



Winter Greetings!

QUOTE

“It’s kind of fun to do the impossible.”

–Walt Disney

GOOD NEWS!

Thanks to funding provided by the Government of Ontario, Canadian Manufacturers & Exporters (CME) has created the [SMART Program](#) to help small and medium-sized manufacturers in Ontario improve their productivity so they can compete more effectively in the global economy.

The program awards 50% funding for a project up to \$50,000 for productivity improvements such as lean design, lean manufacturing, quality improvement, energy efficiency, IT best practices, and environmental impact reduction. <http://www.cme-smart.ca/>

Does your manufacturing company have a success story? What are some steps that you have taken to increase your competitiveness in the market? We’d love to hear from you. This space is for success stories only! Negative thinkers need not respond.

The Best Way to Internally Audit By Steve Coles

All too often, internal audits are done because ISO 9001 says they have to. Benefits of the programme are lost in the rush to make sure that each documented procedure is followed to the letter and internal audits become a ritual. Such audit programmes not only fail to meet the specific ISO 9001 requirements, but they also miss the opportunity for improvement. Steve Coles explains a better way.

Planning

Don’t worry if your process map doesn’t fit the system documentation, because now you’re going to audit the organization, not just the paperwork.

If you want to demonstrate compliance with **ISO 9001**, now’s the time to draw a matrix with the requirements on one axis and your processes on the other; put a tick in the intersections where a

process meets a requirement or a cross where you feel a requirement needs to be addressed. Check for any obvious gaps and then check the detail to make sure you are meeting the standard (on paper, anyway). Any remaining crosses become audit findings before a single checklist has been ticked.

Prioritise the processes you’ve listed and develop your schedule. Be realistic and plan for the resources (people and time) you actually have and remember, you don’t have to cover everything every year.

Finally, each audit should have a *sponsor*, somebody with authority for the relevant process(es).

Auditing

Agree the terms of reference (ToR) with the sponsor, with ideas from both the auditors and sponsor; you develop your checklist from the ToR. Your checklist is to be your guide to ensure you

cover all relevant areas, but it should not become a document where you have to rigorously complete every box.

When auditing, it’s useful to realise there are only five basic audit questions to ask:

- ◆ What are you trying to achieve? Establish what the auditee is actually setting out to do; is this in line with the organization’s objectives?
- ◆ What are you actually doing? Have the auditee describe (or show) you the process; try to let them describe it in their terms although, at times, you will need to ask direct questions (this is where your preparation and checklist will help).
- ◆ Are you meeting your objectives? Look for evidence to support the above responses.

Continued on Page 2

ISO 9001:2008 Standard Published November 14, 2008

In response to the publication of ISO 9001:2008, we have scheduled a series of one-day sessions to explain the differences, clause-by-clause between this new version, and ISO 9001:2000. Since companies have only one year to make the transition, we will schedule sessions throughout 2009. For session dates in your area, please refer to the course schedule on our website.

www.bonzatraining.com

The Best Way to Internally Audit (Continued from Page 1)

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

- ◆ Why are you doing this? This is the check against the formal system and procedures; if you've done your preparation, you'll already know what the answer should be, but this is the opportunity for the auditee to demonstrate that he/she is working to the system.
- ◆ Could you do it better? Get ideas for improvement – discuss your own and try to get agreement.
- ◆ much more valuable as a tool to initiate improvement so consider:
 - ◆ the title (and audit reference number if you use one)
 - ◆ a brief statement of the ToR
 - ◆ a list of the people involved (auditors, sponsor and auditees interviewed or observed)
 - ◆ a short narrative summary of the audit
 - ◆ a list of improvement opportunities; be precise in what was found and why it should be addressed, recommend what should be done (if you feel confident and competent to do so) and rank them for criticality or priority
- ◆ the system is meeting the organization's objectives
- ◆ it is effectively implemented
- ◆ with due regard to criticality and, where the system is not meeting the requirements, we've recommended corrective actions.

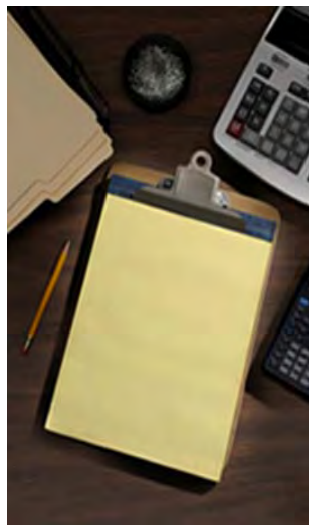
Most importantly, we've focused on the organization's needs and moved beyond just ticking the box. You can start to feel like you're making a real difference.

About the author

Steve Coles has worked as an independent quality management consultant for some 20 years, primarily in the upstream oil and gas sector where he has provided services to companies ranging in size from the just five employees to large multinationals. He has been involved with the development, refinement and operation of various auditing schemes, each with a focus on providing improvement rather than just 'ticking the box'. Steve lives and works in Scotland, UK.

Source: This article first appeared in issue 20 of IRCA Inform. Visit <http://www.irca.org/inform>

Reprinted with permission by Steve Coles and IRCA.



Reporting

Keep plenty of notes during the audit but don't make the report a running commentary. People are far more likely to read (and act on) a short report than a long one – a long one gets put in the pending tray to await time to read it — time that rarely comes.

As a minimum, a report only need record the scope and a statement regarding compliance. However, it becomes

Get agreement on the report from the auditee and sponsor before formally issuing it. If they don't agree to the findings and recommendations then that's the end of any opportunity for improvement. Depending on your management system, you may add the agreed actions to a tracking scheme. It's then over to the sponsor to act.

The end

Looking at the requirements of ISO 9001, clause 8.2.2, we're now in a position to verify that:

- ◆ what is being done is what is planned to be done
- ◆ the system meets the standard