



ASIL, Inc.



Quality Management System

The following case study is based on our experiences in a Fortune 100 hi-tech company.

Problem Statement

Success in the marketplace dictated that the organization continue to grow. As it grew, processes and procedures, which were loosely documented or not documented at all, were being performed inconsistently across the organization. As personnel moved on to new roles, there was little time to transfer all of the knowledge that had been gathered to the new employees. Deliverables and performance were being negatively impacted and Customer Satisfaction was dropping. In order to ensure that the Customer received the services and products in a consistent manner with high quality, standards needed to be put in place for all to follow.

Current vs. Desired State

Current

Multiple methods for one process
Inconsistency across the organization
Unable to audit undocumented processes
Business Performance erratic

Desired

One method for one process
Consistent delivery across the organization
Ability to audit the business
Business Performance predictable

Measured Objectives

Starting Point

No standard documentation process
Process and Procedures undocumented
No Quality Management System
Binders of Procedures/Process unused

Big Hard Aggressive Goals

Establish standardized document process
Document all Processes and Procedures
Establish ISO9000 Quality Mgmt System
Develop online Quality Mgmt System

Approach Taken

Gained Executive Management support to establish a Quality Organization, which would implement an online Quality Management System that would enable the organization to gain ISO9000 certification. Established a team of Quality professionals, which represented all functional organizations. Established a project plan to document all processes and procedures, train auditors within the functional organizations, develop an online Quality Management System, meet with British Standards Institute to do a pre-assessment of the Quality Management System, develop corrective actions from feedback and attain ISO9000 certification. In order to maintain momentum and to keep the support on this program, quarterly management updates were scheduled with the Vice President and their staff. Metrics were established in order to track progress and shared at the quarterly management updates.



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Results Achieved

1. Developed an online QMS, which was accessible at any terminal
2. Developed a comprehensive document control procedure
3. Documented all Processes and Procedures
4. Established an internal audit program (Trained Auditors, schedules, Corrective Actions, etc...)
5. Attained and maintained ISO9000 certification
6. Business performed in a consistent, predictable, measurable and quality manner

Lessons Learned

There are many challenges to establishing a Quality Management System; however, the benefits are practically immeasurable. The challenges included:

- Attaining and maintaining Executive Management support
- Getting employees to help document the processes and procedures
- Getting employees to align to perform the same task consistently
- Getting management to align to perform the same task consistently
- Establishing the right measures in order to track business performance
- Ensuring that resources are available to support the establishment, implementation and maintenance phases

The benefits included:

- Executive Management could measure how the business was performing
- Employees understand their role and how to perform specific tasks
- Customers received the same services in a consistent manner
- Closed Loop Corrective Actions drives continuous improvement
- Change could be made consistently across the organization
- An external company validates that your business is in control

Once the Quality Management System was implemented and institutionalized, the positive change was immediate. When Customer issues were raised, management would review the current processes and procedures to determine how they could improve them. Customer Satisfaction rose as consistent delivery and increased performance occurred. Employee Satisfaction also rose as the employees now understood what their role was, what processes and procedures they were to use, how they would be evaluated, where they would receive additional training and objective measures to evaluate their performance and their organization's performance. The Quality Management System transformed the business into a predictable, maintainable and sustainable organization which understood what was required, how well they performed, how to improve and how to measure success.