

# **TIPS AND TRAPS FOR PASSING ISO 9001:2015**

# “IT’S SO MUCH EASIER”

So how are you going to show that you’ve met the requirements if you don’t have procedures and records?

No need for a management representative

No longer any mention of records, just retaining documented information

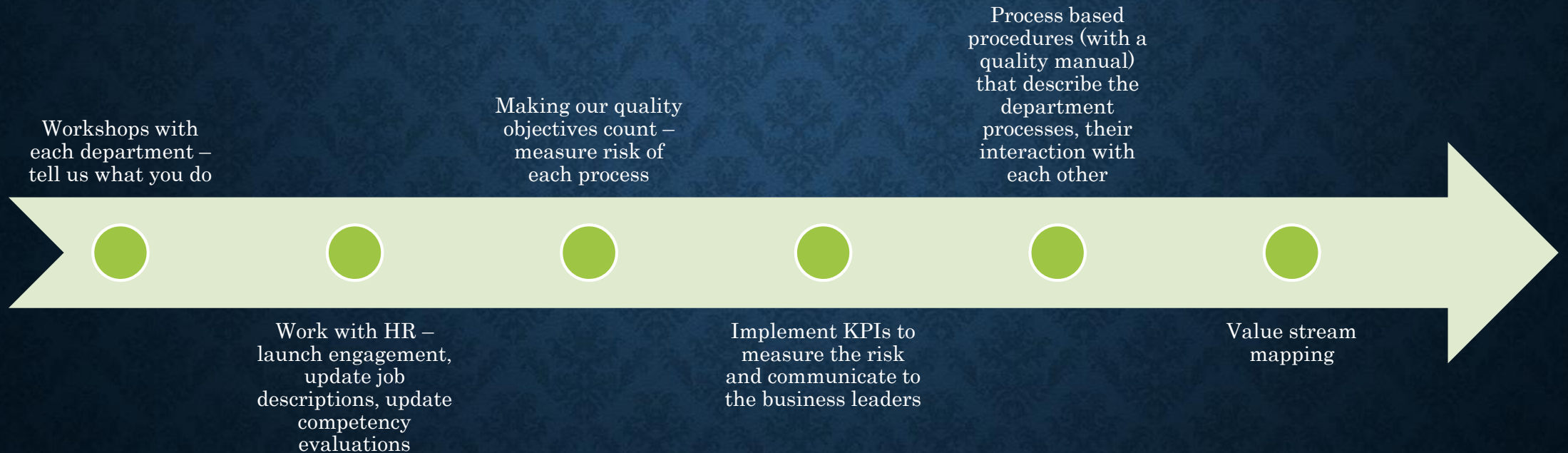
No longer requires documented procedures or a quality manual

## .... OPPORTUNITY

Change was needed to breathe life into the QMS

- Stop policing
- Help the business
- Involve the employees
- Standard requirements vs. what was actually needed by the organization
- Platform for launch

# THE APPROACH WE DECIDED TO TAKE



# WHAT IT ACTUALLY TOOK



ISO Presentation for Officers.pdf

Planning

Workshops

Training

Auditing

# HOW WE ADDRESSED QUALITY MANAGEMENT PRINCIPLES



# MORE MEANINGFUL AND USEFUL PROCEDURES

## 1. Objective and Purpose

- 1.1 The objective of Training is to ensure that personnel performing work that affects quality are qualified and competent, based on the appropriate education, experience, skills and training.
- 1.2 The purpose of this procedure is to describe the process for identifying training needs, providing training and maintaining training records.

## 2. Responsibility and Authority

- 2.1 This procedure applies to all RK Mechanical employees who perform work that affects quality.
- 2.2 Management Personnel are responsible for identifying qualification requirements and establishing competency levels for each position. Requirements and competencies are outlined in job descriptions.
- 2.3 Management Personnel are responsible for identifying and documenting training requirements pertaining to individual positions.
- 2.4 Management Personnel are responsible for evaluating employee performance to verify that identified training was provided. Management Personnel are also responsible for reviewing employee performance periodically and for identifying additional training needs.
- 2.5 The Director of People Services is responsible for ensuring that this procedure is accurate, understood and implemented effectively. This procedure may not be changed without the authorization of the Director of People Services.

## 3. Inputs and Outputs

- 3.1 Inputs to this Procedure are competency requirements established in job descriptions and personnel requiring training, qualification, or evaluation according to these requirements.
- 3.2 Outputs of this Procedure are personnel who are competent to perform their work and the personnel records maintained verifying employee competency.

## 4. Procedure

- 4.1 Initial Qualifications and Hiring
  - 4.1.1 Qualifications to hold any position at RK Mechanical are defined in job descriptions, which have been developed for each position.
  - 4.1.2 Assigned People Services Personnel use screening and/or testing to compare an applicant's qualifications to the qualifications listed in the job description. Management Personnel are involved in the pre-employment screening process as deemed necessary. Applicants demonstrating appropriate qualifications based upon screening and/or testing is then considered amongst other qualified applicants for hire in their respective positions. The most qualified candidate is selected.
- 4.2 Orientation Training
  - 4.2.1 Upon hire, employees undergo orientation training, which is conducted by People Services and Safety Personnel. Orientation training includes provision of employee handbooks, safety training and quality awareness training. Records of orientation training reside in the employee's Epicor training records.
- 4.3 Apprenticeship Program
  - 4.3.1 RK Mechanical provides an apprenticeship program to promote training and advancement of personnel in their chosen trades. Management Personnel urges personnel to participate in apprenticeship programs to advance their skills and qualifications in their chosen trades.
  - 4.3.2 Apprenticeship programs are administered by People Services personnel, as are records of apprenticeship programs and completion.
- 4.4 Job-Specific Training
  - 4.4.1 Job-Specific Training is performed both internally and externally to enhance employee competency.
  - 4.4.2 When group training is provided, sign-in sheets are used as a record of training. These records are maintained by People Services personnel in the Epicor program. The records are posted in the training portion of the employee's Epicor profile.
  - 4.4.3 Personnel performing welding, brazing or MED gas operations require certification and

Shared Services Procedure  
4/1/2016: Version 1

## PROCESS: JOB DESIGN

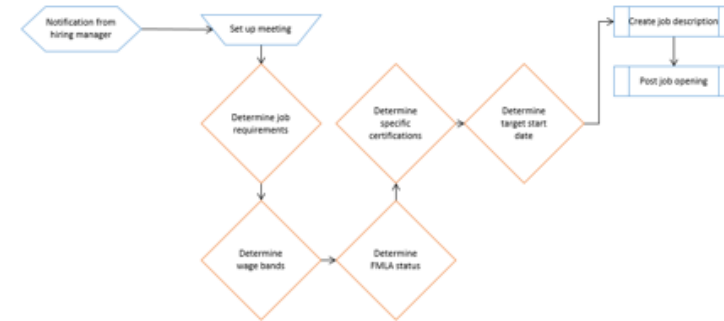
### Process Definition

The purpose of Job Design is to determine the needs of a department.

### Typical Process Inputs

The typical required inputs for this process are: Request for a new position.

### Typical Process Steps



The hiring manager contacts Recruiting and Human Resources (HR) when a new position is needed. A meeting is set up with the hiring manager to determine the needs of the position. During the meeting, the job requirements, wage bands, specific certifications, **FMLA** status and start date are discussed. This information is used to create the job description (see Create New Job Description Process of this procedure) and posting (see Recruiting Process of this procedure).

### Typical Process Outputs

The typical outputs for this process are: Description of job duties needed.

# ORGANIZATIONAL KNOWLEDGE

Process approach procedures

Competency evaluations and career pathing

- Also tied to competence and awareness

# OPERATIONAL CONTROL



Heightened QC plans

New quality software

Metrics to measure misses and address with training

# IN A NUTSHELL....



# IF I HAD TO DO IT AGAIN....

- Would have used the opportunity to change more of the practices that we associated high risk
- Would have not allowed “mitigations” to include “double check” or “data verification”

# WHAT TO WATCH OUT FOR

- Define your stakeholders – and why they are important
- Use a SWOT and have metrics associated with them
  - Define your strategic direction, your purpose, your unintended results, your internal and external issues and the context of your organization
- Evaluate the risks and opportunities of corrective action
- Go through the standard: Determine, Processes, Data, Document, Record
  - Can you show how you conform with each?
  - For anything that says “consider” use meeting minutes
- Know your metrics – leading and lagging indicators
- Think about – and document – your master communication plan

# MOST IMPORTANT REMINDER

The transition audit will be of both the 2008 and the 2015 standard in order to show that both are in tact until the registration occurs.

