

PROVIDING SOLUTIONS FOR PEAK PERFORMANCE

Quality Management in Today's Environment

For many industries, the implementation of key quality programs is integrally connected to top-line growth, the reduction of waste, production efficiency and overall service to the customer. The ability to show potential and existing customers a structured quality environment is vital for ongoing sales and production leverage. Many larger cap companies may require certain quality-related certifications from potential vendors.

For a quality program to be successful, there must be accountable owners from the top-down. Without empowerment and knowledge on the ground, future sustainability is in jeopardy. In addition, change management talent needs to be in place to drive the cultural changes necessary to drive transformation within the organization.

Earlier instances of QMS systems/certifications required a keen focus on product and tactical response:

- Standardized product and process documentation
- Diligent recordkeeping to drive traceability
- Monitoring of customer complaints
- Strict attention to corrective action(s)
- Defined leadership commitment

The latest instance of ISO:9001 2015 challenges quality leadership to be strategic and develop/position the organization to be risk-averse while emphasizing the voice of the customer via:

- Structured planning
- Performance evaluation
- Support within the organization
- Resources within and without
- Quantified customer satisfaction

The shift is centralized around risk mitigation to drive a holistically proactive organization.

Racca Solutions Group adept quality resources have vast experience directing ISO:9001 and other quality-related program initiatives.

Case Study: ISO Certification Rescue

Situation Analysis: Several years ago, Racca Solutions Group had helped a supplier of drilling products attain ISO 9001-2008 certification. The client was due for re-certification and had just failed their internal pre-certification audit. The findings were numerous and left uncorrected would have resulted in the loss of their ISO certification. In addition, the certification agency required an update of their system to the ISO 9001-2015 standard.

Improvements Identified: The client had already scheduled the final certification audit and was without the resources to complete the update and correct all deficiencies before the agency audit. Racca Solutions Group was engaged and would make all required changes and corrections in less than 30 days. This would allow for an internal audit and management review to be conducted prior to the scheduled agency audit for re-certification.

Key drivers for this request were as follows:

1. Lack of local quality support
 - A lack of consistent oversight led to a failure to follow basic quality policies resulting in 15 major findings
 - Existing quality system did not meet the requirements of the ISO 9001-2015 standard
 - Conditions at the site had changed and required new procedures, documentation and training
 - Quality system data was missing requiring reconstruction to complete the closure of open corrective actions
2. Control of ongoing quality oversight was to be transferred to site personnel
 - Extensive training was required for three individuals with little to no quality management experience
 - Local management had no risk management/preventive action best practices required under the 2015 standard

Overall Results: Racca Solutions Group led the client through a complete redesign and rapid deployment of the quality documentation, assisted with the correction of all findings and introduced risk identification and mitigation processes. Local management was trained on all requirements of the new standard and was successfully re-certified under ISO 9001-2015. Had they failed to attain re-certification, they risked losing several million in annual revenue.