

Audit Techniques & Practices for Regulators

RCA

QA

SMS

ISO

INTRO

DIVING IN

**AUDIT
ROADMAP**



A large teal circle is centered on the page. Inside the circle, the word "INTRO" is written in white, bold, uppercase letters. Above and below the text are two horizontal dark blue bars, each with a small white square at its left end.

INTRO

Audit Techniques & Practices for Regulators

RCA

QA

SMS

ISO

INTRO

DIVING IN

**AUDIT
ROADMAP**





DIVING IN

QC/QA, ISO etc.

In the
beginning

TRAINING
TOPIC
1

TRAINING
TOPIC
2

The diagram is set against a light gray background. At the top center, the word "STANDARDS" is written in bold white text, flanked by two horizontal dark blue bars. Below this, there are two dark blue rectangular boxes. The left box contains the text "MIL-STD/ MIL-SPEC" in bold white text. Below this box is the word "MILITARY" in bold black text, with a horizontal dark blue bar underneath it. The right box contains the text "(SAE, ANSI & NAS)" in bold white text. Below this box is the word "INDUSTRY" in bold black text, with a horizontal dark blue bar underneath it.

STANDARDS

**MIL-STD/
MIL-SPEC**

MILITARY

**(SAE, ANSI
& NAS)**

INDUSTRY

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STANDARDS

**MIL-STD/
MIL-SPEC**

MILITARY

**(SAE, ANSI
& NAS)**

INDUSTRY

Quality can be described in a number of different ways depending on the perspective and the product or process involved.

Quality is defined as "an inherent feature, a degree of excellence, having certain properties and grade." Webster's Dictionary defines quality control as "an aggregate of activities (as design analysis and statistical sampling with inspection for defects) designed to ensure adequate quality especially in manufactured products."

While quality means different things to different people, AMTs should define quality as a collection of processes designed and implemented to ensure adequate quality exists in both aviation maintenance processes and products.

Let's go back a few years to the time when Quality Control (QC) was introduced as a product-oriented concept.

Picture an inspector sitting at the end of an assembly line looking at each widget as it came down the chute. Inspectors looked for obvious defects and checked dimensions with some sort of "go/ no-go" gauge.

The aviation equivalent would be a team of inspectors in a large operation, or an IA inspecting an aircraft after a major repair or phase inspection.

This type of inspection looked at the finished product with little emphasis on the process that produced that product.

Depending on the "product," this system worked quite well for a long time, but as manufacturing complexity evolved, end of assembly line inspection was not sufficient.

Into that equation was also thrown cost, economies of scale, new materials, and new manufacturing processes.

One component of a quality management system is Quality Assurance (QA), and is most closely identified with ISO-9000 and its successors.

It is a process-based system that places more emphasis on how something is made rather than the final product.

Statistical process control has become the standard for manufacturing operations that use high technology machinery, and this quality process has been applied to the balance of quality programs in many different industries.

How does it apply to aviation?

How do new quality assurance processes apply to the aviation industry?

It has been more difficult to apply these principles to aviation, mainly because of the small numbers of aircraft and components relative to other manufacturing processes for which quality assurance was originally designed.

It has been relatively easy to apply these principles to the aircraft manufacturing process because of the intense automation and use of computers in the industry.

One problem remains however, and that is that aircraft are still pieced together by hand, despite the assembly line appearance of aircraft factories.

And how does the quality assurance process apply to aviation maintenance?

This is more difficult to answer because aviation maintenance is governed by several factors:

- **statutory requirements (the FARs),**
- **original equipment maker (OEM) maintenance schedules and requirements (aircraft maintenance manual),**
- **industry standards and specifications (SAE, ANSI, NAS), and**
- **general maintenance practices (AC 43.13-1B, 337 and field approvals, etc.).**



DIVING IN

QC/QA, ISO etc.

In the
beginning

TRAINING
TOPIC
1

TRAINING
TOPIC
2

In The beginning -

The
Start

QA VERSUS QC



From Medieval Times

From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

Many people are involved

In all, there are more than 1,000 ISO technical groups (technical committees, subcommittees, working groups etc.) in which some 30,000 experts participate annually to develop ISO standards.

So why does it matter?

If there were no standards we would have chaos. Standards make it easy to compare things to see how they are doing. They also make it easy to compare things to see how they are doing. They also make it easy to compare things to see how they are doing.

So why does it matter?

We are really aware of the need to have standards to make sure of quality, safety, reliability, efficiency and consistency, as well as to ensure cost.

ISO?

Who and what is ISO?

ISO is the International Organization for Standardization (ISO) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cleaner. They make trade between countries easier and faster.

ISO makes the world better

They provide governments with a framework for policy, safety and environmental legislation. They also provide a framework for safety and environmental legislation. They also provide a framework for safety and environmental legislation.

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What does ISO

The International Standards which ISO develops are not just... They are useful to industrial and business organizations of all sizes, including governments and other regulatory bodies.

In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began to put their own names on goods in the late 13th century.

The Early Days

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".

In The Beginning...

This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection. In the early 19th century manufacturers began to include quality processes in quality practices.

Many people are involved

When things go well, for example, when people are happy and content with what they are doing, they are happy and content with what they are doing. When things go well, for example, when people are happy and content with what they are doing, they are happy and content with what they are doing.

Why does it matter?

People are not happy to work if they are not happy to work. People are not happy to work if they are not happy to work. People are not happy to work if they are not happy to work.



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When things go well, for example, when quality is high, the customer is satisfied and the company is successful. When things go badly, for example, when quality is low, the customer is dissatisfied and the company is unsuccessful.

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History of ISO 9000 and Quality Improvement

We are usually unaware of the role played by standards in raising levels of quality, safety, reliability, efficiency and interchangeability – as well as in providing such benefits at an economic cost.

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Why does it matter?

People, in particular in cases of fire, are not aware of the fact that a lot of poor quality is not fit, are aware that requirements are already in place and are already in place. What is the reason for this?



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Why does it matter?

People are not always in control of it, and we need to make sure that they are. We need to make sure that they are. We need to make sure that they are.

Since the abbreviations would be different, ("IOS" in English, "OIN" in French for *Organisation internationale de normalisation*), it was decided at the outset to use a word derived from the Greek *ISOS*, meaning "equal".

Therefore, whatever the country, whatever the language, the short form of the organization's name is always ISO.

From Medieval Times

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Why does it matter?

People, in particular in cases of fire, are not aware of the fact that a lot of poor quality is not fit, are not aware of the fact that a lot of poor quality is not fit, are not aware of the fact that a lot of poor quality is not fit.



What does ISO do?

The International Standards which ISO develops are very useful.

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When things go well, for example, when everyone is happy and everything is going well, then it is because they are all working together. When things go well, for example, when everyone is happy and everything is going well, then it is because they are all working together.



What does ISO do?

Additionally it applied to trade officials, to conformity assessment professionals, to suppliers and customers of products and services in both public and private sectors, and, ultimately, to people in general in their roles as consumers and end users.

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What does ISO?

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Fast

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We are really aware of the need to ensure that the quality of our products and services is of the highest quality. We are really aware of the need to ensure that the quality of our products and services is of the highest quality. We are really aware of the need to ensure that the quality of our products and services is of the highest quality.

ISO?

Who and what is ISO?

ISO is the International Organization for Standardization (ISO) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cheaper. They make trade between countries easier and faster.

ISO makes the world better

They provide governments with a framework for policy, safety and environmental regulation. They also provide a framework for policy, safety and environmental regulation. They also provide a framework for policy, safety and environmental regulation.

The new organization, ISO, officially began operations on 23 February 1947.

ISO is a network of the national standards institutes of 114 countries, on the basis of one national institute, with a Central Secretariat in Geneva, Switzerland, that coordinates the system. (<http://www.iso.org>)

What does ISO?

The International Standards which ISO develops are not just... They are useful to industrial and business organizations of all sizes, including governments and other regulatory bodies.

In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began registering their unions (called guilds) in the late 13th century.

The Early Days

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".

In The Beginning...

This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection.

In the early 19th century manufacturers began to include quality processes in quality practices.

Many people are involved

When things go well, for example, when quality is high, and when the quality is high, it is because the quality is high. When things go well, for example, when quality is high, and when the quality is high, it is because the quality is high.

ISO makes the world better

They provide governments with a technical base for health, safety and environmental legislation.

They aid in transferring technology to developing countries. ISO standards also serve to safeguard consumers, and users in general, of products and services - as well as to *make their lives simpler*.

History of ISO 9000 and Quality Improvement

We are usually unaware of the role played by standards in raising levels of quality, safety, reliability, efficiency and interchangeability - as well as in providing such benefits at an economic cost.

ISO is the (International Organization for Standardization) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

The birth of the United States, the end of World War II, the impact of the Cold War, and the rise of the Internet have all shaped the world we live in today.

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better

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In the early 20th century manufacturers began to include quality processes in quality practices.

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".



Many people are involved

When things go well - for example, when systems, machinery and devices work well and safely - then it is because they conform to standards.

And the organization responsible for many thousands of the standards which benefit society worldwide is ISO.

From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

Many people are involved

In all, there are some 1,000 ISO technical groups (technical committees, subcommittees, working groups etc.) in which some 30,000 experts participate annually to develop ISO standards.

So why does it matter?

If there were no standards we would have chaos. Standards make it easy for everyone to see how, although often the explanation is simple. It is when there is a general agreement that their experience is brought to bear.

So why does it matter?

We are really aware of the need related to standards to improve levels of quality, safety, reliability, efficiency and productivity, as well as to reduce cost.

ISO?

Who and what is ISO?

ISO is the International Organization for Standardization and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

Fast

The ISO standards are the most widely used in the world.

Fast

By the 1970s, ISO standards were being used by governments and other regulatory bodies.

What does ISO

The International Standards which ISO develops are not paid. They are useful to industrial and business organizations of all sizes, including governments and other regulatory bodies.

ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cheaper. They make trade between countries easier and faster.

ISO makes the world better

They provide governments with a framework for policy, safety and environmental legislation. They also help in ensuring technology transfer to developing countries, and standards are used in safety and security work such as in the design of products and services, as well as in making their design simpler.

In The Beginning...

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In The Beginning...

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Many people are involved

When things go well, for example, when quality is high, the quality process is not always obvious. It is because they are the result of the quality process, which is the result of the quality process, which is the result of the quality process.

Why does it matter?

People are not always in control of it, so we need to make sure that they are. It is because they are the result of the quality process, which is the result of the quality process, which is the result of the quality process.



Many people are involved

ISO standards are technical agreements which provide the framework for compatible technology worldwide. Developing technical consensus on this international scale is a major operation.

From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

Many people are involved

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So why does it matter?

If there were no standards we would have chaos. Standards make it easy to compare things to see how things are made, and to make sure that everyone is doing it the same way. This is the purpose of standards and their importance is brought home.

So why does it matter?

We are really aware of the need to have standards in many areas of quality, safety, reliability, efficiency and productivity, as well as in many other areas.

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ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cheaper. They make trade between countries easier and faster.

ISO makes the world better

They provide a common basis for a better way to make, deliver and use products and services. They also provide a common basis for a better way to make, deliver and use products and services.

In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began to put their own stamp on their work.

Many people are involved

When things go well, for example, when a product is made to a high standard, it is often because of the efforts of many people who are involved in the process.

In The Beginning...

This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection. In the early 20th century manufacturers began to include quality processes in quality practices.

The Early Days

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".

What does ISO?

ISO is a global network of national standards bodies that work together to develop and maintain international standards.

What does ISO?

The International Standards which ISO develops are the world's. They are used in almost all business and industry, including governments and other regulatory bodies.

Fast

By the 19th century, the quality movement had spread to many other parts of the world.

Fast

The quality movement had spread to many other parts of the world.

Many people are involved

In all, there are some 3,000 ISO technical groups (technical committees, subcommittees, working groups etc.) in which some 50,000 experts participate annually to develop ISO standards.

From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

Many people are involved

In all, there are more than 1,000 ISO technical groups (technical committees, subcommittees, working groups etc.) in which some 30,000 experts participate annually to develop ISO standards.

So why does it matter?

If there were no standards we would have chaos. Standards make it easy to compare things to see how they are doing. They also make it easier to compare things to see how they are doing.

So why does it matter?

We are really aware of the need to have standards in many areas of quality, safety, reliability, efficiency and productivity, as well as in many other areas.

Since the abbreviation would be different, ISO is English, ISO is French, the Organisation Internationale de Normalisation, I. N. O. instead of the Greek, I. S. O., meaning, Isop.

Therefore, whatever the country, whatever the language, the short form of the organization's name is always ISO.

ISO?

Who and what is ISO?

ISO is the International Organization for Standardization (ISO) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

Fast

The ISO standards are the most widely used in the world. They are the basis of many other standards.

ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cleaner. They make trade between countries easier and faster.

ISO makes the world better

They provide a common basis for a better life for people, better and safer working conditions. They also provide a common basis for a better life for people, better and safer working conditions.

The new organization, ISO, officially began operations on 23 February 1947. ISO is a network of the national standards institutes of 114 countries, on the basis of one national institute, with a Central Secretariat in Geneva, Switzerland, that coordinates the system. (<http://www.iso.org>)

What does ISO

The International Standards which ISO develops are the world's. They are used in almost all business operations of all firms, including governments and other regulatory bodies.

Fast

By the 1970s, ISO standards had become the basis of many other standards.

In The Beginning...

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Many people are involved

When things go well, for example, when people are happy and content with what they are doing, they are happy. When things go well, for example, when people are happy and content with what they are doing, they are happy.

Why does it

people, in particular to users of the, are not aware of the fact that the quality of the product is not the only factor in determining its value. The quality of the product is not the only factor in determining its value.

So why does it matter?

If there were no standards we would soon notice. Standards make a huge contribution to our lives, although often that contribution is invisible. It is when there is an absence of standards that their importance is brought home.

From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

Many people are involved

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So why does it matter?

If there were no standards we would have chaos. Standards make it easy for everyone to see how, although often the explanation is simple. It is when there is a general agreement that their experience is brought to bear.

So why does it matter?

We are really aware of the need to ensure that the quality of goods, services, reliability, efficiency of production, as well as the cost of providing with benefits to be obtained.

Since the abbreviation would be different, ISO is English, ISO is French, the Organisation Internationale de Normalisation (ISO) is the only body to use a word derived from the Greek, *isos*, meaning 'equal'.

Therefore, whatever the country, whatever the language, the short form of the organization's name is always ISO.

ISO?

Who and what is ISO?

ISO is the International Organization for Standardization (ISO) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

Fast

The ISO standards are the most widely used in the world. They are the basis of the quality management system.

ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cheaper. They make trade between countries easier and faster.

ISO makes the world better

They provide a common basis for a better world for people, safety and environmental protection. They also provide a framework for the development of standards and the adoption of standards which does not lead to duplication of standards, as well as to make their use simpler.

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What does ISO

The International Standards which ISO develops are the world's. They are used in industrial and business organizations of all sizes, including governments and other regulatory bodies.

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In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began to organize into unions called guilds in the late 13th century.

The Early Days

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".

In The Beginning...

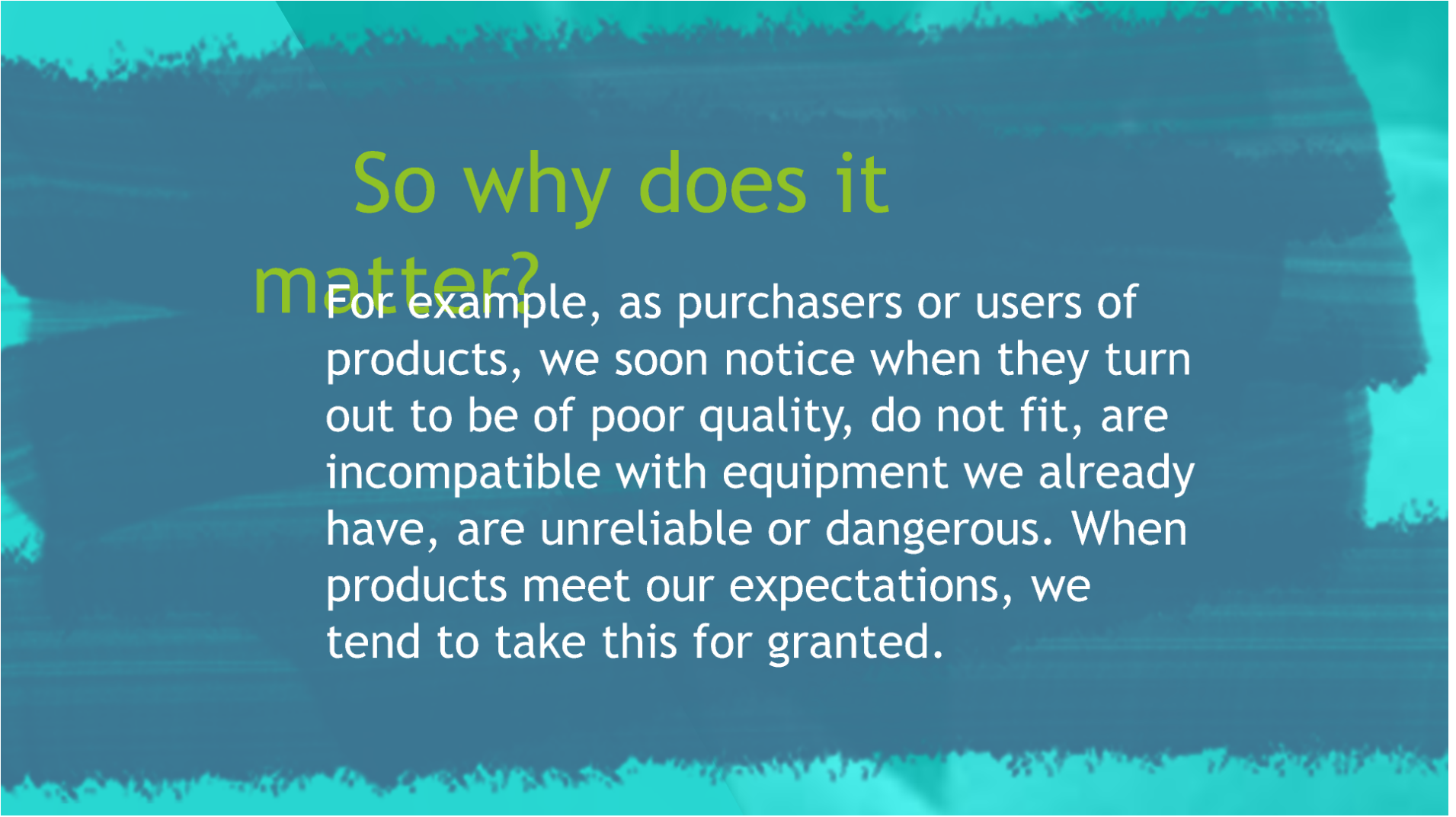
This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection. In the early 20th century manufacturers began to include quality processes in quality practices.

Many people are involved

When things go well, for example, when people, machinery and processes work well, the quality of the work is high. It is because they work in a system which is designed to meet the requirements of the customer, which means they are working to ISO.

Why does it matter?

People, in particular in cases of fire, are not aware of the fact that the quality of their work is not the same as the quality of the work they are doing. It is because they are not working in a system which is designed to meet the requirements of the customer, which means they are working to ISO.



So why does it matter?

For example, as purchasers or users of products, we soon notice when they turn out to be of poor quality, do not fit, are incompatible with equipment we already have, are unreliable or dangerous. When products meet our expectations, we tend to take this for granted.

History of ISO 9000 and Quality Improvement

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So why does it matter?

We are usually unaware of the role played by standards in raising levels of quality, safety, reliability, efficiency and interchangeability - as well as in providing such benefits at an economical cost.

From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

Many people are involved

In all, there are some 1,000 ISO technical groups (technical committees, subcommittees, working groups etc.) in which some 30,000 experts participate annually to develop ISO standards.

So why does it matter?

If there were no standards we would have chaos. Standards make it easy for everyone to see how, although often the explanation is simple. It is when there is a general agreement that their experience is brought to bear.

So why does it matter?

We are really aware of the need related to standards to improve levels of quality, safety, reliability, efficiency and productivity, as well as to reduce cost.

ISO?

Who and what is ISO?

ISO is the International Organization for Standardization (ISO) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cheaper. They make trade between countries easier and faster.

ISO makes the world better

They provide governments with a framework for policy, safety and environmental legislation. Thanks to ISO there is a framework to work to safety and security with due regard to product and quality, as well as to make their lives easier.

In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began registering into unions called guilds in the late 13th century.

Many people are involved

When things go well, for example, when people, machinery and devices work well, the quality that it is because they are the product of the standards which have been used for a long time.

The Early Days

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In The Beginning...

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What does ISO?

ISO is a global network of national standards organizations and is the world's largest developer of standards. It is a non-governmental organization that coordinates the system. (<http://www.iso.org>)

What does ISO?

The International Standards which ISO develops are the world's. They are used in industrial and business organizations of all sizes, including governments and other regulatory bodies.

Fast

By the 19th century, the quality movement had spread to other parts of the world, including the United States.

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World War II and Quality

After the United States entered World War II, quality became a critical component of the war effort: Bullets manufactured in one state, for example, had to work consistently in rifles made in another. The armed forces initially inspected virtually every unit of product;

From Medieval Times

History of ISO 9000 and Quality Improvement

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So why does it matter?

If there were no standards we would have chaos. Standards make it easy for everyone to see how things should be done. They also ensure that everyone is doing it the same way. This is the purpose of standards and their importance is brought home.

So why does it matter?

We are really aware of the need to comply to standards in many areas of quality, safety, reliability, efficiency and productivity, as well as in many other areas.

Since the abbreviation would be different, ISO is English, ISO is French, the Organisation Internationale de Normalisation, I. N. O. instead of the Greek, I. S. O., meaning, Isop.

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What does ISO

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By the 1970s, ISO standards had become the basis of many other standards. They are the basis of many other standards.

In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began to organize into unions called guilds in the late 13th century.

The Early Days

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".

In The Beginning...

This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection. In the early 19th century manufacturers began to include quality processes in quality practices.

Many people are involved

When things go well, for example, when a product is made, it is because they are all working together. It is because they are all working together. It is because they are all working together.

Why does it

people, in particular to users of the product, and to the users of the product. It is because they are all working together. It is because they are all working together.

World War II and Quality

.....then to simplify and speed up this process without compromising safety, the military began to use sampling techniques for inspection, aided by the publication of military-specification standards and training courses in Walter Shewhart's statistical process control techniques.

History of ISO 9000 and Quality Improvement

We are usually unaware of the role played by standards in raising levels of quality, safety, reliability, efficiency and interchangeability - as well as in providing such benefits at an economic cost.

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The birth of the United States, the end of World War II, the impact of the Cold War, and the rise of the Internet have all shaped the world we live in today.

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ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cleaner. They make trade between countries easier and faster.

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They aid in transferring technology to developing countries. ISO standards also serve to safeguard consumers, and users in general, of products and services - as well as to make their lives simpler.

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Fast Forward...

The birth of total quality in the United States came as a direct response to the quality revolution in Japan following World War II. The Japanese welcomed the input of Americans Joseph M. Juran and W. Edwards Deming and rather than concentrating on inspection, focused on improving all organizational processes through the people who used them.

From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

Many people are involved

In all, there are more than 1,000 ISO technical groups (technical committees, subcommittees, working groups etc.) in which some 30,000 experts participate annually to develop ISO standards.

So why does it matter?

If there were no standards we would have chaos. Standards make it easy to compare things to see how things are done. They also make it easier to compare things to see how things are done.

So why does it matter?

We are really aware of the need to have standards in many areas of quality, safety, reliability, efficiency and productivity, as well as in many other areas.

ISO?

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ISO makes the world better

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ISO makes the world better

They provide a common language for technical and commercial transactions. They also provide a common language for technical and commercial transactions. They also provide a common language for technical and commercial transactions.

In The Beginning...

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Many people are involved

When things go well, for example, when a product is made, it is because they are all working together. When things go well, for example, when a product is made, it is because they are all working together.

Why does it matter?

People are passionate to work of it, and we know what they have to do. People are passionate to work of it, and we know what they have to do.

What does ISO?

ISO is a global network of national standards organizations (NSOs) and international standards organizations (ISOs) that work together to develop and maintain international standards.

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Fast

By the 19th century, the quality movement had spread to many other parts of the world. By the 19th century, the quality movement had spread to many other parts of the world.

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Fast Forward...

By the 1970s, U.S. industrial sectors such as automobiles and electronics had been broadsided by Japan's high-quality competition. The U.S. response was to implement TQM (Total Quality Management) which would embrace the entire organization as well as statistics.

From Medieval Times

History of ISO 9000 and Quality Improvement

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So why does it matter?

If there were no standards we would have chaos. Standards make it easy for everyone to see how things should be done. They also ensure that everyone is on the same page. In other words, they are a common language that everyone can understand and use.

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In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began to organize into unions called guilds in the late 13th century.

Many people are involved

When things go well, for example, when everyone is happy and everything is going well, it is because they are all working together. In other words, they are a common language that everyone can understand and use.

The Early Days

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In The Beginning...

This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection. In the early 20th century manufacturers began to include quality processes in quality practices.

What does ISO?

ISO is a global network of national standards organizations (NSOs) that work together to develop and maintain international standards. They are used by governments, businesses, and other organizations to ensure that products and services meet certain quality requirements.

Beyond TQM - Quality Today

Since the turn of the century quality improvement has matured significantly.

New quality systems have evolved from the foundations of Deming, Juran and the early Japanese practitioners of quality.

History of ISO 9000 and Quality Improvement

We are usually unaware of the role played by standards in raising levels of quality, safety, reliability, efficiency and interchangeability - as well as in providing such benefits at an economic cost.

ISO is the (International Organization for Standardization) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

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They provide governments with a technical base for health, safety and environmental legislation.

They aid in transferring technology to developing countries. ISO standards also serve to safeguard consumers, and users in general, of products and services - as well as to make their lives simpler.

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cleaner. They make trade between countries easier and fairer.

ISO is a network of the national standards institutes of 156 countries, on the basis of one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system. (<http://www.iso.org>)

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This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection.

In the early 20th century manufacturers began to include quality processes in quality practices.

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".

Beyond TQM - Quality Today

Quality has moved beyond manufacturing into service, distribution, healthcare, education and government sectors.

Quality is easily recognized in some of these terms: ISO 9001:2000, AS9100, ISO 13485, ISO 14001, ISO 17025, TS16949, Six Sigma, 5S, Lean Manufacturing, Reorganization, CE Mark, UL, and more.

History of ISO 9000 and Quality Improvement

By the 1970s, the automotive industry had implemented a comprehensive system of quality control across the entire organization.

Beyond TQM - Quality Today

In 2000 the ISO 9000 series of quality management standards was revised to increase emphasis on customer satisfaction.

From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

Many people are involved

In all, there are more than 1,000 ISO technical groups (technical committees, subcommittees, working groups etc.) in which some 30,000 experts participate annually to develop ISO standards.

So why does it matter?

If there were no standards we would have chaos. Standards make it easy for everyone to know how, although often that knowledge is common. It is when there is a general agreement that their experience is brought to bear.

So why does it matter?

We are really aware of the need related to standards to improve levels of quality, safety, reliability, efficiency and productivity, as well as to reduce cost.

ISO?

Who and what is ISO?

ISO is the International Organization for Standardization (ISO) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

Fast

The ISO standards are the most widely used in the world.

Fast

By the 1970s, ISO standards were being used by governments and other regulatory bodies.

What does ISO

The International Standards which ISO develops are not paid. They are used by industrial and business organizations of all sizes, including governments and other regulatory bodies.

What does ISO

ISO develops a system of standards which are used by organizations of all sizes, including governments and other regulatory bodies.

ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cheaper. They make trade between countries easier and faster.

ISO makes the world better

They provide governments with a framework for policy, action and environmental regulation. They also provide a framework for action to improve the environment and to protect the environment.

In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began to organize into unions called guilds in the late 13th century.

The Early Days

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".

In The Beginning...

This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection. In the early 20th century manufacturers began to include quality processes in quality practices.

Many people are involved

When things go well, for example, when quality is high, the quality process is not needed. When things go badly, it is because they are not of quality. It is because they are not of quality.

Why does it matter?

People are not happy to work if they are not happy. When they are not happy, they are not happy. When they are not happy, they are not happy.

Summary

- * Quality is not new.
- * ISO is headquartered in Geneva.
- * ISO Standards are in all industries.
- ▶ ISO and quality blossomed in the WW II effort.
- ▶ Global Pressure forced the U.S. into TQM

History of ISO 9000 and Quality Improvement

played by standards in raising levels of quality, safety, reliability, efficiency and interchangeability – as well as in providing such benefits at an economic cost.

ISO is the (International Organization for Standardization) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

THE

197
some
slides
at the
mer
pene
org

They are useful to industrial and business organizations of all types, including governments and other regulatory bodies.

ISO standards contribute to the development, manufacturing and supply of products and services more efficient, safer and cleaner. They make trade between countries easier and fairer.

They aid in transferring technology to developing countries, ISO standards also serve to safeguard consumers, and users in general, of products and services - as well as to make their lives simpler.

Only use these tags: `<math>`

In the early 20th century manufacturers began to include quality processes in quality practices.

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".

Summary

Without standards, the goods we buy would probably be unsafe and incompatible.

- ▶ Quality is not FREE, but it is good.
- ▶ Quality and ISO 9000 are most likely here to stay.

From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

Many people are involved

In all, there are some 1,000 ISO technical groups (technical committees, subcommittees, working groups etc.) in which some 30,000 experts participate annually to develop ISO standards.

So why does it matter?

If there were no standards we would have chaos. Standards make it easy to compare things to see how things are done. They also make it easier to compare things to see how things are done.

So why does it matter?

We are really aware of the need to have standards to make sure of quality, safety, reliability, efficiency and consistency, as well as to ensure cost.

ISO?

Who and what is ISO?

ISO is the International Organization for Standardization (ISO) and is the world's largest developer of standards.

The problem then became what to name it since it would have different letters depending on the country.

ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cheaper. They make trade between countries easier and faster.

ISO makes the world better

They provide governments with a framework for policy, safety and environmental regulation. They also provide a framework for safety and environmental regulation. They also provide a framework for safety and environmental regulation.

In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began to put their own stamp on goods in the late 13th century.

The Early Days

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of industrial standards".

In The Beginning...

This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection. In the early 19th century manufacturers began to include quality processes in quality practices.

Many people are involved

When things go well, for example, when safety, security and service are good, the quality of life is better. When things go well, for example, when safety, security and service are good, the quality of life is better.

What does ISO?

ISO is a global network of national standards organizations (ISO member bodies) that coordinate the system. (<http://www.iso.org>)

What does ISO?

The International Standards which ISO develops are the world's. They are used in industrial and business organizations of all sizes, including governments and other regulatory bodies.

Fast

By the 19th century, the quality of life was better. By the 19th century, the quality of life was better.

For more information

The following websites are an excellent
source of info...

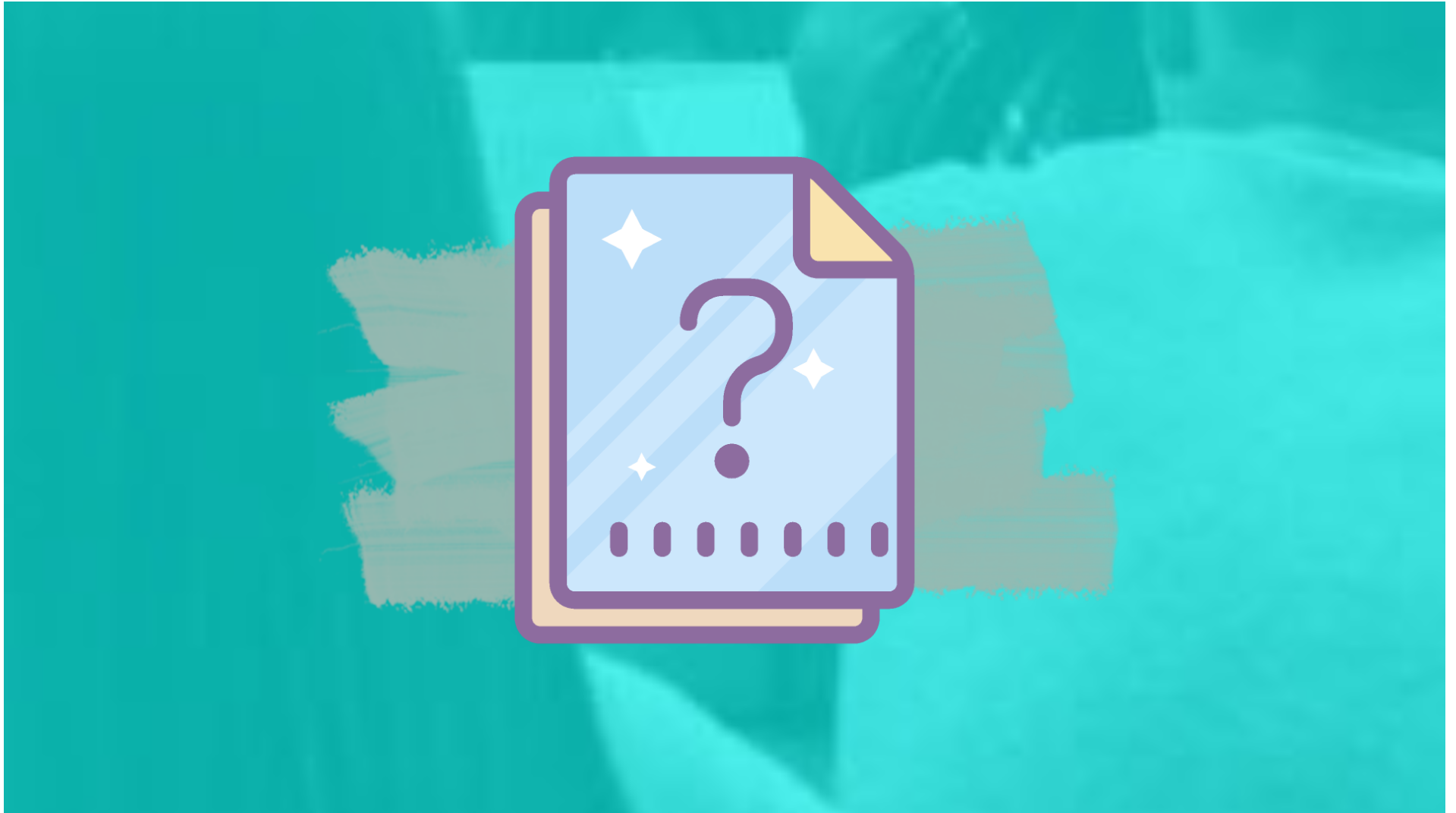
International Organization for
Standardization - www.iso.org

American Society for Quality - www.asq.org

Quality Digest Magazine - [www.
qualitydigest.com](http://www.qualitydigest.com)

Worldwide Quality Network -
www.wqntoday.com

History of ISO 9000 and Quality Improvement



From Medieval Times

History of ISO 9000 and Quality Improvement

Many people are involved

ISO standards are technical agreements which provide the framework for comparable technology worldwide. Developing technical content in this international work is a major operation.

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In all, there are some 1,000 ISO technical groups (technical committees, subcommittees, working groups etc.) in which some 30,000 experts participate annually to develop ISO standards.

So why does it matter?

If there were no standards we would have chaos. Standards make it hard for customers to say 'no', although often that is necessary to progress. As when there is a general agreement that their response is brought home.

So why does it matter?

We are really aware of the need to ensure that standards in many levels of quality, safety, reliability, efficiency and productivity, as well as in the cost.

ISO?

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Fast

The ISO standards are the most widely used in the world.

Fast

By the 1970s, ISO standards were being used in many countries.

What does ISO

The International Standards which ISO develops are not just... They are used in almost all business operations of a firm, including governments and other regulatory bodies.

ISO makes the world better

ISO standards contribute to making the development, manufacturing and supply of products and services more efficient, safer and cleaner. They make trade between countries easier and faster.

ISO makes the world better

They provide a common basis for a better life for people, safety and environmental protection. They also help in the development of new products and services, as well as in the development of new technologies.

In The Beginning...

The quality movement can trace its roots back to medieval Europe, where craftsmen began to organize into unions called guilds in the late 13th century.

The Early Days

In 1946, delegates from 25 countries met in London and decided to create a new international organization, of which the object would be "to facilitate the international coordination and unification of international standards".

In The Beginning...

This model was followed until the early 19th century when factories came to be and there was more emphasis on product inspection. In the early 20th century manufacturers began to include quality procedures in quality practices.

Many people are involved

When things go well, for example, when people are happy and content with what they are doing, they tend to be more productive and efficient. This is because they are more motivated and engaged. When things go well, for example, when people are happy and content with what they are doing, they tend to be more productive and efficient. This is because they are more motivated and engaged.

Why does it matter?

People are not just happy to work for you, but they are also happy to work for you. They are happy to work for you because they are happy to work for you. They are happy to work for you because they are happy to work for you.



From Medieval Times

In The beginning -

The
Start

QA VERSUS QC

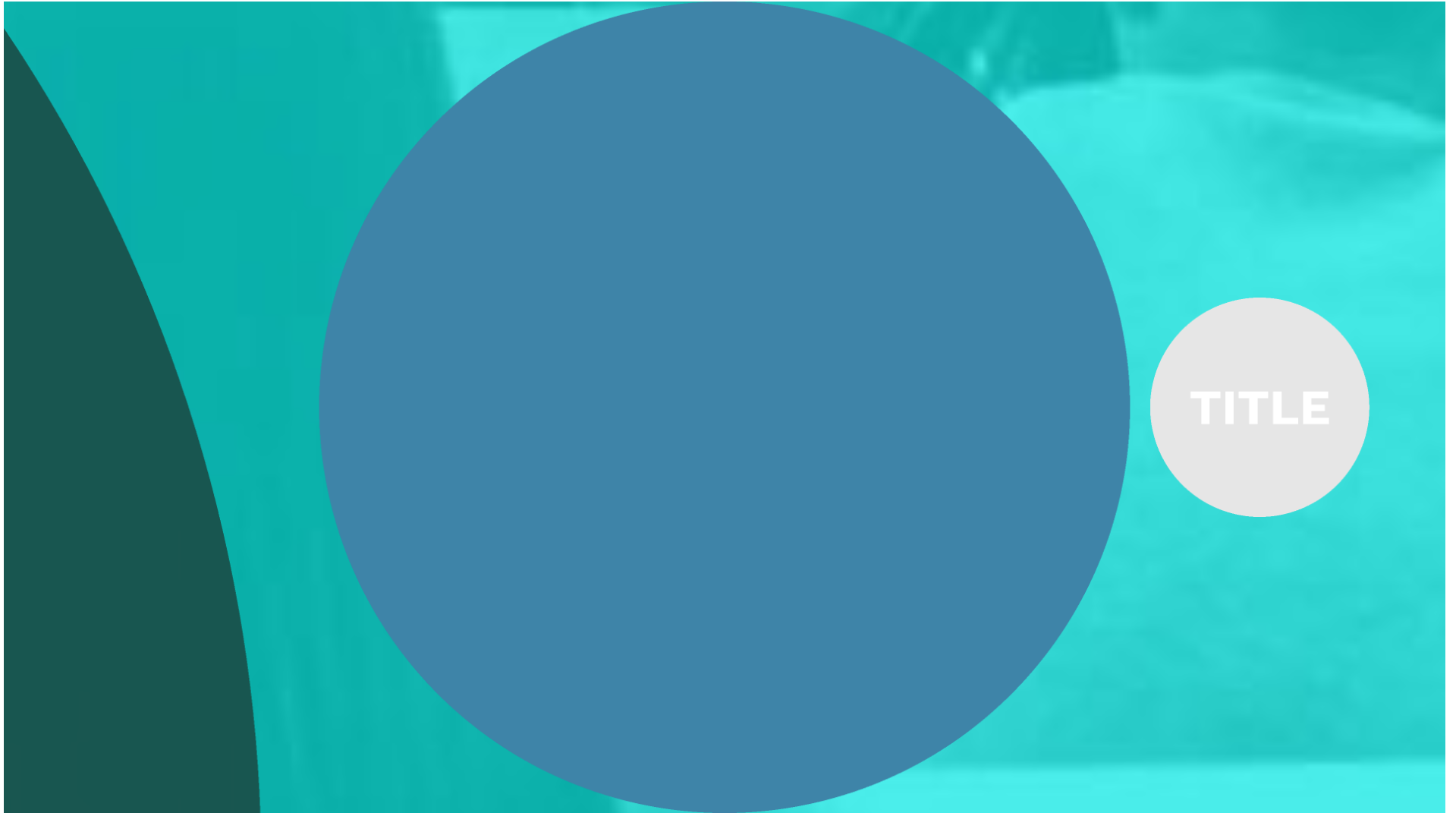
Thought of the day.....

Quality Assurance Is Not Quality Control.

The difference is that QA is process oriented and QC is product oriented.

**ICAO
&
ISO**

TITLE





The Elements of Safety

**Building
a
QMS**



INTERNATIONAL CIVIL AVIATION ORGANIZATION

AIM - QMS

QMS requirements and the approach of an external auditor.

1



INTERNATIONAL CIVIL AVIATION ORGANIZATION

AIM - QMS

QMS requirements and the approach of an external auditor.

1

HOW TO IMPLEMENT A QMS?

Four Phases

1. Planning & Designing

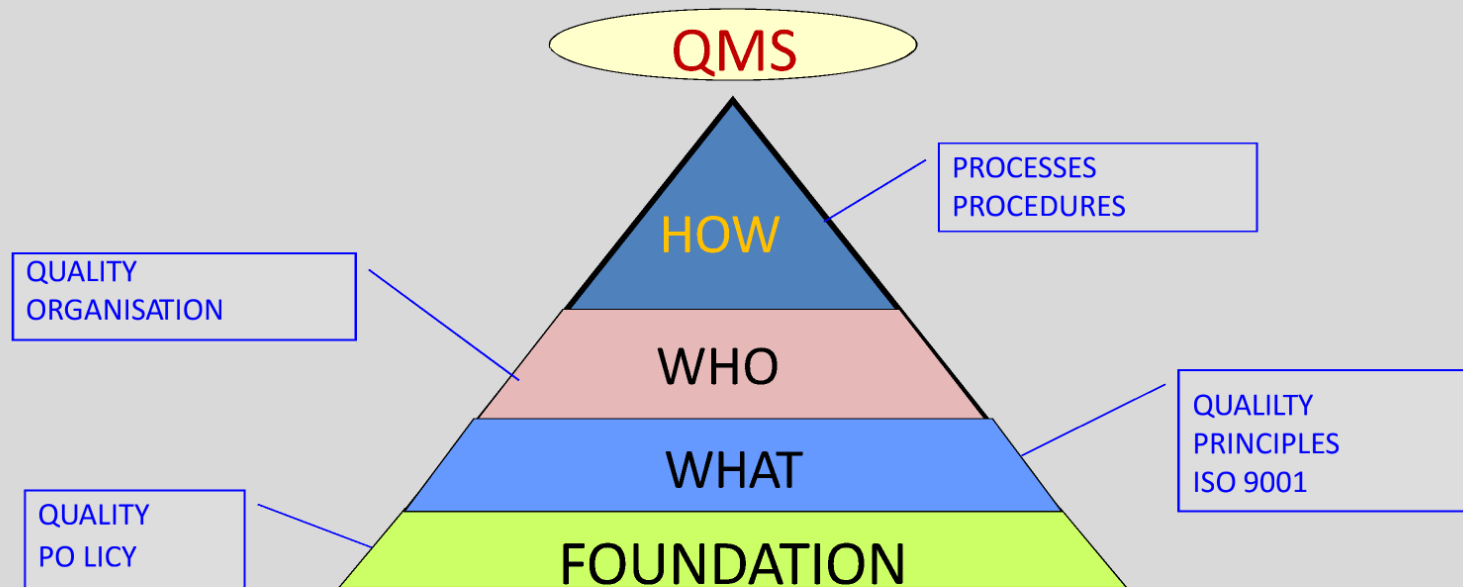
2. Describing

3. Implementing the QMS

4. Improving the QMS

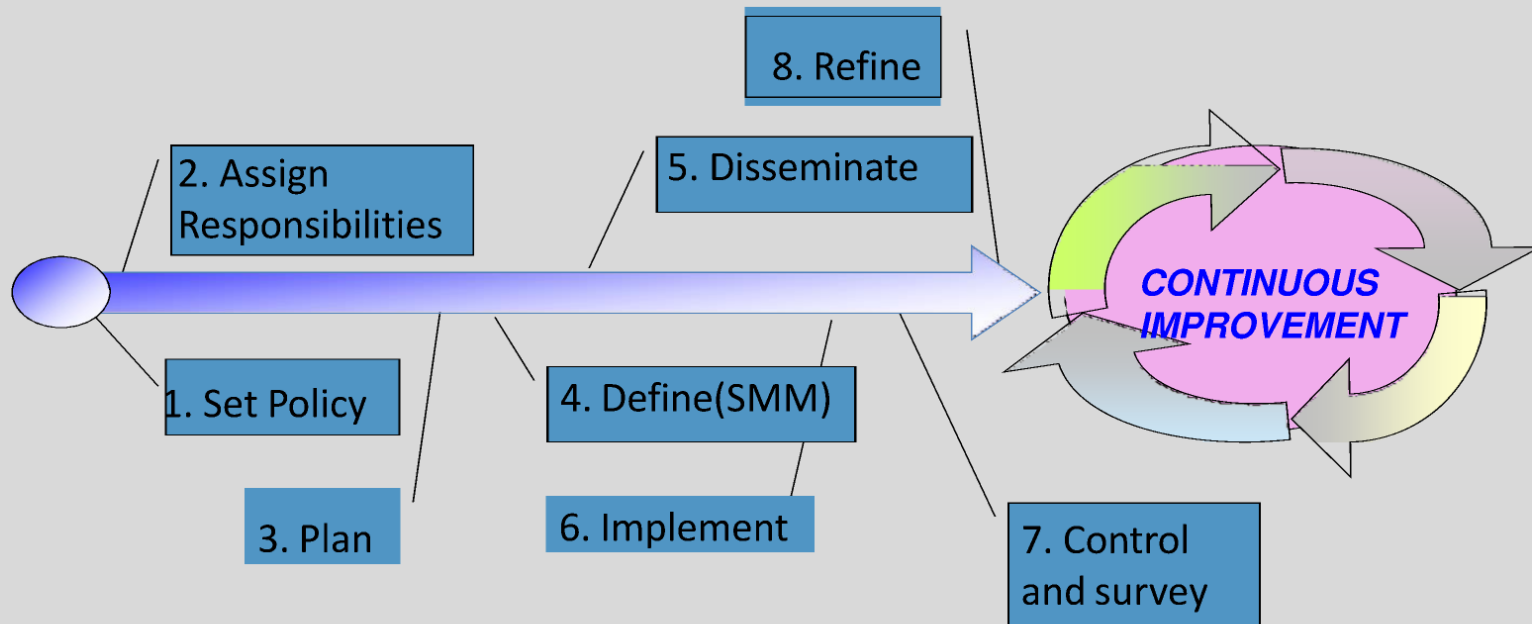
2

THE FIRST STEPS



3

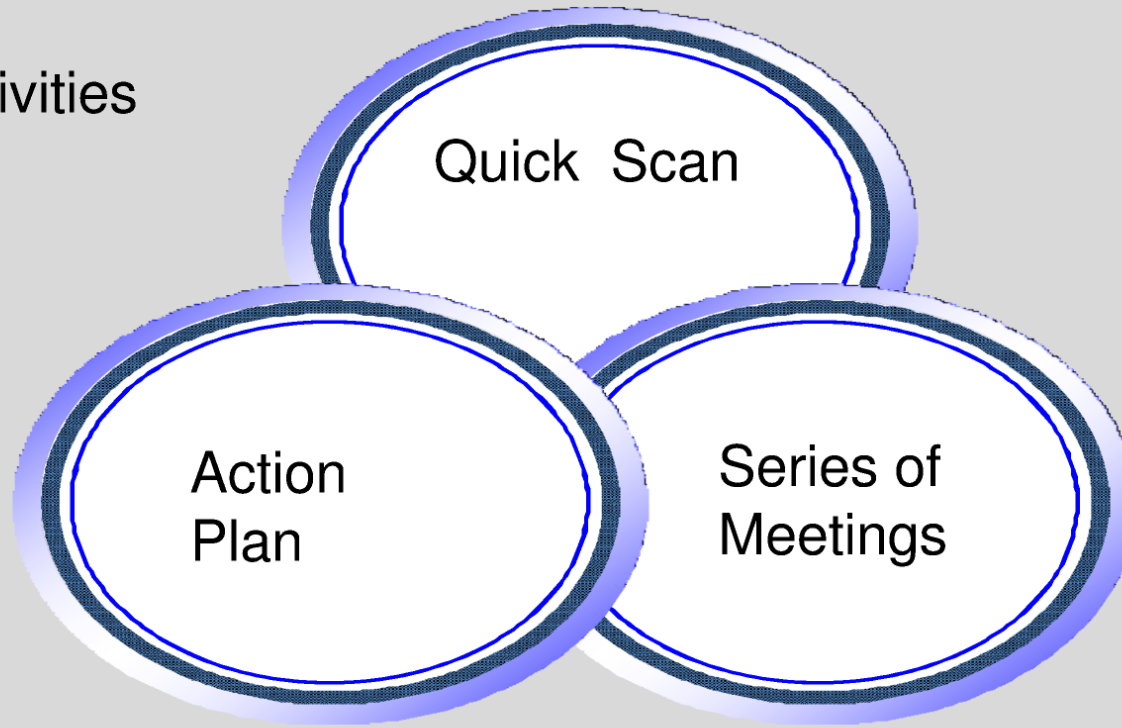
ONE POSSIBLE APPROACH



4

Planning and Designing Phase:

Activities



5

INITIAL SURVEY

Start by reviewing the current situation

- What elements of a QMS are already in place?
 - ▶ Organisation charts
 - ▶ Process documents
 - ▶ Forms and records
 - ▶ Job descriptions

6

IDENTIFY MISSING ELEMENTS

- Identify the items required that are not in place, these may be for example:
 - ▶ some process documents
 - ▶ some necessary records
 - ▶ an internal quality audit process
 - ▶ a formal management review process
 - ▶ a continual improvement process
- In effect you are performing a “Gap analysis”

7

IMPLEMENTATION PLANS

- In order to ensure a successful implementation it must be planned, e.g. as a project:
- Resources must be identified
- Activities planned and assigned
- Time scales agreed and documented
- Responsibilities allocated
- Progress must be regularly monitored

8

Typical
ISO
9001
Action
Plan

ACTIVITY	2014												2015											
		M	J	J	A	S	O	N	D	J	F	M	A	M	J	J								
Initial ISO 9001 Briefing	■																							
Assessment of current systems		■	■	■																				
Formulate Action Plans					■																			
Appoint Project/ Quality Coordinator				■	■																			
ISO 9001 training for coordinator				■	■																			
Write procedures/ implement systems					■	■	■	■	■	■	■	■	■	■										
Internal Quality Auditor training									■	■														
Management review of ISO 9001 systems						■			■			■												
Contact ISO 9001 Assessment Bodies										■														
Quality Awareness Training (all staff)										■	■	■												
Implement systems/ Internal Audits														■	■	■	■	■	■					
Formal ISO 9001 Assessment																							■	

DESCRIBING PHASE:

ACTIVITIES

Interfaces
Check

Detailed
Description

Process
Improvement

Design of New
Processes

10

QMS FRAMEWORK

The framework of the Quality Management System starts **with Top Management**:

- ▶ they set the business objectives
- ▶ they must then establish an organisation to put those policies into action
- ▶ they must ensure that key processes are controlled
- ▶ they must identify responsibilities and interfaces
- ▶ they must ensure that resources are provided

11

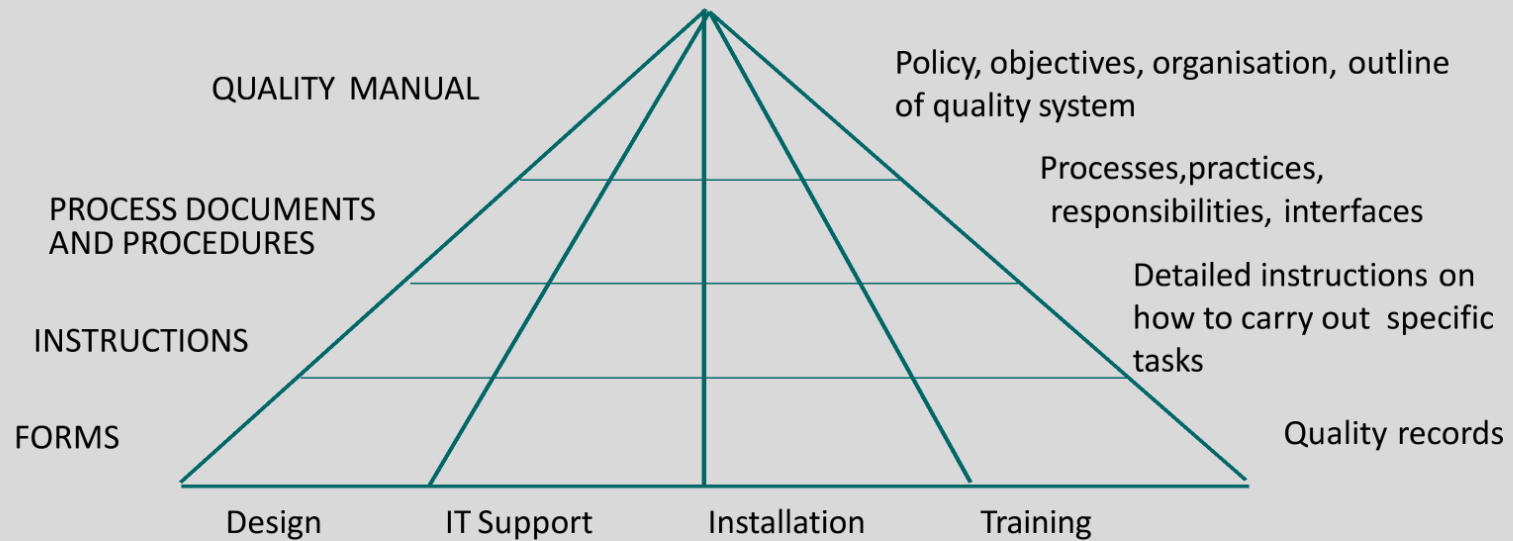
SYSTEM DOCUMENTATION

- The framework of the system documentation will depend upon the **business structure**, e.g.
 - The **size and complexity** of the organisation
 - Is there a department or team-based structure?
 - A typical documentation structure is shown on the next slide.

12

TYPICAL QMS STRUCTURE

STANDARD - ISO 9001 (Annex 15)



13

DOCUMENT FORMAT

ISO 9001:

“The documentation may be in any form or type of medium”

- Therefore it could be in text form or in the form of process maps/flowcharts
- It could be a paper-based system or could be on computer, e.g. accessed via an intranet browser

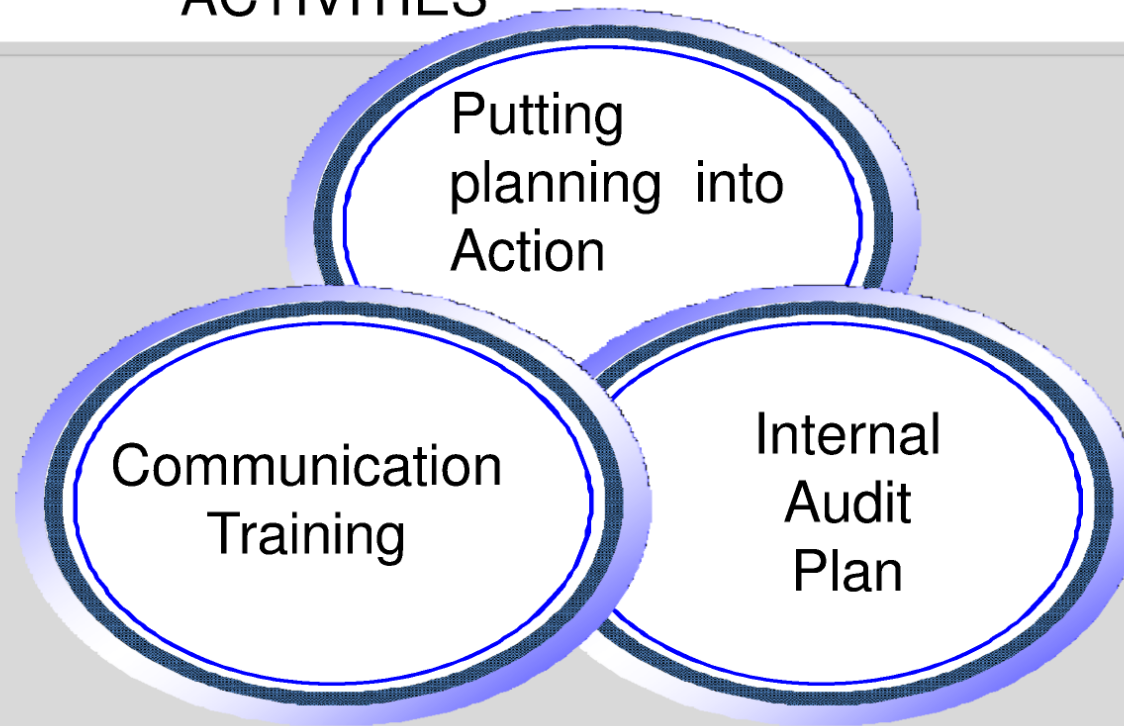
CHOOSING A FORMAT

- Each organisation can choose its own format
- The majority at present have paper-based text documents
- Increasingly organisations are using flowcharts and “computerised” systems
 - a computer based solution often has advantages when it comes to document and change control

15

IMPLEMENTATION PHASE:

ACTIVITIES



16

PRODUCING THE QMS DOCUMENTATION

THE QUALITY MANUAL

- Description of the organisation
- Quality Policy, key objectives
- Structure of the organisation
 - ▶ Interfaces, responsibilities
- Overview of the Quality System
 - ▶ show approach to Standard requirements
 - ▶ detail and justify any exclusions

17

PRODUCING THE QMS DOCUMENTATION

PROCESS Documents

- Do we need process documents?
- The ISO 9001 standard calls for few mandatory procedures
- The question is do we need documents in order to effectively control our business processes?

18

PRODUCING the QMS Documentation

BENEFITS OF PROCESS DOCUMENTS

- Provide consistency/repeatability
- Define responsibility/authority
- Continuity when staff change
- Assist in staff training
- Help identify cause of errors
- Benchmark for improvement

19

PROCESS

Definition:

Set of inter-related or interacting activities which transforms inputs into outputs

ISO 9000

20

PROCESS

CONSTRAINTS

INPUT

PROCESS

OUTPUT

Resources

21

PROCEDURE

Definition:

Specified way to carry out an activity or process

ISO 9000

i.e. describes how a process is performed

22

PROCEDURE DEVELOPMENT

- Establish current practice
- Document current practice
- Review current practice
- Prepare procedure
- Review and approve
- Issue procedure

23

PRODUCING PROCEDURES

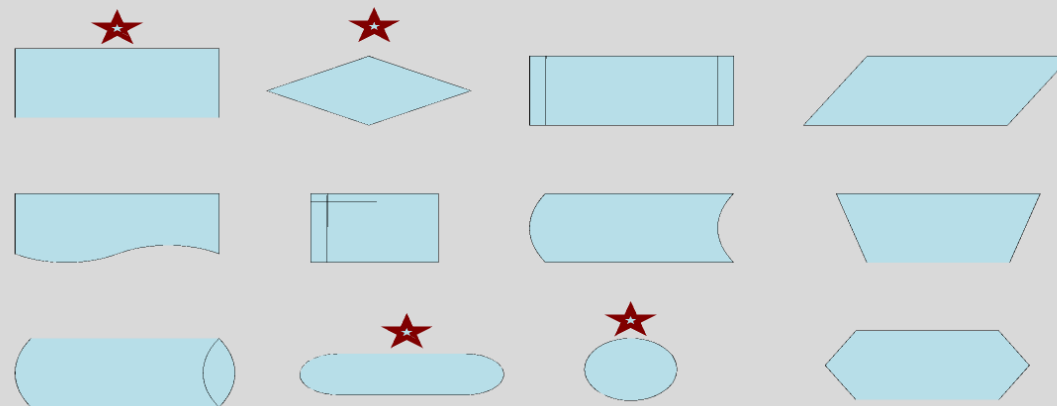
- Establish standard format/template
- Indicate approval/revision status
- Consider using flow charts or process maps
- Train the procedure writers

24

FLOWCHART

Using a flowchart is a very effective way to describe a process
“a picture is worth a thousand words”

SYMBOLS



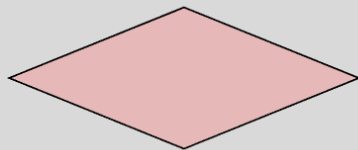
25

FLOWCHART SYMBOLS

Any process can be represented in the form of a simple flow chart using just two symbols:



Activity or process

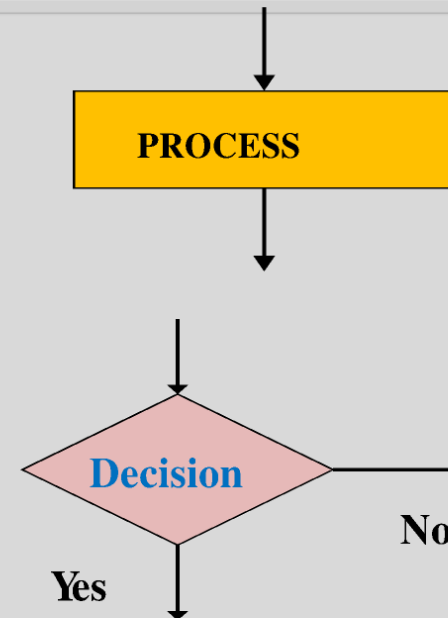


Decision

FLOWCHART RULES

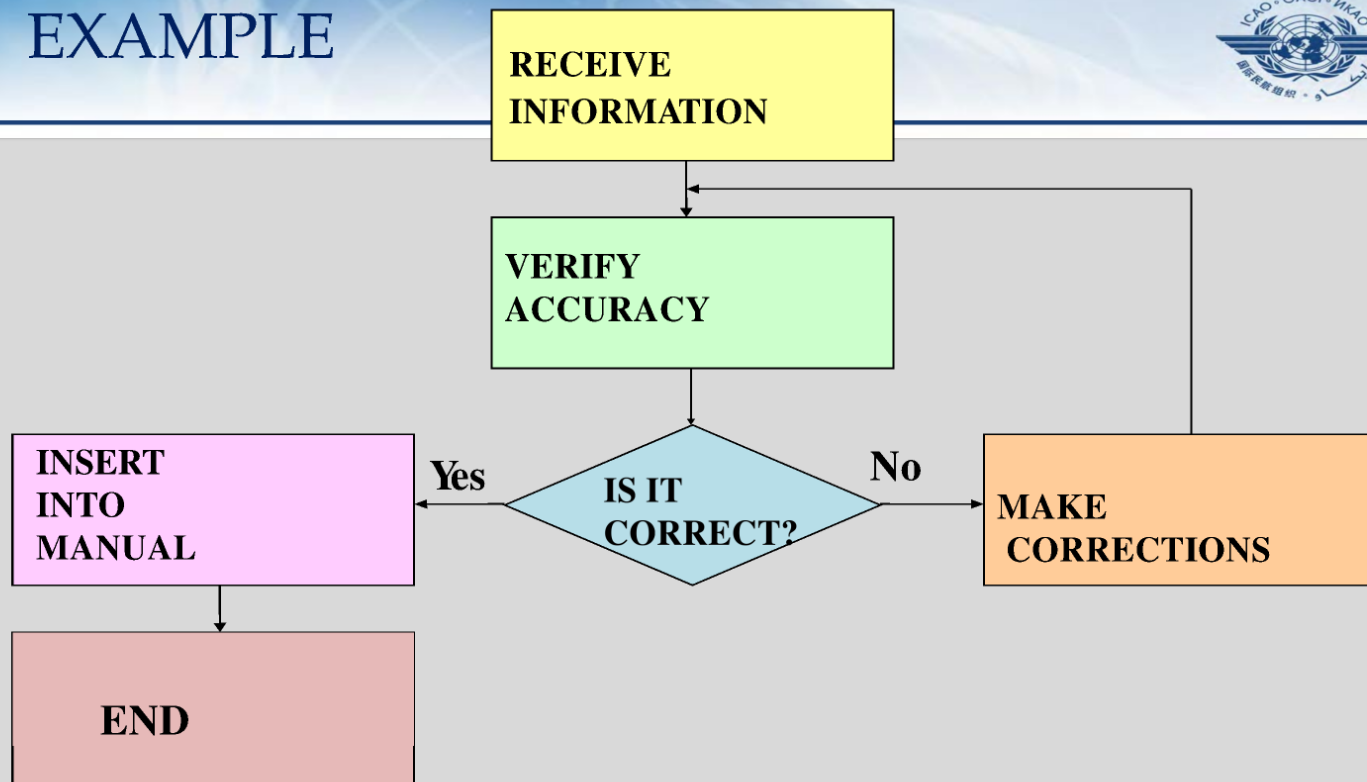
There is one route into the box and only one route out for the process activity boxes

There is one route in and two possible routes out for the decision boxes
(e.g. yes/no or pass/fail)



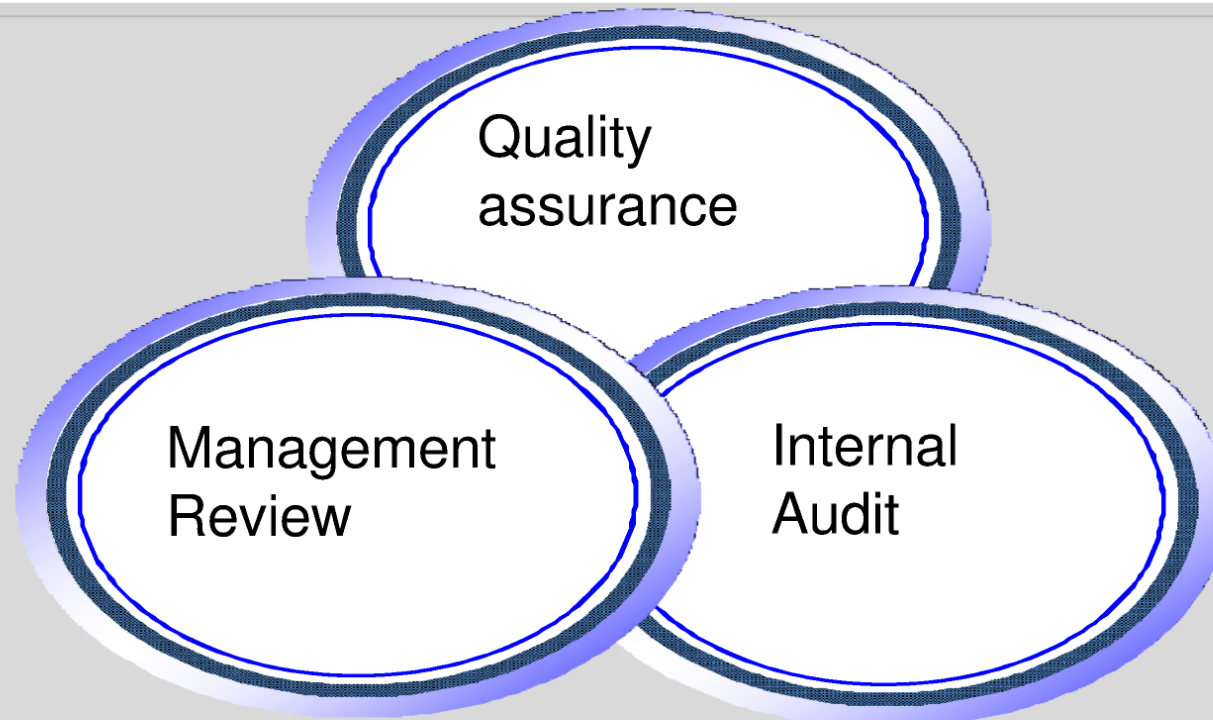
27

EXAMPLE



28

IMPROVEMENT PHASE: ACTIVITIES



29

AUDIT OBJECTIVES

- (1) To ensure that procedures are being followed ie. We are doing what we say we do
- (2) To determine the effectiveness of the systems and procedures in meeting the quality objectives
- (3) To afford an opportunity to improve the quality system

30

AUDITING STANDARDS

ISO 10011 Guidelines for auditing quality systems

Part 1 : Auditing

Part 2 : Qualification criteria for quality systems auditors

Part 3 : Management of audit programmes

31

AUDIT

WHAT DOES THE ABOVE STANDARD SAY ABOUT QUALITY SYSTEMS AUDITING?

- ▶ Verify compliance, effectiveness
- ▶ Planned audit programme
- ▶ Independent auditors
- ▶ Documented procedure
- ▶ Timely corrective action
- ▶ Follow-up activities

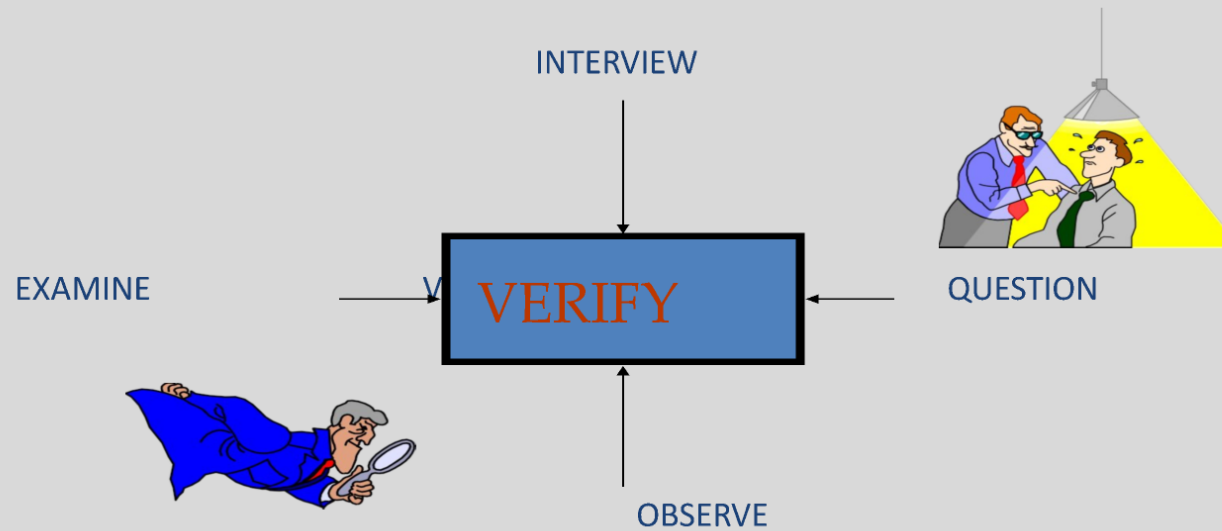
32

AUDIT PROGRAMME

- ▶ Audits planned in advance
- ▶ Audits are not random spot checks
- ▶ Scheduled usually by department, function, or process
- ▶ Consider the status and importance of process, and previous results

33

AUDIT TECHNIQUES



34

FOLLOW-UP

- ▶ Auditee responsible for corrective preventive actions
- ▶ Auditor follows-up action to ensure it is taken and effective
- ▶ Audit actions are closed - *records*

36

SUMMARY OF AUDIT PROCESS

▶ PLANNING

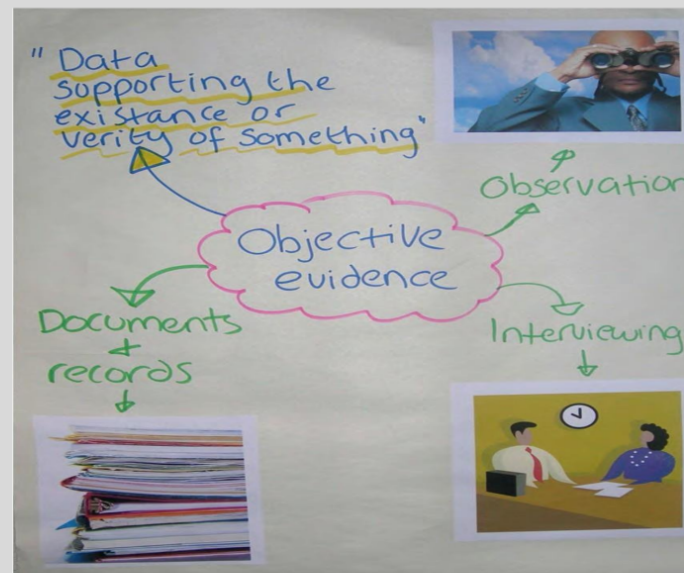
Schedule, Preparation,
Checklist

▶ AUDITING

Opening Meeting, Audit,
Closing Meeting

▶ COMPLETION

Report, Corrective action,
Follow-up



BENEFITS OF AUDITING

- ▶ Verifies that procedures are followed
- ▶ Reviews effectiveness of system
- ▶ Helps to identify problem areas
- ▶ Assists transfer of best practice
- ▶ Effective mechanism for continuous improvement

38

PREPARING FOR CERTIFICATION

ISO 9001- Steps in Implementation

- ▶ Management decision/commitment
- ▶ Decide scope of system
- ▶ Review current situation - report gaps
- ▶ Formulate action plan
- ▶ Document & implement processes
- ▶ Formal assessment

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KEY QUESTIONS

Before inviting an external assessment:

check the following:

- ▶ Are the mandatory documents in place - quality manual and procedures?
- ▶ Are key processes identified and controlled?
- ▶ Have internal audits and management reviews been conducted?
- ▶ Are results from these satisfactory?

FINAL PREPARATION

- ▶ Consider a pre-assessment
 - internal
 - independent consultant
 - your assessment body

- ▶ Inform all of your staff
 - explain the process
 - clarify their responsibilities
 - seek their feedback regarding any concerns

THE CERTIFICATION PROCESS



National Government

Regulating Authority

Accredit

Certification Bodies

Certify

Companies/Organisations

**Regulation of the ISO
9001 Certification
Process**

42

QUALITY MANAGEMENT PRINCIPLES

- Customer focused organization
- Leadership
- Involvement of people
- Process approach
- System approach to management
- Factual approach to decision making
- Mutually beneficial supplier relationships
- Continual improvement

43

KEY PRINCIPLES OF ISO 9000

In summary:

1 GET ORGANISED

- define roles, responsibilities, interfaces

2 PROVIDE RESOURCES

- human resources, training, facilities

3 DOCUMENT MANAGEMENT SYSTEMS

- establish procedures, control documents

KEY PRINCIPLES OF ISO 9000

4 CONTROL PROCESSES

- plan processes, control operations

5 KEEP RECORDS OF ACTIVITIES

- evidence of effective operation

6 CARRY OUT REGULAR CHECKS

- inspections, tests, surveys, audits

7 IMPROVE THE SYSTEMS

- pro-active continual improvement process





The Elements of Safety

**Building
a
QMS**



Thought of the day.....

Quality Assurance Is Not Quality Control.

The difference is that QA is process oriented and QC is product oriented.

**ICAO
&
ISO**

TITLE

EXTRA QA Material

EXTRA QA Material

Thought of the day.....

Quality Assurance Is Not Quality Control.

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**ICAO
&
ISO**

TITLE

In The beginning -

The
Start

QA VERSUS QC



DIVING IN

QC/QA, ISO etc.

In the
beginning

TRAINING
TOPIC
1

TRAINING
TOPIC
2



The diagram illustrates the Quality Assurance Process. A large blue circle on the left contains the title 'The Quality Assurance Process'. To its right are two smaller circles: a light blue circle labeled 'ICAO & QA' and a grey circle labeled 'QA Manual'. The background is a teal gradient with a faint image of a person's face.

The Quality Assurance Process

**ICAO
&
QA**

**QA
Manual**





5.3.63 The safety assurance process complements that of quality assurance, with each having requirements for analysis, documentation, auditing and management reviews to assure that certain performance criteria are met.

While quality assurance typically focuses on the organization's compliance with regulatory requirements, safety assurance specifically monitors the effectiveness of safety risk controls.

5.3.64 The complementary relationship between safety assurance and quality assurance allows for the integration of certain supporting processes.

Such integration can serve to achieve synergies to assure that the service provider's safety, quality and commercial objectives are met.

Audits focus on the integrity of the organization's SMS and its supporting systems. Audits provide an assessment of safety risk controls and related quality assurance processes.

Audits may be conducted by entities that are external to the service provider or through an internal audit process having the necessary policies and procedures to ensure its independence and objectivity.

Audits are intended to provide assurance of the safety management functions, including staffing, compliance with approved regulations, levels of competency and training.

SMS and QMS integration

5.4.2.2 Aviation service providers typically implement enterprise-wide management systems. Organizational safety performance is dependent on the effective integration of these systems to support the delivery of products and services.

In the context of SMS, the most significant aspect of integration is with the service provider's quality management system (QMS).

QMS is generally defined as the organizational structure and associated accountabilities, resources, processes and procedures necessary to establish and promote a system of continuous quality assurance and improvement while delivering a product or service.

QMS is an existing aviation regulatory requirement for most service providers including production approval (Annex 8), maintenance organizations (Annex 6, Part I) and meteorological and aeronautical data service providers (Annexes 3 and 15, respectively).

The QMS also has an independent assurance function that utilizes a feedback loop to assure delivery of products and services that are "fit for purpose" and free of defects or errors.

The quality assurance function identifies ineffective processes and procedures that must be redesigned for efficiency and effectiveness.

Both quality and safety practitioners are trained on various analysis methods including root-cause analysis and statistical trending analysis.

5.4.2.7 Given the complementary aspects of SMS and QMS, it is possible to establish a synergistic relationship between both systems that can be summarized as follows:

a) an SMS is supported by QMS processes such as auditing, inspection, investigation, root cause analysis, process design, statistical analysis and preventive measures;

b) a QMS may anticipate safety issues that exist despite the organization's compliance with standards and specifications; and

c) quality principles, policies and practices are linked to the objectives of safety management.

Table 5-1. Summary comparison of QMS and SMS

<i>QMS</i>	<i>SMS</i>
Quality	Safety
Quality assurance	Safety assurance
Quality control	Hazard identification and risk control
Quality culture	Safety culture
Compliance with requirements	Acceptable level of safety performance
Prescriptive	Performance-based
Standards and specifications	Organizational and human factors
Reactive > Proactive	Proactive > Predictive

ANNEX 1

2.1 The training organization shall provide a training and procedures manual for the use and guidance of personnel concerned.

This manual may be issued in separate parts and shall contain at least the following information:

- a) a general description of the scope of training authorized under the organization's terms of approval;**
- b) the content of the training programmes offered including the courseware and equipment to be used;**
- c) a description of the organization's quality assurance system in accordance with 4;**
- d) a description of the organization's facilities;**

4. Quality assurance system

The training organization shall establish a quality assurance system, acceptable to the Licensing Authority granting the approval, which ensures that training and instructional practices comply with all relevant requirements.

ANNEX 3

Quality assurance. Part of quality management focused on providing confidence that quality requirements will be fulfilled (ISO 9000*).

Quality control. Part of quality management focused on fulfilling quality requirements (ISO 9000*).

Quality management. Coordinated activities to direct and control an organization with regard to quality (ISO 9000*).

2.2.3 Recommendation.— The quality system established in accordance with 2.2.2 should be in conformity with the ICAO (ISO) 9000 series of quality assurance standards and should be certified by an approved organization.

Note.— The ICAO (ISO) 9000 series of quality assurance standards provide a basic framework for the development of a quality assurance programme.

The details of a successful programme are to be formulated by each State and in most cases are unique to the State organization. Guidance on the establishment and implementation of a quality system is given in the Manual on the Quality Management System for the Provision of Meteorological Service to International Air Navigation (Doc 9873).

ANNEX 4

Note 2.— Error producing faults in the entire process may be mitigated by additional data quality assurance techniques as may be required.

These could include application tests for critical data (for example, by flight check); the use of security, logic, semantic, comparison, and redundancy checks; digital error detection; and the qualification of human resources and process tools such as hardware and software.

ANNEX 6

Maintenance organization's procedures manual.

A document endorsed by the head of the maintenance organization which details the maintenance organization's structure and management responsibilities, scope of work, description of facilities, maintenance procedures and quality assurance or inspection systems.

8.7.4 Maintenance procedures and quality assurance system

8.7.4.1 The maintenance organization shall establish procedures, acceptable to the State granting the approval, which ensure good maintenance practices and compliance with all relevant requirements of this chapter.

8.7.4.2 The maintenance organization shall ensure compliance with 8.7.4.1 by either establishing an independent quality assurance system to monitor compliance with and adequacy of the procedures, or by providing a system of inspection to ensure that all maintenance is properly performed.

ANNEX 15

Quality. Degree to which a set of inherent characteristics fulfils requirements (ISO 9000*).

Note 1.— The term “quality” can be used with adjectives such as poor, good or excellent.

Quality assurance. Part of quality management focused on providing confidence that quality requirements will be fulfilled (ISO 9000*).

Quality control. Part of quality management focused on fulfilling quality requirements (ISO 9000*).

Quality management. Coordinated activities to direct and control an organization with regard to quality (ISO 9000*).

3.7.3 Recommendation.— The quality management system established in accordance with 3.7.1 should follow the International Organization for Standardization (ISO) 9000 series of quality assurance standards, and be certified by an approved organization.

3.7.4 Within the context of the established quality management system, the competencies and the associated knowledge, skills and abilities required for each function shall be identified, and personnel assigned to perform those functions shall be appropriately trained.

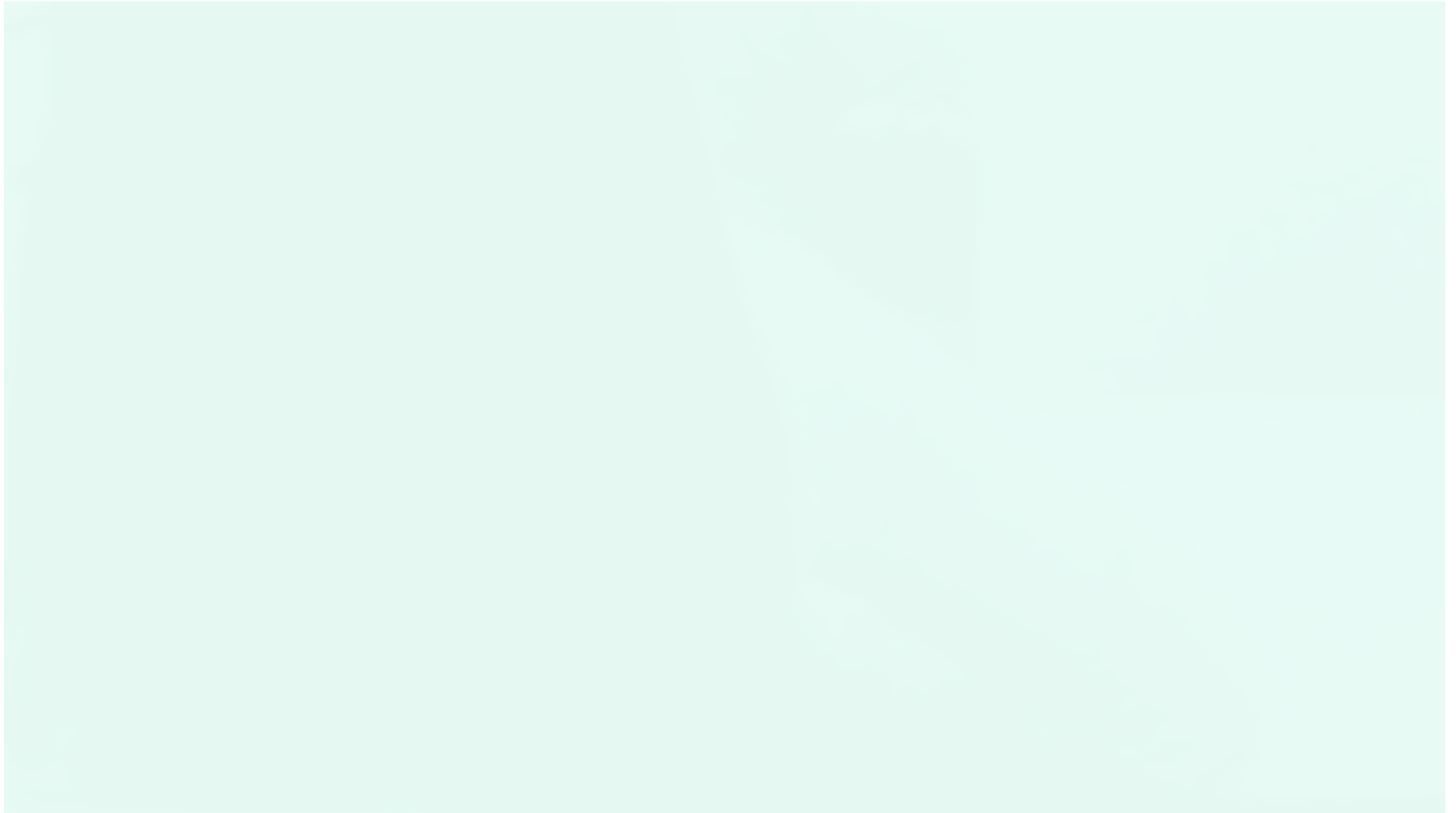
Processes shall be in place to ensure that personnel possess the competencies required to perform specific assigned functions.

Appropriate records shall be maintained so that the qualifications of personnel can be confirmed.

Initial and periodic assessments shall be established that require personnel to demonstrate the required competencies.

Periodic assessments of personnel shall be used as a means to detect and correct shortfalls.







The diagram illustrates the Quality Assurance Process. A large blue circle on the left contains the title 'The Quality Assurance Process'. To its right are two smaller circles: a light blue one labeled 'ICAO & QA' and a grey one labeled 'QA Manual'. The background is a teal gradient with a faint image of a person working at a computer.

The Quality Assurance Process

**ICAO
&
QA**

**QA
Manual**



**Develop a QA
Process**

HOW?

CORPORATE QUALITY MANUAL (CQM)

CORPORATE SAFETY & SECURITY DEPARTMENT Rev. 00 (10 Aug 2015)

COPY #: 1

Himalaya Air Ltd.

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8 QUALITY ASSURANCE

8.1 INTRODUCTION

The objective of quality assurance is to verify that all planned and systematic activities within the quality system are demonstrated, in order to provide adequate confidence that they fulfil the intended requirements. Such systems and activities include (but are not limited to):

- i. Terms of Reference for embedded departmental Quality Officers**
- ii. Independent Quality systems**
- iii. Audit systems, programmes and planning**
- iv. Audit processes**
- v. Audit procedures and instructions**
- vi. Audit training**
- vii. Manuals, documents and data control**
- viii. Records and record keeping**
- ix. Contracted or sub-contracted services**
- x. Alliance and code-share operations**
- xi. IOSA**
- xii. Consolidated port audit programme**
- xiii. Safety and security database (AQD)**
- xiv. Feedback systems**

An effective audit program includes:

- i. Audit initiation, including scope and objectives;**
- ii. Planning and preparation, including audit plan and checklist development;**
- iii. Observation and gathering of evidence;**
- iv. Analysis, findings, actions;**
- v. Reporting and audit summary;**
- vi. Follow-up and close out.**

8.2 PURPOSE

(The Operator) shall develop, implement and maintain a quality assurance program that provides for the auditing and evaluation of the management system, and of operations and maintenance functions, to ensure the Company is:

- i. Complying with applicable internal regulations and standards**
- ii. Satisfying stated operational needs**
- iii. Identifying areas requiring improvement**
- iv. Identifying hazards to operations.**

8.3 ANNUAL AUDIT PLAN (SCHEDULE)

Each department shall develop and maintain an annual audit plan (schedule) detailing the audit activities from 1 January to 31 December.

The audit plan shall be prepared in Q4 of each year for the following year.

The audit planning process shall ensure that sufficient resources are made available to ensure audits are:

- i. Scheduled at intervals to meet regulatory and management system requirements;**
- ii. Completed within the specified time period**

Corrective actions shall be raised for all deficiencies noted during the audit process and shall be appropriate to the effects and root causes of non-conformity and shall be designed to prevent any recurrence.

When determining the level of action to be taken, safety, quality and security shall be primary considerations.

Audit follow-up activities shall include the recording and verification of corrective action implementation within a reasonable timeframe.

A record shall be maintained of all regulatory non-conformances.

Each department shall implement, develop and maintain a process for addressing findings that result from audits conducted under the quality assurance program, which ensures:

- i. Identification of root cause(s);**
- ii. Development of corrective action as appropriate to address findings;**
- iii. Implementation of corrective action in appropriate operational area(s);**
- iv. Evaluation of corrective action to determine effectiveness.**

The Quality Representative or person assigned with responsibility to address the corrective action shall investigate to ascertain the root cause of the finding.

From this information, such responsible person will determine what actions are needed to eliminate the root cause of the finding.