



AQA INTERNATIONAL NEWSLETTER

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Featured Client: **M & M Manufacturing, Inc.**

Located in Tulsa, Oklahoma, M & M Manufacturing, Inc. is a precision CNC machining and fabrication facility which is diversely capable of making parts, assemblies and tooling of any quantity. The company's capabilities include but are not limited to CNC milling, CNC turning, fabrication and support inspection.

M & M Manufacturing, Inc. has a highly qualified staff of team members to help meet customer needs as they service various industries including aircraft, oilfield, medical, automotive and electronics. Every day, they strive to develop supplier relations which are viewed as not only the key the company's growth but also key to their success.

M & M Manufacturing, Inc. has established a quality management system that is in compliance with the International Quality System Standards ISO 9001:2008 and Aerospace Standard AS9100 Rev. B. They have been certified with AQA since 2007 and are committed to the ongoing development, implementation and continual improvement of their quality management system.

For more information regarding M&M Manufacturing, Inc. and the services they provide, please check out their website at the following address: www.mm-mfg.com



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Making Management Review “Come Alive”

Article Written by: Richard Everhardt, AQA Auditor

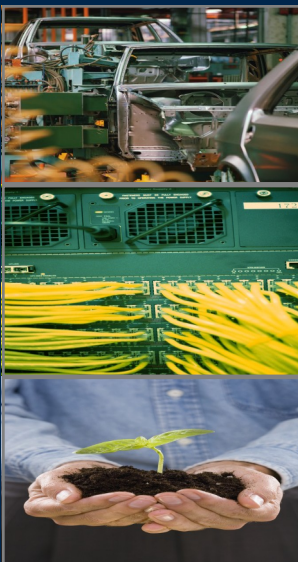
Over the past several months through this newsletter I have had the opportunity to share with you some of the things that I have learned about management review. I sincerely hope that these “lessons” have been beneficial. But, we are not quite done.

Management review “inputs” as outlined in the international Standard identifies what data and information from your management system needs to be included in your review. Reviewing the data and information is important, but meaningless without concrete actions(s) identified by the team to make the changes and corrections called for. That is where the “outputs” come into play.

Specifically, the International Standard identifies three specific outputs or results of your management review: a) improvement of the effectiveness of the quality management system and its processes; b) improvement of product related to customer requirements, and c) resource needs.

Your team has discussed these three in the review—now it is time to plan for their accomplishment. Many management reviews fail to live up to their potential due to the lack of concrete plans to implement the changes discussed. Many organizations use a written “action plan” to be completed by the process owner to make the improvements. Included on the plan are: 1) specific action items to be taken; 2) responsible party; 3)resources required such as time, people, equipment; and 4) due date. These action plans are submitted to the remainder of the management team help to establish accountability and provide the necessary information for follow-up. Without these written plans, many of the items discussed in the review are likely to be left unrealized. Through the written plans you are ensuring that the time spent in management review is valuable and is leading the organization towards continual improvement.

While it is not a specific requirement of the International standard, many organizations are including one additional topic in their management review: “lessons learned”. This discussion, as a capstone event can help to focus the group on positive results of the organization and remind everyone how far the organization has come. Capturing these “lessons learned” will remind team members of what they have done to help the organization get to where it is. It also reminds individuals not to repeat mistakes or poor decisions. Too often, organizations are “future oriented” to the point where they do not reflect on their past. This simple activity will help to capture this history and use it to build an even more successful organization.





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Meet the Staff: Brian Sanders

AQA International welcomes Brian Sanders as our new Auditor Certification Manager. Brian has recently relocated to Columbia, South Carolina with his wife and two children after spending the last twenty years in Japan. A graduate of Stanford University, Brian has ten plus years in the certification industry having worked for two certification bodies and most recently as Operations/Technical Manager with IRCA Japan. Brian is also a certified lead auditor for ISO 9001 & 14001. Brian's role will be to ensure overall management of AQA processes and programs related to auditor management. This position will interface with all AQA offices and applicable auditors. We are pleased to welcome Brian as part of the AQA International family!



Steps to a Successful AS9100 Rev. C Transition

Article Written by: Marty Willem, AQA Vice President

1. Use the AQA Aerospace Rev. C Gap Analysis Form to review the deltas between Rev. B and Rev. C requirements. (Available by email request to your Client Relations Manager)
2. Record observations about your QMS documentation and develop a corresponding plan of action to upgrade your documents. Hint: Be sure to update all references to Aerospace Rev. C, or simply remove the revision level to reflect the appropriate Aerospace Standard (i.e. AS9100, AS9110, or AS9120).
3. Determine a tentative target date for your organization to upgrade based on your action plan for document revision and implementation.
4. Contact your AQA Client Relations Manager to schedule your upgrade audit according to your current audit cycle.
5. AQA will select an auditor who has successfully completed the auditor certification for Aerospace Rev. C to plan and conduct your audit.
6. The days for all Aerospace rev. C transition audits will be calculated per requirements and are as follows:
 - Transition during surveillance audit using 50% of initial audit day requirements for ISO 9001 and 100% of the initial audit day requirements for Aerospace. (Current tables used for Rev. B audits).
 - Transition during recertification audit using 80% of initial audit day requirements for ISO 9001 and 100% of the initial audit day requirements for Aerospace. (Current Tables used for Rev. B audits).

How to Develop a Business Scorecard

Business scorecards are increasing in popularity throughout the United States by providing companies with a quick, visual method of assessing the status of an organization and involving the development of goals and objectives in all business processes. Perks of developing a business scorecard include but are not limited to ensuring all processes are involved in continual improvement; promoting a true management system; adding value to the management review process; and finding new uses for internal audits as well as corrective and preventive actions. To develop your own business scorecard, follow these 8 steps.

1. Identify functional areas of the organization to be measured.
2. Determine the metric for each function.
3. Determine and document the historical level.
4. Determine the long range goal (3 years or more).
5. Determine the objective for the current period.
6. Track and report monthly/quarterly progress at management review.
7. Determine Condition.
8. Apply internal audits, corrective actions, and preventive actions as conditions warrant.

