



Quality News



Confederation of Indian Industry

A ePublication from

**INSTITUTE
of QUALITY**

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December - January, 2009

CII Organizes Webinars for wide dissemination for new version of ISO 9001



CII Institute of Quality in Partnership with British Standards Institute have been conducting Webinars (Internet Bases Seminar) through which changes in ISO 9001 are explained through Presentation and audio commentary followed by live interactive sessions. A Cost - effective novel concept of training !

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Regional Summit on Quality in Education-Higher Education 30-31 January, CoimbatoreA complete report



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Fourth Wave of Quality : Shaping the Next Decade

Read about the Quality journey into four waves, that in the opinion of the authors, have shaped the Quality journey in the decade in which each wave had the greatest impact.

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CII-IQ celebrated Republic Day with a flag hoisting at the Institutes premises in Bangalore

Forthcoming Events

- Strategic Business Planning
19-20 February, Bangalore
- Machine Maintenance
24-25 February, New Delhi



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CII - IQ launches Food Safety Facilitators Course- Foundation level for developing and enhancing competence of Food Safety team leaders and members of Improvement task forces.

The newly launched Food Safety Facilitators course imparts amalgamated knowledge and skills related to Food Microbiology & QC Tools and techniques for effective implementation and assessment of HACCP and ISO 22000 based systems in Food Plants and Factories.

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Programmes Conducted

- Workshop on Internal Auditor Training on ISO 9001:2008
16 - 17 December, New Delhi
- Workshop on Assessment for Business Excellence
6 - 9 January, Bangalore
- Workshop on Customer Relationship Management
20-21 January, Chennai
- Six Sigma Green Belt Certification Programme
28 - 30 January (first Module), Bangalore

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"Leveraging Excellence for Global Competitiveness - Indian food processing sector"


As Indian Food Manufacturers inch closer towards meeting stringent demands of Food Safety and Quality, the key to global competitiveness is to deliver innovative products at affordable price, faster than the competitor.

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Dear All,

Please find below the December - January, 2009 issue of Quality News, a monthly e-publication from CII Institute of Quality. It is our continuing effort to provide meaningful and relevant information on the various areas of our work through the Institute. We look forward to your views and suggestions.

Regards,



P Girish

Principal Counsellor & Head, CII Institute of Quality

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New Version of ISO 9001 out

CII Organizes Webinars for wide dissemination

The fourth edition of the immensely popular ISO 9001 Standard has recently been published by ISO, the International Organization for Standardization. ISO is an association of approximately 157 members, each representing one country. ISO employs a system of Technical Committees, Sub-committees and Working Groups to develop International Standards.



The ISO 9000 standards are a collection of formal International Standards, Technical Specifications, Technical Reports, Handbooks and web based documents on Quality Management. There are approximately 25 documents in the collection altogether, with new or revised documents being developed on an ongoing basis. Among these only ISO 9001 contains normative requirements, which on demonstration can qualify an organization to be independently certified. Other Standards in the family, important ones being ISO 9000 and ISO 9004, are guidance documents on quality management systems.

ISO 9001:2008 has been developed in order to introduce clarifications to the existing requirements of ISO 9001:2000 and to improve compatibility with ISO 14001:2004 the normative Standard for Environmental management systems.

First published in 1987, the ISO 9001 Standard underwent the first change on 1994. However it was in the third edition in 2000 that major changes were incorporated in the standard including the Eight Quality Management Principles, concept of 'Process approach', and the Plan Do Check Act Cycle. The level of obligatory documentation was considerably reduced in the 2000 version assuming that mature and simple processes could be managed without documentation as long as the monitors and controls were in place. It was positioned as the new thinking in managing systems without being too prescriptive unlike its preceding versions.

In the normal course all ISO documents are required to be reviewed periodically and if required, revised. The process must begin three years after publication. Wide scale user inputs and surveys are conducted to decide on the nature and type of changes to be made. In the case of ISO 9001:2008, the inputs and survey results identified the need for an amendment, provided that the impact on users would be limited and that changes would only be introduced when there were clear benefits to users.

ISO has clarified that ISO 9001:2008 does not introduce additional requirements, nor does it change the intent of the ISO 9001:2000 standard. However the changes have been made to improve both the understanding of the intent as well as level of compliance by re-emphasizing certain key aspects.

Some of the key changes are given as under:

- a. The term 'conformity to product requirements' has been added at several places to clarify that management of the systems and processes are not the end in themselves but the means to achieve product standards and customer satisfaction
- b. The term 'statutory' has been added to 'regulatory' signifying that both types of legal obligations apply as part of product requirements.
- c. Whenever an organization outsources any activity or part of its business, it is now obligatory to exercise control on these so that product conformity can be maintained in all circumstances
- d. Controls on the processes should be decided based on their impact on the product conformance. Here processes include

even system processes (such as planning processes)

- e. Whenever an organization takes corrective or preventive actions, it now has to ensure that these actions have a lasting impact. Internal audits would now require verification of the lasting impact.
- f. Management Representative, the key person who manages the quality system, should be from the organization's own management and cannot be an outside person.
- g. IT based processes and information need to be managed and controlled both as part of infrastructure & equipment as well as in terms of resource.
- h. Customer measuring and monitoring can be done in several ways such as customer satisfaction through data analysis, surveys claims, warranties, dealer reports as long as the information can be analysed.
- i. The purpose of training is to achieve the level of competence required to do a job, the main emphasis being on achieving competence.

While no new requirements have been introduced in this edition but, in order to benefit from the clarifications of ISO 9001:2008, users of the former version will need to take into consideration whether the clarifications introduced have an impact on their current interpretation of ISO 9001:2000, as changes may be necessary to their QMS

ISO / IAF have also clarified that certification to ISO 9001:2008 is not an "upgrade", and organizations that are certified to ISO 9001:2000 should be afforded the same status as those who have already received a new certificate to ISO 9001:2008

The CII Institute of Quality in partnership with the British Standards Institute, who hold the Secretariat to the ISO Subcommittee that has prepared ISO 9001:2008, have been conducting Webinars(internet based seminars) in which the changes are explained through presentation and audio commentary followed by live interactive sessions. Both the content of the Webinars and the format have received very favorable response. Mr Anupam Kaul, Senior Counsellor, CII Institute of Quality, who is a member of the Task Group of ISO Committee TC 176 is the Lead faculty for the Webinars.

*(For further clarifications and related information **Mr Anupam Kaul** can be contacted at anupam.kaul@cii.in)*



Regional Summit on Education to focus on management of higher education institutions

Confederation of Indian Industry Coimbatore Zone along with the CII Institute of Quality Bangalore organised a two day Regional summit on Quality in Education with the theme 'Managing higher educational institutions: The Quality Way' at The Hotel Residency on 29-30 January 2009.

With a number of environmental forces driving change within and across countries and their higher education. Higher education environments across the globe are frequently described as turbulent and dynamic. These changes have served to put the issue of quality management firmly on the agenda of many higher education institutions. There is no universal consensus on how best to manage quality within Higher education. The majority of research conducted on higher education quality management has been undertaken within single national contexts despite the fact that higher education is increasingly viewed as an international business. Adoption of a variety of quality management practices within different countries and their Higher Education Institutions. Most of the results from these analyses suggest current environmental forces are encouraging the use of quality models created for industry. This review questions whether it is time to rethink our current approaches to quality management in higher education. Further it may be time to rethink current approaches to quality management in Higher education to ensure that the quality of teaching and learning is not neglected.



While inaugurating the summit Prof. R Radhakrishnan, Vice Chancellor, Anna University Coimbatore, said more industry institute interactions should take place and learning has to be shared mutually. He also shared various initiatives taken up by his university. Mr. C R Swaminathan, Deputy Chairman, CII Southern Region said "we must let our life speak and for our life to speak we must have quality life and only education can give us quality life. Mr. N Srinivasan, Special Adviser CII Institute of Quality reiterated the commitment of CII for this helping the education sector by training, counseling and cluster approach by its team of Counsellors.



Prof. Sujatha Ramadorai, Member, National Knowledge Commission & Professor, TIFR, Mumbai, shared her views on Management of Higher education institutions : Challenges & opportunities, Mr B Venkataraman, Director, National Accreditation Board for Certification Bodies (NABCB), Quality Council of India, How institutions can leverage accreditations & certifications ?. Offshore campus management experiences from BITS Pilani Dubai campus was shared by Dr M Ramachandran and NIIT Experience by Dr Parimal Mandke, Dean Academics. Two interesting case study from Panruti Municipality by former Chairman Mr. R Panchavarnam and Dr M P Ravindra from Infosys Technologies Limited shared their experiences with the delegates.

Mr T A Saji, CEO, Microhard Services Pvt Ltd and Mr M Sivakumar President – I School Division Everonn Systems Pvt Ltd shared how institutions can leverage technology for better management of their processes. The summit will culminate with a panel discussion on "Panel Discussion : Managing Higher Education Institutions in India : Actions now".

The summit reflected the need for quality enhancement of all aspects of management of Higher education institutions. It also underlined the fact we need to have more cross functional approach and sharing of best practices by individuals / organizations that have stood by this cause and delivered in their own style.

This 5th Edition created a dynamic learning and networking opportunities for over 100 decision makers such as Administrators, Management Committee Members, Principals and Teachers from Higher education institutions, NGO's and corporate across south India.

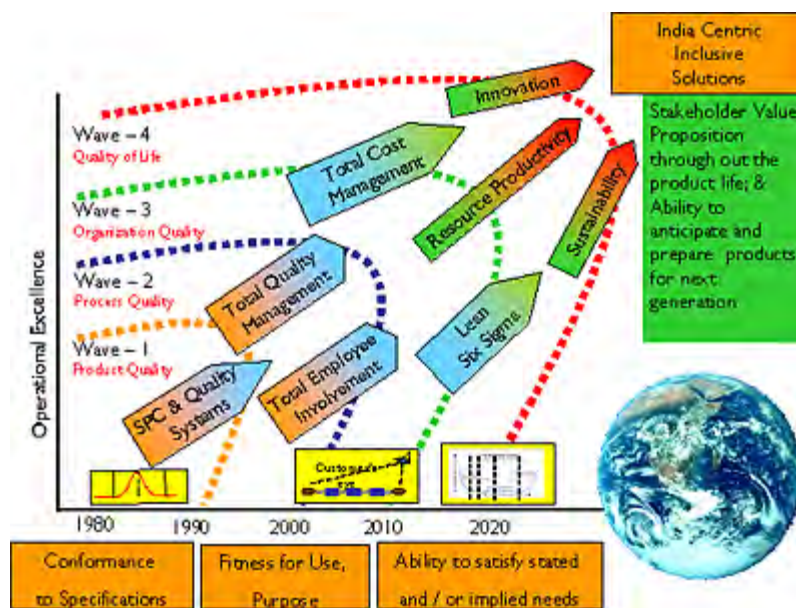


Fourth Wave of Quality : Shaping the Next Decade

Mr Vipin Sondhi, Managing Director & CEO

Mr G Sundararaman, Head Quality

JCB India Ltd.



From Product Quality to Quality of Life

The definition of Quality has been changing, like everything else.

India has been importing technologies, be it in automotive or the core engineering sector for decades and certainly in the late 1970s and early 1980s. Hence the mantra for Quality has been “Part to Print” – i.e. make parts as per the drawings provided. It is a basic definition that holds good even today. But the dimension of Quality since then has become bigger and bigger.

In this article, we have tried to categorise the Quality journey into four waves, that in our opinion have shaped the Quality journey in the decade in which each wave had the greatest impact.

Wave 1 of Quality in the 1980-1990 period was dominated by shop floor systems like Statistical Process Control etc., which we can categorize as the ‘**Product Quality**’ Wave.

Then, a significant change came about – “process dimension of making a part” becoming important in the 1990-2000 period. Total Quality Management became the buzzword. The ISO 9001 quality system swept industries. Tools of Process Mapping, Business Process Re-engineering were deployed. We can categorize this as the “**Process Quality Wave**” or **Wave 2**. However, this wave has also been dominated by the manufacturing shop-floor.

Wave 3 : What we are currently experiencing is the “**Organization Quality**” wave, post the year 2000. The entire organization is now

being mobilized to serve the customer. The focus is on being 'customer centric' – company wide. Buzzwords like Sigma and Lean are commonly prevalent. Black belts in many cases spearhead this movement. Focus on costs has come into being and conventional quality tools & techniques are being used for Total Cost Management programs.

This wave began bringing in service companies into its fold and manufacturing companies began including the entire organization in the Quality process.

We now need to move beyond this to “**Quality of Life**” – the **Fourth Wave (or Wave 4) of Quality**. In our opinion, it is imperative that industries look beyond the customer while defining Quality. Providing a value proposition to all stakeholders, including society will be crucial in the next decade. New practices in the Quality journey have to be invented and deployed for which there are three major drivers :

- a. **Innovation** : A much used word, it is not adequate to being theoretically brilliant, but the ability to translate Knowledge into Economic Growth and Social Well-being. Industries have to graduate from traditional Kaizen & Suggestion Schemes to developing innovative India-centric solutions.
- b. **Resource Productivity** : This is critical from the Global standpoint, but more so for an Indian viewpoint. We need to produce more using less. More for the masses, more for larger consumption, more for addressing Inclusiveness; But using Less, less of Material Inputs, less of Natural Resources, less of Energy consumption etc. We also need to graduate from merely piece rate calculations as a definition of Productivity to Resource Productivity.
- c. **Sustainability** : Solutions from industries are not only to be Inclusive but also Sustainable, so as to achieve a balance between Economic Growth and preservation of Natural Resources. Industries need to graduate from the traditional legislative compliance approach.

The Nano perhaps is the best example in this **fourth wave of Quality**, a wave in our view that will sweep the industrial and the services sector alike over the next decade...



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**CII Institute of Quality
Training Calendar
February – March, 2009**

16-19 February, Pune

Workshop on Laboratory Management & Internal Audit as per ISO / IEC 17025:05

19-20 February, Bangalore

Strategic Business Planning

24-25 February, New Delhi

Machine Maintenance

24-25 February, Bangalore

Business Process Management

3-6 March, Bangalore

Assessor Training Programme

5-6 March, Bangalore

Business Continuity Management

3-4 March, New Delhi

Strategic Business Planning

12-13 March, Hyderabad

Customer Relationship Management

13-14 March, New Delhi

Workshop on Integrating Management Systems

16-20 March, Bangalore

Lead Auditor Course on ISO 22000 : FSMS

23-27 March, New Delhi

Lead Auditor Course : ISO 9001 : 2008



Developing Food Safety Facilitators for Continual Improvement

As the first in the series of the Food Safety and Quality Facilitators Workshops, CII-IQ launched the '**Food Safety Facilitators Course-Foundation level**' at New Delhi during 13-16 January 2009. It aimed at developing and enhancing the competence levels of Food Safety Team leaders, Facilitators, Trainers and suitable Resource persons of Food Sector organizations which has embarked on their journey to competitiveness.



The 4 day Workshop began by providing **essential information on spoilage micro organisms and food borne pathogens** through a session on Microbiology for Non Microbiologists - a must for all Food Safety resource personnel. This was followed by hands on training **for conducting Hazard Analysis, Developing HACCP Plans** and deliberating on **practical implementation guidelines** based on customized interpretation of **ISO 22000 Food Safety Management Systems**. Insights on conduct of **Internal Audits** to assess extent of conformance and **Basic QC Tools and Problem Solving** for addressing non conformances, preventing recurrence of problems and implementing Continual Improvement were also offered through tutor led sessions, Self Test Questionnaires, Case Studies and Role Plays.

Interactive Case Studies and Exercises for dissemination in their respective organizations coupled with knowledge and skills of cascading Awareness and implementation of the topics covered were some of the many take-aways from the course.

For further announcement of subsequent programs, workshops and conferences on Quality, Lean practices, TPM, Packaging and Transportation, Cleaning and Sanitation, Business Excellence and other customized training as per your requirement, please be on the look out for the CII-IQ Training Calendar 2009-10 at our website www.cii-iq.in or contact anju.bist@cii.in.



CII Institute of Quality Programmes conducted during December and January, 2009

Improve Efficiency of Food Production through Quality & Food Safety Practices

3 Day Module – Basic Level

16 - 18 December, Chennai

CII Institute of Quality organized this module to promote cross learning between food and non food industries. The objective was to develop practicing managers and core executives who could act as internal facilitators for promoting Basic level of World Class Manufacturing Practices that maintain and enhance a company's competitive position in the global marketplace and to foster an understanding and sharing of Food Safety, Manufacturing and Efficiency Improvement Methodologies.



There were 3 factory visits in which the participants got an opportunity to see the implementation of Lean Practices, Good Hygiene & Manufacturing plant, 5S, Changeover Time Reduction. The companies visited were Australian Foods Pvt Ltd for GMP/GHP/ HACCP, Chennai Petroleum Corporation Ltd for TPM Implementation and WABCO TVS (India) Ltd, a Deming Prize winner (picture inset) for Lean Practices. There were 9 participants.

Workshop on Internal Auditor Training on ISO 9001:2008

16 - 17 December, New Delhi

CII Institute of Quality organized this workshop at the Russian Culture Centre, Feroze Shah Road, New Delhi with participation of 19 participants from 12 companies.

The program aimed at providing the overview on ISO 9000, the requirements of ISO 9001:2008. With the process based approach, the faculty, Mr C. V.Rao, Consultant, CII-IQ, explained to the participants that how there has been a shift of focus from Auditing for Compliance to Auditing for Effectiveness and how auditors could do the management of Audit programme as per the guidelines of ISO 19011.

Workshop on Assessment for Business Excellence

6 - 9 January, Bangalore

Mr P Girish, Principal Counsellor and Head CII-IQ was the faculty for this programme which was attended by 16 delegates from 6 companies two of which were from the Eastern Region. The programme was held at Hotel Royal Orchid, Bangalore. Participating organizations included Bosch Limited, BEL, Triveni, Village Financial Services Ltd., Q Pulse Services, GCAS Quality Certification Pvt. Ltd., Creamline Nutrients Ltd.

Learnings from the programme included Appreciation of the Business Excellence Model, Understanding of the Criteria for Excellence and How to evaluate Excellence in Business Organisations..

Workshop on New Product Development - A Strategic Approach

28-29 January, Ramada Raj Park, Chennai

Mr S.K.Dutta conducted this programme which was attended by 17 participants from 9 organizations. It was targeted at senior and middle level management from different disciplines such as marketing, manufacturing, R&D. The objective included :

- Identifying the improvements aimed at enhancing products and services in line with the needs and expectations of the customers
- Developing a product quality plan supporting the development of a product or service
- Designing and developing new products and services in line with the needs and expectations of the customers
- Using creativity and innovation to design and develop competitive products and services

**Workshop on Customer Relationship Management
20-21 January, Chennai**

The purpose of the workshop was to discuss all the issues pertaining to CRM and develop enhanced understanding as to how to address these, thorough real life examples, case studies and through the experiences sharing of the participants. Participants learned about the importance of CRM and how to better manage it.

The workshop coverage, conducted by Mr Rajanga Sivakumar, Consultant ,included :

- Determining and meeting customers day to day contact requirements.
- Handling feedback received from day to day contacts including complaints.
- Proactive involvement with customers, in order to discuss and address their needs, expectations and concerns.
- Following up on sales, servicing and other contacts in order to determine levels of satisfaction with products, services and with other customer sales and servicing processes.
- Seeking to maintain creativity and innovation in the customer sales and servicing relationship.
- Establishing partnerships with customers which add value to the supply chain.
- Using regular surveys, other forms of structured data gathering and data gathered during day to day customer contacts in order to determine and enhance customer relationship satisfaction levels.
- Advising customers on the responsible use of products

**Auditor / Lead Auditor Training Course
(IRCA Certification Number A17392) (NRBPT Certification Number LQ 102)
5-9 January, Bangalore**

The course, attended by 11 participants, was conducted by Mr P Girish, Dr Indrani Ghose, Principal Counsellor and Mr Anupam Kaul, Senior Counsellor, CII-IQ. It fulfilled the requirements for qualifying as Auditors/Lead Auditors to the IRCA Scheme (IRCA 602). The Course also qualified for QMS auditor certification with NRBPT (National Registration Board for Personnel & Training), a Board set up by the Quality Council of India (QCI).

- By the end of the course delegates were able to:
- Satisfy the training requirements for IRCA certification to all grades of Quality Management System (QMS) Auditors
- Plan and conduct audits against ISO 9001: 2008 Standards
- Understand and apply the 8 principles of quality management to design an effective and efficient system for their own organization
- Understand and apply the process management approach

Laboratory Management & Internal Audit as per ISO / IEC 17025:05

16-19 February, ARAI, Pune

The course objectives of this training programme conducted by Dr R N Chowdhury, Principal Counsellor, CII-IQ included :

- To design and implement ISO / IEC 17025:05 requirements for laboratories.
- Enable participants to develop quality system documentation as required by the standard.
- To learn about Internal Auditing – types, stages, phases, conducting audit & reporting.

Appreciation Programme on "TOYOTA PRODUCTION SYSTEM"

28 January, Pune

The objectives of the programme, conducted by Mr K Shiva Kumar, Consultant, CII-IQ and attended by 36 participants was to provide inputs to participants to enable them to :

- Assess their current standing vis a vis the TPS Way.
- Decide on which Initiatives to be taken up on priority
- Make mid course corrections/ modify the existing systems/initiatives
- Devise their own Production System.
- See dimension of Processes, People, Partners & Problem solving in unison
- How all these tools are to be integrated and used in a daily atmosphere

Performance Measurement: Evidence Based Healthcare Management

21-23 January, Chennai

Ms. Ala Sankaran, Consultant CII-IQ was the faculty for the programme which was attended by 8 participants from 6 organizations.

The learning of the programme included :

- Understand the current and future trends in Healthcare environment in India in the global context;
- Leadership role in promoting Healthcare Quality and Patient Safety;
- Performance Management practices and Methodology in healthcare;
- Familiarization with Healthcare Quality Tools and Techniques for Performance Measurement;
- Awareness of Accreditation and Excellence Models in Healthcare

Six Sigma Green Belt Certification Programme

28 - 30 January (first Module), Bangalore

Mr. Ram Narayan, Consultant started this new batch with 21 delegates from 12 organisations.

The course objectives of the programme include

- Zero in on the root cause for any manufacturing problem/ customer complaint/ field failures
- Make radical improvements in process through systematic drill down of Root causes
- Increase the profit by reducing the Cost of Poor quality and achieving Zero defects

The profile of the participants include those having :

- Knowledge in the manufacturing process
- Process engineers/Maintenance engineers

- Quality control engineers
- Supervisors
- Product and process designers

A unique feature of the programme would be that one chronic manufacturing problem from the participant's organization would be taken up and solved during this programme as a project work.

**Workshop on Accreditation Criteria for Inspection Bodies as per ISO 17020
22 - 23 January 2009: New Delhi**

CII Institute of Quality organized this workshop at India Habitat Centre, New Delhi..

CII Institute of Quality is the only organization that is filling in the training and counselling needs in the critically important conformity assessment sector comprising certification and inspection bodies, which play an important role in market access of Indian products in overseas markets. Their capacity building enables these bodies to meet the stringent international accreditation criteria.

The workshop aimed at generating understanding of the various management and the technical requirements for Inspection Bodies enunciated in ISO 17020. Its scope includes developing the Quality policy and objectives, developing inspection protocols, sampling procedures and documentation and requirements of NABCB Accreditation Scheme.

There were 20 participants from 15 companies. The course was being conducted by the Mr. Anupam Kaul, Senior Counsellor.



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