An introduction to HPCs quality management system

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What is ISO 9001?

What is ISO 9001?

ISO 9001 is one of many standards successfully addressing best practise through the application of quality management systems.

Other best practise models include:

- EFQM business excellence model
- Investors in people
- Six sigma

Why do we use ISO 9001?

Why do we use ISO 9001?

An ISO 9001 quality management system ensures consistency, accountability and continual improvement.

Consistency

- requires that processes are mapped.
- stresses that processes and products are measured.

Accountability

- promotes management commitment.
- requires that roles and responsibilities are defined.
- encourages review of supplier performance.

Continual Improvement

- places emphasis on customer needs and satisfaction.
- involves conducting both internal and external audits.
- defines the need for regular management reviews.

How do we use ISO 9001?

How do we use ISO 9001?

ISO 9001 defines 5 key elements that must be addressed in order to adhere to best practise.

- Quality management system

Management responsibility

Resource requirements

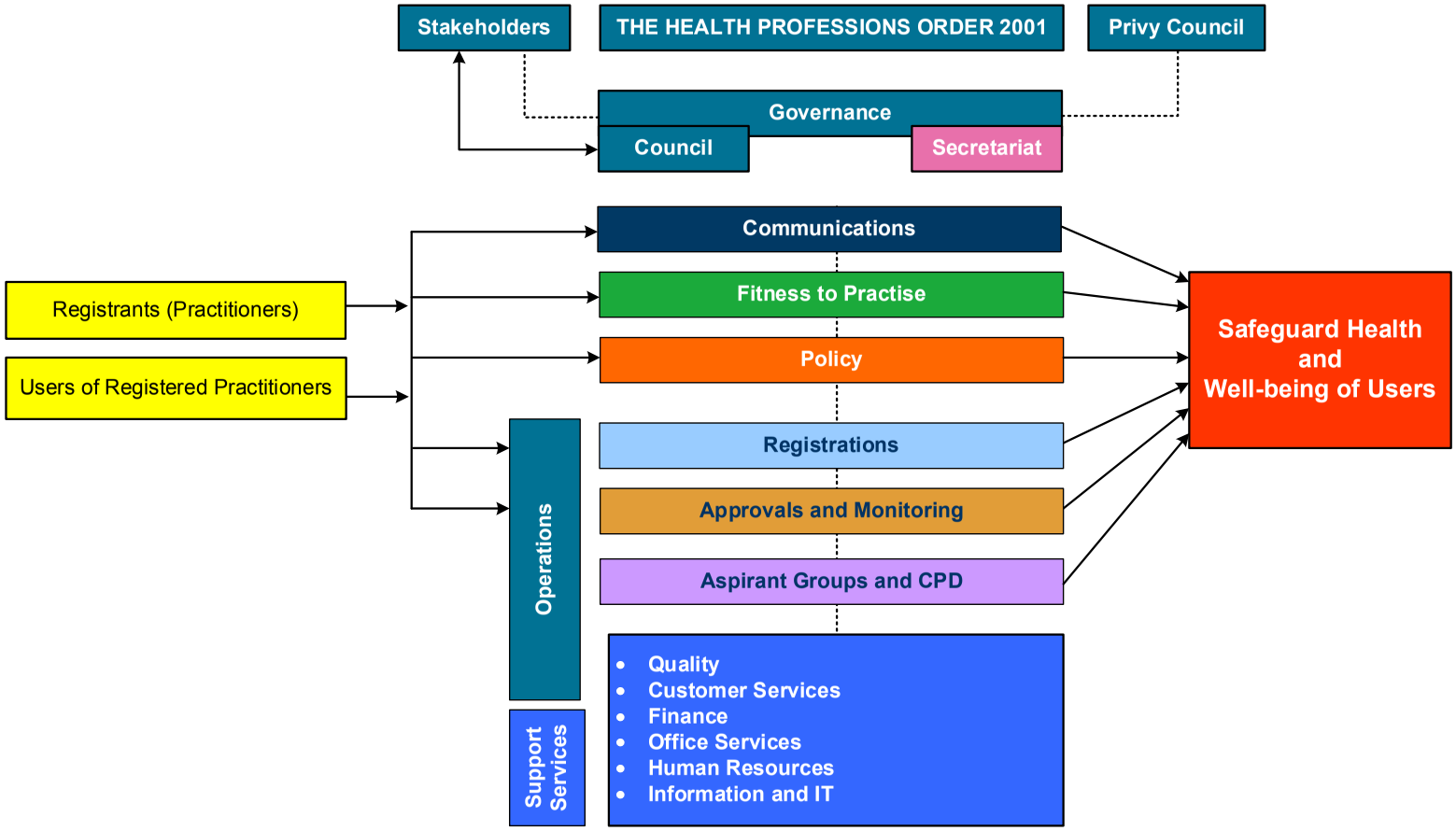
Product or service requirements

Measurement, analysis and improvement

Quality management system

How do we use ISO 9001?

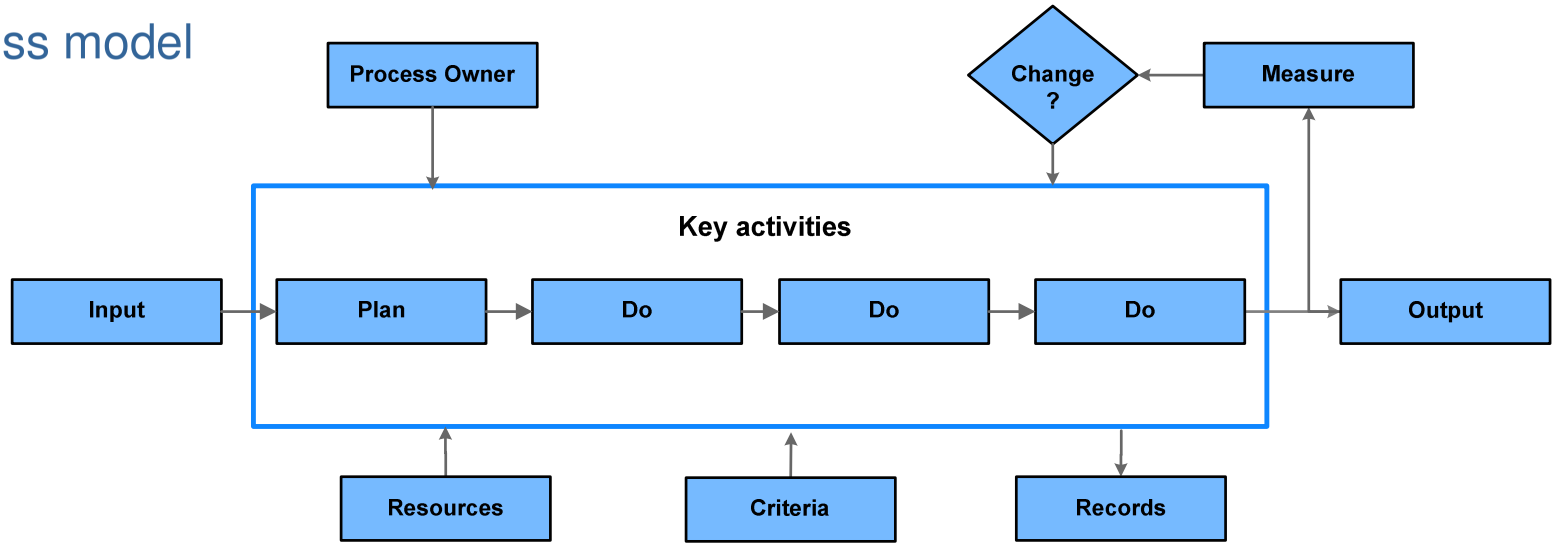
ISO 9001 is a standard specifying criteria for a quality management system (QMS). This QMS incorporates elements of HPCs management system that direct and control it with regard to quality.



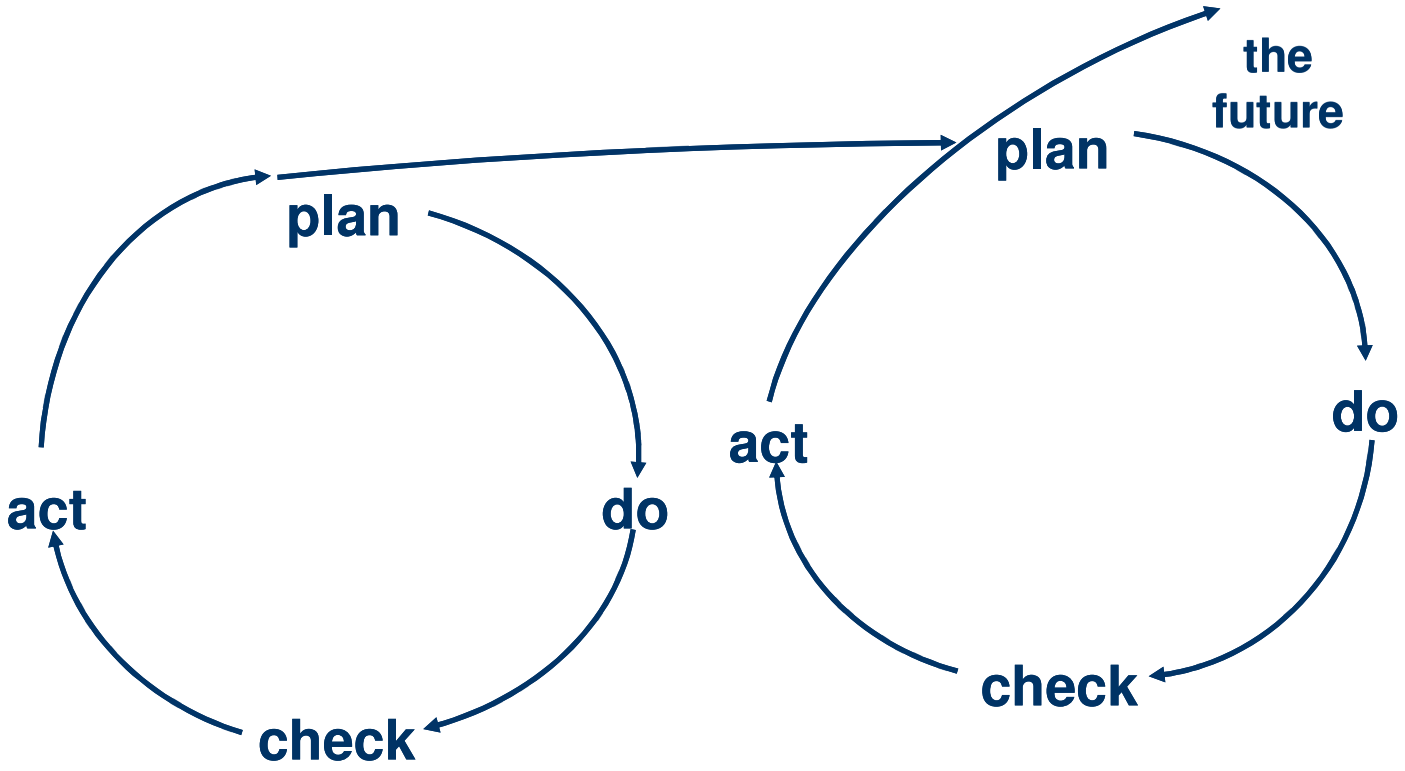
How do we use ISO 9001?

The QMS provides HPC with a set of key processes ensuring the delivery of services to customers and contributing to the achievement of the quality objectives and councils strategic intent.

Process model



Implementing a QMS means that key processes go through a plan, do, check and act cycle. This ensures processes are continually reviewed and improvements sought.



Management responsibility

Management responsibility requires that top management develop and improve the QMS throughout the organisation using effective leadership.

Carry out quality planning

- set quality objectives, regularly review and update the QMS.

Control the quality system

- define responsibilities and communicate these within the organisation.

Perform management reviews

- conduct periodic reviews of the QMS (management reviews) to ensure its suitability, adequacy and effectiveness.

Other clauses include; supporting quality, satisfying customers needs, establishing the quality policy.

Resource requirements

Resource planning and management provides competent, trained resources to carry out the work required in a manner that will satisfy customer requirements.

Provide quality resources

- establish resources needed to maintain the QMS
- enhance customer satisfaction.

Provide quality personnel

- ensure that resources are competent to perform their work
- provide training
- ensure employees are aware of the relevance of their roles in terms of achieving quality.

Provide quality infrastructure/environment

- determine, provide and maintain the infrastructure and work environment needed to ensure quality (buildings, workspace, equipment, heat, light, environment).

Product or service requirements

How do we use ISO 9001?

Customers requirements for products and services must be identified. The delivery of these products and services must be planned and validated.

Control customer processes

- determine requirements; customer, statutory and regulatory
- communicate with customers in relation to; services, enquiries, complaints and feedback.

Control operational activities

- control of processes, information and equipment related to service provision.

Control purchasing function

- ensure that purchased products conform to requirements.
- select and evaluate suppliers based on their ability to supply a product.

Other clauses include; Control realization planning, control product development, control monitoring devises.

Measurement, analysis and improvement

How do we use ISO 9001?

Methods will be in place to measure, analyse and improve processes. There will also be processes in place to control any non conforming products and ensure that continual improvement happens.

Monitoring & measurement quality

- identify and implement ways to measure customer satisfaction and processes.
- conduct regular internal audits.

Control of non conforming products

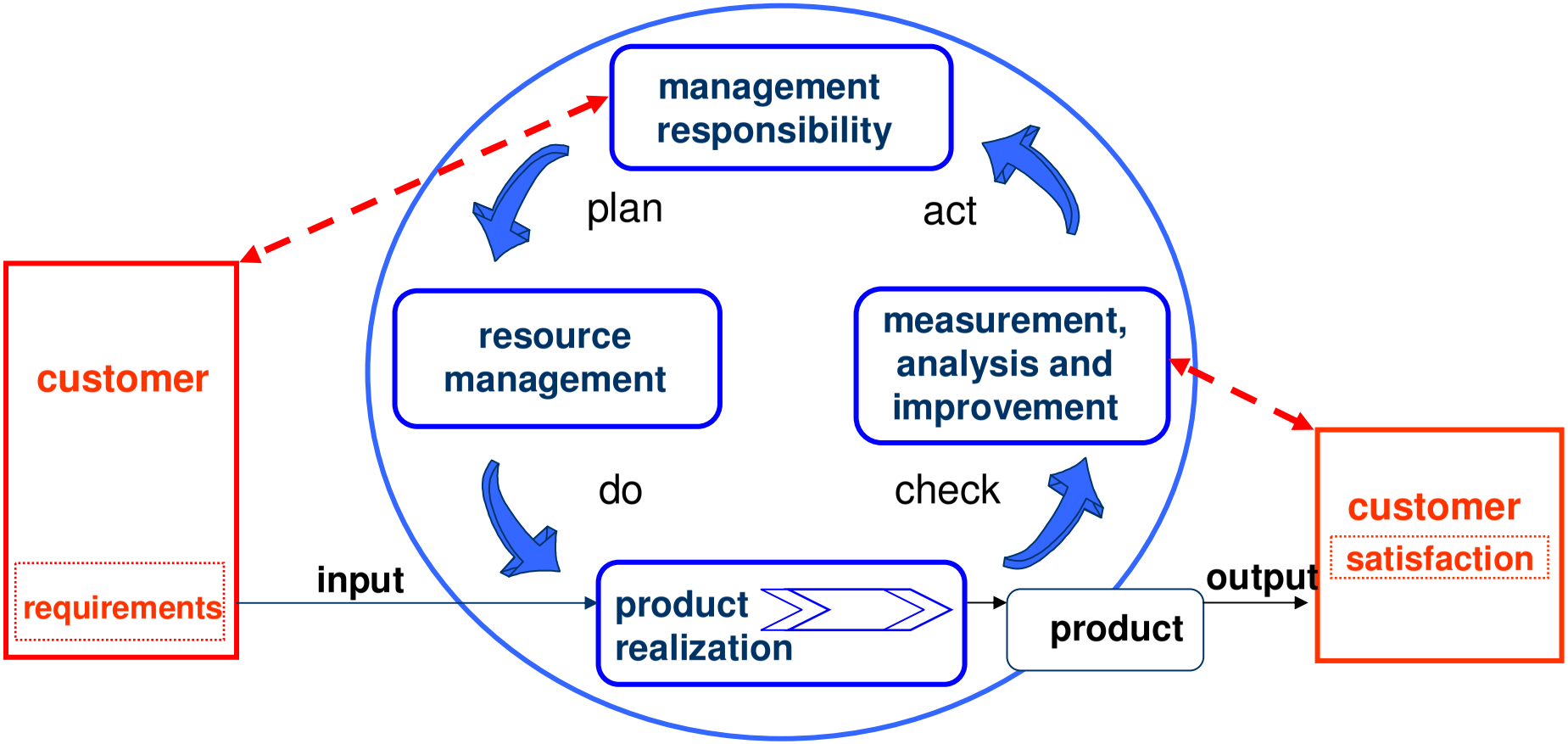
- develop procedure to control and handle non conforming products/services.

Make quality improvements

- use the results of audits, management review, corrective and preventive actions to generate improvements.

Other clauses include; external audits, preventive actions, corrective actions and analyzing quality information.

All these elements fit together to ensure HPC has a quality management system that promotes consistency, accountability and continual improvement.



The role of the quality manager

The role of the quality manager

The Quality Manager exists to maintain the QMS and audit against the ISO 9001 standard.

The objectives of the role are;

- to document processes, and get the quality management system working for HPC so we are focused on the quality objectives.
- utilise the results from internal quality audits and feedback, to provide management with data on a continual basis. Thus enabling management to see progress or lack of towards goals and can take appropriate action.
- conduct regular Management Reviews to ensure that evaluation of this data takes place.
- to provide a mechanism for reviewing performance on a scheduled basis, and for taking action based on this evaluation.

Having a well designed and implemented quality management system, based on ISO 9001 will provide significant benefits to HPC and it's employees.

Consistency

- greater understanding and efficiency of processes.
- better process control and flow.

Accountability

- defined responsibilities and authorities agreed by all HPC employees.
- greater consistency and traceability of products and services.
- improved understanding how statutory, regulatory and council requirements impact on HPC and our customers.
- increased accountability required from suppliers.

Continual improvement

- improved internal and external communication.
- improved processes and employee performance.
- improved return on investment.

A well designed and implemented quality management system, based on ISO 9001 can provide significant benefits to customers.

Consistency

- creates a focus on both internal and external customers.
- encourages an understanding of customer needs.

Accountability

- ensures that customer feedback is sought regularly.
- objectives are adjusted based on customer information and the organisation becomes more customer driven.

Continual improvement

- as objectives focus on the customer the organisation spends less time focus on individual goals, and more time working together to satisfy customer needs.
- customers satisfaction increases.

The future

The future

Since HPC gained ISO 9001 registration in July 2004 significant progress has been made on improving process and quality.

Internal audits

- there have been 63 internal quality audits conducted.
- there have been 74 internal non conformities issued.

External audits

- HPC has passed 5 external audits from BSI.
- there have been 3 BSI non conformities issued.

Continual improvement

- an employee feedback loop has been introduced.
- monthly departmental QMS/process reviews have been introduced.
- initiation of improvement projects have begun.

The future

Since HPC gained ISO 9001 registration in July 2004 significant progress has been made in establishing on-going aims in relation to quality.

Internal audits

- conduct internal quality audits (2 internal quality audits for core functions and 1 for support functions).

External audits

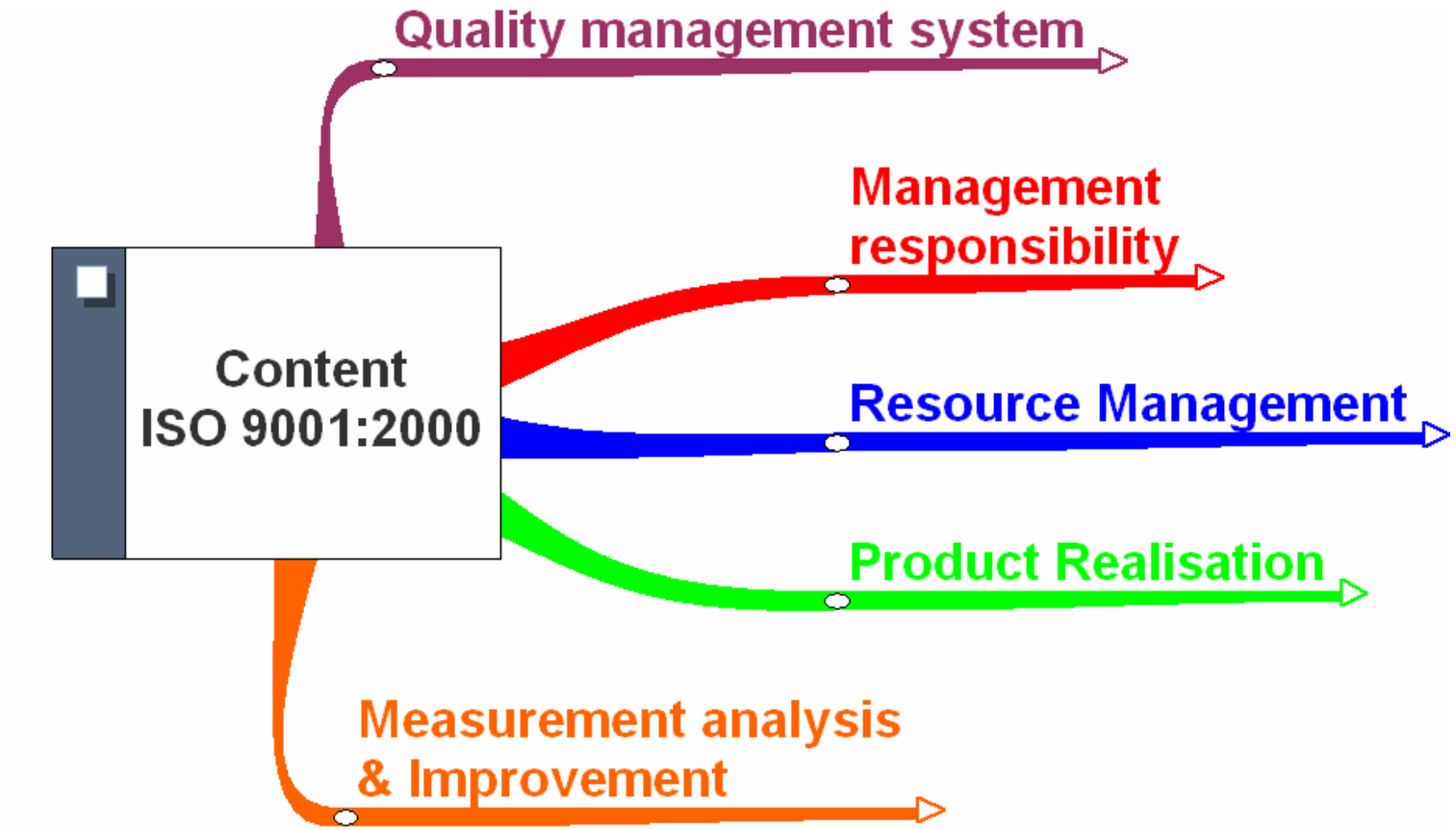
- maintain the ISO 9001 registration. Participate in 6 monthly external quality audits with British Standards Institute (BSI).
- update the quality management system and conduct process reviews.

Continual improvement

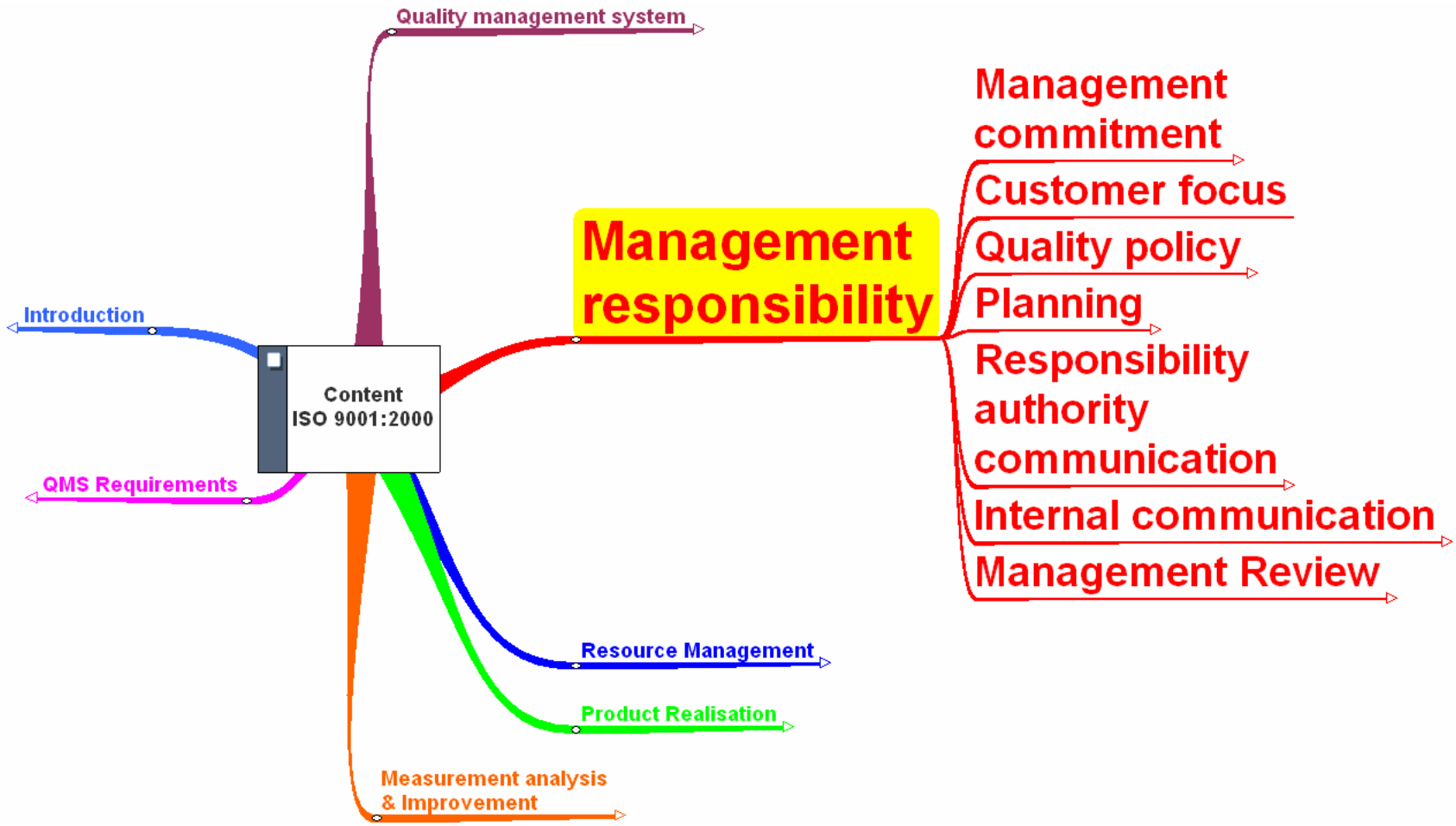
- continually review of employee feedback.
- initiate the implementation of improvement projects.
- achieve a more integrated approach to business processes
- utilise findings from other internal audit happening within HPC.

Appendices

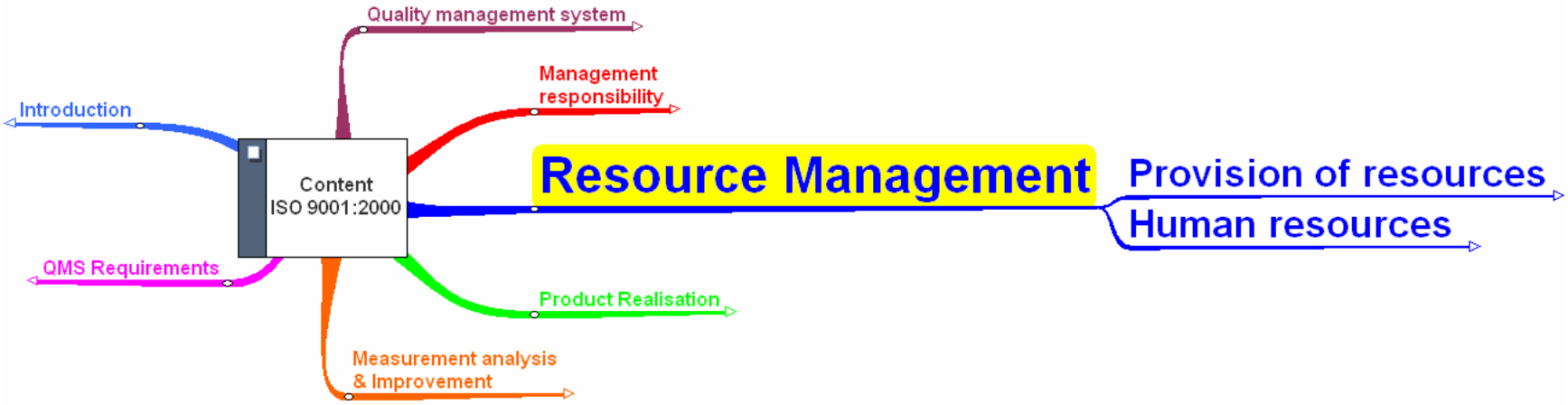
Quality management system



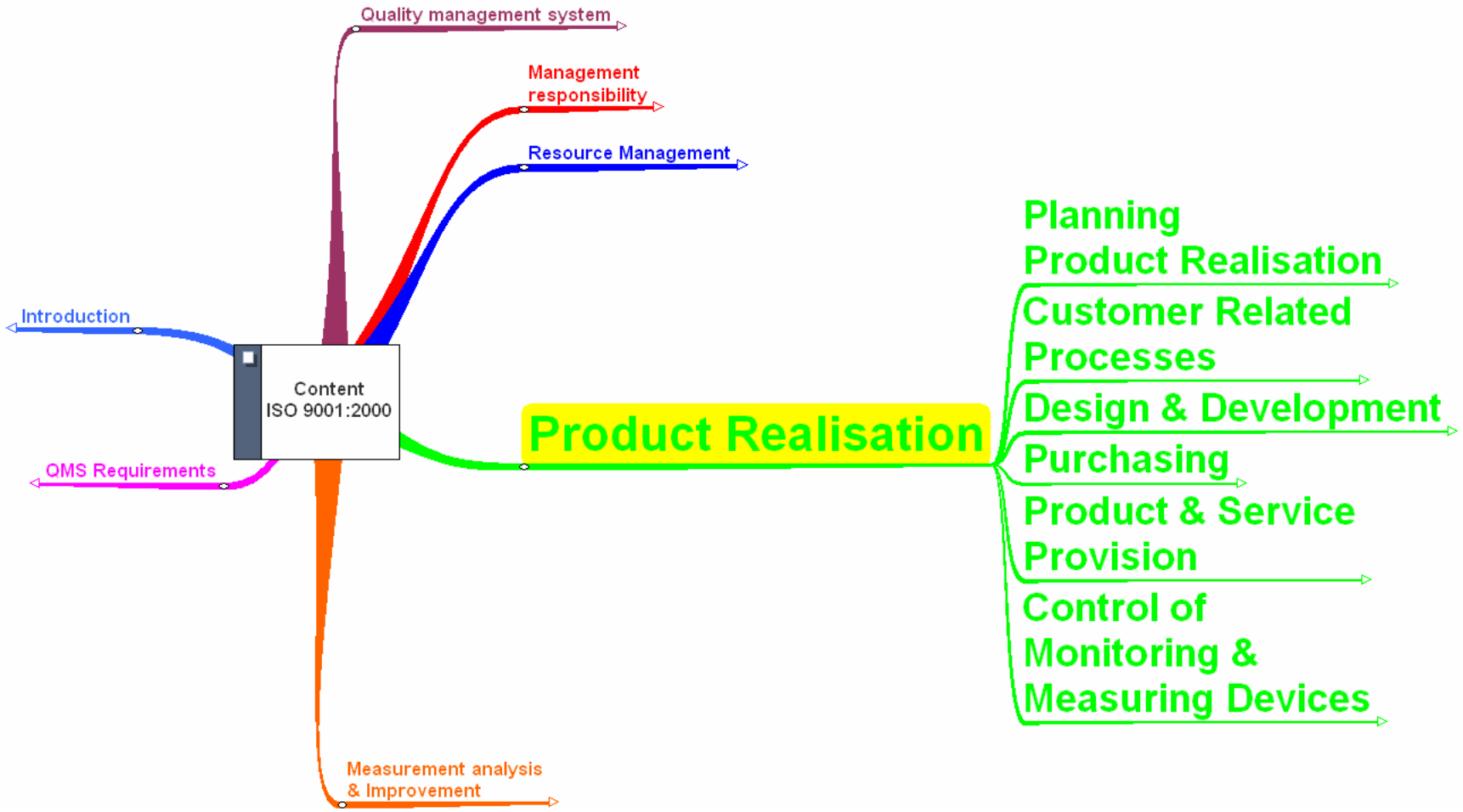
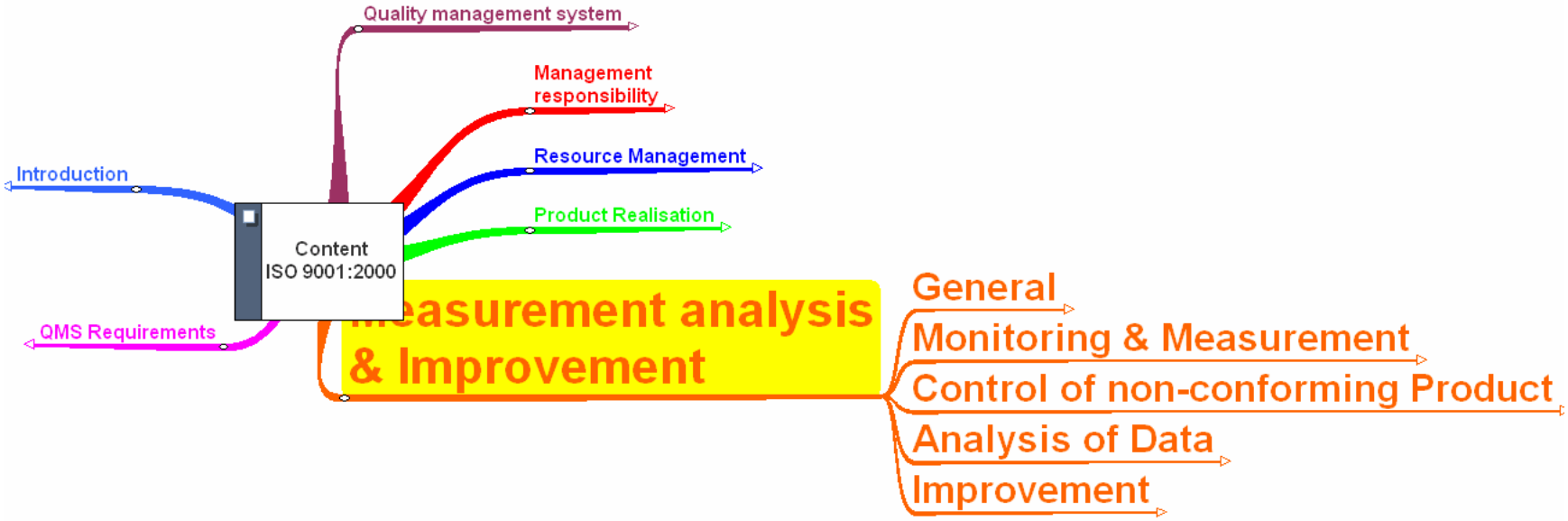
Management responsibility



Resource Management



Product realisation



Measurement, analysis and improvement