Case Study 05

A3 Quality Management System

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Client details	Employees	140	Engaged	140
Project Details	Process	7 Months	Support	not reqd
Improvement	66%	APIQ1 critical in sustaining customer confidence		

Improvement	100%	Employee engagement and understanding QMS purpose
Improvement	Award	1st European supplier to achieve major OEM accreditation

1 Describe the problem — PLAN

R Requirement
S Source
E Evidence
S Source

Client wanted to introduce APIQ1:E9 alongside a new version of ISO9001, which had just been released.

API is the American Petroleum Institute.
Q1 is a Quality Management System, QMS.
E9 is edition 9.
ISO is the International Organisation for Standardisation.
9001 is the title of one of ISOs standards.

2a Describe the current process / Breakdown the problem — PLAN

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Client attempted (for 18 months) implementation of APIQ1:E9
Client had also neglected the ISO9001 based Quality Management System.
For information APIQ1 is more stringent than ISO9001.
Had the client's QMS been in good shape, approx. 65% of Q1 would have been in place through ISO9001. As it was, the QMS was approximately 30% compliant.

2b Describe the achievable future state — PLAN

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Project started May.

Target to be compliant to APIQ1:E9 and ISO9001:2015 by December of that same year.

3 Identify the root cause(s) / Use 5-why / fishbone etc. — PLAN

All aspects of the QMS were in a poor state through neglect and mis-management.
There was no internal audit programme and internal audits had not been done for over 1 year.
Multiple examples of uncontrolled documents and records.
Quality policy was misunderstood and not fit for purpose.
A full system assessment identified nonconformities in many other areas, including measuring equipment calibration, supplier management, material identification and traceability.
Customer nonconformities and complaints were not thoroughly investigated and repeat concerns were common.

In addition, a customer audit identified most of the above requiring immediate action** turned it around see point 2 in sction 6.

4 Develop potential solutions and action plan — PLAN

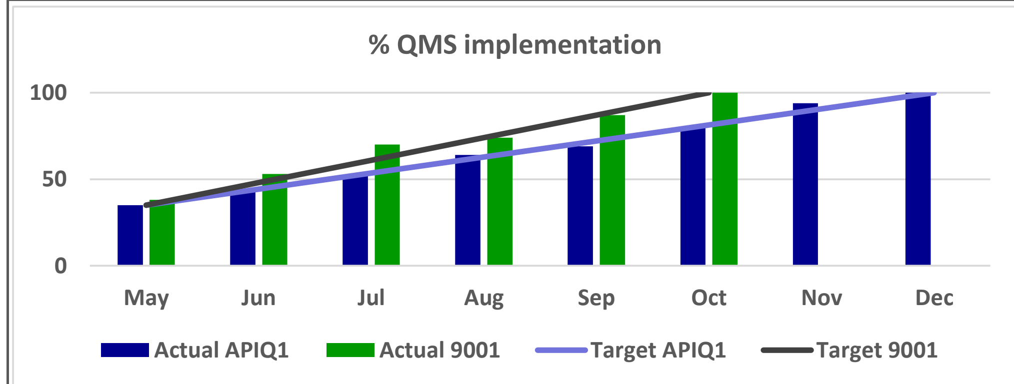
1	Create 'quality planning room'	
2	Define clear roles for quality engineers.	
3	Develop a plan to improve and implement QMS requirements.	
4	Monitor progress of item 3, with a trend chart to understand if/when gaps occur.	

5 Implement the solution — DO

1	Created quality room to review progress and conduct training.
2	Defined roles for quality engineers
3	Set up competency and development for quality engineers
4	Divided standard / clauses into manageable sections
5	Monthly targets. 9% gain versus standard requirements.
6	Daily / Weekly review keeping progress on track

6 Review and evaluate the results. Standardise changes. Consider similar processes. — CHECK

1	Steady progress. Both standards meeting tgt most months
2	Helped client gain 1st supplier on 'accreditation' program**
3	Getting process owners to take accountability was challenging (previously the quality dept was seen as responsible)
4	Managing director was now 'in tune' with the QMS. This was evident as he spoke with confidence to customers about QMS
5	Most important, on a personal note. Quality engineers became a team of knowledgeable, reliable professionals.



7 Reflect & act. — ACT

1	Better buy in from process managers. They must understand. It's their process, not the quality dept's.
2	Meetings with senior managers more frequently.