

BONZA NEWS

The Two-Page Quality Manual **How to get lean all over** **By Mike Micklewright**

Our company's quality manual must mirror the ISO standard, must be between 25 and 40 pages in length and must be customized to our business.

After the initial approval of the quality manual, no one within the company ever reads it again. The manual is a non-value added element and it flies in the face of lean philosophy and a lean documentation system.

The Requirements

According to sub clause 4.2.2 of ISO 9001, an organization should establish and maintain a quality manual that includes:

- The scope of the quality management system, including details of and justification for any exclusions;
- The documented procedures established for the quality management system or reference to them;
- A description of the interaction between the processes of the quality management system .

Well, that's not too difficult to accomplish, and with many clients it's possible to develop a two-page quality manual that meets all of these requirements, that's user-friendly and that adds value.

Here's an example of such a manual:

The Two-Page Quality Manual (page numbers, etc. are omitted)

Founded in 1966, Val-Matic is a leading manufacturer of butterfly, plug, air and check valves for municipal, commercial-building and industrial applications. Val-Matic's corporate offices and manufacturing facilities are located in the Chicago suburb of Elmhurst, Illinois.

Val-Matic's quality management system (QMS) is intended to comply fully with ISO 9001.

The scope of its QMS, as recorded on its ISO 9001 registration, is:

The design, development, manufacture and servicing of water and waste-water valves for municipal and industrial applications.

This quality manual represents the scope of Val-Matic's QMS, references the procedures established, identifies the relationships between the procedures and processes established, and defines the interaction between these processes. The relationship between ISO 9001 and Val-Matic's QMS is defined in this manual and the internal audit schedule (#).



QUOTE

"A man's errors are his portals of discovery."

James Joyce

Irish novelist 1882-1941

GOOD NEWS

Honda to Add Production Shift at Ontario Plant

TORONTO, March 30 (Reuters) - Honda Canada said on Tuesday it plans to add a second production shift in early 2011 at one of its two assembly plants in Alliston, Ontario, increasing output by 400 to 600 vehicles a day and creating more than 400 new jobs.

Honda makes the Civic sedan, the Acura MDX sport utility vehicle and the Acura ZDX crossover at its Honda Canada Manufacturing Plant 2 north of Toronto.

"We are pleased to be making this announcement as the Canadian economy continues to show signs of recovery," Manabu Nishimae, chief executive of Honda Canada, said in a statement.

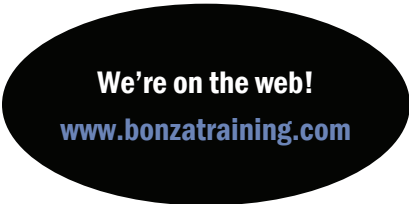
Last year, more than 52 percent of Honda and Acura vehicles sold in Canada were made at the facility, the company said.

BONZA TRAINING SOLUTIONS

Po Box 21007
 Stratford, ON
 Canada N5A 7V4
 Toll - free: 877-508-5525

Phone: 519-508-5525
 Fax: 519-508-5526
 Email: info@bonzatraining.com
 Website:
www.bonzatraining.com

*Core Knowledge.
 Flexible Thinking.
 Global Outlook.*



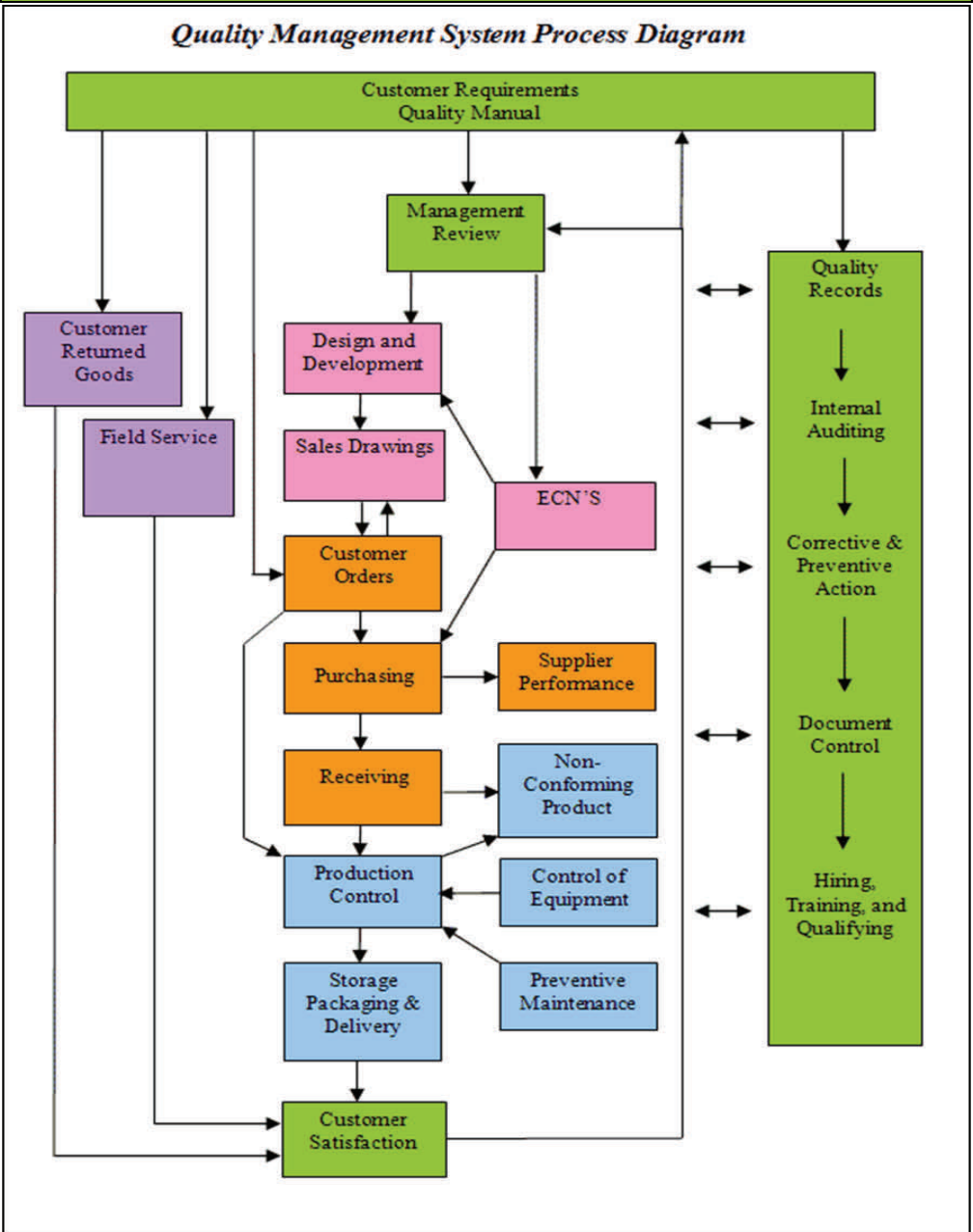
Val-Matic is committed to live by the spirit of all applicable clauses of ISO 9001, including the requirement to continually improve the effectiveness of its QMS. This commitment is supported by Val-Matic's quality policy statement:

Quality Policy Statement

"We are committed to consistently exceeding customer expectations by providing products, services and information of the highest quality in terms of safety, reliability, accuracy and timeliness. Our success is based on continuously improving the effectiveness of our products, processes, and quality management system.

This quality policy statement is supported by our documented objectives and goals found in the annually revised 'Objectives and Goals Form.'

Explanation of Relationship Between Processes, Procedures, and ISO 9001



BONZA TRAINING SOLUTIONS

Po Box 21007
Stratford, ON
Canada N5A 7V4

Toll - free: 877-508-5525

Phone: 519-508-5525

Fax: 519-508-5526

Email: info@bonzatraining.com

Website:

www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com

The titles in the boxes of the flow chart are the actual Procedure titles. Document numbers can be inserted into the boxes as well. When using document numbers, it's best to link the numbering system to the ISO standard. For instance, the purchasing procedure could be numbered 7.4- Each box can be hyperlinked to the procedure itself.

The company in this example defined each process area by color. These processes define the scope of each internal audit and have defined objectives and goals that are measured and monitored.

These processes should also define the relationship to the ISO 9001 standard. The company in the example showed the relationship between each process and the ISO standard in the referenced internal audit schedule.

Allow for the auditor's reaction

Like most people, some auditors have a difficult time accepting change. So, it's a good idea to forewarn the registrar about the two-page quality manual that your company would like to pursue with a letter explaining the above justifications.

Lean and ISO 9001

It's amazing how many companies that are ISO 9001 or ISO/TS 16949-certified embark on a lean journey and yet have fat, over documented, cumbersome, user-unfriendly quality documentation systems that provide little value and have no controls in place to keep them from gaining even more weight.

Practice what you preach

Make the first lean project one to reduce the documentation system. I have helped many companies reduce their documentation system by 50 percent to 80 percent by applying basic lean principles, especially when a transition is being made (e.g. QS-9000 to ISO/TS 16949). In all cases, no important content was eliminated, and junk, non-value added documents and redundancies were eliminated.

Some basic principles of a lean documentation system include:

- State each requirement/sentence/specification in your quality system no more than once and use references and hyperlinks. Get rid of all redundancies. This is the biggest source of a fat quality system and a large source of variation. For example, one document gets changed but the others with the identical requirement don't).
- Review each section of each document. Ask yourself and others, "Do we really read this section or document?" If not, get rid of it.
- Get rid of sections in your documents that don't add value. For instance, a work instruction needs only the instructions and revision/approval record. It doesn't need purpose, scope, responsibilities, etc., because those should have been addressed in the procedure referring to it.
- Review the revision record of documents. If there hasn't been a change to a document for a long time, there's a good chance that this document isn't being used and may not add value.
- Have a system to ensure that the system doesn't get out of control again.

Reprinted from the Quality Digest magazine with permission from the Author.

BONZA TRAINING SOLUTIONS

Po Box 21007
Stratford, ON
Canada N5A 7V4
Toll - free: 877-508-5525

Phone: 519-508-5525
Fax: 519-508-5526
Email: info@bonzatraining.com
Website:
www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com

About the author

Mike Micklewright is president of QualityQuest Inc., an 11-year-old consulting, training and facilitation company, based in the Chicago area and specializing in ISO 9001, ISO/TS 16949, Six Sigma, lean manufacturing and their integration. Mike is an ASQ-certified Six Sigma Black Belt, quality auditor, quality engineer and quality manager.

How would you like to pick the brain of one of North America's leading Continuous Improvement Specialists?

Mike Micklewright is coming to Canada!

May 17-18, 2010

**Best Western, Brant Park Inn
Brantford, Ontario**

Two Workshops:

May 17: Putting Your Internal Audit System on Steroids

May 18: The Relationship Between Root Cause Analysis & Lean

ACT NOW!

Early Bird registration deadline: April 16, 2010.

Final registration deadline: April 30, 2010.

Click here for more information: [Mike Micklewright](#)

(Note: Attending these workshops will also help you meet the requirement in the ISO standards for continual improvement).

Bonza Training Solutions & WESA Inc. are pleased to present:

Environmental Compliance in Ontario

This course provides an overview of key legislation that regulates hazardous waste, air emissions, sewer discharges, storage, transport, disposal of hazardous materials, substance reporting (NPRI, O.Reg. 127), PCB management, designated substances, the 3 R's, and emergency response. (2 day course)

Course Dates: April 20 & 27, 2010.

Time: 8:30 a.m. to 4:30 p.m.

Location: Waterloo, ON

Course Fee: \$895

Trainer: Lianne L. Sinclair, WESA Inc.

Registration Deadline: April 9, 2010.

Please call for a full course outline.

This course is available for on-site delivery.

BONZA TRAINING SOLUTIONS

Po Box 21007
Stratford, ON
Canada N5A 7V4

Toll - free: 877-508-5525

Phone: 519-508-5525

Fax: 519-508-5526

Email: info@bonzatraining.com

Website:

www.bonzatraining.com

*Core Knowledge.
Flexible Thinking.
Global Outlook.*

We're on the web!

www.bonzatraining.com

TOYOTA – Accelerator problems, just bad luck – or statistical probability?

By Keith Thomas

It seems that every pundit, expert or reporter has a new angle as to what causes the problem of the “Sticky Accelerator” - hereinafter called “The problem”.

Every day the news reports something new that “could” have caused “The problem” - is it software or hardware or worse?

On some days a new catastrophe occurs – and is blamed on “the problem”.

- Like the individual that had his car brought to a stop with the assistance of the Highway patrol (who apparently gave “interesting” advice about how to bring the car to a halt).
- Suddenly we are seeing pictures of cars “parked accidentally” in the front of a store, or worse - in the living room of someone’s home.

There are rumors of class action lawsuits and U.S. Federal multimillion fines.

Is it possible that some of these accidents were caused by different reasons?

Did someone at Toyota break one of Toyota’s 14 principles? Did runaway gains in sales cause someone at Toyota to unwittingly “slip” and fail to identify a design problem? Or is this simply one of the risks of being one of the “big 3” car makers? A recent news article says that GM is improving the accelerator system in some of its new models - another “Big 3” car maker that considers uncontrolled acceleration to be a potential risk?

We may not know the real cause of “The problem” until the pending litigation has been resolved in the courts, but let’s consider this. The Automotive industry has accepted that product (component) variation should be controlled to ensure repeatable performance. I believe the benchmark standard has been to control to <250 p.p.m. of controlled dimensions that could “border” the allowable tolerance. In other words the more cars you sell the greater the risk that 1 (one) vehicle could develop a problem with an assembly. Could an accelerator assembly – in which the compound variation of the components in the assembly, when exposed to other influences, such as salt water from the driver’s winter boots – cause the assembly to react poorly and cause a failure?

Of course a statistician could calculate the probability that such an assembly will occur and the risk is clearly very small. But the risk increases with the number of vehicles produced and when a company becomes a “million car seller” the risk increases that “something” will eventually be a problem - 14 principles or not.

Perhaps there is a statistician who reads this monthly letter who could provide more insight on this?

About the author

Keith Thomas is a Certified Engineering Technologist (Ontario, Canada) and a Certified Quality Engineer (ASQ), Keith also holds Diplomas in Quality Assurance (ASQ) and in Engineering Design. He has held a number of senior positions in operations and Quality Management, and is a registered ISO (QMS) Lead Auditor . For the past 14 years, Keith has been Auditing, Consulting and Training in ISO/TS 16949 and the ISO 9001 series of standards.