



# AQA INTERNATIONAL NEWSLETTER

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## Featured Client: Industrial Nut Corp.



Located in Sandusky, Ohio, Industrial Nut Corp. has been a manufacturer of quality nuts, locknuts and special machined parts since 1908. Their products are fabricated on a wide variety of automatic screw machines, chucking machines and CNC lathes from stainless steel, carbon, alloy steel bar, as well as forgings, castings and powder metal.

Industrial Nut Corp. has extensive capabilities to handle secondary machining operations such as drilling, counter boring, tapping, slotting, milling, broaching, turning, micro finish facing and heat treating. During the last 30 years, the plant and equipment have been modernized to produce the latest designs in special fasteners. They are used by major producers of earth moving machines, heavy trucks, diesel engines, farm machinery and many other machining assemblies.

Industrial Nut Corp. is committed to achieving total customer satisfaction by continually improving products, processes and services and currently maintains ISO 9001:2008 accreditation. With a mission to provide special nuts, locknuts and machined parts which meet or exceed customer quality, cost and delivery expectations, Industrial Nut Corp. is committed to being a world class manufacturer through uncompromising continuous quality improvement and elimination of waste in a supportive employee environment.

For more information on Industrial Nut Corp. and their products and services, be sure to check out their website at [www.industrialnut.com](http://www.industrialnut.com)

## How to Handle a Flatliner

Article Written by: *Bill McCalla, AQA Auditor*

An expectation of ISO 9001 is continual improvement. Figure 1 in the ISO 9001 standard shows the counterclockwise rotation of management responsibility, resource management, product realization and measurement, analysis and improvement, i.e. sections 5,6,7 and 8 of the standard leading to continual improvement. Among the measures organizations use to demonstrate their continual improvement, safety is often considered one of the key objectives, sometimes seen in the quality policy and management review measures.

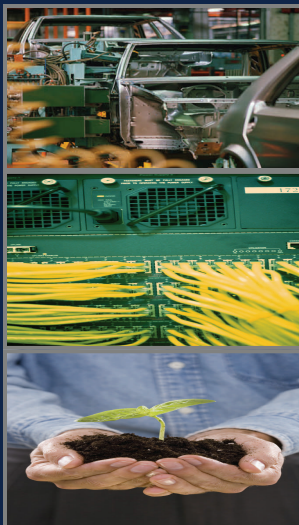
When organizations reach a certain level of success with safety, the measure, possibly measured as lost-time accidents or recordable incidents, becomes zero. The chart used to track the progress of this measure becomes a series of zeros, in other words, flatlines. Now here is the dilemma. How do I show continual improvement once I am in this state? Do I keep showing a chart of zeros across the board? My boss is asking me to improve on safety. ISO 9001 expects this. How can I improve on zero? What has happened is the variable measure you may have once had has now improved so much, it has become an attribute measure. The outcome for safety is now either zero (good) or anything else (bad). So like an attribute chart, you are basically showing the good outcome, a series of zeros. It is now time to find a variable measure related to safety that can demonstrate improvement. Since safety is achieved by utilizing many proactive (preventive) type initiatives, what can be used to show improvement in this area?

If we look at near-misses, situations when we almost got a recordable, we may be able to work on improving this measure, to get further away from the edge where something could actually happen. Look at near misses with the forklift, near falls due to slippery floors, safety violations. Find out if recording and acting on near incidents is a possibility. If band-aids are being issued at your facility, investigate to see if the instances when these are issued could have been more serious. If the personal protective equipment (PPE) is damaged, how did this happen? From these examples and others, there should be some data to show that safety is continuing to improve.



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## Monitoring Process Performance and Product Conformity at Management Review

Article Written by: *Richard Everhardt, AQA Auditor*

ISO 9001:2008 requires that during management review the performance of business processes and product conformity be reviewed. In many organizations this is performed by reviewing the quality objectives. This may be adequate *if* the quality objectives truly measure all of the processes within the business organization— not just production processes. To truly obtain the value from this portion of management review, consider reviewing your stated quality objectives to ensure that all businesses processes have objectives for measurement and improvement. *Any activity that requires an investment of resources— physical or human— can be improved upon!* The first step in improvement is the measurement of the performance of these processes and then the establishment of improvement goals or *quality objectives*. For example, have performance goals been established for your finance function? You have invested considerable resources in this process, why not measure it in terms of average day's sales outstanding, accounts receivable turnover or another such metric? How about Human Resources? A metric such as employee turnover can be tracked and improved upon as there is a considerable cost to the organization in employee recruitment, selection and training.

The measurement of product conformity issues is an item that most organizations do well as these are the "bread and butter" items that must be done well to ensure profitability and customer satisfaction. In addition to somewhat traditional metrics as on-time delivery, cycle times, etc. consider the creation of a metric to track the time that nonconforming goods remain in the business without resolution. Many organizations find that they have a substantial amount of dollars tied-up in nonconforming goods for long periods of time, which is a drain on cash-flow. One progressive organization has established a metric for their quality function where— in the function is responsible for securing concessions from suppliers for nonconforming goods sent to the plant. It might seem aggressive but it is working!

Tracking the metrics established for all functions provides an excellent outline for conducting management review. Through the discussion of the accomplishment of the process you learn the need for increased (or decreased) internal audits and the need for corrective or preventive action. Consider the use of a Business Management System Scorecard on which all metrics are listed along with historical levels, long-range goals, and current objectives. Performance of the process is indicated on the scorecard with the result being that the process is performing as projected (green condition), is not improving but not any worse than the historical level (yellow condition), or is not meeting current objectives and is performing less than historical levels (red conditions). Green conditions require congratulations to the process owners as they are meeting their objectives, yellow conditions warrant a preventive action (and perhaps an internal audit) to prevent further deterioration and a red condition requires a corrective action and an internal audit to discover breakdowns in the process so that improvement actions can be implemented.

Through the monitoring and measurement of process performance and product conformity you not only discover areas that need additional attention, but provide evidence of continual improvement that is the ultimate objective of ISO 9001:2008!

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### AQA Operations Department Adjustments

AQA International has recently undergone a few changes within the Operations Department effective April 1, 2010 and is in the process of adjusting to some new roles. These changes are listed below for your reference.

**Holly Harmon** has accepted a new role titled Global TS Audit Manager. She will be responsible for all US based TS clients, worldwide TS audits & IATF database entry.

**Danielle Pope** has been transitioned into a hybrid role. She will remain a Client Relations Manager with related activity for US based clients and will assume many aspects of regional office support for AQA's international offices.

**Chris Gillan** will provide support to the management of all TS audits in addition to her duties required as AQA's receptionist.

Should you have any questions regarding the above mentioned departmental adjustments and how these changes will affect your company, please contact AQA's Operations Manager, Jay Cleary at [jcleary@aqausa.com](mailto:jcleary@aqausa.com) and he will gladly respond. Your patience is much appreciated during this time of transition.



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### Who to Contact at AQA International

If you have questions about  
your certification or services  
we offer, please feel free to  
call :

**800-281-4384**

**Operations**  
**Jerry Stillinger**  
**(International)**  
Ext. 225

**Jay Cleary**  
**(North America)**  
Ext. 248

**Client Relations**  
**Managers**  
**Jackie Luckett**  
**(Senior)**  
Ext. 223

**Danielle Pope**  
Ext. 245

**Holly Harmon**  
**(Global TS CRM)**  
Ext. 239

**Donna Blight**  
Ext. 244

**Business Development**  
**Stacey Blazik**  
Ext. 222

**Ansley Rhodes**  
Ext. 229

**Accounting**  
**Maureen Secrest**  
Ext.232

**Receptionist**  
**Chris Gillan**  
Ext. 221

## Meet the Staff:

Bart Walrath, AQA's Technical Advisor has been part of the AQA team for 15 years. Formerly holding the title of Vice President of Technical Services, Bart accepted a less involved role with AQA effective on April 1, 2009 in attempts to semi-retire. He now holds more lenient office hours and is mostly out on audits for AQA. We couldn't let him get away that easily! Originally from Northeast Ohio, Bart previously worked with an electrical company for 28 years giving him a strong nuclear power background. He and his family moved to Blythewood, South Carolina 15 years ago and he has been working with AQA ever since. Bart stated that his favorite thing about AQA is the size of the company and AQA's responsiveness. "We have the capabilities to react quickly which results in excellent customer service," he stated. With his new found free time Bart enjoys playing billiards, listening to music, learning to play guitar, and spending time with his wife, children and grandchildren. Bart has even taken on the task of gardener and is in the works of growing his own vegetable garden. We are extremely pleased that Bart continues to be a part of the AQA family and we look forward to many more years of working together!



## AQA Training ...The Key to Success



Come join us for public training courses geared to meet your needs. Course flyers and registration forms are available upon request!

### AQA 2009 PUBLIC TRAINING SCHEDULE

Month	Date	Class	Days	Cost	Location
April	22	AS9100 Rev C Full Standard Review	0.25	\$525	WebEx
	22	ISO/TS 16949 Full Standard Review	0.25	\$525	WebEx
	26-30	ISO 14001 Lead Auditor	5.0	\$1600	Columbia, SC
May	6-7	AS9100:2009 Rev C Internal Auditor	2.0	\$995	Columbia, SC
	10-11	AS9100:2009 Rev C Internal Auditor	2.0	\$995	Columbus, OH
	24	AS9100:2009 Rev C Change Overview	0.25	\$350	WebEx
June	7	ISO/TS 16949 Requirements	0.25	\$525	WebEx
	16	AS9100 Rev C Full Standard Review	0.25	\$525	WebEx
	22-23	ISO/TS 16949 Internal Auditor	2.0	\$995	Columbus, OH
	30-Jul1	OHSAS 18001:2007 Internal Auditor	2.0	\$695	Columbia, SC
July	2	Legal requirements associated with OHSAS 18001:2007	1.0	\$195	Columbia, SC
	19	AS9100 Rev C Overview	0.25	\$350	WebEx

Any of the above referenced courses can be customized to fit any of your training needs with on-site training. For more information regarding any of our classes or how to sign up, please contact Ansley Rhodes at 800-281-4384 or check out training updates on our website!