

EVOLUTION OF QUALITY





Legal and Regulatory Requirements From Audit Prospective

(By Dr. Sundar Kataria, Chairman & Managing Director, International Certification Services)

There is a requirement in QMS (ISO 9001:2015) to comply with applicable Legal and Regulatory requirements. The auditors need to know, understand and study the requirements applicable to the organization before going for the audit.

The legal requirements are coming from the National Rules / Acts / Legislative approvals by the Parliament. Whereas, the regulatory authority develops and establishes their regulations, guidelines and authorization, monitoring and control system. These regulations are updated

from time to time to enhance control management and technology up gradation. Furthermore, Supreme Court also brings necessary guidelines time to time which become mandatory for the industry for compliance.

COMPLIANCE OF APPLICABLE LEGAL and REGULATORY REQUIREMENTS ARE MANDATORY to each organization. Therefore, Lead Auditors / Team Leaders and Auditors including technical experts shall focus and ensure the Legal and Regulatory compliance.

Legislation / Legal Requirement means federal, state, local, municipal, foreign or other law, statute, constitution, principle of concern law, resolution, ordinance, code, edict, decree, rule, regulator ruling or requirements issued, adopted, promulgated, implemented or otherwise put into effect by or under the authority of any Government Body.



Regulations mean a rule or directive made, maintained by the authority planning regulations. It also mean the action or process of regulating or being regulated e.g. regulation of financial market by Reserve Bank of India (RBI).

There are many rules and regulations available in the country to regulate number of activities from administration, finance, education and health etc..

We are certifying the organizations engaged in various activities related to manufacturing and service sector industries. Manufacturing of the products is governed by

the BIS, Bureau of Indian Standards based on many products Indian standards developed to control quality, safety and performance. Product harmonized international standards shall be followed by certification bodies.

In view of the above, the auditors shall study the legal and regulatory requirements applicable to the products being manufactured or services being provided before going for the audit and ensure verification of compliance to these requirements during the audit.



Evolution of Quality

(By Mr. Nitis Maitra, Sr. Consultant)

Quality - Definition

"The totality of features and characteristics of a product or service that bears on its ability to satisfy customer's stated and implied needs." - American National Standard Institute (ANSI) & American Society for Quality (ASQ)

"Quality is fitness for use" - Joseph M Juran

Quality Evolution

Craftsmanship and Guilds (Late 13th Century)

The quality movement can trace its roots back to medieval Europe, where craftsmen began organizing into unions called guilds in the late 13th century. These guilds were responsible for developing strict rules for product and service quality. Inspection committees enforced the rules by marking flawless goods with a special mark or symbol. Craftsmen themselves often placed a second mark on the goods they produced. At first this mark was used to track the origin of faulty items. But over time the mark came to represent a craftsman's good reputation. Inspection marks and master craftsmen marks served as proof of quality for customers throughout medieval Europe.

Industrial Revolution Factory System (Early 19th Century)

The factory system, a product of the Industrial Revolution in Europe, began to divide the craftsman's trades into specialized tasks. This forced craftsmen to become factory workers and forced shop owners to become production supervisors, and marked an initial decline in employees' sense of empowerment and autonomy in the workplace. Quality in the factory system was ensured through the skill of laborers supplemented by audits and/or inspections. Defective products were either reworked or scrapped.

Taylor's System (Late 19th Century)

Taylor's approach led to remarkable rises in productivity, but the new emphasis on productivity had a negative effect on quality. To remedy the quality decline, factory managers created inspection departments to keep defective products from reaching customers.

Quality Processes and SQC (Early 20th Century)

The beginning of the 20th century marked the inclusion of "processes" in quality practices. A "process" is defined as a group of activities that takes an input, adds value to it, and provides an output. Walter Shewhart began to focus on controlling processes in the mid-1920s, making quality relevant not only for the finished product but for the processes that created it.

Quality in World War II (Sampling and Standards)

W. Edwards Deming, a statistician with the U.S. Department of Agriculture and Census Bureau, became a proponent of Shewhart's SQC methods and later became a leader of the quality movement in both Japan and the United States. W. Edwards Deming, who had become frustrated with American managers when most programs for statistical quality control were terminated once the war and government contracts came to an end.

Company wide Quality Control in Japan (Mid 20th Century)

Joseph M. Juran, who predicted the quality of Japanese goods would overtake the quality of goods produced in the United States by the mid-1970s because of Japan's revolutionary rate of quality improvement. Japan's strategies represented the new "total quality" approach. Rather than relying purely on product inspection, Japanese manufacturers focused on improving all organizational processes through the people who used them. As a result, Japan was able to produce higher-quality exports at lower prices, benefiting consumers throughout the world. As years passed, price competition declined while quality competition continued to increase.

Total Quality Management in US (Late 20th Century)

The chief executive officers of major U.S. corporations stepped forward to provide personal leadership in the quality movement. The U.S. response, emphasizing not only statistics but approaches that embraced the entire organization, became known as Total Quality Management (TQM). Several other quality initiatives followed. The ISO 9000 series of

quality-management standards, for example, were published in 1987. The Baldrige National Quality Program and Malcolm Baldrige National Quality Award were established by the U.S. Congress the same year. American companies were at first slow to adopt the standards but eventually came on board.

Quality (21st Century)

As the 21st century began, the quality movement had matured. New quality systems have evolved beyond the foundations laid by Deming, Juran, and the early Japanese practitioners of quality



Deming's 14 Principles of Total Quality Management

(By Sumeet Kataria, Country Manager, International Certification Services)

1. Create a constant purpose toward improvement.

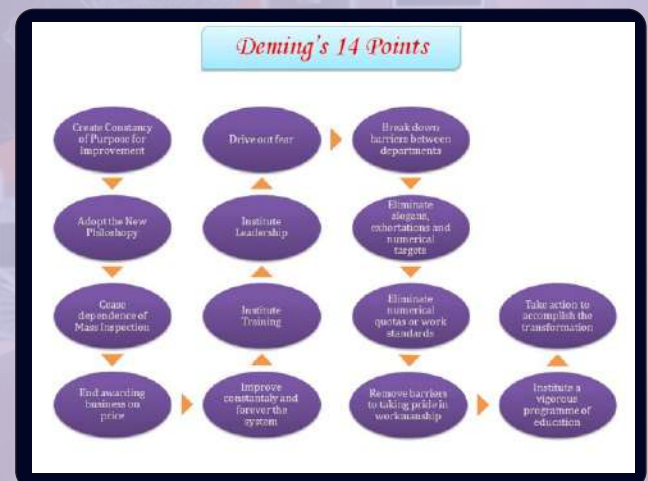
One needs to do constant improvement in products and services, with the aim of becoming competitive and ensuring consistency in the way business is done, which will ensure retention of employment and this can be achieved by following ways :

- Plan for quality in the long term.
- Resist reacting with short-term solutions.
- Don't just do the same things better – find better things to do.
- Predict and prepare for future challenges, and always have the goal of getting better.

2. Adopt the new philosophy.

A new (economic) time offers new chances and challenges, and management must take responsibility for being open to such changes. Without change, a company can not sustain itself in a time when innovation occurs every day and this can be done in following ways :

- Embrace quality throughout the organization.
- Put your customer's needs first, rather than react to competitive pressure – and design products and services to meet those needs.
- Be prepared for a major change in the way business is done. It's about leading, not simply managing.
- Create your quality vision and implement it.





3. Stop depending on inspections.

Inspections are costly and unreliable and they don't improve quality, they merely find a lack of quality. So we need to stop depending on inspection and this we can do by adapting following things:

- Build quality into the process from start to finish.
- Don't just find what wrong you did, also eliminate all the "wrongs" together.
- Use statistical control methods not physical inspections alone to prove that the process is working.

4. Use a single supplier for any one item.

Quality relies on consistency. If we keep on changing suppliers then our quality of product will also change. Move towards a single supplier for any one item. Stop doing business and negotiate with suppliers based on the lowest price. Analyze the total cost to you, not just the initial cost of the product. Use quality statistics to ensure that suppliers meet your quality standards. It is worthwhile in the long term to build a good and long-standing relationship with suppliers, which fosters trust and increases loyalty. An organization should be able to rely on their suppliers; they supply the parts for the production line and are the first link to a high quality product. You should encourage your supplier to spend time in improving their own quality.

5. Improve constantly and forever.

Deming encourages businesses to continuously analyze and improve the way they perform processes. He points out that by improving productivity, training and educating its staff so that they're able to deliver their best, a business also improves its profits. Deming promoted the Plan-Do-Check-Act approach to process analysis and improvement. Use kaizen as a model to reduce waste and to improve productivity, effectiveness, and safety.

6. Use training on the job.

The aim of training should be quality improvement, and that means reducing variation and getting consistent, predictable results. Deming encourages knowledge-sharing, and he exhorts managers to let their staff see how they fit into a process rather than just giving them work to do. If people know where they fit into a team, and how the team's results depend on their work, they are far more likely to care about the results they achieve. Encourage staff to learn from one another, and provide a culture and environment for effective teamwork.

7. Implement leadership.

According to Deming, managers and supervisors should focus on leadership rather than the traditional management style that calls for tight supervision and a very formal organizational structure. One needs to provide support and resources so that each staff member can do his or her best. Be a coach instead of a policeman. Emphasize the importance of participative management and transformational leadership. Find ways to reach full potential, and don't just focus on meeting targets and quotas.

8. Eliminate fear.

Fear is paralyzing. Therefore, fear must be eliminated on the work floor so that everyone can work effectively for the company, feel safe and take risks. Transparent communication, motivation, respect and interest in each other and each other's work can contribute to this. Allow people to perform at their best by ensuring that they're not afraid to express ideas or concerns. Let everyone know that the goal is to achieve high quality by doing more things right and that you're not interested in blaming people when mistakes happen. Make workers feel valued and encourage them to look for better ways to do things. Ensure that your leaders are approachable and that they work with teams to act in the company's best interests. Use open and honest communication to remove fear from the organization.

9. Break down barriers between departments.

Build the "internal customer" concept, recognize that each department or function serves other departments that use their output. By eliminating the boundaries between departments, cooperation can be better and different expert teams will understand each other better. Build a shared vision. Use cross-functional teamwork to build understanding and reduce adversarial relationships. Focus on collaboration and consensus instead of compromise.

10. Get rid of unclear slogans.

Remove 'stimulating' slogans from the workplace. Such slogans, warnings and exhortations are perceived as being patronizing. Let people know exactly what you want – don't make them guess. "Excellence in service" is short and memorable, but what does it mean? How is it achieved? The message is clearer in a slogan like "You can do better if you try." Don't let words and nice-sounding phrases replace effective leadership. Outline your expectations, and then praise people face-to-face for doing good work. Quality and production problems do not arise from the individual employee, but from the system itself.

11. Eliminate management by objectives.

It's true that you need to have some numerical targets, but for too many companies setting a quota becomes a replacement for good leadership. In Deming's opinion, high production targets make quality suffer. Provide support and resources so that production levels and quality are high and achievable. Measure the process rather than the people behind the process.

12. Remove barriers to pride of workmanship.

Let employees be proud of their craftsmanship and expertise. Employees feel more satisfaction when they get a chance to execute their work well and professionally, without feeling the pressure of deadlines. Treat workers the same, and don't make them compete with other workers for monetary or other rewards. Over time, the quality system will naturally raise the level of everyone's work to an equally high level.

13. Implement education and self-improvement.

Deming advocates personal growth through continued education. When people are learning things that are relevant to their jobs or your business, their skills improve, and they are better able to face the challenges your business faces in the present and the future. Improve the current skills of workers. Encourage people to learn new skills to prepare for future changes and challenges. Build skills to make your workforce more adaptable to change and better able to find and achieve improvements.

14. Make "transformation" everyone's job.

By being open to change, an organization opens itself to transformation. The first step is the transformation of the individual; every employee separately. This transformation does not take place at the same pace. For some it goes quicker than for others. When the individual employee opens himself up for transformation, he can experience new meaning in his life regarding events, figures and deadlines and interactions between people. Therefore, he will apply his principles in any form of relationship with other people. He will lay the foundation for evaluating his own choices and how he can apply this in the organization where he works. As a result, he is able to act as an example, listen well to others and constantly listen and learn from others. When all employees transform in this way, the entire organization will transform and apply a new philosophy according to Deming's 14 points for Management.



Decoding ISO Standard

(By Dilip Negi, General Manager Admin/HR, International Certification Services)

ISO 9001:2015 clause

5.3 Organizational roles, responsibilities and authorities

Top management shall ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the organization.

Top management shall assign the responsibility and authority for:

This is part of the leadership requirements, clause 5.3 specifically emphasis that top management shall ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the organization.

Top management shall assign the responsibility and authority for:

a) ensuring that the quality management system conforms to the requirement of this International Standard:

QMS conformance responsibility – Allocate responsibilities across the organization to maintain the management system. Someone has to ensure that the processes put in place within organization comply with the requirements of ISO 9001:2015. While working on this always refer clause 4.3 scope of quality management system. At implementing stage you plan your processes and put them in place but you are also responsible for improving and maintaining it. When you make improvement and changes in your processes, you shall not remove core elements of the process which are essential to meet the ISO 9001:2015 requirements.

b) ensuring that the processes are delivering their intended output:

Process conformance – Making sure what is supposed to happen is happening. Someone has to be responsible for the intended output of the process. This is very often done with identification of key performance indicators (KPI) by process owners. KPI will tell them if the process is working as expected. One is advised to refer clause 4.4.1.

c) reporting on the performance of the quality management system and on opportunities for improvement (10.1), in particular to top management:

QMS performance reporting – Outcome of the business processes and how it can be improved. During management review it is expected to look at the performance of the QMS. It can be done as per clause 9.3.2 Management review inputs & 9.3.3 Management Review output. For improvement refer Clause no.10.3 continual improvement.

d) ensuring the promotion of customer focus throughout the organization:

Promote customer focus – Remembering customers at all times. Since customer focus is one of the most important part of ISO 9001, someone has to be responsible for making sure that everyone understands its importance. The focus on enhancing customer satisfaction is maintained. (read with clause 5.1.2).

e) ensuring that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented:

QMS integrity during change – Remembering to update the system as and when you change your working or the intended process is amended. Integrity is linked with conformance and process, hence whenever there is change for improvement, ensure that it does not make other process non-conformant. (read with clause 6.3).



Quality Management Principles

(By Yogesh Chandekar, General Manager, International Certification Services)

Principle-1 Customer Focused Organization

Organization depend on customers and therefore should understand current and future customer needs, should meet customer requirements and should strive to exceed customer expectations.

Principle-2 Leadership

Leaders establish unity of purpose, direction and the internal environment of the organization.

They create the environment in which people can become fully involved in achieving the organization's objectives.

Principle-3 Engagement of People

People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's maximum benefit.

Principle-4 Process Approach

A desired result is achieved efficiently when related resources and activities are managed as a process.

Principle-5 Improvement

Improvement of Processes based on evaluation of Data and Information.

A permanent objective of the organization is continual improvement.

Principle-6 Evidence Based Decision Making

Effective decisions are based on the logical or intuitive analysis of data and information.

Principle-7 Relationship Management

The ability of an organization is its suppliers to create value as enhanced by mutually beneficial relationships.



Benefits of Quality Management

- It gives International recognition.
- It improves motivation within the employees.
- It reduces error and rework and in turn increases profitability.
- It decreases number of customer complaints.
- The certification gives opening for Export activities. training is implemented which helps performance development of employees.
- Customer satisfaction is focused.
- Promotes in getting more orders from customers.
- Developing vendor evaluation and selection methods.

Dimensions of service Quality

- | | |
|----------------------------|---------------|
| Communication | Accessibility |
| Integrity | Security |
| Competence | Integrity |
| Achievement | Achievement |
| Understanding the customer | Time bound |
| Responsiveness | |
| Courtesy | |
| Reliability | |
| Credibility | |

Stress Buster Zone

Inspirational Stories

Once a colonel fell into a well !!

The soldiers threw the rope in the well and asked Colonel Saheb to catch the rope and soldiers pulled the rope up, as soon as Colonel Saheb came up, the soldiers left the rope to salute, then Colonel Saheb again fell into the well. The veteran soldier advised that a Brigadier senior of soldiers so he will not have to salute Colonel. A Brigadier was called. Brigadier threw the rope. Colonel Sahab caught the rope and Brigadier started pulling. As soon as Sahib reached the shore, he glanced at the Brigadier, Colonel Saheb left the row and saluted the Brigadier, and then again fell into the well. It happened again and again.

Finally, Colonel Sahab's voice came from the well.

“You dumb, call my friend.”

This teaching gives us message that.....

Friends are very important because only they can save your life.

Devoted to all dear friends

Horoscope Prediction For The Month Of March 2021

Aries (March 20-April19)

A sense of well being will be setting the tone for the month. Optimism connected to changes have been occurring in your area of shared resources. Your feelings of personal responsibilities does not seem to be defined, in order for you to comprehend what other people expect from you.

Taurus(April 19-May20)

Privacy seems to be very important for you this month but you also desire to put your best front forward. Sudden changes connected to your work area could be present and these changes will not make you very happy. You should be prepared mentally to receive a learning experience in this area. Worries in your marriage and partnership area could be bothersome to you but a friendly interchange of thoughts with a friend could be helpful in putting your mind at ease.

Gemini (May 20-June21)

This month could find some of you involved with friends and charitable activities. These could be connected to your work or business, but uncertainty could be causing you some worries. News could be reaching you connected to your position or status in the community, bringing information that could be very useful to you.

Cancer (June21-July22)

Social status and the community seem to be very much on the forefront for you this month. Entertainment and social activities are also plentiful. Activities at the home base have been increasing. Some of you could be changing residence but this could cause you many unexpected expenses that could dip into your shared resources. Informing yourself before you get involved or sign anything would be advisable.

Leo (July22-Aug22)

This month, some of you Leos will be getting a more philosophical outlook into your life. As the month progresses, you will be looking at a deeper meaning into where you are going. Disagreement with mate or partner could be rocking the boat, negotiation with feelings toward each party will smooth the way.

Virgo (August22-September22)

The spotlight this month is on your area of outside resources of income. News concerning this in connection to a partnership or your mate could be on the agenda for you. Preoccupation could be created by this situation. Intuition and sense of responsibility will come into play.

Libra (September22-October23)

For some of you wedding bells could be ringing right now and some of you could also be entering into business partnerships. Minor differences in your point of view with loved one could come to a head and become blown out of proportion. New opportunities for career promotion together with a delayed financial reward could be in the picture for you.

Scorpio (October23-November22)

The spotlight this month is on your area of work. Responsibilities need to be clarified as lack of communication is impairing your understanding of them. Issues should be faced and discussed. Changes at your home front seem to be happening in an unexpected fashion, giving you sense of having your hands tied in spite of your needs. Remembering past experience could be helpful.

Sagittarius (November22-December21)

Entertainment and social activities with good friends will come your way. Lots of communication between you and friends will also be featured, bringing unexpected news. An experience that will be brought up to the forefront should be well learned. Your work area is bringing you pleasant circumstances and some of you might be promised financial reward, but remember that promises are only promises, so follow up.

Capricorn (December21-January21)

The spotlight this month is at your home base. Slow changes are going to start a momentum and moving could be one of the things that you could see in the immediate future. Preoccupation about this change could bother you, but they will pass briefly.

Aquarius (January21-February18)

Interchange of ideas with sibling or close relatives about changes will bring you a learning experience and a different outlook into your life. Avoid confrontations as emotions could get in the way; cooperation will be necessary. Your work area will be calling for adjustments as differences will abound.

Pisces (February19-March20)

The spotlight this month is on your area of personal resources and values. You will be learning a thing or two concerning your joint finances and mate or partner will be giving a lot of input in this area.

Women's Day & Holi Celebrations In ICS Head Office



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