 **Introduction**

Handouts for this course

1. AC251 (Accreditation Criteria)
2. Course Evaluation Form

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 **Quality Management 101**

Quality Management: An Introduction




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 **Quality Management 101**



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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.

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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...

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AC251 Audit Requirements

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

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Quality 101: Audits

Internal Audits




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Horizontal Audit

- Follows a process from start to finish
- Passes through departments/functions
- Audit across several group 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




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INTERNATIONAL ACCREDITATION SERVICE **Quality 101: Audits**

Sample Horizontal Audit

Procedure	DEPARTMENT/FUNCTIONAL AREA					
	Permit Counter	Plan Review	Contractor Licensing	Inspection	Finance	Management
Reviewing Applications						
Purchasing						
Approving Permits						
Monitoring						
Customer Service						
Document Retention						
Recruiting and Training Employees						



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INTERNATIONAL ACCREDITATION SERVICE **Quality 101: Audits**


Vertical Audit

- Follows all the processes used by a department

Procedure	DEPARTMENT/FUNCTIONAL AREA					
	Permit Counter	Plan Review	Contractor Licensing	Inspection	Finance	Management
Reviewing Applications						
Purchasing						
Approving Permits						
Monitoring						
Customer Service						
Document Retention						
Recruiting and Training Employees						
Employee Access						
Working/Changing Procedures						
Internal Audits						
Handling of Complaints						
Control of Quality Documents						
Control of Record Documents						
Control of Complaints						
File Collection						



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 **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

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 **Quality: Nonconformities**

All nonconformities have **two parts**:

1. **The requirement** (what was supposed to be)
2. **The evidence** (what actually is)



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 **Quality: Nonconformities**

All **nonconformities** should be easily identifiable by a **different assessor**



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 INTERNATIONAL ACCREDITATION SERVICE® **Quality: Nonconformities**

All nonconformities must be

- Factual
- Precise
- Objective
- Traceable
- Concise


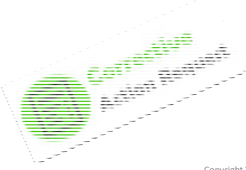


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 INTERNATIONAL ACCREDITATION SERVICE® **Quality: Nonconformities**

There are 2 TYPES of Nonconformities:

1. Major Nonconformity (a.k.a. “Corrective Action Request or “CAR”)
2. Minor Nonconformity (a.k.a. “Concern”)




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 INTERNATIONAL ACCREDITATION SERVICE® **Quality: Corrective Action**

Nonconformities Trigger CORRECTIVE ACTION:

1. First, you must REACT:
 - Control
 - Correct
 - Manage Consequences


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 INTERNATIONAL ACCREDITATION SERVICE® **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)

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 INTERNATIONAL ACCREDITATION SERVICE® **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


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 INTERNATIONAL ACCREDITATION SERVICE® **Quality: Management Review**

Management Reviews

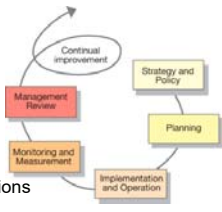
Top Management must review the quality management system annually to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization.

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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



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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.


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Quality: Documentation

Documents are...

- Files
- Records
- Manuals
- Procedures
- Forms
- Checklists
- Media
- Flow Charts
- Drawings/sketches/blueprints



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Quality: Documentation

Which documents are required?

- Defined by the quality management system
- Defined by AC251 (if accredited)

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Quality Management Systems for Building Departments

Presented by
Kellee Fernandez

2019 ICC EXPO • Las Vegas, NV

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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?

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Complaints and Appeals

Complaints and Appeals

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

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Complaints and Appeals (4.2.5)

Complaints and Appeals

- Board of Appeals
 - Board roster
 - Rules of procedure



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In Conclusion

Questions



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