Introduction

Learning objective for this course
1. Value the important of a quality management system within a building department
2. Recognize the basic requirements needed to establish and maintain a Quality Management System
3. Consider the appropriate factors when planning and conducting an internal audit of their quality system
4. Know the essential elements to address in a management review meeting.
5. Help a building department prepare for accreditation.
Introduction

Handouts for this course
1. AC251 (Accreditation Criteria)
2. Course Evaluation Form

Quality Management 101

Quality Management: An Introduction

8 Quality Management Principles

- Customer Focus
- Leadership
- Involvement of People
- Process Approach
- System Approach to Management
- Continual Improvement
- Evidence-Based Decision Making
- Relationship Management
Quality Management 101

Deming Cycle

PDCA

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Quality Requirements

Common Requirements for Quality Management Systems (QMS) from ISO/IEC Standards
- Management Commitment
- Internal Audits
- Management Reviews
- Corrective Actions
- Document Control
- Complaints and Appeals

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Quality 101: Commitment

Management Commitment

Top Management must demonstrate customer focus and commitment to and support of the quality management system.
AC251 Audit Requirements

AC251 Internal Audit

- Annual
- Reviews conformance to org’s own quality system requirements
- Reviews conformance to AC251 requirements
- Review effective implementation
- Review effective maintenance
  and...

Internal Audits (continued)

- Is planned and carried out with consideration to
  - Areas of responsibility
  - Important of processes to be audited
  - Changes affecting the organization
  - Results of previous audits
- Uses competent auditors capable of impartiality
- Documents and retains audit results
- Ensures corrective actions taken without delay

Quality 101: Audits

Internal Audits

- Management system audit
- Process audit
- Product (service, project) audit
Quality 101: Audits

Horizontal Audit
• Follows a process from start to finish
• Passes through departments/functions
• Audit across several groups to evaluate if a consistent approach is being followed
• A good way to get a “feel” of what is working and where improvements may be made

Quality 101: Audits

Sample Horizontal Audit

<table>
<thead>
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<th>Function</th>
<th>Supplier Evaluation</th>
<th>Plan Review</th>
<th>Contractor Engagement</th>
<th>Design</th>
<th>Finance</th>
<th>Management</th>
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</tbody>
</table>

Quality 101: Audits

Vertical Audit
• Follows all the processes used by a department
Quality 101: Audits

Best Kind of Audit?
A combination!

One example:
• Start with a Horizontal Audit
• If something looks “off”, perform a Vertical Audit in that area

Quality: Nonconformities

All nonconformities have two parts:
1. The requirement (what was supposed to be)
2. The evidence (what actually is)

All nonconformities should be easily identifiable by a different assessor
Quality: Nonconformities

All nonconformities must be
- Factual
- Precise
- Objective
- Traceable
- Concise

There are 2 TYPES of Nonconformities:
1. Major Nonconformity (a.k.a. “Corrective Action Request or “CAR”)
2. Minor Nonconformity (a.k.a. “Concern”)

Nonconformities Trigger CORRECTIVE ACTION:
1. First, you must REACT:
   - Control
   - Correct
   - Manage Consequences
Quality: Corrective Action

Nonconformities Trigger CORRECTIVE ACTION:
2. Next, you must find the ROOT CAUSE
3. Then, and eliminate the ROOT CAUSE by
   • Proposing a solution
   • Assessing whether the solution worked (if not, keep trying)

Quality: Corrective Action

Nonconformities Trigger CORRECTIVE ACTION:
4. If necessary, make changes to the Quality Management System
5. Retain documentation on
   • The nature of the nonconformity
   • Which actions were taken
   • The results of the corrective action

Quality: Management Review

Management Reviews
Top Management must review the quality management system annually to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization.
Quality: Management Review

Management Review
• Considers
  – External/internal changes
  – Risks and opportunities
  – Resource adequacy
• Reviews
  – Status of actions from previous management reviews
  – Complaints and feedback
  – Service goals
  – Data and measurement results
  – Nonconformities / corrective actions
  – Audit results
• Documents decisions & actions taken

Quality: Document Control

Control of Documents and Records
Documented information (including records) required by the quality management system, and by AC251, shall be controlled to ensure availability and suitability for use where and when needed.

Quality: Documentation

Documents are...
• Files
• Records
• Manuals
• Procedures
• Forms
• Checklists
• Media
• Flow Charts
• Drawings/sketches/blueprints
Quality: Documentation

Which documents are required?
• Defined by the quality management system
• Defined by AC251 (if accredited)

Quality Management Systems for Building Departments
Presented by Kellee Fernandez
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Quality: Document Control

Document Control means making sure they are available and suitable for use when and where needed.

How do you make sure this happens?
Quality: Document Control

1. **Identify which** documents and records need to be controlled

Quality: Document Control

2. For those identified, **have processes to control**:
   - Distribution, access, retrieval and usage
   - Storage and preservation (including making sure they remain legible)
   - Changes (e.g., version control, who may make changes)
   - Retention and disposition of controlled

Quality: Document Control

3. **Protect controlled documents and records** from unauthorized access, improper use, loss, theft, etc.
Complaints and Appeals

• Recording and Investigating Complaints
  – Against the department or its employees
  – Against citizens (e.g., work without permits, unlicensed contractor, violations, etc.)

Complaints and Appeals (4.2.5)

• Board of Appeals
  – Board roster
  – Rules of procedure

In Conclusion

Questions
Thank You For Attending