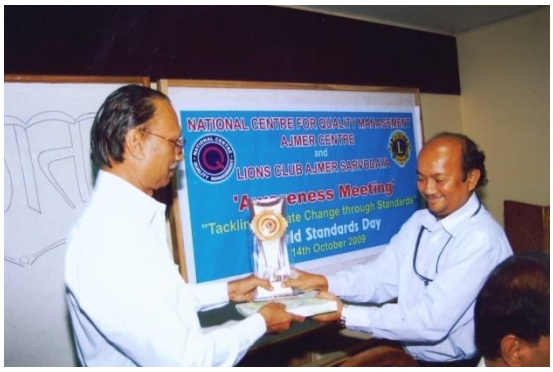
NATIONAL CENTRE FOR QUALITY MANAGEMENT
AJMER CENTRE

MANAGEMENT SYSTEMS AWARENESS

(Publication Series)



Issue no. 12
October 2010

Management Systems Awareness – Issue No. 12

October 2010

The objective of this publication is to create awareness and provide the latest information related to management systems (such as ISO 9001 QMS, ISO 14001 EMS etc.).

Utmost care has been taken to ensure correctness and accuracy of the contents. However, omissions and errors, if any, in this literature are regretted. Reader's suggestion for improvement is welcomed. Readers are requested to send their frank opinion, comment, criticism and assessment of this literature.

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We accept 'Publication Support Contribution' in support of publication (including e-publication) activities of NCQM Ajmer Centre that may be sent by bank draft / cheque favouring 'NATIONAL CENTRE FOR QUALITY MANAGEMENT'.

In this issue

Editorial

I am happy to present the twelfth issue of our publication series 'MANAGEMENT SYSTEMS AWARENESS'.

"World Standards Day" is celebrated each year on 14 October to pay tribute to the efforts of thousands of experts worldwide and in this issue we have provide news-article on "World Standards Day" and also "World Standards Day Message" issued jointly by IEC, ISO and ITU.

We are glad to inform our readers that ISO's social responsibility standard ISO 26000 has been approved, so read a news-article on this.

Companies today invest in countless software packages that all attempt to help quality management and the article "People and Process Driven Software" by John Cachat discusses old software paradigm, new software paradigm, change management example and related issues. The article focuses on the importance of process and derives the conclusion that the technology needs to focus on process.

A brief article "Designing 'form' in a better way" will provide useful tips to management systems professionals involved in designing various forms and formats.

"An introduction to 'QuEnHeSa' model" is an introductory article providing information about the model and the way model is being developed for integrated management systems.

"our customer is important" is an article that stresses using quality management system to enhance organization's focus on customers.

How you like this issue? We invite comments from our readers.

With best wishes,

Keshav Ram Singhal

NCQM FELLOWSHIP AWARD

K. R. Singhal has been awarded 'Fellowship Award' during the annual general meeting of National Centre for Quality Management held on September 25, 2010 in Mumbai.

QUOTABLE QUOTES

- “Quality has indeed become a buzzword today. Quality has different meanings for different people. As a matter of fact, quality needs a paradigm shift in India especially in the era of globalization and liberalization.” – Kailash Soni [QCI publication – quality india, March – Apil 2010]

- “Best quality, best management, delivery on time – the customer wants all this and more, and that is the quality way for the manufacturing industry.” – Quality guru Arvind Kapur [QCI publication – quality india, March – April 2010]

- “Quality management is a company-wide activity where every member is an important participant. It aims at total satisfaction of the customers in product as well as services.” – Jayprakash Zende [Quality World, May 2010]

- “The ‘journey of quality’ speaks of the paradigm of ‘a process approach’ of good inputs to a high success.” – Prof Priyavrat Thareja and Er Mannu Thareja [Quality World, March 2010]

- “Process control is the means for making sure not only quality but also least of cost of quality.” – K. V. V. S. Iyer [Quality World, February 2010]

- Basic quality is understanding not just what the customer wants but truly understanding the customer and then creating processes – with the involvement of the employees connected with each process – to deliver that. And finally quality means continuing to see how well you’re doing and how to do it better, and them doing that eventually bringing the processes to zero defects.” – Horst Schulze [Quality Digest, August 2000]

- “Measuring performance allows us to do three very important things: inform consumer choice, reward quality and identify opportunities for improvement.” – Mark McClellan [Quality Digest, December 2004]

41st World Standards Day – 14 October 2010

Standards make the world accessible for all

World Standards Day is celebrated each year on 14 October to pay tribute to the efforts of thousands of experts worldwide who collaborate within IEC, ISO and ITU to develop voluntary International Standards that facilitate trade, spread knowledge and disseminate technological advances.

The theme of this year's World Standards Day message is **"Standards make the world accessible for all"**. With at least 650 million people globally affected by some kind of disability, combined with the rising numbers of older people in the world's population – one quarter of all citizens are 60 or older*– the issue of accessibility to products and services has become more important than ever.

The World Standards Day message is signed by the leaders of the three principal international standardization organizations: Mr. Jacques Régis, President of the International Electrotechnical Commission (IEC), Dr. Alan Morrison, President of the International Organization for Standardization (ISO), and Dr. Hamadoun Touré, Secretary-General of the International Telecommunication Union (ITU).

Accessibility is the degree to which a product, device, service, environment or facility is usable by as many people as possible, including by persons with disabilities. The issue of accessibility has become more critical with the increasing number of older people in the population worldwide.

But accessibility is not only an issue for the elderly or disabled. Accessibility solutions also allow products to be more appealing to a general audience. For example, a well designed wheelchair ramp for the

benefit of the motor impaired also provides an easy and practical environmental useful to everyone, including a new mother with a baby carriage.

International standards developed by IEC, ISO and ITU, based on international consensus, give manufacturers and service providers the guidelines on how to design products accessible for all.

For the three leaders, "International standards facilitate everybody's access to products, structures and services. They include safety considerations, ergonomics and harmonized test methods all geared to increase accessibility. Standards also provide a platform for the dissemination of technological innovations both in developed and developing countries. They help markets to grow faster and increase global trade."

The leaders of the three organizations conclude their message: "IEC, ISO and ITU coordinate their work and offer a system of standardization that helps designers, manufacturers and policy makers to make the world safer and more accessible for all, today and tomorrow."

*According to the United Nations

World Standards Day Message
14 October 2010

Standards make the world accessible for all

At least 650 million people globally are affected by some kind of disability; one quarter of all citizens in developed countries are 60 or older and, by 2050, most developing countries will have caught up.

Accessibility is increasingly an issue as the world population ages and people with disabilities demand equal access to social, political and economic life. For them, as well as for the able-bodied, access to information and communication is as important as is the ability to use an elevator, enter a building, travel, or safely turn on and use a device.

But accessibility is not only an issue for the elderly or disabled. Anybody at any stage in life can experience temporarily reduced accessibility. When that happens, simple, everyday activities can become very complicated.

International standards give manufacturers and service providers the guidelines on how to design products accessible for all.

- A well designed wheelchair ramp conforming to an international standard may turn out to be really useful for a new mother with a baby carriage
- A device with a large switch may make things easier for someone with an injured hand
- A sensor stopping doors from closing can prevent accidents when a back injury impairs movement
- The little dot on the number 5 on a phone keypad makes it easier to find numbers – a boon in the first days after an eye operation.

International standards facilitate everybody's access to products, structures and services. They include safety considerations, ergonomics and harmonized test methods all geared to increase accessibility. Standards also provide a platform for the dissemination of technological innovations both in developed and developing countries. They help markets to grow faster and increase global trade.

IEC, ISO and ITU coordinate their work and offer a system of standardization that helps designers, manufacturers and policy makers to make the world safer and more accessible for all, today and tomorrow.

		
Mr. Jacques RÉGIS *IEC President*	Dr. Alan MORRISON *ISO President*	Dr. Hamadoun TOURÉ *ITU Secretary-General*

Courtesy – ISO Website

ISO's social responsibility standard approved for publication

ISO 26000, which gives organizations **guidance on implementing social responsibility (SR)**, has successfully passed the last development phase and been approved for publication as an ISO International Standard. ISO targets publication on 1 November.

Paying tribute to the "exemplary efforts" of the experts who developed the standard, **ISO Secretary-General Rob Steele** commented: "ISO 26000 will help organizations for whom operating in a socially responsible manner is more than 'just a nice idea' to implement social responsibility in a pragmatic way that targets performance. It will be a powerful tool to help organizations move from good intentions about SR to good actions."

ISO 26000 will provide harmonized, globally relevant guidance for private and public sector organizations of all types. The standard is the result of international consensus among expert representatives of the main stakeholder groups with an interest in the subject and is designed to encourage the implementation of best practice in social responsibility worldwide. The document distils global agreement on:

- Definitions and principles of SR
- The core issues to be addressed in implementing SR
- Guidance on how to integrate SR throughout the operations of an organization.

A vote by ISO's worldwide membership of national standards institutes on the Final Draft International Standard (FDIS) version of ISO 26000 closed on 12 September. It was approved by 94 % of the countries voting, and largely supported by the liaison organizations who also participated in its development, opening the way to publication as a fully fledged International Standard.

Development of ISO 26000 was launched in 2005. The project was carried out by the multi-stakeholder ISO Working Group on Social Responsibility (ISO/WG SR), which included experts and observers from 99 ISO member

countries – of which 69 were developing nations – and 42 public and private sector organizations. Six main stakeholder groups were represented: industry; government; labour; consumers: nongovernmental organizations; service, support, research and others, as well as a geographical and gender-based balance of participants. In all, some 400 people took part which made the working group ISO's biggest ever.

The ISO/WG SR has a joint leadership provided by the ISO members for Brazil (ABNT) and Sweden (SIS). Reacting to the result of the FDIS vote, its **Chair, Jorge E.R. Cajazeira**, declared: "One future day, organizations will look at ISO 26000 and say 'How could we have survived in business without social responsibility?' And all because a team of dreamers tried to imagine just what the future could be, and then worked hard for five years to achieve the vision. I am proud to have participated in the leadership of such a dream."

Vice-Chair, Staffan Söderberg, had this to say: "Five years' work and we have a consensus on a 100-page guide on social responsibility containing seven principles, seven core issues and seven steps for implementation. A standard will never be better than the process through which it was developed and it is in large part thanks to the multistakeholder development process of ISO 26000 that we have achieved the strong voting result in favour of this final text. Now we hand over this amazing document to the real agents for change – the people that use standards."

ISO 26000 contains voluntary guidance and is not a specification document intended for third party certification like ISO 9001 and ISO 14001. ISO has emphasized that it will be vigilant in seeing that this is respected.

The guidance in ISO 26000 draws on best practice developed by existing public and private sector SR initiatives. It is consistent with and complements relevant declarations and conventions by the United Nations

and its constituents, notably the International Labour Organization (ILO), with whom ISO has established a Memorandum of Understanding (MoU) to ensure consistency with ILO labour standards. ISO has also signed MoUs with the United Nations Global Compact Office (UNGCO) and with the Organisation for Economic Co-operation and Development (OECD) to enhance their cooperation on the development of ISO 26000.

Courtesy – ISO Website

Five Principles of Gemba

- When an abnormality occurs, go to Gemba first,
- Check with Gembutsu (machine / material failures, rejects, unsafe conditions etc.),
- Take temporary counter measures on the spot,
- Remove root cause,
- Standardize to prevent trouble.

[Courtesy – QCI Publication 'quality india' special issue – March- April 2010]

Prof Masaaki Imai's definition of Kaizen involves:

- Everyday improvement,
- Everybody improvement,
- Everywhere improvement,
- From small incremental improvement to dramatic strategic improvement.

[Courtesy – QCI Publication 'quality india' special issue – March- April 2010]

People and Process Driven Software for Quality Management

John Cachat

Silico Corporation

October 2010

***Abstract*—Companies today invest in countless software packages that all attempt to help quality management based on the obsolete paradigm of software powered by databases and extensive menus and screens. If the focus is on software then it forces people and process to adapt. Culture will eat technology for lunch.**
The new software paradigm of people and process followed by technology supports the vision of helping people engage and creates a community of best practices shared across the supply chain. The model is comprised of very flexible, intuitive technology using current forms and processes and enables email to help people work more efficiently and maintain robust database design and software integrity.
The benefits of this new process include:

- **Deployed without training**
- **Supports existing processes and forms**
- **More time and money efficient**
- **Ability to use email and work offline**
- **Allows impromptu workflow changes**
- **Mobile device compatibility**

Keywords—business process management; culture; information systems; IT; operations; people; process; quality management; software; technology

Introduction

Culture will eat technology for lunch. Back in 1992, as the Chairman of the ASQ QMD technical committee on the computerization of quality systems, the team was challenged, as there was no recognized computer software model for quality management.

Unlike our associates in accounting who have Generally Accepted Accounting Practices (GAAP), there were no generally accepted quality practices. The committee selected a business model and worked to create a vision for a database and computer systems to implement the design. The computer screen and database design approach used back then will not work today.

The purpose of this article is to review a new paradigm required for the rapid and effective deployment of software to support quality management. This paper will discuss why the best approach for buying, designing, and implementing software for quality management is one that focuses on the people and process—not the database or computer screens—and how integration with existing computer software is very important and should be transparent to the user.

The Old Software Paradigm

Today, companies have invested in Enterprise Resource Planning (ERP) and Product Lifecycle Management (PLM) and Manufacturing Execution Systems (MES) and Customer Relationship Management (CRM) and Supplier Relationship Management (SRM) and all other sorts of software. Every single one of the software packages tries to do quality management. Every single one of the software packages has some

functionality to support industry standards like ISO9000, AS9100, TS16949, ISO13485, and MBNQA. Who is right? Which software package should be used to support quality management?

A very smart colleague was told (after having already purchased traditional database software) the approach was wrong. She wanted technology that supported her process. She wanted software that was so intuitive she could deploy it without training. This was completely opposite of previous software development models. For example, extensive training was just part of the "normal" software deployment approach.

However, in her case, she had over 3,000 employees around the globe and the ability to bring them into even a half day training session was impossible. The first thought was web based, self paced training. She replied, "Why not make the technology simply support what they do now? Take the forms they use today, and put them on the web. Deploy the system through email. All of them know how to use email."

Her final requirement was the ability to work offline because not everyone is connected to the Internet 24/7. She wanted the ability for her people to do their job while traveling, and when they get back to the hotel or office and login, everything is updated. If they have to take a trip and are on a plane for a couple of hours, let them go through their email, answer questions, make approvals, and ask questions, and when they arrive at their destination they may login and everything automatically updates.

Designers of a commercial off the shelf (COTS) enterprise quality management system are crushed by these requirements, because they do not fit the current COTS paradigm. COTS vendors would classify this request as someone who needs a custom software development effort; someone who wanted to start from scratch and spend tons of money to develop an application from the ground up; someone who would make all the classic mistakes from developing business systems on the fly. Databases would be duplicated, lookups would be inconsistent, and interfaces would be confusing.

The previous software development paradigm based on data models and data flows that created software powered by databases and extensive software menus and screens is obsolete. The focus needs to be on people, process, and technology—in that order (Appendix A). If the people do not care, culture will eat technology for lunch. If the processes are not defined, then the technology will not add value. The focus needs to be on the process, not the data entry screen. The focus needs to be on the people, not the database.

The New Software Paradigm

Deb Shumar of 3P Partners has been in the "quality" business for a long time at LTV Steel, Arvin Meritor, and Whirlpool. The "3P" in 3P Partners stands for People, Process, and Product. This model starts with the Voice of the Customer (a software end user), what that software user is trying to do, and most importantly, that technology is third behind people and process.

Here is what we need to ask our organizations and COTS vendors: "Why can't you have the best of both worlds? Why can't you have a very flexible, intuitive technology that uses the current forms and processes and enables email to help people work better AND maintain robust database design and software integrity?"

Change Management Example

In order to describe a possible people and process driven technology, let's consider a common business challenge for almost every organization: change management. The current challenge with change management in most organizations, especially manufacturing companies, is that several software tools are fighting to own the "change management" space. Is it the engineering PLM software? Is it the ERP software? What if customers and suppliers are involved—do we need to use the CRM and SRM software? These questions are in themselves the problem. It is not about the software. It is about the people and the process.

Consider the following process view. Every change has four distinct steps:
1) Change Request—should we do this? If the answer is yes, then we need a
2) Change Notice—to get everything updated for the change, and then we need a
3) Change Order—go ahead and implement the change, and then we need a
4) Change Verification—did we get what we expected?

If we start with the people, how would they like to participate in the process? How can we make it easy for employees to submit a change request? Or an employee suggestion? Can they simply go to the company intranet site and launch a change request/suggestion? Let's extend the creation of a change request across the supply chain to include customers and suppliers. What is the easiest way for a customer or a supplier to suggest a change? Remember, it must be intuitive, natural, and deployable with zero training. My suggestion is a one-click website form and/or an email.

After a Change Request is initiated, what is the process? Who needs to review the request? Who can approve the decision to accept or reject? Current workflow technology will allow the change request to be sent to an administrator to make these decisions, or the technology can determine if the change request is from the Cleveland facility regarding Human Resources, at which point this is the specific person it can be automatically routed to for review. State-of-the-art workflow technology can also allow impromptu workflow changes. For example, if a reviewer would really like to have another person give them their opinion, they can change the workflow to accommodate that additional step. After the reviews are made, if the decision is to not implement the change, the requestor should be notified of the decision and why. If the decision is to make the change, then the Change Notice process is automatically initiated. The Change Notice process begins with notifying everyone impacted by the change and then making sure that whatever needs to be changed to prepare for the change is completed, before the change is implemented.

The Change Notice process is based on telling everyone that a decision has been made to do something different and we need to prepare for it. The Change Notice may require updates to procedures, work instructions, equipment/tooling, training, inspection, and/or suppliers. The Change Notice process can trigger several separate, but related, tasks that must all be tracked and confirmed before the Change Order can be started. After all the preparation is completed, the Change Order is issued. The Change Order notifies those affected when the change should be made.

Most organizations can implement changes, but not very well and often without the disciplined process described above to make sure everyone is prepared for the change.

Most organizations skip the fourth step (which is a specific process in itself) for verifying that the change has created the expected results. The software technology should automatically create a follow up task and assign it to someone to follow up with emails, and reminder emails, and create an audit record that the change verification has been completed. If the change worked, congratulate the participants. If the change did not work, start the process over.

Why the Old Software Paradigm is Obsolete

Now that we know what we want for a change management process, what technology or software is used? In manufacturing, is it ERP? PLM? MES? CRM? SRM? The answer is yes to all, but not to any one specific software tool. Most change management processes require multiple software "tools." The current approach does not require participants to log into multiple systems, find the right menu, go to the right screen, enter the right data, and send emails to follow up. The new people/process paradigm requires a simple way to start the process for everyone, and to present the assignments in a common interface of either emails or other employee "workbench" formats.

Let's consider another challenge—Electronic Health Records (EHR). If we try to force doctors and nurses to login to multiple software applications and enter data, the process will fail. If we let the doctors and nurses do their job and the technology puts the data into whatever application/database it needs to go to, we can accomplish the objective. If we focus on software and force the people and process to adapt, culture will eat technology for lunch.

Why Should Management Care?

Management is expecting financial returns from its investment in quality management. Regardless of the approach or strategy (Lean, Six Sigma, QFD, etc), there needs to be a quantifiable reduction in risk and the cost of poor quality. Quality professionals talk about making processes more efficient and effective; engaging people at all levels of the organization. The new software paradigm of people and process followed by technology supports the vision of helping people engage and creating a community of best practices that is shared across the supply chain.

Conclusion

Culture will drive the correct application of technology if it is designed with the people and process in mind. COTS software providers must change their paradigm. It is no longer acceptable to require organizations to provide extensive initial and on-going training to get software implemented. It is no longer acceptable to charge exorbitant amounts to "customize screens" to match current forms. Software vendors must start with people and understand the cultural impacts and address them up front as part of the improvement strategy. The technology needs to provide a platform for process improvement. It must be flexible, adaptable, and configurable to meet the needs of the people.

As the recent updates to quality management standards have stressed the importance of process, the technology needs to focus on process. Maybe organizations might someday replace organization charts with process maps as they realize it is more important to understand the process than who reports to whom.

I. Appendix A

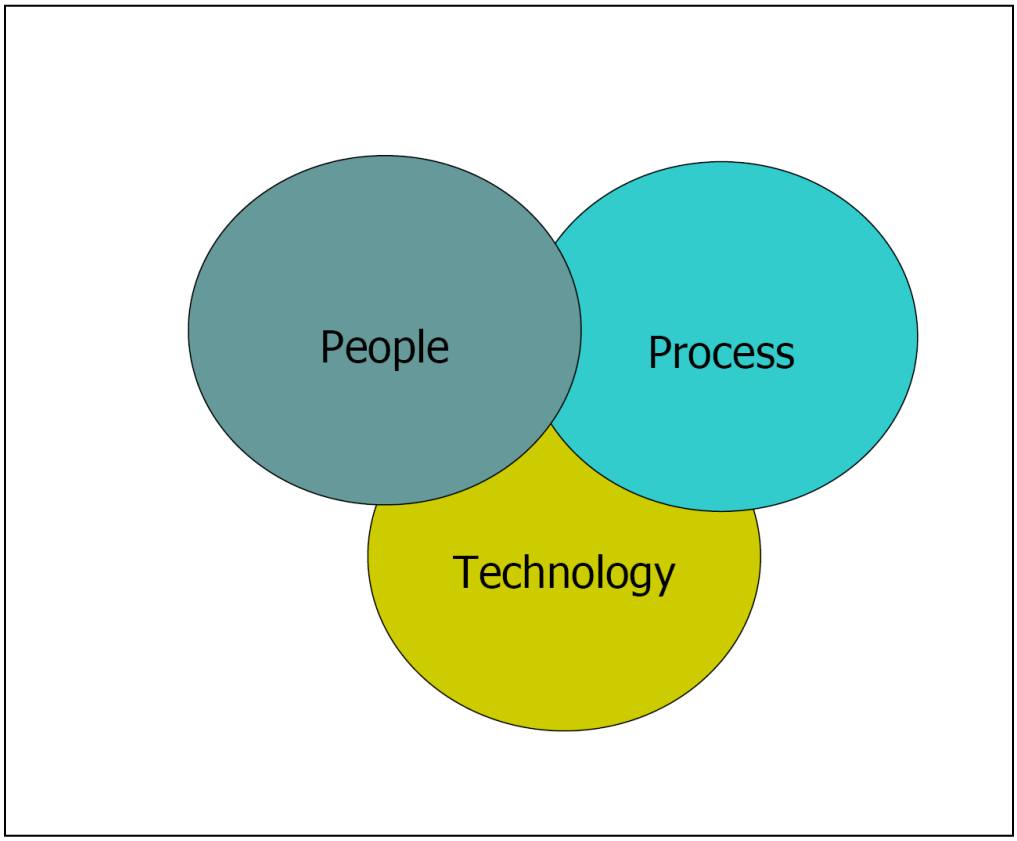

Figure 1: New Software Development Model

Biography

John Cachat is an expert in developing information technology and operational excellence strategies for large and small organizations. Mr. Cachat is often sought out for his expertise by large consulting firms, like IBM Consulting, government agencies, like the US FDA, and professional and trade organizations for his leadership.

Mr. Cachat received a BSIE degree at the General Motors Institute (GMI) in Flint, MI specializing in Operations Research, and received recognition for both the Entrepreneur of the Year and Outstanding Alumni Achievement awards from GMI. John also holds an MSIE degree from Texas A & M University, specializing in automated manufacturing. John can be reached at jcachat@silicocorp.com.

Designing ‘Form’ in a better way

K. R. Singhal

People implementing management systems (such as ISO 9001, ISO 14001, OHSAS 18001 etc) are required to design various forms/formats related to various activities and processes. Designing forms/formats require special attention and following tips may be useful in designing various forms.

Keep the format consistent

It will be better if you keep the format consistent throughout each form, and make each form similar. This will help user of the form to fill out the form correctly. It will be easy for the user to know what to expect from the new form (if some changes are done). Don’t use smaller size of fonts. Use always at least 10-point font.

Keep one-page format

It is always better to have a one-page format. While designing a form, fit everything on one page. Only when you are not able to put required all information on one-page format, then only you should think for more-pages format.

Avoid duplication

Avoid duplication of information or redundancy. Format should be designed in such a way that the user should be able to enter particular information in the format only once and there is no duplication or redundancy. Forms that requires same information many times waste time of the user and also the space of the format.

Don’t forget to ask specific information

Think for what purpose you are designing the format. Objective should be clear. Include asking specific questions in the format as per standards’ requirements you are implementing.

Give relevant title to the format

Name the form accurately and give a relevant and logical title that describes the form and its use.

Include references

Generally form requires name, date, title, signature etc., however the form should also refer to the compliance standard reference.

Keep logical order for information and ask objective question

You should ask information in the format in the logical order. Ask objective questions. Put the most important questions (information) at the top and the least at the bottom.

An introduction to ‘QuEnHeSa’ model

K. R. Singhal

“QuEnHeSa’ is a model for integrating quality, environment, health and safety management systems’ requirements into a single document, thus will benefit thousands of organizations implementing integrated management systems. The model is in development stage and its first draft has been issued in the month of September 2010. This model is being developed by Dr. Divya Singhal and Keshav Ram Singhal, who started their efforts for developing this model in June 2010. Copies of the first draft of this model have been sent to hundreds of professionals and users all over the world. Many of the professionals have responded with useful comments and suggestions.

The developers of this model have stipulated the ‘QuEnHeSa’ model development plan as under:

Issue of ‘QiuEnHeSa’ model draft 1 – September 2010 (already issued)
Issue of ‘QiuEnHeSa’ model draft 2 – November 2010
Issue of ‘QiuEnHeSa’ model final draft – January 2011
Publication / Release of ‘QuEnHeSa’ model – issue no. 1 – March/April 2011

The purpose of ‘QuEnHeSa’ model is to provide a model to follow in setting up and operating integrated management systems (integrating quality, environmental, occupational health and safety management systems). The model can be used by organizations, as a guide, to implement integrated (Qu = quality, En = environmental, HeSa = occupational health and safety) management systems and to assess the organization’s ability to meet customer, statutory and regulatory requirements applicable to the product, and the organization’s own requirements and also compliance to the requirements as per the model.

During the development of the ‘QuEnHeSA’ model, following twelve principles have been considered:

- Customer focus,
- Leadership,
- Involvement of people,
- Process approach,
- System approach to management,
- Continual improvement,
- Factual approach to decision making,
- Mutually beneficial supplier relationship,

- Environmental performance,
- Prevention of pollution,
- Health and safety performance, and
- Prevention of accidents

The 'QuEnHeSa' model requirements are organized into eight broad elements (clause 4 to 11) as under:

- Clause 4 – 'QuEnHeSa' – Integrated management systems
- Clause 5 – Management responsibility
- Clause 6 – Resource management
- Clause 7 – Design and development
- Clause 8 – Purchasing
- Clause 9 – Implementation, operation and product realization
- Clause 10 – Emergency preparedness and response
- Clause 11 – Monitoring, measurement, analysis and improvement

Some of the comments received to 'QuEnHeSa' model draft 1 are as under:

Robert Wimmers (Netherlands) stated – "The ISO 9001 governs the relationship between producer and client. The ISO 14001 governs the relationship between producer and its environment (be it local or global). The OHSAS 18001 governs the relationship between the producer and its internal employees and visitors. The main challenge facing anyone integrating these systems is to make certain any and all relationships are fully covered by the integrated system."

Helmut Jilling (Cleveland, Ohio) stated – "I liked it, and fully support the idea of integrating the systems. I have audited many companies who use a fully integrated approach. However, wouldn't it be simpler to call it Q+EHS instead of QuEnHeSa." He also stated – "The integration sounds like a good approach."

Alice Correa (Brazil) stated – "First, I must say I have a particular view of integration of quality, environmental and health and safety issues. I see integration as not only integrating what the system have in common but also integrating issues that are just present in one of the systems and can add values to the QuEnHeSa performance as a whole. In this way these three aspects of business can be integrated in practice and not only on paper. The guide you have provided is a good reference but I believe much focused in the common issues among standards. It is helpful once it puts all the requirements in one single document. It could also, in my opinion, be a great contribution if it highlighted the possibility of integration of 'what is not common' in that case it would be more of implementation guidance."

Martin Anderson (UK) provided his specific comments and stated – “You could add an appendix showing the mapping between the QuEnHeSa and standards (just to verify completeness). Outsourced process, I think this needs more thought and guidance. 9.10 – Participation can also include consultation on Operational, Quality and Environmental issues. 10 – Emergency preparation should also require tests of contingency plans, and the analysis of the results.”

Andrew Cutz (Canada) stated about the QuEnHeSa model – “An interesting idea …”

Priyavrat Thareja (India) stated – “QuEnHeSa model essentially carries the same format as QMS, thus simple to understand and integrate.”

Sally Goodman (UK) reviewed the model draft 1 and suggested a few points related to policy, planning, human resources, addressing competence of auditors etc. He also suggested for movement and integration of a few sections.

The way (with timeframe plan) the model is being developed; we expect a good model for integrated management systems with inclusion of suggestions received from various corners of the world. Let us wait and watch the efforts applied in the development process.

For obtaining a copy of ‘QuEnHeSa’ model – draft 1, please send email to keshavsinghalajmer@gmail.com.

Our customer is important

K. R. Singhal

The top management of an organization can mold the organization's behaviour in the area how the organization addresses its 'customer focus' that profoundly affect the perception of the value of its product (including service) the organization provides to its customer. Good organizations foster a culture where every employee strives to obtain customer loyalty by ensuring that each customer gets positive experience by the product (including service) the organization provides.

An organization can use its quality management system to enhance its focus on its customers. ISO 9001:2008 QMS Standard encourages an orhanization to focus on its customer in several ways.

Customer requirements: Determining and understanding both stated and unstated customer needs (customer requirements) with the aim of enhancing customer satisfaction is a basic requirement of ISO 9001:2008 QMS Standard.

Process approach: A process approach is necessary to adopt while implementing ISO 9001:2008 QMS Standard. The Standard requires determining the processes needed for the quality management system and their application throughout the organization. The most important thing related in every process is to understand and meeting customer requirements. Accordingly, it is necessary to understand customer requirements, have adequate controls to monitor and measure process performance and product (including service) conformance to ensure that the organization meets customer requirements.

Quality policy and objectives: Quality policy and quality objectives are required to ensure achievement of organization's desired goals. Quality objectives related to the importance of customer should be defined and measureable goals should be set.

Management review: Management review is a powerful tool that review input information on customer feedback, as such the organization should determine customer related issues, define improvement plans and allocate resource needs.

Internal audit: Internal audit is also a powerful tool to determine the health of the quality management system and the internal audit should focus on ensuring that processes and employees in the organization are functioning to achieve desired results that value to the customer.

Customer satisfaction: 'Monitoring information related to the customer perception as to whether the organization has met customer requirements' is required to be analyzed to better understand customers' requirements and improvements needed.

All this have a focus that our customer is important.

BENEFITS OF
ISO 9001:2008 QUALITY MANAGEMENT SYSTEM

- **Systems' improvement**
- **Customer orientation**
- **Marketing advantage**
- **Recognition**
- **Confidence creation**
- **Consistency in quality**
- **Productivity improvement**
- **Financial performance improvement**
- **Reduction in rejects**
- **Clarity in job specification**
- **Traceability**
- **Human resource development**
- **Continual monitoring**
- **Export potential improvement**
- **Innovation and improvement**

Implement ISO 9001:2008 QMS.

CHECKLIST FOR ISO 9001:2008 QMS
(e-Publication)

(Useful for implementation, initial survey and audit purpose including internal audit)

ISO 9001:2008 QMS Standard was published by the International Organization for Standardization (ISO) on 15 November 2010 and since then organizations, consultants and auditors felt a need of compiled checklist for ISO 9001:2008 QMS implementation, initial survey and audit purpose.

We have designed checklist questions (a compilation of 242 questions) for ISO 9001:2008 QMS and we hope that these questions are useful for ISO 9001:2008 QMS implementation, initial survey and audit purpose including internal audit.

Organizations, implementing ISO 9001:2000 QMS Standards, are required to upgrade their quality management system before 15 November 2010, in order to obtain certification in conformity to ISO 9001:2008 Standard and we hope that these checklist questions are useful to them. Even organizations, implementing ISO 9001:2008 for the first time, will also find these checklist questions useful.

Publication Support Contribution (towards this e-publication) – Rs. 100 by bank draft / cheque favouring 'NATIONAL CENTRE FOR QUALITY MANAGEMENT'

LITERATURE
UNDERSTANDING ISO 14001:2004
ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

Today, we can't afford to ignore the environmental aspects of business. In business, waste means cost. Saving energy means saving money. Superior environmental management has a positive impact on the bottom line. Waste management and energy savings start with the application of ISO 14001 environmental management systems. Implementing ISO 14001:2004 EMS can expand your business and market opportunities, increase profit and ensure compliance with environmental legislations.

NCQM Ajmer Centre has released a Technical Guidance Literature 'UNDERSTANDING ISO 14001:2004 ENVIRONMENTAL MANAGEMENT SYSTEM'.

CONTENTS

Chapter 10 – MANAGEMENT REVIEW – Purpose, Responsibility, Requirements

Chapter 11 – IAF / ISO TRANSITION PLAN

Chapter 12 – PRACTICAL APPROACH IN IMPLEMENTATION

Chapter 13 – CHECKLIST

Article 1 – Top Management Role in implementing ISO 14001:2004 Environmental Management System – Introduction, Benefits of implementing environmental management system, Top management – key role, Ten tips for the top management

Article 2 – Environmental Policy – Driver for implementing and improving environmental management system of the organization – Introduction, Characteristics of environmental policy, How to write a good environmental policy, An example

Article 3 – Emergency Preparedness and Response – A fundamental challenge – Introduction, ISO 14001:2004 specific requirements related to emergency preparedness and response, Need of emergency management, One emergency telephone number across the country, Creating awareness among people

USEFUL WEBSITES / WEB-PAGES

BIBLIOGRAPHY

Contribution ₹ 500 (₹ Five Hundred only) towards this literature in soft copy version (by DD / Cheque in favour of 'NATIONAL CENTRE FOR QUALITY MANAGEMENT' payable at Ajmer / Mumbai) for support of publication activities of NCQM Ajmer Centre is highly appreciated.

Soft copy version is sent by email.

For obtaining hardcopy version, please send contribution ₹ 600 (₹ Six Hundred only) including ₹ 100 towards postage / forwarding / binding etc. Hardcopy version is sent by post.

OTHER PUBLICATIONS

- Reference Directory of Certified Organizations, Certification Bodies, Consulting / Training / Audit / Other Organizations Promoting ISO 9000 QMS, ISO 14000 EMS, HACCP and Other Standards in India (Part 1) – Published in 2003 – Available in hard copy printed version.

- Understanding Quality – A booklet on collection of thoughts and definitions on 'QUALITY' for all those, who are interested to read about quality – Available in hard copy printed version.

Forthcoming Programme Information

One day Workshop on

Total Quality Life

November 16th, 2010
Organized by
National Centre for Quality Management
Mumbai

PERSPECTIVE
Quality of work life ingredients relate to how a person can enrich his personal life, family life, work life and social life… and thus get more out of life as a whole.

Today's ever-changing world demands right mental attitude, better behavioural and operating skills from the working level people. People do their best to ensure success when they are self-motivated and have personal commitment to their duties (Self, Family, Work and Society).

OBJECTIVE
This programme will touch upon some of the subtle key aspects of **"Quality of Work Life"**. In other words, this programme shall discuss some core competencies in this connection and how to develop them for one's own benefit.

COVERAGE

- Personal Commitment and "I Can Do" attitude.
- Right Attitude, Right Values, Initiatives, Responsibilities, Loyalty and Behaviour.
- From "I" to "We" culture, Team spirit.
- Right Mental Attitude.
- Enhancing Quality of Personal, Family, Work and Social Life.
- Self Management: Temper, Ego, Stress, Frustration.
- Building Fruitful Relationships.

- Skill Enhancement from all angles, i.e. "Sharpening the Saw".
- Effective Management of Time.

TIMING : Registration: 09.00 hrs.

SESSIONS : 09.15 hrs. to 17.00 hrs.

FEES : Rs. 1,900/- per participant Plus Service Tax 10.3%

Rs. 1,700/- per participant Plus Service Tax 10.3% (for NCQM Members and group registration of 3 or more participants)

Registration on first come first basis

(Fee includes course material, cost of certificate, lunch, tea/coffee)

VENUE : NCQM Learning Centre, 5th Floor, G-501-503,

Kailash Industrial Complex, Vikhroli-Hiranandani

Link Road, Vikhroli (W) Mumbai 400 079.

REGISTRATION

Please send nomination accompanied by course fee in favour of National Centre for Quality Management by demand draft / cheque payable at Mumbai,

To
Programme Co-ordinator
National Centre for Quality Management
G 501-503, 5th Floor, Kailas Industrial Complex, Parksite
Vikhroli – Hiranandani Link Road, Vikhroli (W) Mumbai – 400 079.
Tel.: (022) 2517 0483 / 69 **Fax**: (022) 2517 0144
E-mail: ncqm@vsnl.com ncqmmumbai@yahoo.co.in **Website**: www.ncqm.com

FACULTY

Madan. D. Mandlekar B.E. (Electrical)

ORGANISERS

National Centre for Quality Management (NCQM)

Publication Series

"Management Systems Awareness"

As announced earlier "Management Systems Awareness" was a 12-issues publication series, however we will continue e-publishing this publication series beyond 12 issues.

The subscribers, who have provided or will provide us publication support contribution (for 12 issues), will receive future issues by email without any additional contribution. New subscribers will also receive past issues of the publication series.

'Management Systems Awareness' publication series is useful for Quality Professionals, Management Representatives, Researchers, and Management Institutions.

'MANAGEMENT SYSTEMS AWARENESS' is a publication series from NCQM Ajmer Centre, providing informative reading material on

- Various management systems
- TQM
- Six Sigma
- 5-S Practice
- Standards' Awareness
- Lean Initiatives
- Cause and Effect Diagram
- SA8000
- HACCP
- ISO 9001
- ISO 14001
- ISO 22000
- ISO/TS 29001
- ISO 26000
- ISO/IEC 27000
- ISO 28000
- ISO 14064 … and many more.

Up to nine issues available in hard copy.
From tenth issue, the publication series is now e-published.

WE VALUE YOUR CONTRIBUTION

'Publication Support Contribution' received by NCQM Ajmer Centre is used to cover the cost of production, distribution and further research and development of the materials.

Publication Support Contribution towards 'Management Systems Awareness' publication series – Rs. 1,000
(NCQM members and students are allowed 10% discount)

Issues 1 to 9 available in hard copy version, issues 10 to 12 in soft copy version.

Please send your contribution to:

K. R. Singhal, Centre Coordinator,
National Centre for Quality Management, Ajmer Centre,
117, Jeevan Vihar Colony, Anasagar Circular Road, Ajmer – 305004

Contribution should be by cheque or draft favouring
'NATIONAL CENTRE FOR QUALITY MANAGEMENT'

ABOUT NCQM

National Centre for Quality Management (NCQM) was established in 1985 by a group of enlightened industrialists and professionals to spread the culture of quality in Indian industry. Today, it ids one of the premier organizations engaged in dispensing quality related service to various sectors of industry through seminars, workshops, training, education, publication, research and advisory services. NCQM has already conducted more than 700 programmes and seminars related to quality management. NCQM has its headquarters in Mumbai and extension centres at various places including at Ajmer. NCQM Ajmer Centre is active since August 2000. NCQM is a society registered under Bombay Public Trust Act, 1950. It is a not-for-profit organization.

NCQM Ajmer Centre is involved in following activities:

- Training, audit and advisory services including certification guidance, documentation help and system design
- Guidance literatures, Training Packs and Publications
- Standards' Awareness
- Publishing "Management Systems Awareness" (12 issues publication series)

For more information, please contact

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501 – 503, G – Wing, Fifth floor, Kailas Complex,
Parksite, Vikhroli (West), Mumbai – 400079.

TRAINING PACKS

Training Pack on 'ISO 9001:2008 QMS Awareness'

To help organizations, consultants and trainers to conduct training programme, seminar or workshops on ISO 9001:2008 QUALITY MANAGEMENT SYSTEM AWARENESS, NCQM Ajmer Centre has released a training pack on 'ISO 9001:2008 QMS Awareness'. Contents of the training pack include –

- General information
- QMS Principles
- How to get copies of the Standard
- Quick Journey to ISO 9001:2008 requirements
- Understanding 'Process Approach'
- Four types of processes
- ISO 9001:2008 – Introduction
- Scope, normative reference, terms and definitions
- QMS requirements – Clause 4
- Management responsibility – Clause 5
- Resource management – Clause 6
- Product realization – Clause 7
- Measurement, analysis and improvement – Clause 8
- More information
- Step-by-step approach in implementation

This training pack contains about 220 slides. Demo version is available free.

Training Pack on 'ISO 14001:2004 EMS Awareness'

To help organizations, consultants and trainers to conduct training programme, seminar or workshops on ISO 14001:2004 ENVIRONMENTAL MANAGEMENT SYSTEM AWARENESS, NCQM Ajmer Centre has released a training pack on 'ISO 14001:2004 EMS Awareness'. Contents of the training pack include –

- Applicable standards
- What is an EMS?
- Why EMS?
- What is ISO 14000 series?
- What are the principles behind ISO 14000 standards?
- Benefits of an EMS
- What is ISO 14001:2004?
- Historical background
- How to obtain copies of the standard?
- Consistency and compatibility of the standard
- Who developed?
- Requirements auditable

- PDCA cycle and EMS model
- Scope
- Normative reference, terms and definitions
- Quick journey to EMS requirements
- Key elements of ISO 14001:2004 EMS
- General requirements
- Environmental policy
- Planning
- Environmental aspects
- Legal and other requirements
- Objectives, targets and programme(s)
- Implementation and operation
- Resources, roles, responsibility and authority
- Competence, training and awareness
- Communication
- Documentation
- Control of documents
- Operational control
- Emergency preparedness and response
- Checking
- Monitoring and measurement
- Evaluation of compliance
- Nonconformity, corrective action and preventive action
- Control of records
- Internal audit
- Management review
- Practical approach in implementation

This training pack contains more than 100 slides. Demo version is available free.

Training Pack on 'QMS – Value Added Internal Audit'

To help organizations, consultants and trainers to conduct training programme, seminar or workshops on VALUE ADDED QMS INTERNAL AUDIT, NCQM Ajmer Centre has released a training pack on 'QMS – Value Added Internal Audit'. Contents of the training pack include –

- What is management system?
- What is QMS?
- Scope of ISO 9001:2008 QMS
- User friendly standard
- Components of QMS
- Audit
- Internal Audit
- Process approach
- PDCA
- Value added
- Value added internal audit

- Bureaucratic v/s value added
- Root cause important
- Don't make the audit too difficult
- Internal auditor competence
- Auditing principles
- Follow 2-stage audit approach
- Exclusion to QMS
- Auditing a few requirements
- Use of checklist
- Auditing top management processes
- Auditing continual improvement
- ISO 9001 Auditing Practice Group

This training pack contains about 70 slides. Demo version is available free.

Training Pack on '5-S Practice Awareness'

To help organizations, consultants and trainers to conduct training programme, seminar or workshops on 5-S PRACTICE AWARENESS, NCQM Ajmer Centre has released a training pack on '5-S Practice Awareness'. Contents of the training pack include –

- Introduction
- DRAM, and 5S
- The TQMEX Model and 5 S
- Five steps of Seiri, Seiton, Seiso, Seiketsu and Shitsuke.
- 5S implementation
- 5S audit
- Typical daily 5S activity for the workshop and office

This training pack contains about 50 slides. Demo version is available free.

For obtaining demo version of any of the training packs, please contact ncqmajmer@gmail.com by email.

Other Training Packs

To help organizations, consultants and trainers to conduct training programme, seminar or workshop on various subjects, NCQM Ajmer Centre has released various other training packs on:

- QMS/EMS Auditing
- What's New in ISO 14001:2004
- Six Sigma Awareness
- General Awareness on 'Right to Information'
- Departmental Enquiry Awareness

NCQM AJMER CENTRE

TRAINING PROGRAMMES

- **ISO 9001:2008 QMS Awareness (1 day)**
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- **Internal Audit and Documentation – ISO 9001:2008 QMS (3 day / 4 day)**
- **Implementing ISO 9001:2008 QMS in Educational Institution (1 day)**
- **ISO 14001:2004 EMS Awareness (1 day)**
- **5-S Practice Awareness (1 day)**
- **Six Sigma Awareness (1 day)**
- **QMS / EMS Auditing (2 day / 3 day)**
- **Complaint Handling Process (1 day)**
- **Integrated Management Systems Awareness (1 day)**
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- **SA8000 Awareness (1 day)**
- **ILO-OSH 2001 Awareness (1 day)**
- **Departmental Inquires – Useful Practical Tips for Inquiries Officer, Presenting Officer, Charge-sheeted Officer / Employee and Defence Representative (1day)**

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MANAGEMENT SYSTEMS AWARENESS
(Publication Series)

NCQM Ajmer Centre's Publication Series 'MANAGEMENT SYSTEMS AWARENESS' forthcoming issue will be reaching our readers with informative reading material.

Certification bodies, consultants, testing laboratories, training institutes, certified organizations, audit organizations and quality professionals are requested to use the pages of this e-publication to advertise and popularize their product and services. Simultaneously you will provide us publication support and this is very important for creating awareness, the cause and objective of this publication series.

Following publication support contribution for the forthcoming issue will be highly appreciated:

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Striving for continual improvement to achieve excellence

Publication Series
'MANAGEMENT SYSTEMS AWARENESS'
Issue no. 10

Publication series **"Management Systems Awareness"** (Issue No. 10) contains Quotable quotes, question and answer forum and following articles providing our readers valuable inputs -

- The article 'Calibration in ISO 9001:2008 QMS' discusses requirements of clause 7.6 of ISO 9001:2008 Standard. From this issue, we have started 'Question and Answer Forum', providing an opportunity to our readers to ask questions. 'Lean on Quality management principles' is a summary of a note.

- 'Own the responsibility upon failure; appreciate others upon success' is an interesting note from the learnings of Dr. Kalam. When we work in teams, such attitude will strengthen the team work and brings positive results.

- 'Managing risks in a systematic way' discusses about ISO 31000:2009, an international standard that published in 2009. In the direction of development of risk management, launching of new international standard 'ISO 31000:2009, Risk management – Principles and guidelines' by ISO is a very good step.

- An emergency is a fundamental challenge to human beings since long. To deal with emergency we need to apply 'emergency management'. Emergency management is a range of measures to manage risks to bring together the normal endeavours of government, voluntary and private agencies in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs. 'Emergency preparedness and response – a fundamental challenge' is an article which discusses ISO 14001:2004 specific requirements related to emergency preparedness and response.

- 'How to handle waste' is an article provides ways to handle waste in a proactive manner. In business waste means cost. Handling waste in a proactive manner means saving money. Disposal of waste in a useful way can have a positive impact on the environment and it can also save organization's money. Organization implementing ISO 14001:2004 EMS and / or OHSAS 18001 recognizes high standards of health and safety that can contribute to the success of the organization by preserving and developing human and physical resources and by reducing necessary costs and liabilities.

Publication Series
'MANAGEMENT SYSTEMS AWARENESS'
Issue no. 11

Publication series **"Management Systems Awareness"** (Issue No. 11) contains Quotable quotes and following articles providing our readers valuable inputs –

- The article "Environmental policy – Driver for implementing and improving environmental management system" discusses environmental policy and its importance in EMS.

- The article "Transition to ISO 9001:2008 QMS – Small changes having opportunities for improvement" promotes the proactive approach that will provide real benefits to organizations and the article discusses important points related to the changes.

- The article "From Organic Waste to Clean Energy in India" is an eye-opener motivating us for environmental awareness and puts a case of creating new jobs and income opportunities, while reducing greenhouse gas emissions through new technology.

- The article "How to stay Competitive in the World of Carbon Restrictions: Solutions for Developing Countries" discusses two categories of solutions – (i) Reactive (short term), and (ii) Proactive (with long-run effects).

- Achieving excellence is the result of high performance throughout the entire organization. The article "Increasing the power of your QMS – Achieve performance excellence through continual improvement" deals with the importance of continual improvement in organizations in enhancing the satisfaction of all stakeholders. The article describes the requirements of ISO 9001:2008 QMS related with continual improvement.

- In the news column, you will find news on (i) ISO standard set to reduce environmental impact of buildings, (ii) New edition of ISO 9001 for Small Businesses.

MANAGEMENT SYSTEMS AWARENESS

Issue No. 12

National Centre for Quality Management, Ajmer Centre

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It is a society registered under Bombay Public Trust Act, 1950.
Registration No. F 10488 (Bom) Dt. 29. 6. 1985

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Email – ncqmajmer@gmail.com
Date – 31 October 2010