



AEM Consulting
Group, Inc.

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Paper #32

Three Keys to Continuous Improvement:

Management Review, Internal Audit and
Corrective/Preventive Action

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Company Goals

- 1. Improve quality.**
- 2. Reduce lead time and total costs.**

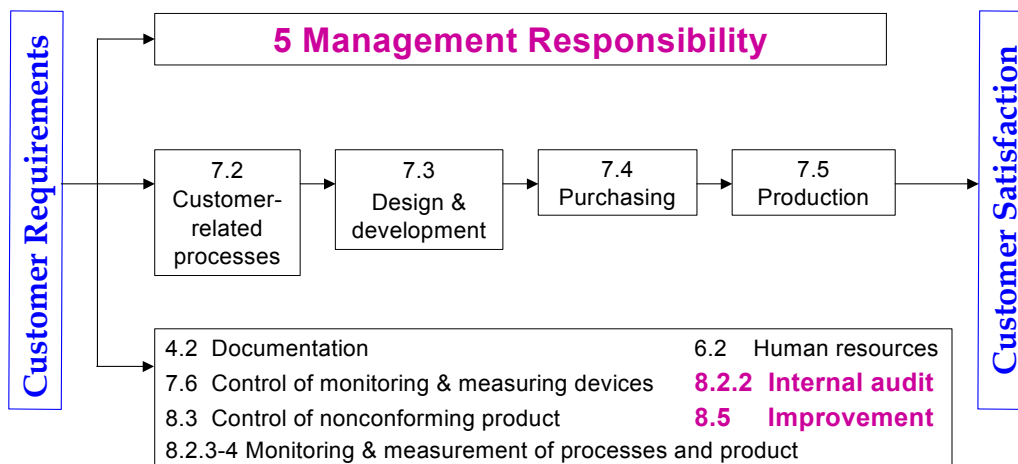
Through:

Value-Added activities increasing the service or product's form or function - things the customer is happy to pay for.

Simplifying, combining, or eliminating **Non-Value-Added** activities.

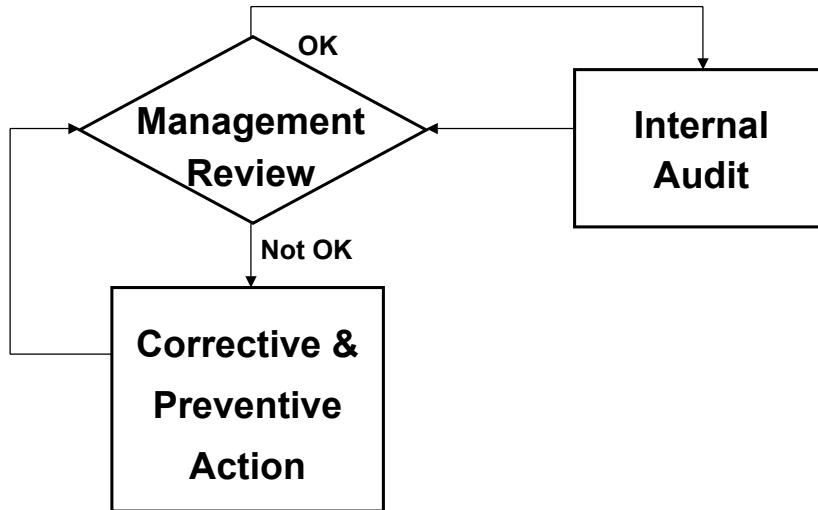


ISO System & Processes





*ISO 9001
Continuous Improvement Process*



Management Review

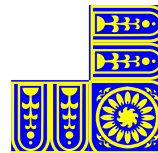
The Corner Stone

5.6 Management review

5.6.1 General

5.6.2 Review input

5.6.3 Review output






Management Review Agenda


AEM MANAGEMENT REVIEW AGENDA		
MEETING CALLED BY:	DATE:	
MEETING PLACE:	TIME:	
PLEASE BRING:	ENDING TIME:	
PARTICIPANTS:		
COPY:		
PURPOSE OF MEETING:		
DESIRED OUTCOME(S):		
GROUND RULES		
1. Start & end on time.		2. Stay focused.
Agenda Items To Review	Person Responsible	Notes
1. Follow-up actions from previous management reviews		
2. Internal Audits results		
3. Customer feedback		
4. Nonconforming product results & reduction plan		
5. Corrective & Preventive action summary & status		
6. Business system effectiveness and changes that could affect it		
7. Resource requirements / Training/Ed. needs		
8. Policy, goals & objectives (results, adequacy & suitability)		
9. Supplier Performance		
10. Continuous improvement opportunities/ review & assign open action items		
Responsibility	Task - Action Items	Status






Management Review Actions

- 1. Project management:**
 - Who, what & when
 - “Driven into practice with patient persistence”
- 2. Reconciling:**
 - Important vs. urgent activities
 - Working in the business vs. on the business
 - Firefighting vs. proactive improvement






8.2.2 Internal audit

See also: 

5.6 Management review

5.6.2 Review input

8.5.1 Continual improvement 

A documented procedure defines how periodic self-audits are conducted to verify that the quality system is effectively implemented and maintained; and that the system conforms to the ISO standard.

Audit results are reported and maintained, then management reviews these results and uses them to facilitate continual improvement activities. Follow-up activities verify that any non-conformities are corrected.

ISO 9001 Survival Guide (p. 25)



Internal Audit

The primary purposes of the audit are:

1. Determine if the documentation meets the intent of the ISO 9001 Standard.
2. Check to make sure personnel are performing the process to the documentation.
3. Look for improvement opportunities by reviewing/analyzing:
 - Employee feedback
 - Quality Improvement / Cost reductions
 - Effectiveness / lead-time



Initiate the audit

- Appoint audit leader & team
- Define audit objectives, scope & criteria
- Initial contact with auditee



Conduct audit follow-up

Conduct document review

Complete the audit

- Desk audit

Preparing, approving & distributing the audit report

Preparing

- audit plan, checklists & forms
- assign work to team



Audit Activities

- Conduct opening meeting,
- Communicate during audit,
- Collect & verify information,
- Generate audit conclusions,
- Conduct closing meeting





Corrective/Preventive Action

8.5 Improvement

8.5.1 Continual improvement

8.5.2 Corrective action

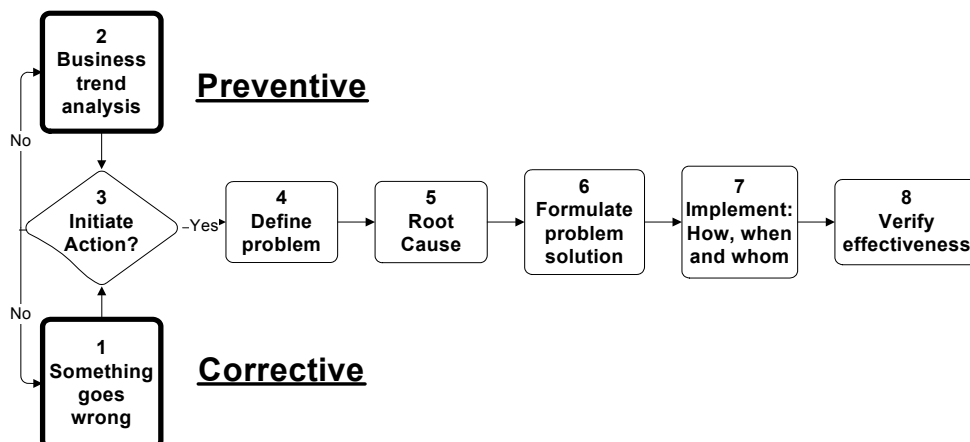
8.5.3 Preventive action

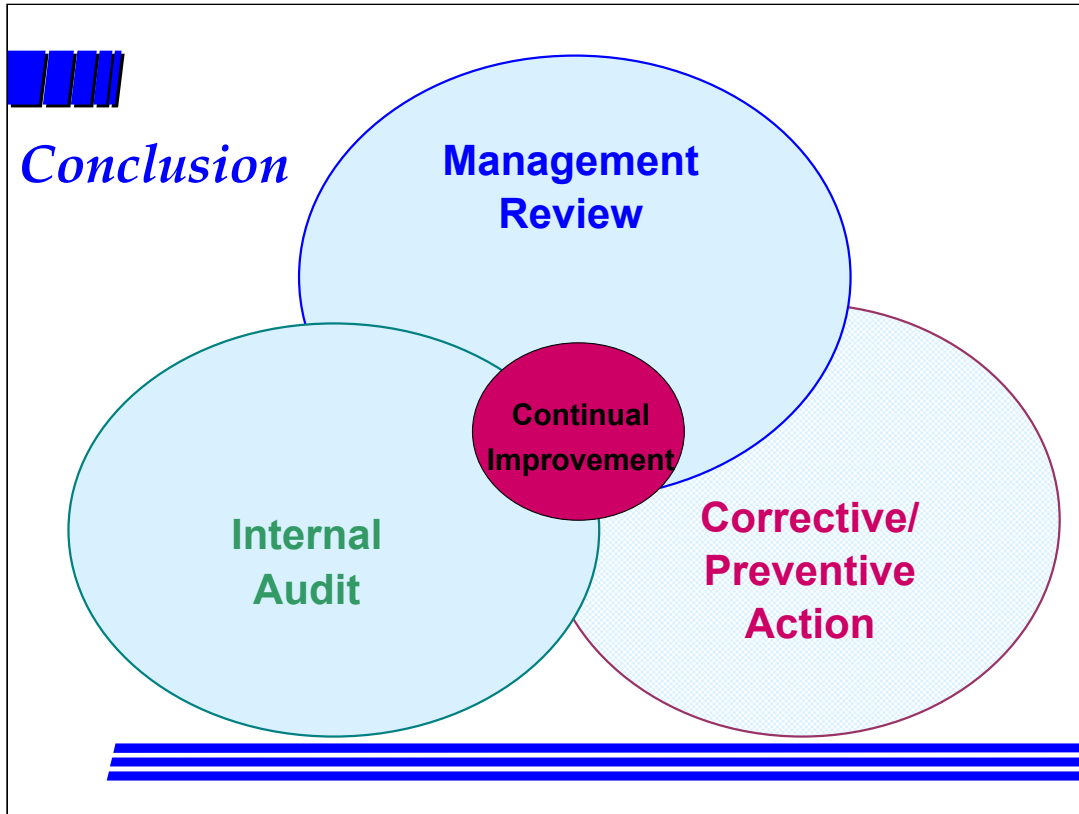


Corrective / Preventive Actions

- Eliminate non-conformities through corrective actions.
- Corrective/Preventive actions are determined, assigned and scheduled.
- Verify that actions have been taken and are effective.

Corrective/Preventive Action Process





Notes: