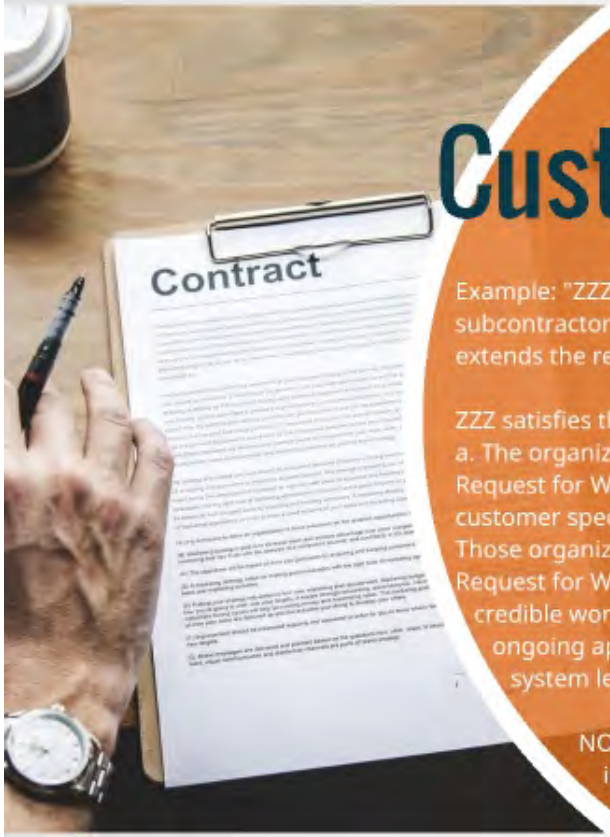

ASA
MONTREAL, QC
AFRA
14-16 JULY 2019
parts • distribution • disassembly • recycling
Quantifying the Value of Certification
Sam O'Connor & Jim Lee
Certified
Required
Increase Sales
Tool to Improve
VALUE
Operational
Financial
simpleQuE


Certified!
ISO 9001
ASA-100
AS9100
AS9110
AS9120
Next Step

But we're certifed...

What can we do?

What should we do to get value?



#1

Customer Requirement

Example: "ZZZ requires its direct supplier organizations to be AS9100. ZZZ considers subcontractors to be an extension of the organization's process/product and extends the requirement to them.

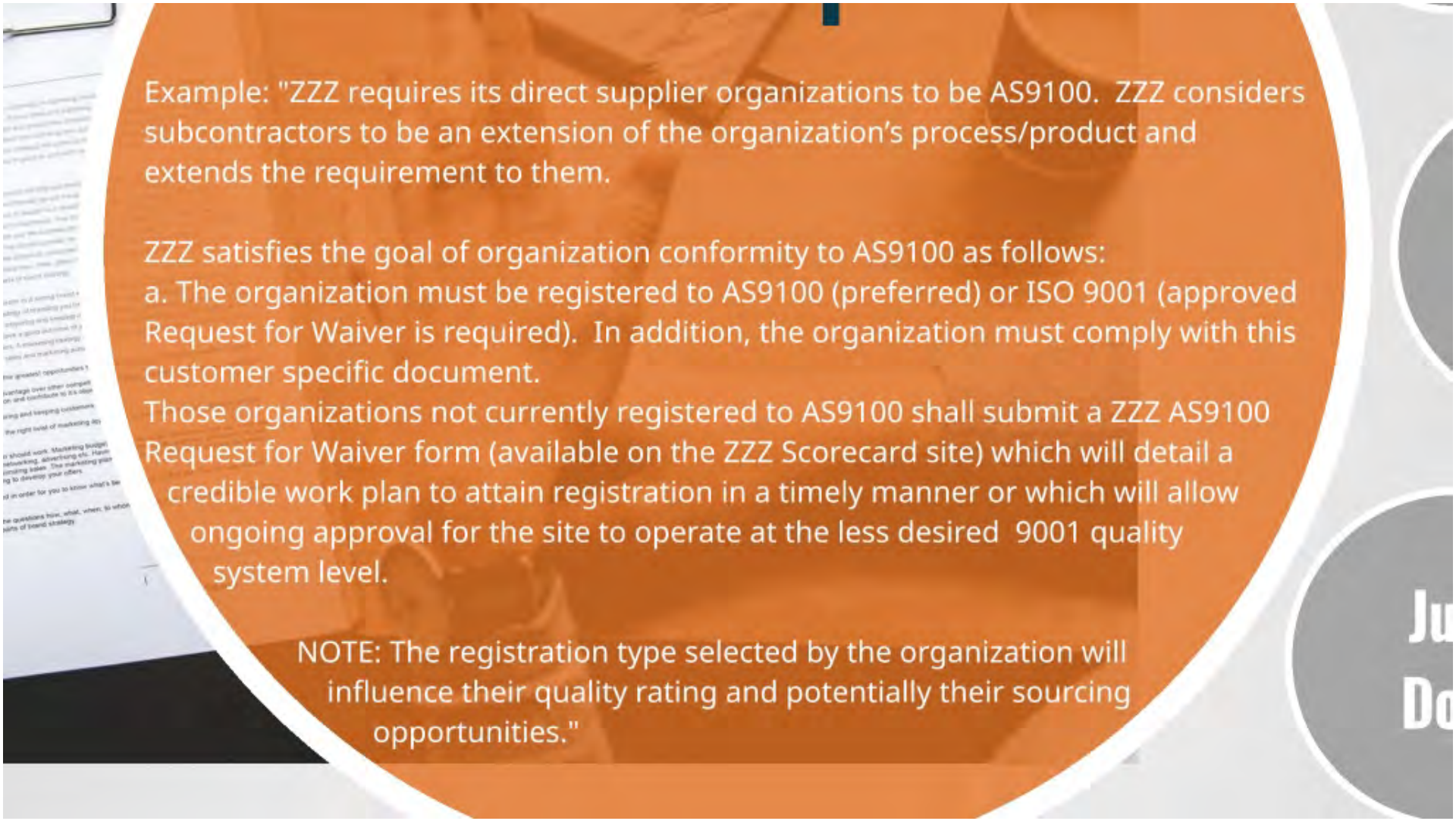
ZZZ satisfies the goal of organization conformity to AS9100 as follows:
a. The organization must be registered to AS9100 (preferred) or ISO 9001 (approved Request for Waiver is required). In addition, the organization must comply with this customer specific document.
Those organizations not currently registered to AS9100 shall submit a ZZZ AS9100 Request for Waiver form (available on the ZZZ Scorecard site) which will detail a credible work plan to attain registration in a timely manner or which will allow ongoing approval for the site to operate at the less desired 9001 quality system level.

NOTE: The registration type selected by the organization will influence their quality rating and potentially their sourcing opportunities."

Barrier

Able to Bid

Just Do It


Example: "ZZZ requires its direct supplier organizations to be AS9100. ZZZ considers subcontractors to be an extension of the organization's process/product and extends the requirement to them.
ZZZ satisfies the goal of organization conformity to AS9100 as follows:
a. The organization must be registered to AS9100 (preferred) or ISO 9001 (approved Request for Waiver is required). In addition, the organization must comply with this customer specific document.
Those organizations not currently registered to AS9100 shall submit a ZZZ AS9100 Request for Waiver form (available on the ZZZ Scorecard site) which will detail a credible work plan to attain registration in a timely manner or which will allow ongoing approval for the site to operate at the less desired 9001 quality system level.
NOTE: The registration type selected by the organization will influence their quality rating and potentially their sourcing opportunities."

Barrier to Entry

Certification
=
Easier Entry


Right to Play
• Some industries and customers mandate certification
• Earn the business
• Quality is expected

Just Do It

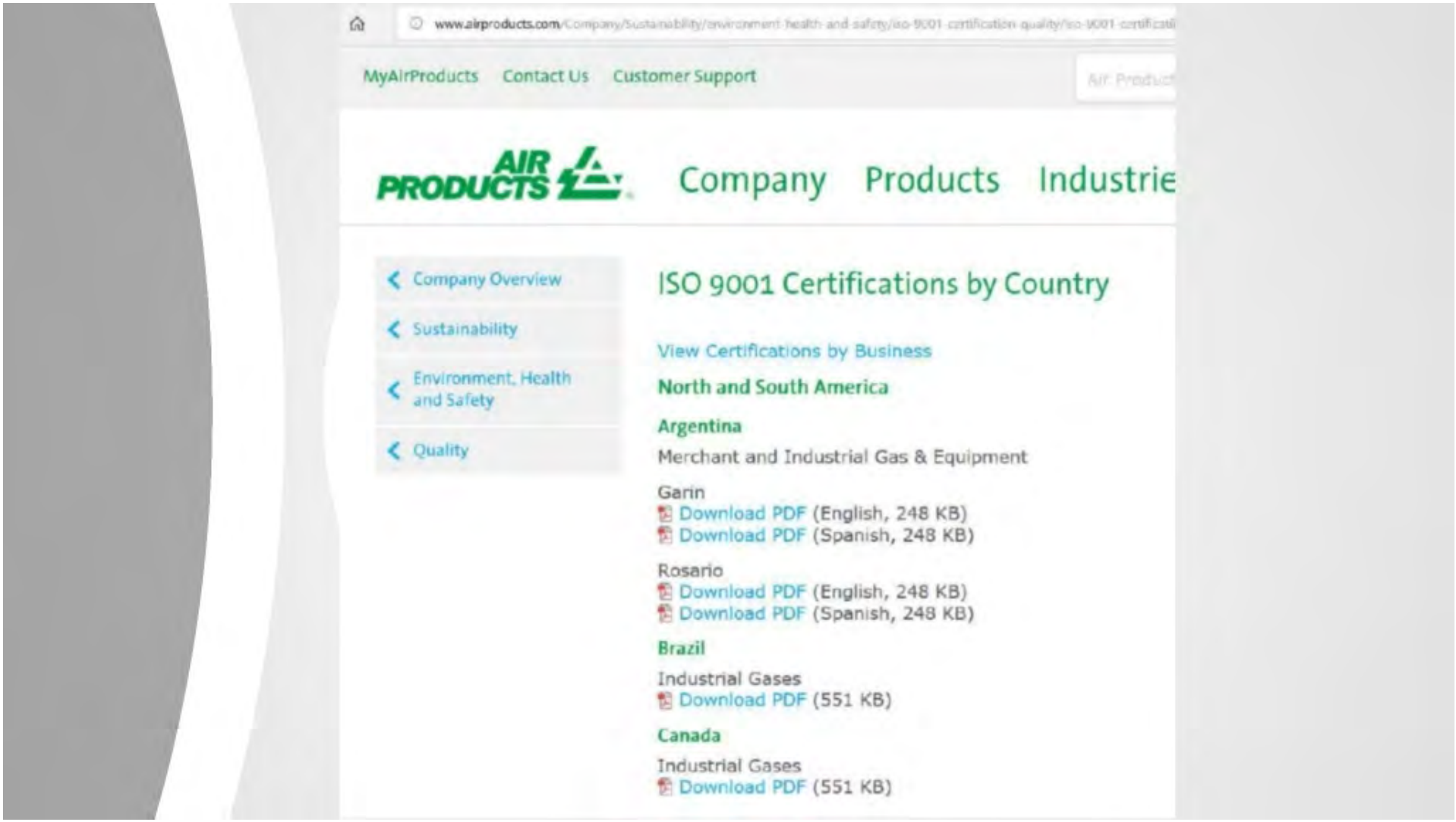
- Hang the certificate on the wall and the website
- Quality Manager does it all
- Lack of management support
- Less likely to get value


#2
Increase Sales
New Customers
Brand Image
OASIS Visibility

Who saw certification as a way to open more sales opportunities?

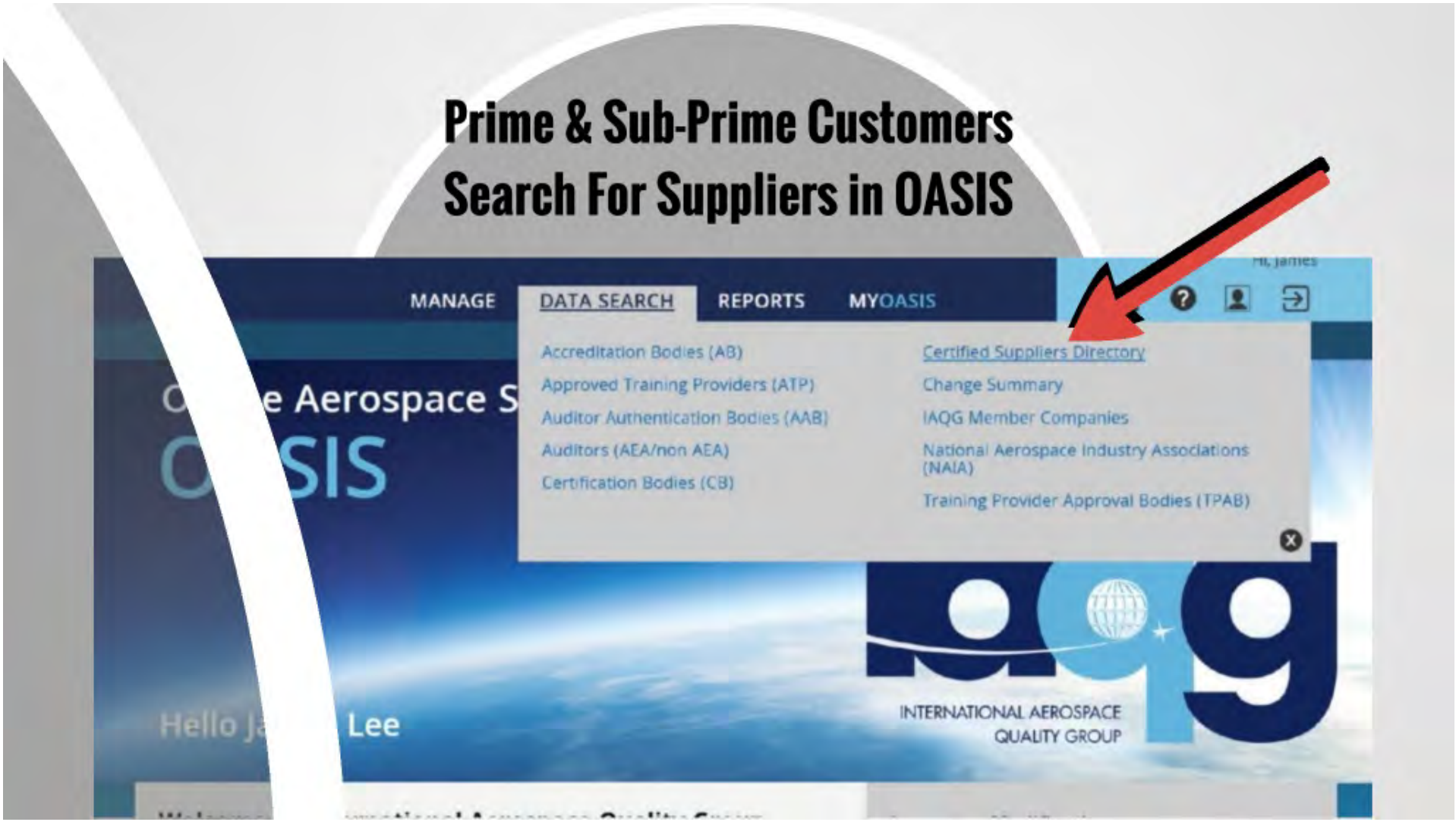
Brand Image

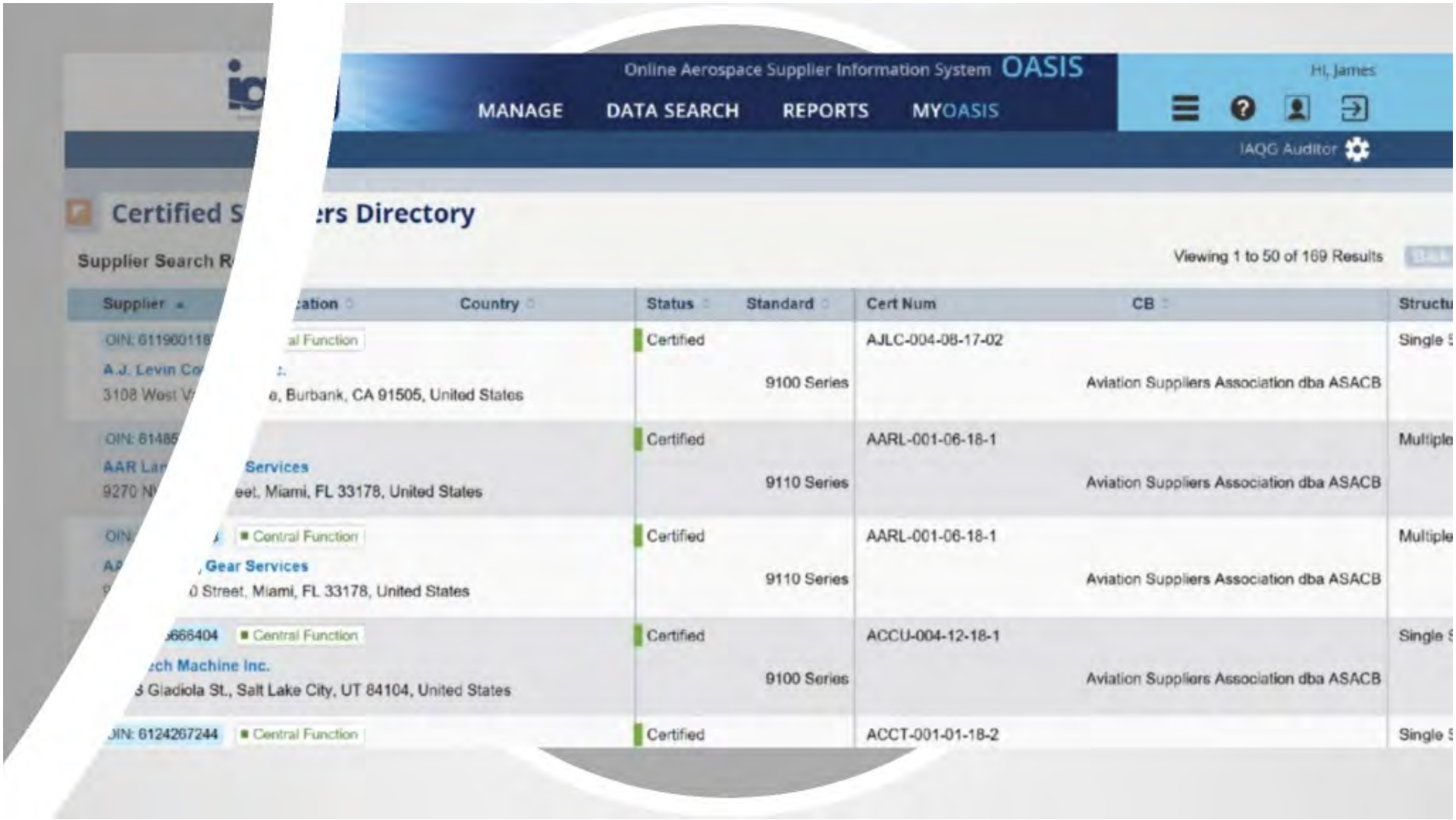
Website

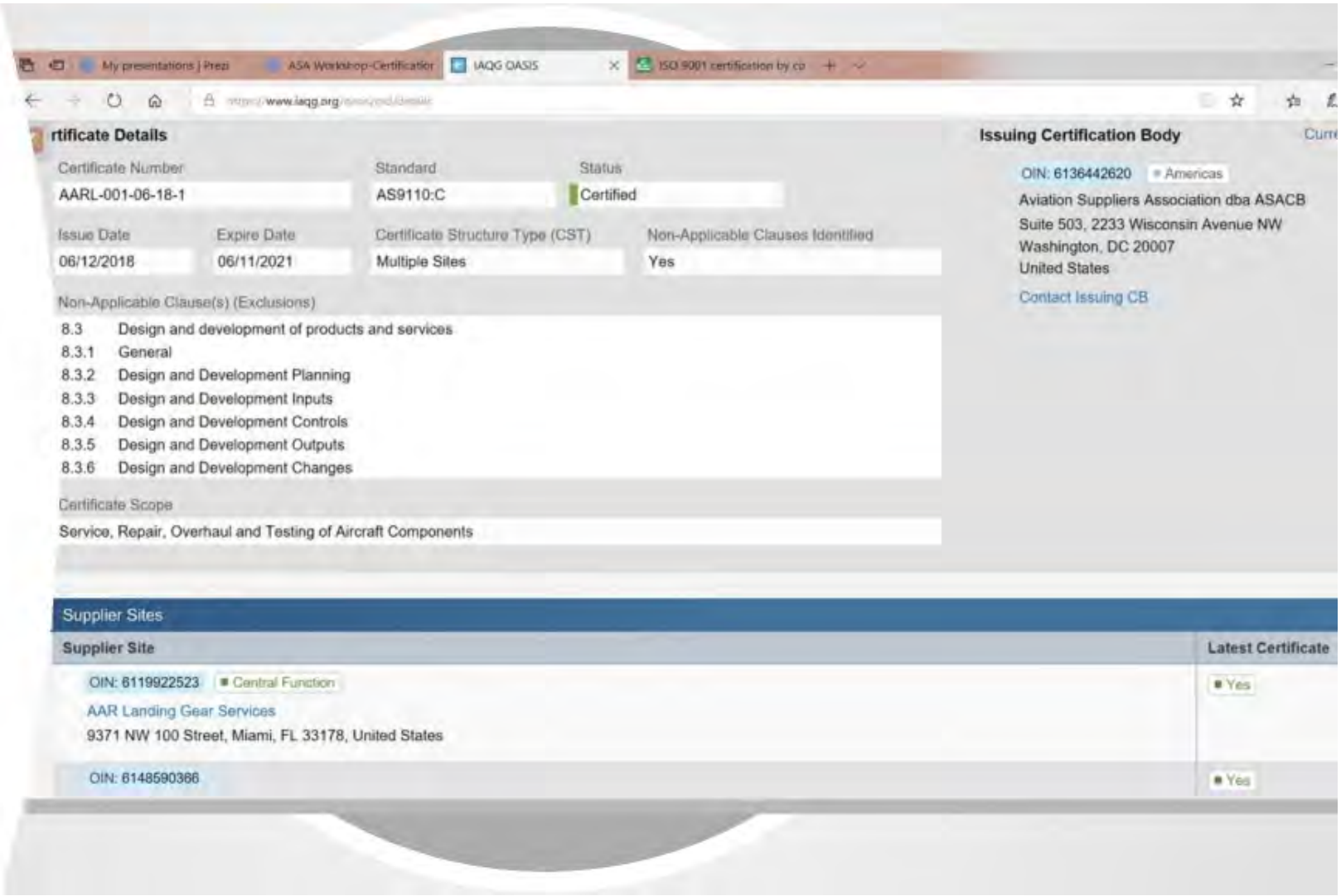

www.airproducts.com/Company/Sustainability/environment-health-and-safety/iso-9001-certification-quality/iso-9001-certificati
MyAirProducts
Contact Us
Customer Support
Air Product
AIR PRODUCTS
Company
Products
Industrie
Company Overview
Sustainability
Environment, Health and Safety
Quality
ISO 9001 Certifications by Country
View Certifications by Business
North and South America
Argentina
Merchant and Industrial Gas & Equipment
Garin
Download PDF (English, 248 KB)
Download PDF (Spanish, 248 KB)
Rosario
Download PDF (English, 248 KB)
Download PDF (Spanish, 248 KB)
Brazil
Industrial Gases
Download PDF (551 KB)
Canada
Industrial Gases
Download PDF (551 KB)

OASIS database

Prime & Sub-Prime Customers Search For Suppliers in OASIS




Online Aerospace Supplier Information System OASIS
MANAGE
DATA SEARCH
REPORTS
MYOASIS
Hi, James
IAQG Auditor
Certified S ers Directory
Supplier Search R
Viewing 1 to 50 of 169 Results
Supplier
Country
Status
Standard
Cert Num
CB
Certified
9100 Series
AJLC-004-08-17-02
Aviation Suppliers Association dba ASACB
Certified
9110 Series
AARL-001-06-18-1
Aviation Suppliers Association dba ASACB
Central Function
Certified
9110 Series
AARL-001-06-18-1
Aviation Suppliers Association dba ASACB
Central Function
Certified
9100 Series
ACCU-004-12-18-1
Aviation Suppliers Association dba ASACB
Central Function
Certified
ACCT-001-01-18-2


My presentations | Prezi
ASA Workshop-Certificatior
IAQG OASIS
ISO 9001 certification by co
www.iaqg.org
rtificate Details
Certificate Number
AARL-001-06-18-1
Standard
AS9110:C
Status
Certified
Issue Date
06/12/2018
Expire Date
06/11/2021
Certificate Structure Type (CST)
Multiple Sites
Non-Applicable Clauses Identified
Yes
Non-Applicable Clause(s) (Exclusions)
8.3 Design and development of products and services
8.3.1 General
8.3.2 Design and Development Planning
8.3.3 Design and Development Inputs
8.3.4 Design and Development Controls
8.3.5 Design and Development Outputs
8.3.6 Design and Development Changes
Certificate Scope
Service, Repair, Overhaul and Testing of Aircraft Components
Issuing Certification Body
OIN: 6136442620
Americas
Aviation Suppliers Association dba ASACB
Suite 503, 2233 Wisconsin Avenue NW
Washington, DC 20007
United States
Contact Issuing CB
Supplier Sites
Supplier Site
Latest Certificate
OIN: 6119922523
Central Function
Yes
AAR Landing Gear Services
9371 NW 100 Street, Miami, FL 33178, United States
OIN: 6148590366
Yes


ASA
MONTREAL, QC
AFRA
14-16 JULY 2019
parts • distribution • disassembly • recycling
Quantifying the Value of Certification
Sam O'Connor & Jim Lee
Certified
Required
Increase Sales
Tool to Improve
VALUE
Operational
Financial
simpleQuE

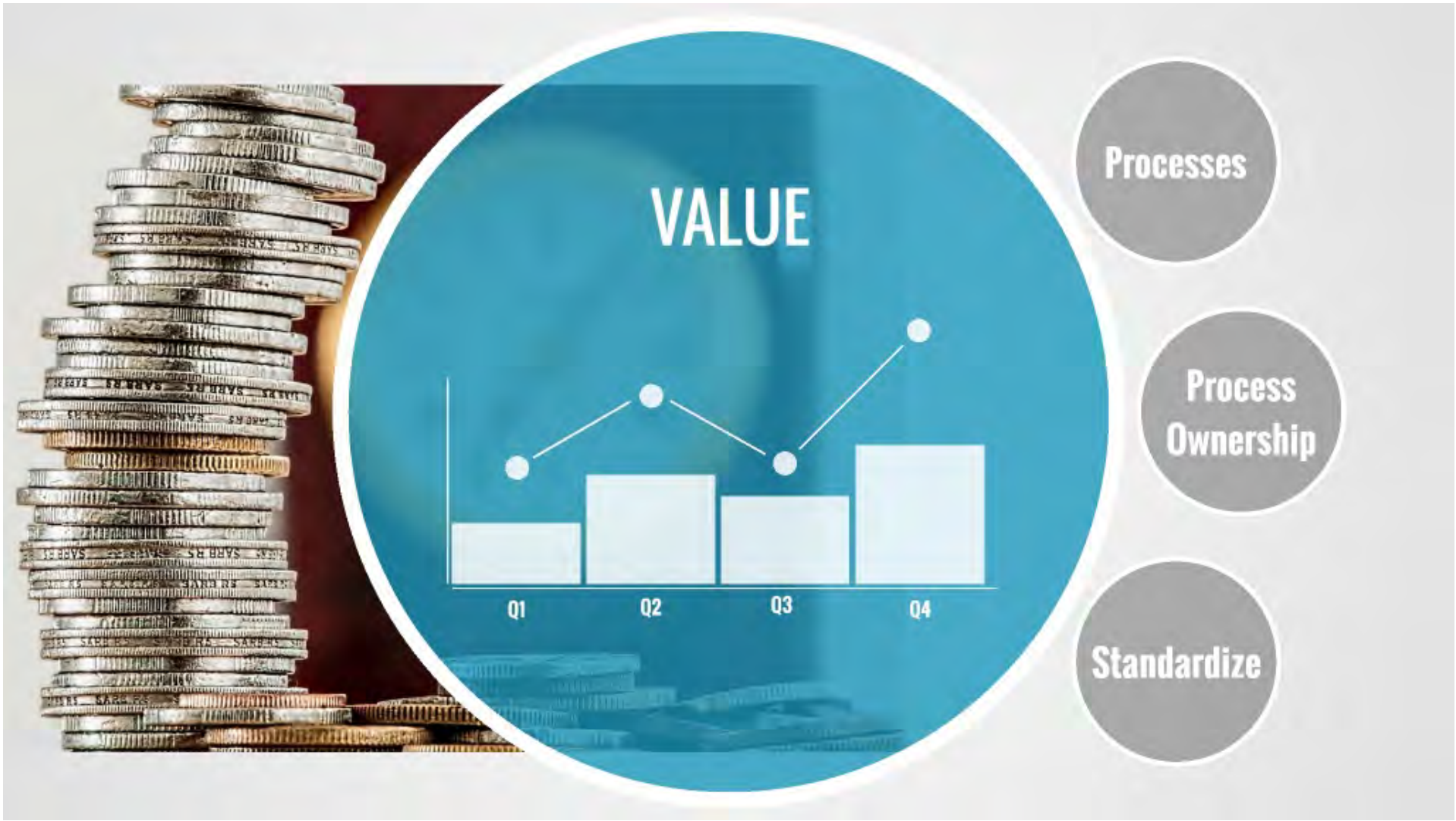

Use As A
Tool To Improve
Q1
Q2
Q3
Q4
Value
Value

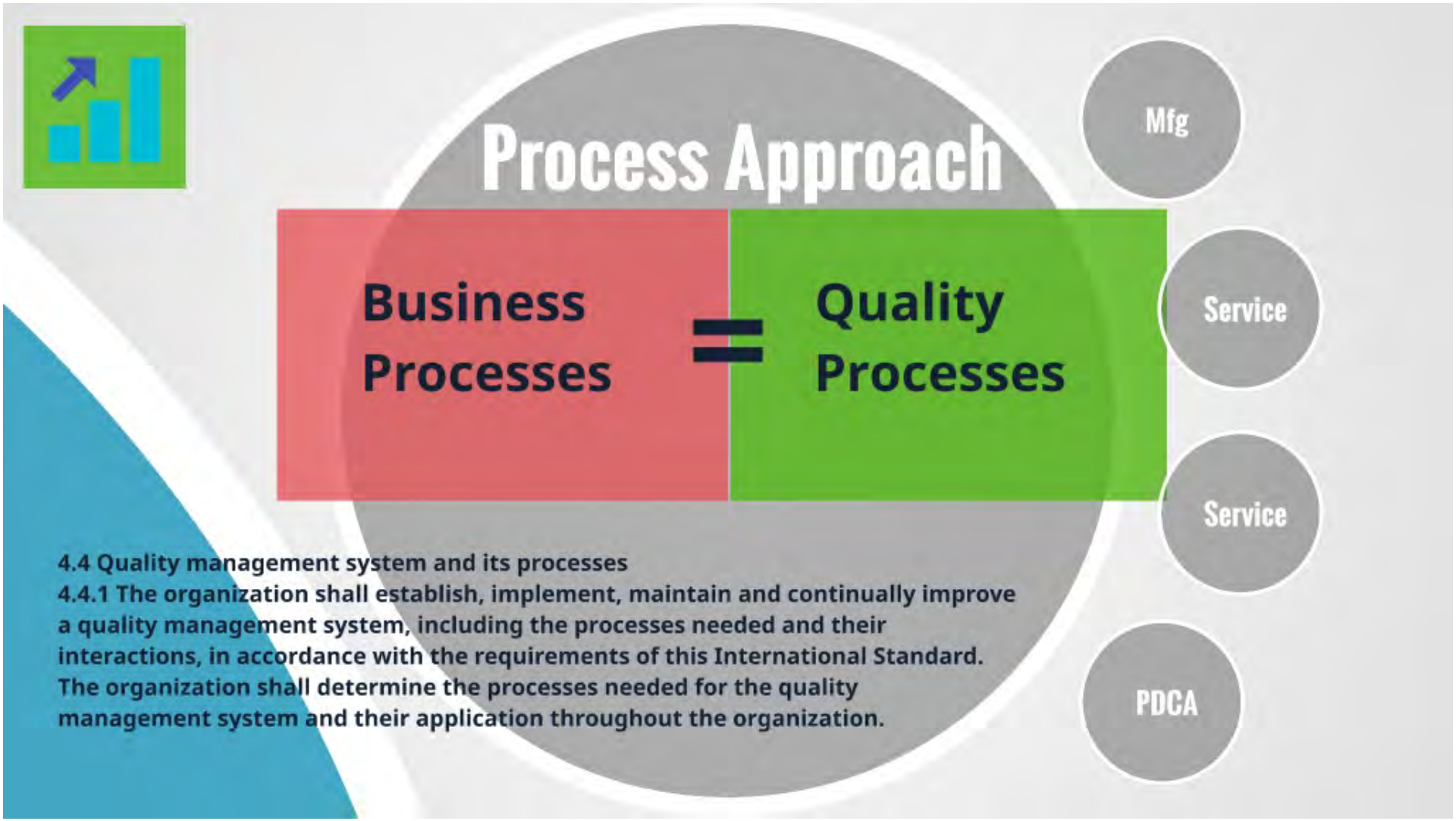
Emphasis For This Presentation is to Show How to Get Value From Certification

use ISO 9001, ASA-100, AS9100, AS9110, or AS9120 as a roadmap to good practices.

Using ISO or AS to Get Better

- Consistency - formalize processes
- Structure for growth
- Reduce waste
- Reduce errors & inefficiencies
- Reduce rework & scrap
- Improve quality, fewer escapes
- Reduce disruptions
- Warranty & returns down
- Less fire fighting, more proactive
- Improve customer satisfaction
- consistent, better real-time monitoring
- Provides reasons or justification for change

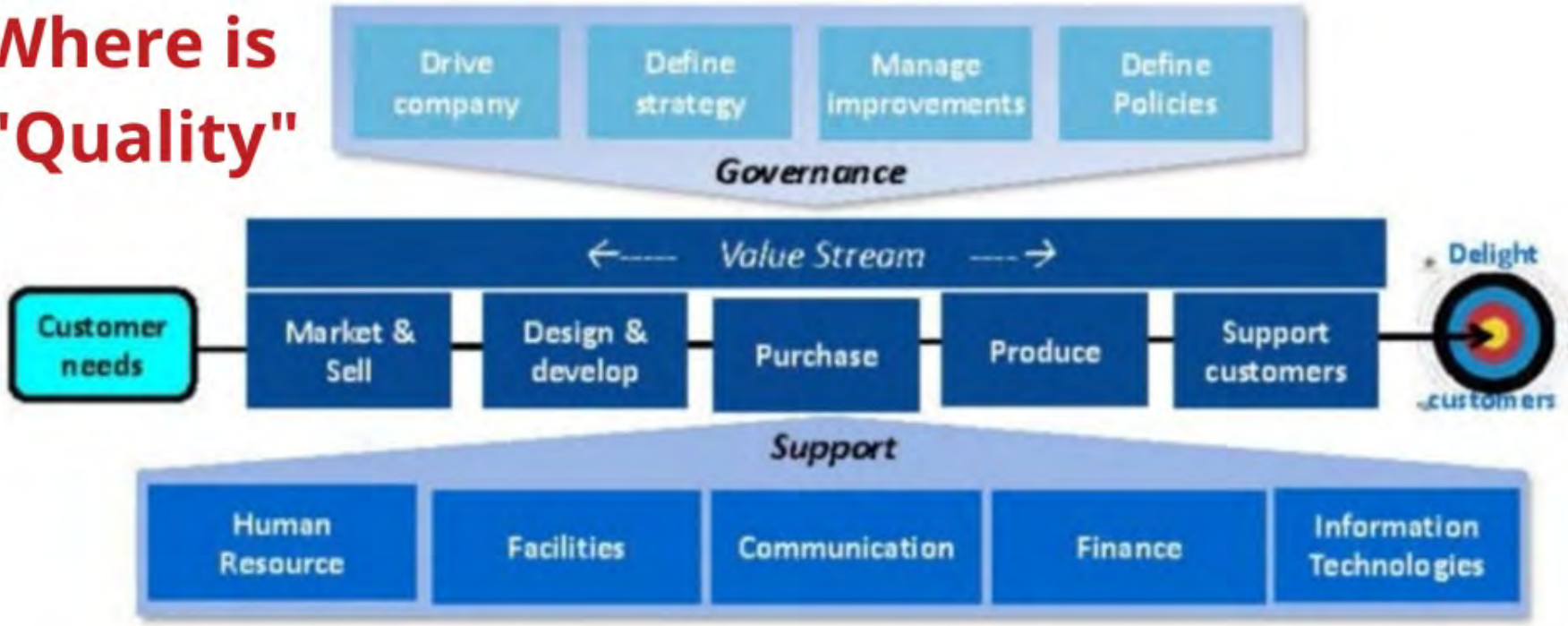

VALUE
Q1
Q2
Q3
Q4
Processes
Process Ownership
Standardize


Process Approach
Business Processes
=
Quality Processes
Mfg
Service
Service
PDCA
4.4 Quality management system and its processes
4.4.1 The organization shall establish, implement, maintain and continually improve a quality management system, including the processes needed and their interactions, in accordance with the requirements of this International Standard. The organization shall determine the processes needed for the quality management system and their application throughout the organization.

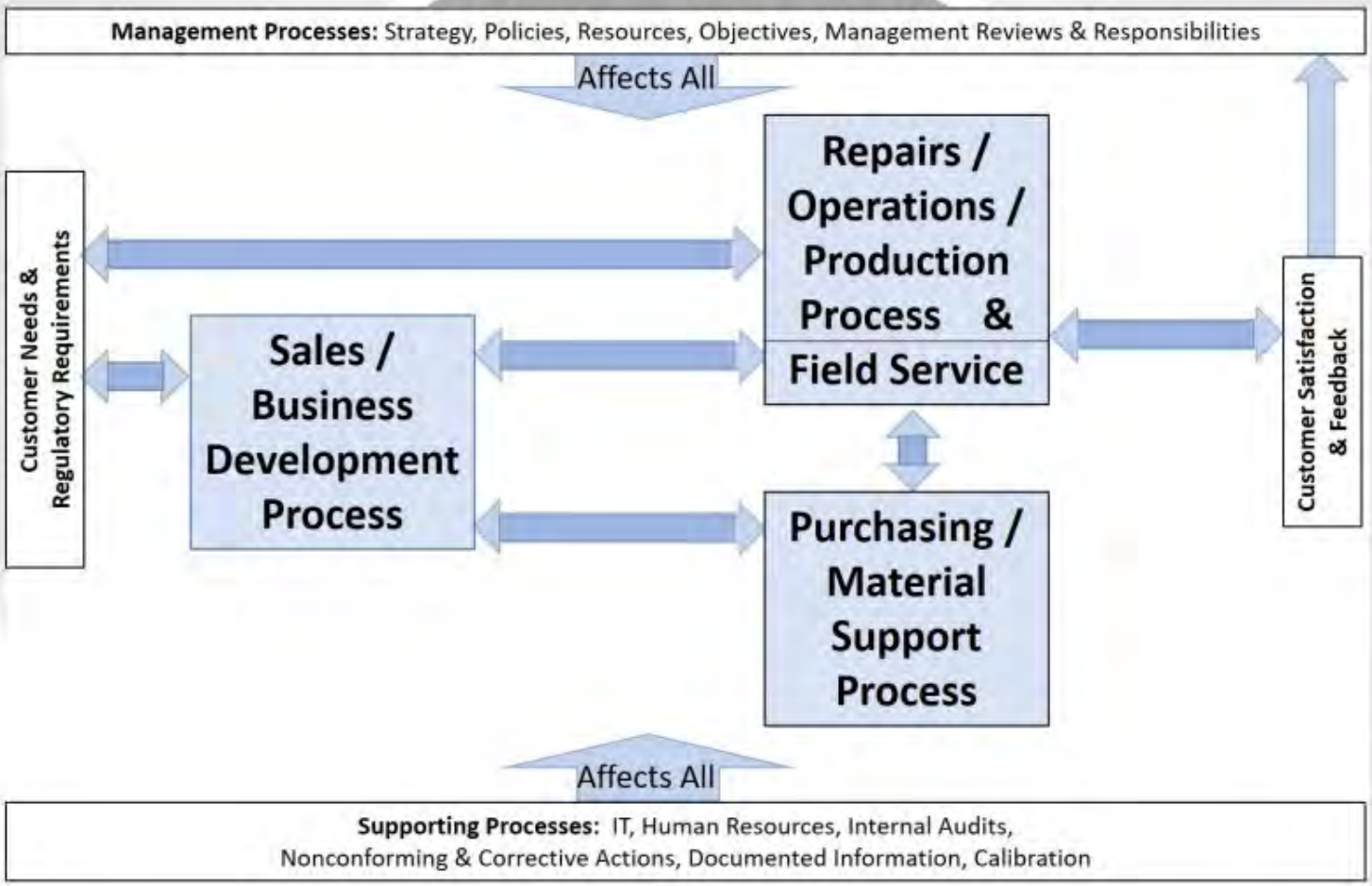
Example of Process Based QMS

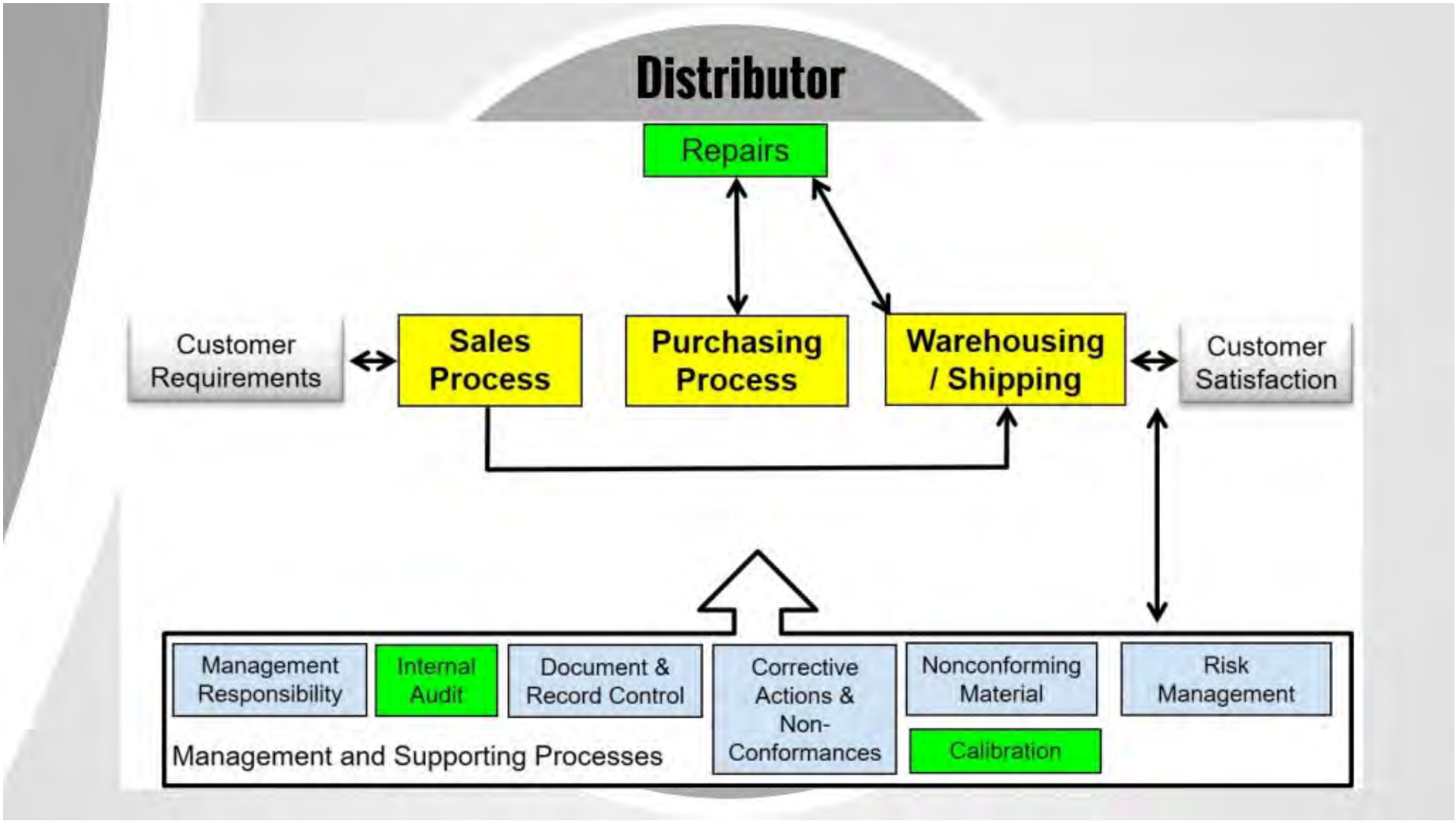
Business Management System around a Value Stream

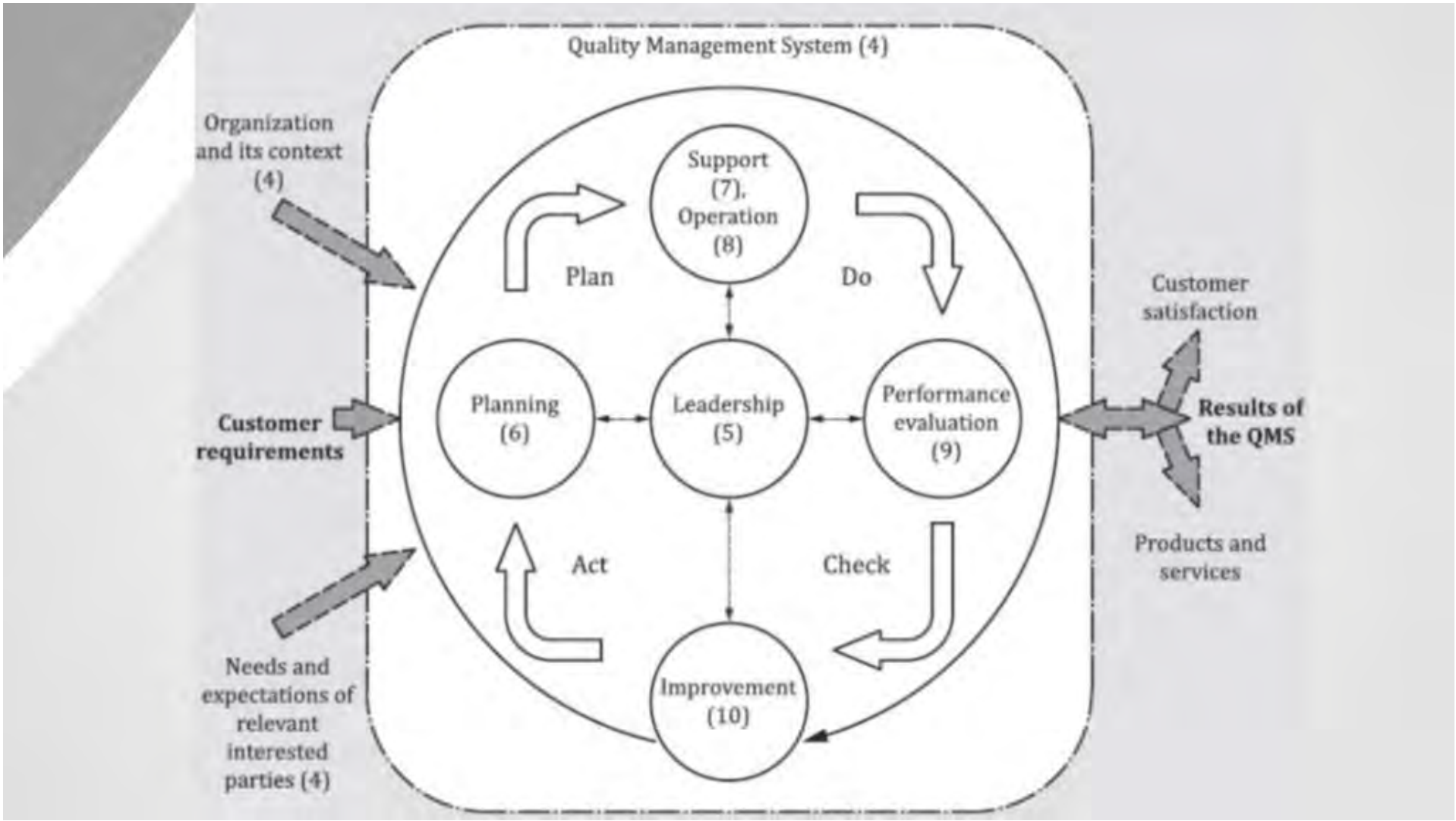
Where is "Quality"

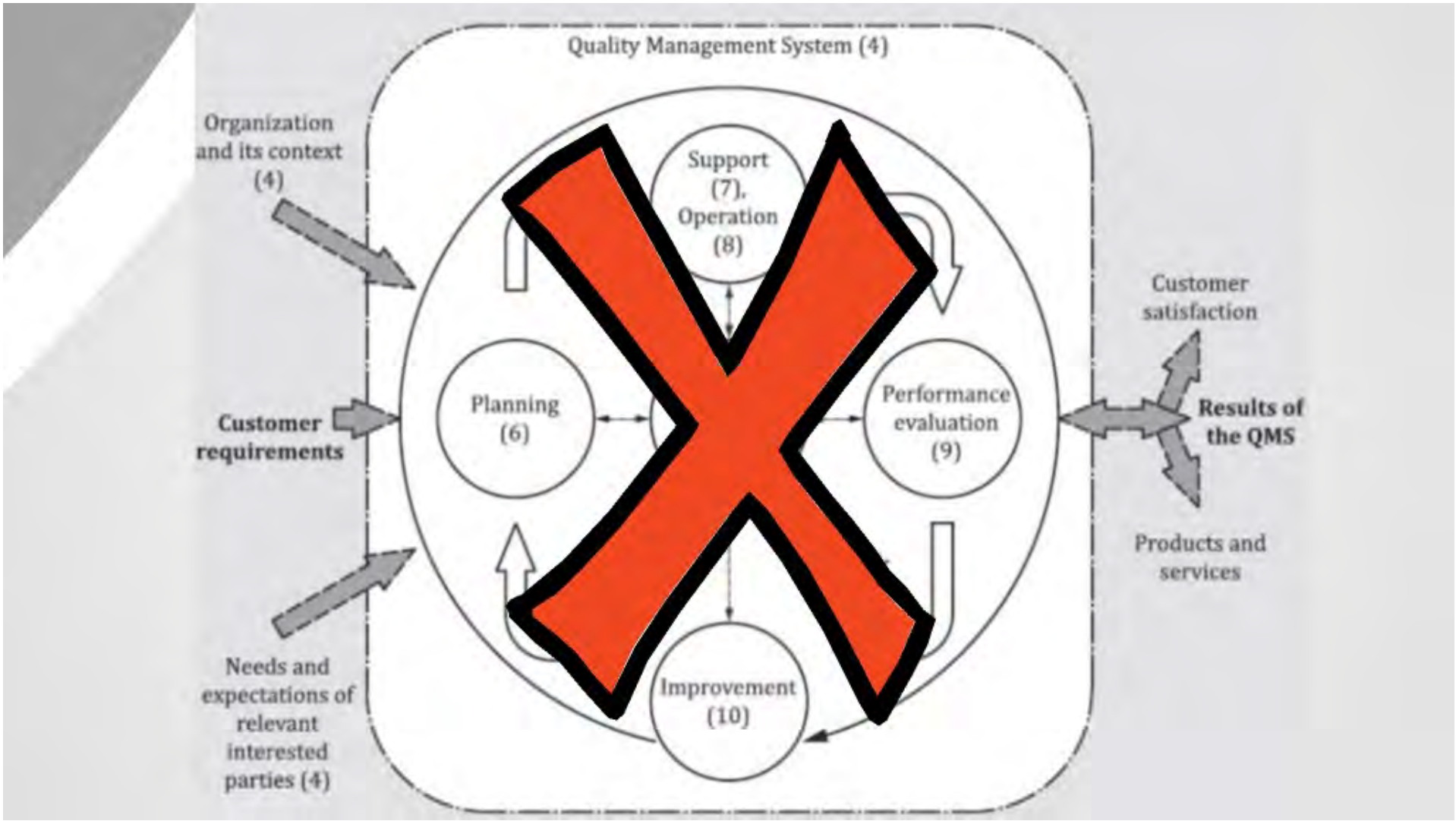


Repair Station Example




Distributor
Repairs
Customer Requirements
Sales Process
Purchasing Process
Warehousing / Shipping
Customer Satisfaction
Management Responsibility
Internal Audit
Document & Record Control
Corrective Actions & Non-Conformances
Nonconforming Material
Risk Management
Calibration
Management and Supporting Processes


Quality Management System (4)
Organization and its context (4)
Support (7), Operation (8)
Plan
Do
Customer satisfaction
Planning (6)
Leadership (5)
Performance evaluation (9)
Customer requirements
Results of the QMS
Act
Check
Products and services
Needs and expectations of relevant interested parties (4)
Improvement (10)


Quality Management System (4)
Organization and its context (4)
Support (7), Operation (8)
Planning (6)
Performance evaluation (9)
Improvement (10)
Customer requirements
Needs and expectations of relevant interested parties (4)
Customer satisfaction
Results of the QMS
Products and services

Process Ownership

- Not the quality manager
- Process owners engaged - take ownership
- Management bought in
- Better focus on improvement of these business processes = quality processes
- Congruent objectives to maintain certification

Standardize Processes

Discipline to follow formalized processes

4.4.1 Quality management system and its processes

The organization shall determine the processes needed for the quality management system and their application throughout the organization, and shall:

a) determine the inputs required and the outputs expected from these processes;

b) determine the sequence and interaction of these processes;

c) determine and apply the criteria and methods (including monitoring, measurements and related performance indicators) needed to ensure the effective operation and control of these processes;

d) determine the resources needed for these processes and ensure their availability;

e) assign the responsibilities and authorities for these processes;

f) address the risks and opportunities;

g) evaluate these processes and implement any changes needed to ensure that these processes achieve their intended results;

h) improve the processes and the quality management system.

9101 FORM 3: PROCESS EFFECTIVENESS ASSESSMENT REPORT

[1] CB Name:	PROCESS EFFECTIVENESS ASSESSMENT REPORT	[2]

[3] Organization:	[4] Site(s):	[5] OIN(s):
[6] PEAR Number:	[7] Audit Report Number:	[8] Issue Date:

SECTION 1 – PROCESS DETAILS

[9] Process Name:	[10] Responsibility/Authority:		
[11] AQMS Standard/Revision	9100 ☐ Rev:	9110 ☐ Rev:	9120 ☐ Rev:
[12] Applicable 9100/9110/9120 clause(s):			
[13] Inputs:			
[14] Activities:			
[15] Outputs:			
[16] Interactions/Interfaces:			

PEAR

SECTION 2 – PROCESS RESULTS

[17] **Organization's method for determining process results:**

[18] **Performance Measures**

KPI 1:	
KPI 2:	
KPI 3:	

[19] **Auditor observations and comments supporting process result determination**

Reference	Target for Audited Period	Value Measured for Audited Period	Comments
KPI 1:			
KPI 2:			
KPI 3:			

SECTION 4 – PROCESS EFFECTIVENESS

[21] Process Effectiveness Level

Process Realization (a)	Process Results (b)		
	Planned results not achieved and appropriate action is not taken	**Planned results not achieved, but appropriate action is being taken**	**Planned results are achieved**
Planned activities fully realized	a) The process is determined, and planned activities fully realized; however, b) The process is not delivering the planned results and appropriate action is not being taken. **2** ☐	a) The process is determined, and planned activities fully realized; however, b) The process is not delivering the planned results, but appropriate action is being taken. **4** ☐	a) The process is determined, and planned activities fully realized; and b) The process is delivering the planned results. **5** ☐
Planned activities not fully realized	a) The process is determined, but planned activities not fully realized; and b) The process is not delivering the planned results and appropriate action is not being taken. **2** ☐	a) The process is determined, but planned activities not fully realized; and b) The process is not delivering the planned results, but appropriate action is being taken. **3** ☐	a) The process is determined, but planned activities not fully realized; however, b) The process is delivering the planned results. **4** ☐
Planned activities not realized	a) The process is not determined, and planned activities not realized; and b) The process is not delivering the planned results and appropriate action is not being taken. **1** ☐	a) The process is not determined, and planned activities not realized; and b) The process is not delivering the planned results, but appropriate action is being taken. **2** ☐	a) The process is not determined, and planned activities not realized; however, b) The process is delivering the planned results. **2** ☐


Goals
&
Key
Performance
Indicators
Quality
KPI
ROI

Standard Quality Objectives

Quality Performance

On-Time Delivery

Customer Satisfaction

Any examples of bad goals driving bad behavior?

Key Performance Indicators

Effectiveness & Efficiency of a Process - Ideas:

- Costs of Poor Quality
  - non-recurring costs to fix internal or external escapes
- First Pass Yield on Production Operations
  - measures the ability of a process to produce first time right
- Productivity
  - scrap rate, first article success rate, mfg schedule adherence, rework rate
- Machine Utilization Rates

SCMH (www.iaqg.org/scmh) Section 7.11.2 Metrics and KPI Definitions

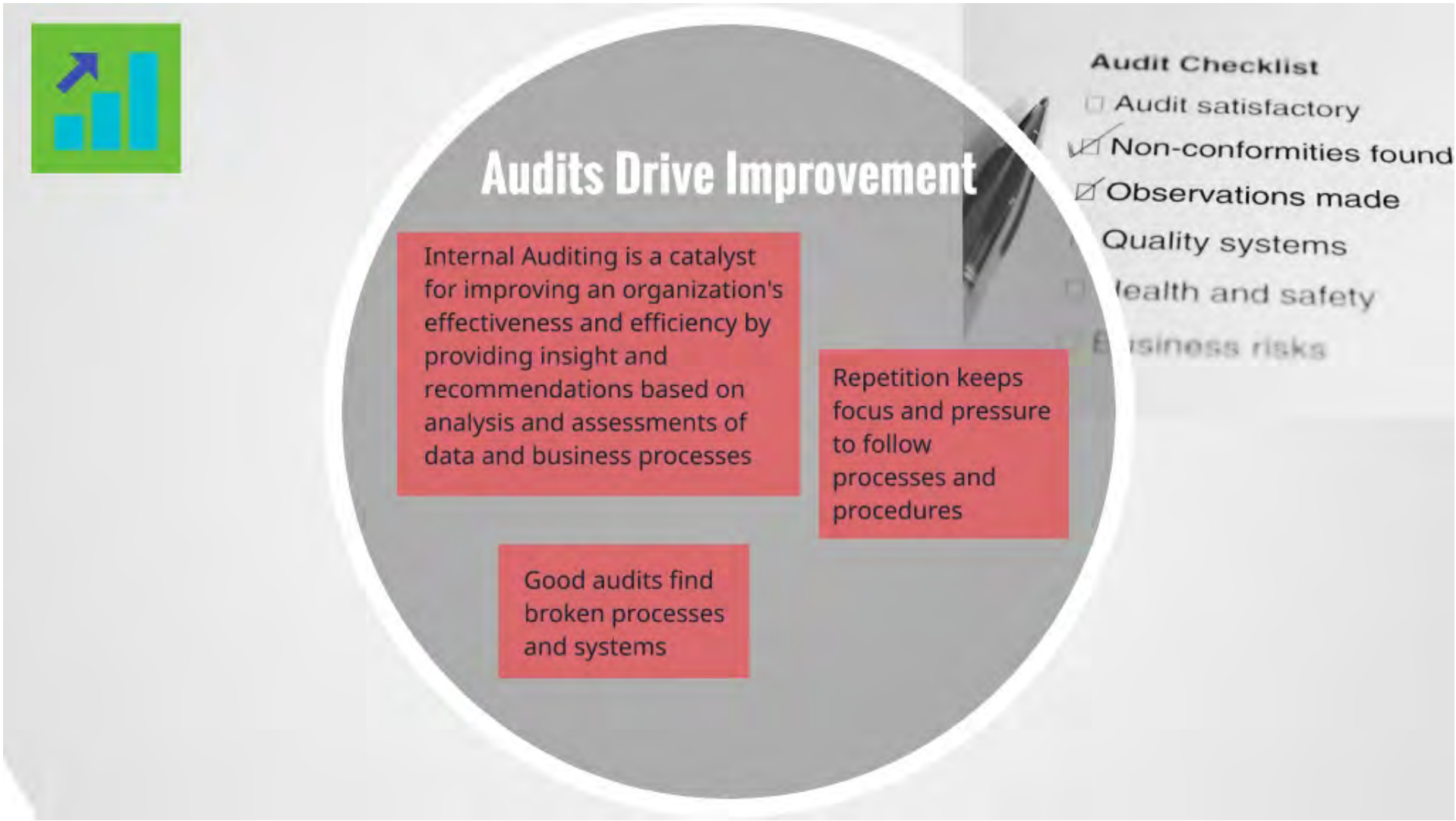
Return on Investment

ISO 9001 certified companies are paid 7% more on average, have better sales growth & an improved Return on Assets. source: iso.org

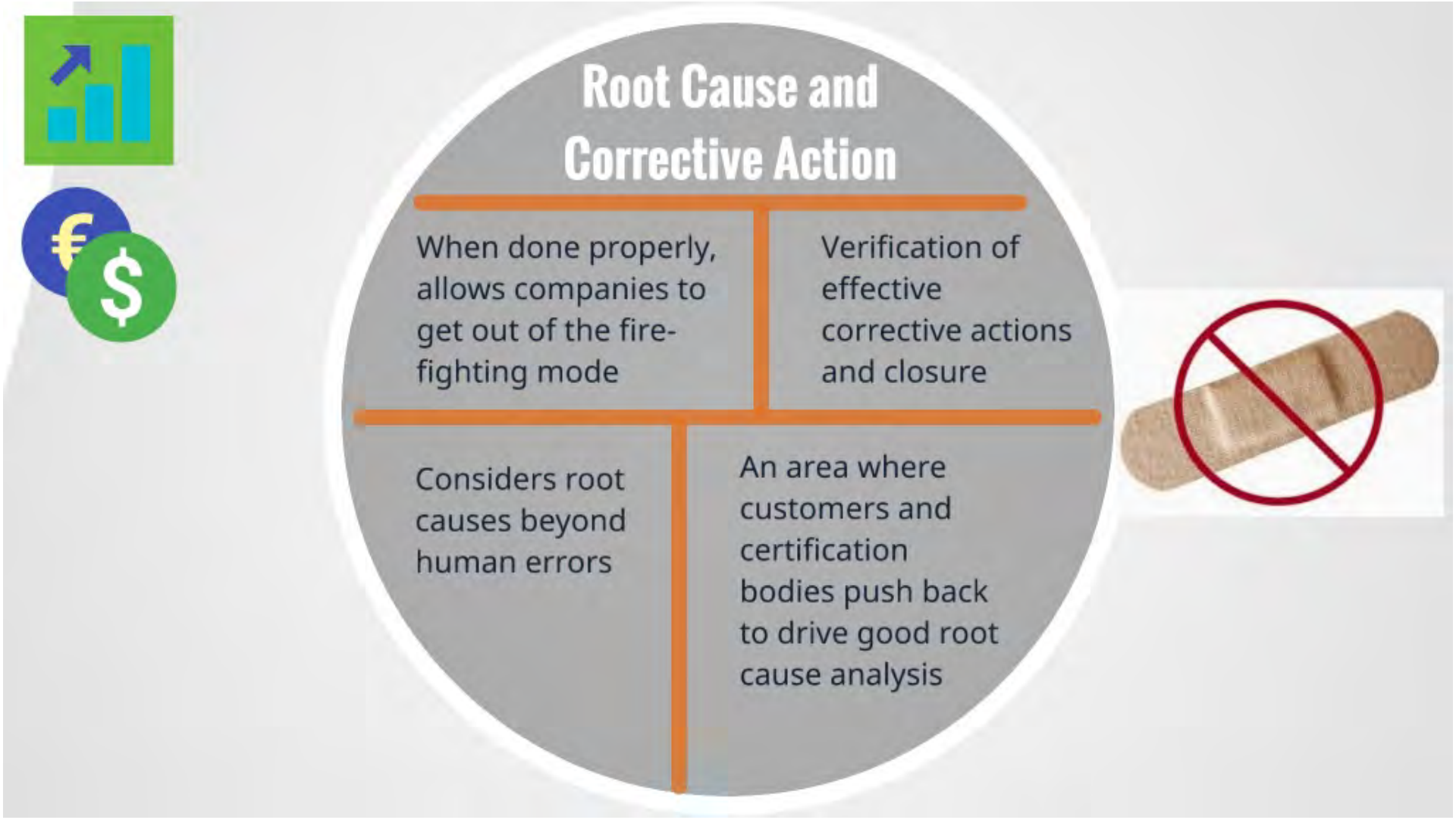
Cost of Poor Quality

BSI ROI Calculator


More Operational Value
Audits
Risk Management
Systemic Corrective Actions
Mgmt Review


Audits Drive Improvement
Internal Auditing is a catalyst for improving an organization's effectiveness and efficiency by providing insight and recommendations based on analysis and assessments of data and business processes
Repetition keeps focus and pressure to follow processes and procedures
Good audits find broken processes and systems
Audit Checklist
Audit satisfactory
Non-conformities found
Observations made
Quality systems
ealth and safety
siness risks


AVOID
REDUCE
RISK
Risk Management
& Risked Based Thinking
Helps quantify when risks are okay or when actions are necessary
Link to internal audits to drive focus on problem areas (p/n, production line/cell, business process, department, procedure)
Helps management prioritize in right places based on risk management principles


Root Cause and Corrective Action
When done properly, allows companies to get out of the fire-fighting mode
Verification of effective corrective actions and closure
Considers root causes beyond human errors
An area where customers and certification bodies push back to drive good root cause analysis

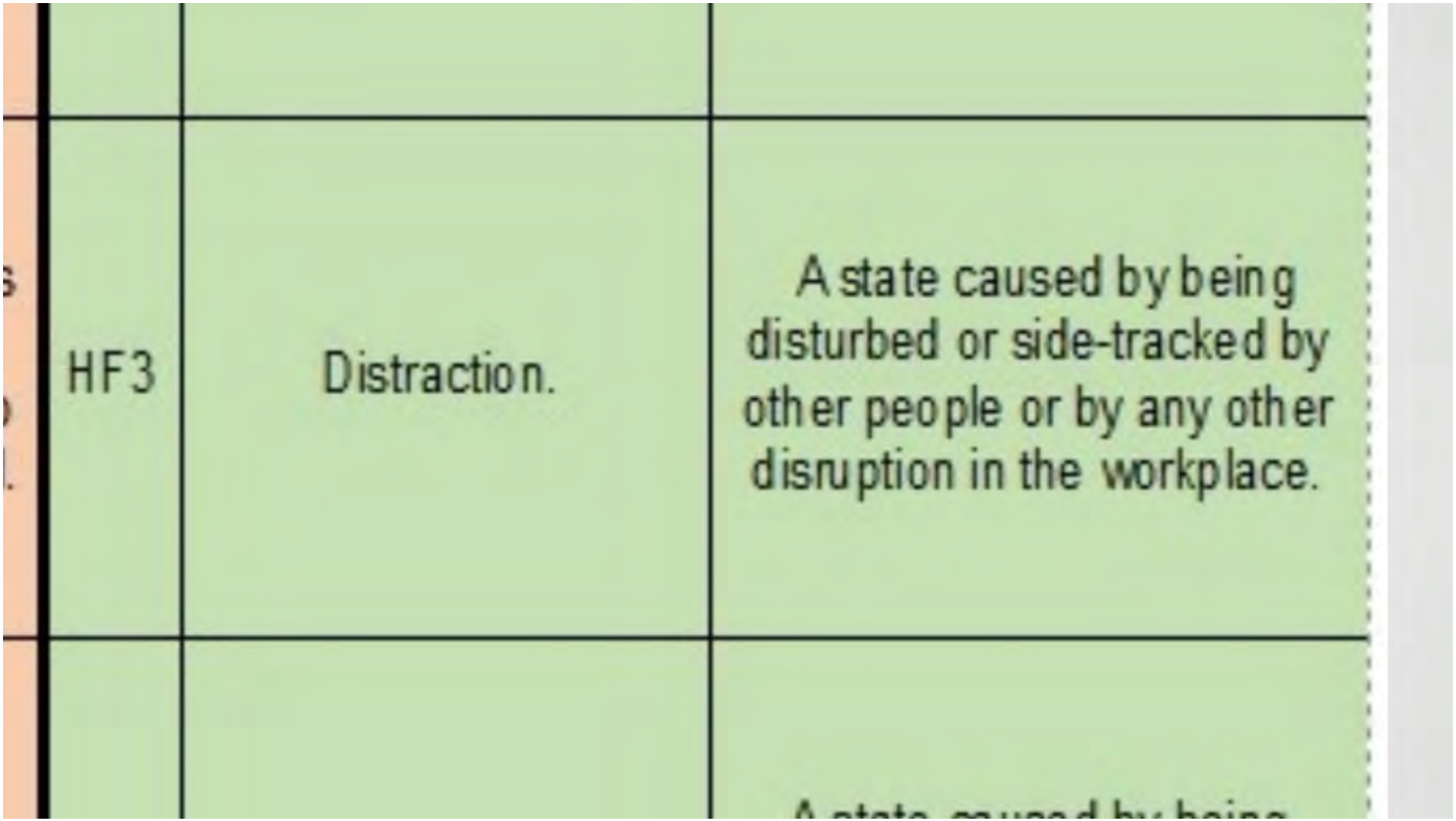
OASIS Human Factors Table

Cause Codes

		rces	Management			Methods			Human Factors		
Code	Tit	Definition	Code	Title	Definition	Code	Title	Definition	Code	Title	Definition
RE1	Inadequate p capabil	Appropriate education, ing or experience was not lequately determined, or mpetent people were not available.	MG1	Lack of training provision.	Identified training and competency requirements were not adequately deployed and/or sustained to meet the ongoing needs of the organization.	ME1	Lack of operational planning and control.	The organization did not adequately deploy planning and control activities to ensure that operational tasks were conducted in accordance with requirements.	HF1	Lack of attention or concentration.	A state of being unfocused or uninterested in the task.
RE2	Inadequate ope infrastructu	ating infrastructure such s utilities, information echnology, buildings, ansportation was not adequate to support rational requirements.	MG2	Unclear roles and responsibilities.	Authorities, responsibilities or duties lacked clarity or were not fully understood. As a result operational tasks and related authorities/approvals were improperly assigned.	ME2	Inadequate documented information.	Documented information did not clearly describe the applicable requirements for the process, product or service.	HF2	Pressure and stress.	A state of being overloaded or pressurised by urgent and changing or conflicting demands. A lack of time or resource to perform the task.
RE3	Inadequate o environm	Operating environment elements such as temperature, humidity, ting, noise and cleanliness ere not adequate to support operational requirements.	MG3	Inadequate organizational governance.	The organization did not determine or implement sufficient arrangements to ensure continued application and effectiveness of the QMS and its processes.	ME3	Inadequate control of documented information.	Documented information was not adequately maintained, retained or made available to demonstrate effective control.	HF3	Distraction.	A state caused by being disturbed or side-tracked by other people or by any other disruption in the workplace.
RE4	Inadequa	Equipment was not capable of meeting and sustaining operational requirements, or was not adequately controlled or available.	MG4	Inadequate communication.	Key information was not adequately communicated within the organization within a timeframe that makes the information relevant and allows for feedback as required.	ME4	Inadequate verification or validation of process, product or service.	Verification / validation activities were not conducted in accordance with the stated requirements.	HF4	Fatigue.	A state caused by being physically and / or mentally tired as a result of workplace ergonomics, workload, working hours, personal situations etc.

	Human Factors		
	Code	Title	Definition
g ure e ith	HF1	Lack of attention or concentration.	A state of being unfocused or uninterested in the task.

HF2	Pressure and stress.	A state of being overloaded or pressurised by urgent and changing or conflicting demands. A lack of time or resource to perform the task.



HF3	Distraction.	A state caused by being disturbed or side-tracked by other people or by any other disruption in the workplace.
		A state caused by being

HF4	Fatigue.	A state caused by being physically and / or mentally tired as a result of workplace ergonomics, workload, working hours, personal situations etc.


Management Review
Once a year is not creating value
Use existing management meetings
More relevant, real-time data
Records of topics, action items, follow up

Thank You

Sam O'Connor

ASA
AVIATION SUPPLIERS ASSOCIATION

sam@aviationsuppliers.org

(202) 347-6899

aviationsuppliers.org

Jim Lee

simpleQuE

jlee@simpleque.com

(866) 827-0402

simpleque.com