

ISO 9001:2008

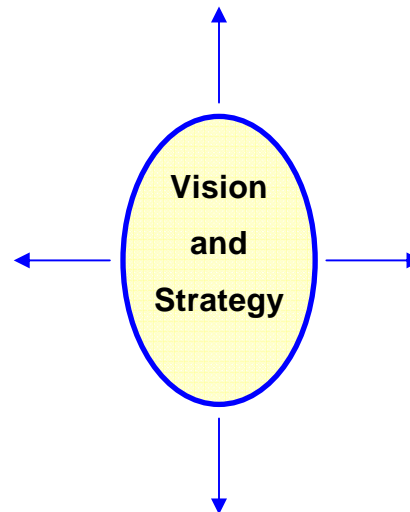
Process Approach

- Quality Policy
- Quality Objectives
- Management Review
- Resource Management
- Customer Satisfaction
- Internal Audit
- Analysis of Data
- Continual Improvement

"To succeed financially, how should we appear to our stakeholders?"	Return on Investment			
	Objectives	Measures	Targets	Initiatives
	Quotes accepted	Hit rate	70%	ISO 9001
	Paid on time	Collection rate	95%	ISO 9001
	Lowest cost supplier	Customer survey	90%	ISO 9001
	Gross margins	% of sales	50%	ISO 9001

The Balanced Scorecard

"To achieve our vision, how should we appear to our customers?"	Customer Satisfaction			
	Objectives	Measures	Targets	Initiatives
	No complaints	# per month	<2/Mo	ISO 9001
	Delivery	On-time	100%	ISO 9001
	Best service in the industry	# of days to respond	<1	ISO 9001
	Invoice accuracy	# of turnbacks	<.5%	ISO 9001



"To satisfy our stakeholders, what processes must we excel at?"	Process Improvement			
	Objectives	Measures	Targets	Initiatives
	Quotation cycle times – Reduction	# of days – request-to-quotation	20%	ISO 9001
	Construction – Right the 1st time	# of follow up visits	<3%	ISO 9001
	Engineering – Right the first time	# of ECO's	<2%	ISO 9001
	Project Management – On-time projects	% jobs to schedule	95%	ISO 9001

"Despite the best intentions of those at the top, lofty statements... don't translate easily into operational terms that provide useful guides to action at the local level. For people to act on the words in vision and strategy statements, those statements must be expressed as an integrated set of objectives and measures, agreed upon by all senior executives, that describe the long term drivers of success."

"To achieve our vision, how will we sustain our ability to change and improve?"	Competencies and Learning			
	Objectives	Measures	Targets	Initiatives
	Most skilled workforce in the industry	Competency	100%	ISO 9001
	Licensed Engineers	# licensed	100%	ISO 9001
	Continuing education/ training	# hours per year	>20	ISO 9001

The Four Management Processes

- **Translating the Vision** — quality policy, quality objectives and standards
- **Communicating and Linking** — communicate strategies up and down the organization and link to departmental and individual objectives — process maps, competencies, internal audit, corrective and preventive actions
- **Business Planning** — integration of financial and quality management system plans
- **Management Review** — things gone right, things gone wrong, assessment, learning, decisions and actions