and lecturer since 1989 and has extensive experience with the design, implementation, assessment and certification of business management systems, including ISO 9000 and ISO 14000 systems. His approach is to provide customized business solutions to fit specific customer needs and to minimize implementation costs.

He has multiple industry and cross-disciplinary experience, a wide variety of technical certifications and is serving on or has served on numerous high-profile committees for economic development and standards development. He has been an owner of various small businesses since 1980, has assisted over 140 businesses with successful implementation of different management system types and has assessed numerous businesses in his career. His clients are comprised of small businesses, Fortune 500 and International Fortune 500 companies.

Bud is a regular contributor to various industry publications nationally as well as internationally. In addition to his other activities, he develops specialty training programs to fit the specific needs of his customers and engages in public speaking on a regular basis regarding various management issues.