



Quality Systems Update

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Inside

**Consensus Reached on
Guidance for ISO 9001 in
Local Governments** 5

**QSU Live:
Auditor Competence** 6

**Interpretations:
When To Use Statistical
Techniques** 16

**Fusion Management Author
Receives ASQ Medal** 19

**Longtime US TAG Member
Receives Freund-Marquardt
Medal** 19

When Quality Is Spelled '*Calidad*'

Viva ISO 9000 en Latin America

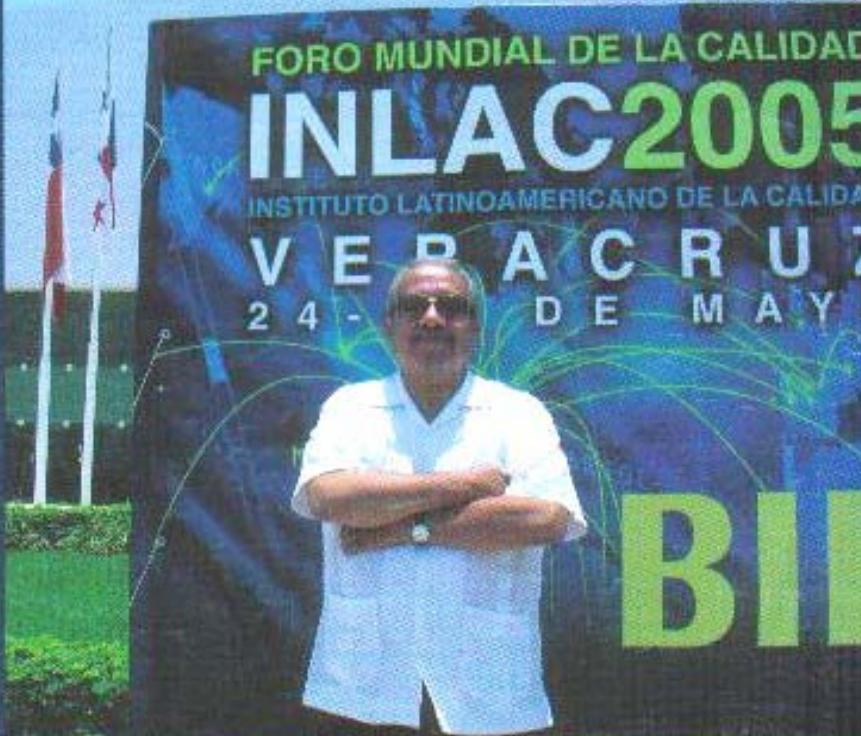
WHAT'S FRAZUZ, Mexico — With the free-flowing tequila, large orchestra, stilt-walkers, clowns and dance contest, most business people would probably never guess they had just landed at the closing banquet of an ISO 9000 conference.

But that's one of the things that sets the annual conference of the Instituto Latinoamericano de la Calidad A.C. (INLAC) apart from almost any other ISO 9000 event in the world — that and the fact that this year's forum at the end of May drew nearly 1,000 attendees while

attendance at ISO 9000 events in the United States and Canada appears to have slipped in previous years.

"I've been coming to this conference for almost four years. I normally go to the [American Society for Quality] ASQ in the United States and then come back here," says Leopoldo Rodriguez of Venezuela, who brought his wife, Hegbe, to the INLAC event. "This is more fun... I have met a number of people. I have met you three times but I forgot your name. Next year I'm not going to forget it!"

(See *INLAC* on page 12)



Executive Overview

1 | When Quality Is Spelled 'Calidad'

What draws attendees to the annual conference of the *Instituto Latinoamericano de la Calidad A.C.* (INLAC) when attendance at ISO 9000 events in the United States and Canada appears to have slipped in previous years? It could be the free-flowing tequila, large orchestra, stilted clowns and dance contest, or is it one man's drive to push Latin America into global quality discussions? This month's cover story unveils the draw of INLAC's World Forum, which had nearly 1,000 attendees in May.

5 | Consensus Reached on Guidance for ISO 9001 in Local Governments

An international group of government representatives and standards experts has reached consensus on broad guidance for applying the ISO 9001 quality management system standard to municipal and other local government institutions. Meeting in late May, the group produced an international workshop agreement (IWA), which is undergoing final editing and is expected to be published later this year by the International Organization for Standardization.

6 | QSU Live

Check out this QSU exclusive! QSU Publishing President and Publisher Paul Scicchitano recently moderated a live panel discussion at the American Society for Quality's ISO 9000 Summit in Atlanta. This month, we present an edited transcript of the panel discussion, which focused on auditor competence. The panel featured the following experts: Michael Carmody, president and CEO of RABQSA International; Simon Feary, director of the International Register of Certified Auditors (IRCA); Alan Marash, president of STAT-A-MATRIX; and James Kesselring, QSU Publishing's 2004 Management Representative of the Year.

12 | People on the Move

16 | Interpretations: When To Use Statistical Techniques

QSU's panel of experts agrees that "applicable methods" for monitoring, measuring and improving processes should be developed on the basis of assuring conformity to product requirements and the requirements of ISO 9001:2000 as well as to improve the ongoing effectiveness of the quality management system (QMS). Our panel concurs that statistical techniques have a vital and critical role to play in companies, but are not explicitly required by the standard.



Above: Participants in last month's ISO/TWA 4 meeting (see page 5).

Right: Clowns and pyrotechnics made a festive ending to INLAC's World Forum (see page 1).



18 | Registrar Index

19 | Fusion Management Author Receives ASQ's 2004 Edward's Medal

Stanley A. Marash, author of QSU Publishing Company's *Fusion Management* has been awarded the 2004 Edwards Medal from the American Society for Quality for his work on the project and for his nearly half century as a quality practitioner.

19 | Longtime US TAG Member Receives Freund-Marquardt Medal

Dan Harper, a longtime member of the US Technical Advisory Group (TAG) to International Organization for Standardization (ISO) Technical Committee (TC) 176, which is responsible for the ISO 9000 family of standards, was awarded the 2005 Freund-Marquardt Medal from the American Society for Quality (ASQ) for his work with the global quality management system requirements.

20 | Bulletin Board

25 | Registration Achievers

Consensus Reached on Guidance for ISO 9001 in Local Governments

VIA CRUZ — An international group of government representatives and standards experts has reached consensus on broad guidance for applying the ISO 9001 quality management system standard to municipal and other local government institutions.

Meeting here in late May, the group produced an international workshop agreement (IWA), which is undergoing final editing and is expected to be published later this year by the International Organization for Standardization (ISO). It will be only the fourth such workshop agreement, the term given to a technical document developed by a workshop outside of the technical structure of ISO with administrative support from a designated member body.

This ISO/IWA 4 has been prepared in order to provide local governments worldwide with a consistent approach to quality management," according to a draft obtained by QSU. "It aims to 'translate' the technical language of ISO 9001:2000 into language that is more user-friendly for people who are involved in local government."

While the intent is to "stimulate and facilitate" the use of ISO 9001 by local government bodies, the draft recognizes that specific circumstances will vary by region and culture and that there is no single prescribed way of implementing a quality management system based on the international standard.

"It is up to individual local governments to adapt the examples that are provided in this document for their own particular situation and circumstances," the draft states.

Noting that some local government organizations have implemented ISO 9001 for specific services, the document states that the objective is to promote the use of the standard on an integral basis throughout the whole range of services provided by the government body, including any contingency requirements.

"In order to achieve the objective of a reliable, responsive and transparent local government, it is not necessary to seek certification to ISO 9001:2000, although this might be encouraged by regional or national government initiatives," according to the draft.

"Nor should conformity to ISO 9001:2000 be regarded as a final objective in itself — once a local government has achieved a level that allows it to provide consistent, conforming services to the local community, it should look beyond conformance to performance and consider the utilization of ISO 9004:2000 and/or other excellence models to improve its overall efficiency."

Nigel H. Croft, who participated in drafting the document on behalf of ISO Technical Committee 176, which is responsible for the ISO 9000 family of standards, tells

QSU that the IWA is likely to be more widely used by local government bodies in developing countries.

"I see it as being an exercise in translating ISO 9001 into a language that is more user-friendly for local government organizations and sort of demystifying if you like ISO 9001," Croft explains.

He says the IWA not only provides guidance on ISO 9001 but also gives examples of local government processes and a possible means of assessing the maturity of a local government body's quality management system in two informational annexes.

"That will give some tools whereby local governments, particularly in developing countries, can really get to grips with a quality management system that is pragmatic and will generate good results for citizens," says Croft.

The draft contains the verbatim text of ISO 9001 supplemented with additional guidance for local government bodies. For example, the draft provides the following typical examples of local government processes under Clause 0.2 Process Approach:

- a) Strategic management processes to determine the local government's role in the socio-economic environment;
- b) Provision of resources and capacity to provide the local government services;
- c) Maintenance of the work environment;
- d) Preparation, revision and updating of development plans and work programs;
- e) Monitoring and assessment of the service provision process;
- f) Transparent internal and external communication processes;
- g) Citizen involvement mechanisms, including information and communication processes that a local gov-

"This ISO/IWA 4 has been prepared in order to provide local governments worldwide with a consistent approach to quality management."

— ISO/IWA 4 draft

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Quality the new name

(See ISO/IWA 4 on page 18)

Registrar Index

May 2005

The QSU Registrar Index contains data from the ISO 9000 Worldwide Certified Company Directory. These totals represent active ISO 9000 certificates issued by the listed registrars and do not reflect sector-specific certifications that do not result in an ISO 9000 certificate. All data was collected by May 1, 2005. To read our policy regarding third-party certificates please visit www.qsuonline.com.



QMI	7,867	Interleek	3,612
BSI	7,803	LRQA	3,406
SGS	4,477	UL	2,878
PJR	4,171	NSF ISR	2,797
DNV	3,717	NQA	2,285
BVQI	2,181	EAGLE	108
BNQ	1,432	AIR Corp	104
ABS QE	1,420	STR-R	100
SAT Global	1,225	EQA	87
IASC	931	ISA	82
TUV AM	916	TRC	81
ORION	895	CERTECH	73
SRI	817	AIR LLC	73
QUASAR	444	PMRC	63
AQA	377	Excalibur	56
QSR	361	DLS	52
NSAI	349	ACC	40
URS	347	NQSR	40
KEMA	317	ICL	31
PRG	275	GWR	27
DQS/BQR	275	AFAQ	
TUV Essen	258	ASCERT	23
HSB	234	UL Canada	19
PRI	233	AEA	15
Mondy	232	PwC	15
ASR	201	AMTec	14
TUV Rhein.	189	CICS	9
TRA-CD	150	SGS Canada	5
GRI	143	IMNC	4
AQSR	131	ASME	2
CGSB	123	WCS	2
APIQR	123	EAQA	2
IMS	122	SCS	1
ALB Vincotte	113	SQA	1
ISOQAR	110		

Interpretations

(Continued from page 17)

exists in the process. More variability results in more inventory in the form of Work In Process (WIP)."

Lupo says that in summary there are statistical methods which are appropriate for every type of industry and process. He suggests that companies determine which processes will provide the greatest benefit when they are under control and then determine the most appropriate methods to yield business results.

Reginald N. Shanghassy is vice-chair of the Canadian Standards Association's (CSA) Strategic Steering Committee on Business Management and Sustainability. He is a former international chairman of International Organization for Standardization Technical Committee 176, which is responsible for the development of the ISO 9000 family of documents. He chairs Plexus Corporation and leads his own consulting company, Q-Norm Inc. He can be contacted by telephone at 416-282-1577 or via e-mail at qnorm@q-norm.net.

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IWA/IWA 4

(Continued from page 5)

overnment conducts to provide and obtain information and to engage in dialogue with internal and external interested parties to encourage a shared understanding on local government issues, aspects and performance.

b) Emergency preparedness and response to crises."

Annex B of the draft is titled "Check Up System for Reliable Local Governments" and is intended to provide assistance to the top management of the local government in defining the necessary elements for minimum operations and to offer improvements "to face their responsibilities before the customers/citizens in an efficient and transparent way."

The self-diagnostic framework covers 39 minimum management indicators in

four major topics that provide the services a typical local government should have to be reliable in its service to customers/citizens according to the draft.

According to ISO, the workshop agreement approach enables a more rapid response to requirements for standardization in areas where ISO does not have existing technical structures or experts. "The IWA essentially gets a normative document into the marketplace relatively quickly with the opportunity that it will soon establish itself as a de facto standard; the option then exists of transforming it into a full international standard at a later stage," according to ISO. ■