

IMPACT

Presented by UL DQS Inc.

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UL DQS Inc. – We Offer A World of ISO Certifications, Assessments & Training



In today's world, obtaining ISO certification is an assurance for your customers that your company follows international standards for management systems, be it environmental management, food safety, information technology or other. This newsletter will show you how companies are reaping the benefits of ISO certification, such as cost savings, an increase in market share, enhanced customer satisfaction, and the challenges they face in implementing them. The new section of the IMPACT newsletter, Updates to Standards, will provide you with important information on the changes to the standards that will help you plan accordingly for certifications and assessments.

ISO standards are there to protect an organization and its customers. Examples of benefits include enabling companies to show their customers that they stand by their products, care about the environment and can be trusted with confidential information. Featured in this Winter 2014 edition of IMPACT is Lincoln Electric, a great example of a global manufacturer of the highest quality welding, cutting and joining products, that made a commitment and is assuring its customers with certifications to quality, environmental and energy man-

Continued on page 2

Energy Conservation Through ISO 50001:2011

Page 2

Ramping Up the Return on Your Quality Investment

Page 4

Huron Consulting Group Achieves 27001:2005

Page 6

RC 14001 Transition

Page 7

Food Safety Schemes - Choices for Customers

Page 8

New Rules: ISO/TS 16949 Organizational Change

Page 10

Borouge Completes 14001:2008 Audit

Page 11



agement systems. Another example is Huron Legal, a leading provider of business consulting services, demonstrating to its customers that they are very serious about safeguarding their information security by attaining certification to ISO 27001, pro-

tecting Huron Legal and its clients from information and identity theft and data corruption.

It is our goal to keep you up-to-date on changes to certification standards and help you understand the changes to the

requirements throughout the implementation process. We hope to make this year the best one yet and look forward to working with you on making the world a better and safer place.

*Hoss Parandeh
Vice President - Sales and Marketing*

Energy Conservation through Energy Management ISO 50001:2011 at Lincoln Electric - the Welding Experts

Lincoln Electric is a global manufacturer and the market leader of the highest quality welding, cutting and joining products. Headquartered in Cleveland, Ohio, Lincoln Electric has more than 40 manufacturing locations, including operations and joint ventures in 20 countries. Their worldwide network of distributors and sales offices covers more than 160 countries.

In a world of increased environmental responsibilities, energy conservation must be at the forefront of businesses striving to achieve operational excellence. An opportunity that may be overlooked is the energy consumed by manufacturers. As one such manufacturer, Lincoln Electric has utilized

different ISO standards as a framework for different corporate initiatives.

Companies that subscribe to ISO 9001 and ISO 14001 use the “system” approach to manage the many facets of their operations and environmental responsibilities. What stems from these systems are procedures and processes that are put in place to standardize best practices around the world. In an effort to improve energy conservation, the company turned to one of the newest members of the ISO family, ISO 50001, to provide a map for its latest initiative.

The standard also employs the “Plan – Do-Check-Act” principle, that aligns well with

QUICK STATS

- Lincoln Electric adds ISO 50001 to its family of ISO standards
- 4th company in Canada to achieve ISO 50001 certification under UL DQS
- 40 manufacturing locations
- Network of distributors and sales offices in 160 countries



the DMAIC model currently used in SIX SIGMA which Lincoln Canada has incorporated in their operation since 2001. This standard has the potential to “pay for itself” in its implementation, provided that there are two key elements in place; Employee Engagement and Management Support. Without these two important pillars, there is little chance for success. ISO 50001 has been extremely well received in Europe and Asia where there are over 200 certified companies.

In the past 3 years, Lincoln Electric Company of Canada has proudly represented the manufacturing industry along with other manufacturers in webinars and case studies in order to encourage other manufacturers in Canada to participate in energy management.

Lincoln Electric Company of Canada is pleased to announce that they are the 4th company in Canada to achieve ISO 50001:2011 Certification through UL DQS. ISO 50001 enables Lincoln to better control energy consumption while reinforcing com-

mitment to environmental responsibility and sustainability. Lincoln Canada attributes their ISO 50001 certification success through excellent teamwork, hard work and commitment from their employees. Lincoln Electric Company of Canada's certification to ISO 50001 compliments its ISO 9001:2008 and ISO 14001:2004 certifications.

In a recent interview, Adel Mir, P.

Engineering, Director, Engineering Services, Lincoln Electric Company of Canada & Indalco Alloys, shared some information regarding their success with ISO 50001 and how UL DQS Inc. has been a part of that success.

Why did Lincoln Electric choose ISO 50001?

Lincoln Electric is a company that is always mindful of our costs, we look at waste reduction in any shape that it takes; whether its scrap, or inefficient processes, we are always looking at ways to improve, so naturally we started looking at our energy use. We are currently ISO14001 registered, and have been for a number of years. We have focus on our environmental responsibility as a manufacturer, however ISO 50001 allows us to control our energy use and manage it wisely. This not only helps the environment and resource utilization, but also helps control our energy costs.

What is the core business of Lincoln Electric? Does this make it easier or more difficult to implement an energy management system?

We have a profit sharing model that has existed in our company for decades. It allows our employees to benefit with the compa-



ny; everyone in the company shares in its profit. With that as our guiding business model, it is easy to engage the workforce in energy management and other cost reduction activities, as they have an impact on everyone. We all can see that the cost of electricity is rising, and the "grid" is under pressure. We all have a role to play in reducing our wasted electricity use, and improve our energy efficiency.

You mentioned that top management commitment is key to success, please describe this.

Our top management is fully engaged in this system, since it fits into our core culture of reducing waste, optimizing efficiencies, and using a systematic, disciplined approach to solve our issues, and track our progress. We currently use tools such as Six Sigma and Lean in our operations to optimize our processes, we are firm believers in the "systems" approach to continuous improvement.

Can you share any savings that you have begun to realize? How did you begin to determine what a realistic goal might be?

Our savings in our processes have mainly been targeted in our electricity usage, we have seen improvements in our SEU's (Sustainable Energy Utility) as well as small improvements that have been gener-

ated from our employee's suggestions.

Can you describe the team or individual that has been instrumental in the success of your energy management system. How long did it take to implement?

The energy team at Lincoln Canada has been in place for 3 years, and has representatives from Production, Engineering, Purchasing, Finance, and Maintenance. This multifunctional team and its successes are

part of the success story of this implementation.

Please describe the biggest benefit to implementing an energy management system.

The biggest benefit in implementing an energy management system is the well-defined goals we have developed, the structured approach to involve energy management in all facets of the organization, such as purchasing, maintenance, and engineering. The system allows for the continual improvement, and progression of the organization towards a self-sustaining culture of energy management.

Describe your relationship with UL DQS and how it has helped in the journey to become certified.

UL DQS and its team have been extremely valuable in its guidance towards our certification. The team was extremely knowledgeable in this field that has not become the "norm" in industry yet, however I feel they are the cutting edge of energy management. Thank you for making this achievement possible!

Contributed by: Ade Mir, P. Engineering, Lincoln, Electric



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Ramping Up the Return on Your Quality Investment



Running a business requires continuous oversight to ensure that all key personnel and staff are in tune with the company's mission, business objectives and goals. Inherent within these objectives are key quality metrics and business strategies which must be effectively monitored to ensure the company consistently meets their customer's and stakeholder's needs and expectations. In today's competitive market, companies that are both quality and customer centric set the bar that other companies try to emulate. These organizations get it. They understand that quality is not a destination, but a long journey that has its rewards along the way if properly managed. Policy, business strategies, benchmarking and innovation takes front and center for these organizations, and their bottom lines show it. When I speak with clients about their short and long term business objectives and strategies and how their quality objectives fit into their plans, I sometimes get various responses and even a question or two centered on how difficult it is to keep the two separate. Yes. Some clients still hold on to those "old school"

thoughts about quality and business objectives/goals and treat the two as if they were inexplicitly separate and unique. They are not – and should be integrated into the business plan in order to provide a consistent method of measuring progress toward key corporate and department objectives and goals. Keeping Senior Management informed and up-to-date on progress made with clear and concise data is a winning strategy.

The current series of ISO standards provides an array of quality management system principles that provides a good foundation to help you navigate the quality terrain and improve your business. For this article, I've selected four elements from the ISO9001:2008 standard that while not all inclusive, can help you with a good start to improving the return on your quality investment.

Analysis of Data: 8.4

As auditors, we are sometimes amazed by the sheer amount of data that is collected by some of our clients. When the identification, collection and analysis of data is

done in a collaborative manner with a clear understanding of why the data is necessary or beneficial to the organization and its mission, policies, objectives and goals, then you are on the right track. Data for data's sake is a practice that you want to avoid as the time and resources invested in analyzing data which does not serve any meaningful purpose in helping the organization achieve stated objectives or goals can erode your bottom line. The analysis of data should be dynamic and evolving, not static and outdated. It should provide key information on the health of your business and help you target areas that need improvement or areas that are consistently meeting expectations and can now be slotted for continuous improvement or "raising the bar" within the organization. I recommend that you be selective with the data that you collect and analyze. To do less is to spin your wheels and never get the traction from key information necessary to move your business forward

If there is one area that severely impacts your productivity and erodes customer confidence, it is product warranty failures

and recalls. Both can have an impact on your bottom line and brand. Timely and accurate assessments of warranty data is critical to ensuring that your organization remains focused on customer care. The Consumer Centric Warranty Management Manual CQI-14 2nd Ed. is an excellent source for information on how to collect, analyze and manage warranty failures and product recalls. The manual is published by AIAG and OESA for the automotive sector, but the requirements can be applied to any industry and offers some useful tools for analyzing warranty data and best practices for reducing warranty claims in the supply chain.

Internal Audits 8.2.2 and Continual Improvements: 8.5.1

In addition to providing data for validating the effectiveness of your quality management system, the Identification and coordination of internal audit assessment results can help you identify opportunities for improvement within the organization and can also help fuel your drive to implement both small and large scale CI projects. Data obtained from your Internal Audits can also assist with risk mitigation as it relates to products, environmental, health & safety, products warranty claims to name a few.

At the heart of driving continual improvements within an organization is that critical stage or time when it comes to critiquing your past CI projects to look at the strengths and weaknesses of the project launch, implementation and overall effectiveness in achieving the improvements. While a number of CI projects are well structured with clearly defined responsibilities, budgets, timelines, etc., prior to the launch stage, some fall flat when there is a lack of involvement /oversight by management to ensure the project stays on track and under budget. It is not uncommon when auditing CI projects to see missed timelines for scheduled tasks; changes to

the original project scope without required approvals; or a lack of urgency by the process owners or team based on their internal correspondence. Considering the cost of a CI project can be expensive for even small projects: You should always reflect back and critique your CI projects after completion to understand how effective the overall process was and what were the lessons learned that can be applied to the next project to keep you on track, under budget and realize the return on your ini-



tial investment.

Design & Development: 7.3

A robust Design & Development team is essential to taking a new or modified product design through a series of planned arrangements to ensure the customer's requirements including fit, form and function are met. Design and development is both a costly and time consuming endeavor that requires teamwork to ensure the project stays on track and under budget. It is a known fact in the industry that a number of product field failures and recalls can be traced back to faulty designs or designs that were not effectively managed. While all stages of the design review process are important and have a distinct purpose, the design review is especially critical to the success of the design process as it evolves, because it is at this stage that the team is able to collectively identify and address

problems in a cost efficient manner. Design Reviews are generally held to review the progress of the design plan, budget, timelines, data and the completion of assigned tasks and any action items (if applicable). With this in mind, the design review process and associated design review records are areas where you may want to consider looking at more closely the next time you conduct a process assessment of the Design and Development team. A close in-depth look at recently completed projects to verify full compliance with standard element 7.3 and your own internal requirements where applicable can provide some valuable feedback on how effective the overall design process was in meeting the project scope and budget.

If your organization is not design responsible, you should still pay close attention to the initial requirements sent to you by the customer or their designated third party. The review of both the initial design and any subsequent design changes should not be delegated to personnel

who do not fully understand new product design development or your current process capabilities. This practice can be costly over time and require a number of Design (ECO's – engineering change orders) and/or Manufacturing (MCO's – manufacturing change orders) to address design modifications. In short, the hidden cost and time undertaken to correct design problems can erode your bottom line and directly impact your ROI.

In a future edition of Impact, we plan to report on an organization that achieved some notable gains in their continual improvement efforts over the last couple of years with significant results.



*Al Madison
Project Manager,
Midwest Region
UL DQS Inc.*

Huron Consulting Group Achieves ISO 27001:2005 Certification

Huron Legal, a member of the Huron Consulting Group (NASDAQ:HURN), a leading provider of business consulting services has achieved ISO 27001:2005 certification for Information Security.

“Achieving ISO/IEC 27001:2005 certification emphasizes our commitment to protecting our clients’ information,” said James Zinn, managing director and head of Huron Legal’s Technology organization. “We are pleased that Huron Legal is being recognized for having implemented an information security management system that adheres to global standards and qualifies for such a prestigious accreditation.”

ISO/IEC 27001:2005 requires that organizations have a system to identify, design, and implement the information security controls and processes necessary to ensure confidentiality, integrity, and availability of its information assets. An independent, third-party audit by UL DQS Inc. found Huron Legal to have the requisite technical controls in place and formalized security policies and procedures that comply with internationally recognized standards. UL DQS Inc., one of the leading certification bodies for management systems, is accredited by the ANSI-ASQ National Accreditation Board (ANAB) for its ISO 27001 program.

When asked about the services offered by UL DQS, Joe Raschke, CISSP, CRISC Manager, IT GRC of Huron Consulting Group said, “Working with UL DQS is quite beneficial to Huron. Their guidance

and understanding of the ISO Standards, and their taking the time to thoroughly understand the unique application hosting model that we deliver to our clients was appreciated. Subrata Guha’s clear

approach to reviewing the requirements in a pre-assessment set the framework in the proper context, and we were able to directly address open issues that we had

Continued on page 16



UL DQS representatives, Michael Caruso, Hoss Parandeh and Subrata Guha, present the management team at Huron Legal, including Joseph Raschke, Patty Olsen, David Smiatacz and Beatriz Olivera, with their official certificates for ISO 27001:2005.

“Working with UL-DQS is quite beneficial to Huron. Their guidance and understanding of the ISO Standards, and their taking the time to thoroughly understand the unique application hosting model that we deliver to our clients was appreciated. Subrata Guha’s clear approach to reviewing the requirements in a pre-assessment set the frame work in the proper context, and we were able to directly address open issues that we had with both Internal Audit and Risk Management processes. The ISO 27001 and ISO 22301 Certifications area great stepping stones for Huron to show how our core values – Integrity, Pursuit of Excellence, Accountability, Collaboration, and Passion, are executed during our normal daily work lives.

Thank you UL-DQS!”

*Joe Raschke, CISSP, CRISC
Manager, IT GRC
Huron Consulting Group*

QUICK STATS

- Leading provider of business consulting services
- 2,283 employees with over 1,500 workstations worldwide
- 800+ clients including universities and hospitals

Transition Information from RC14001:2008 to RC14001:2013 and RCMS:2008 to RCMS:2013

The American Chemistry Council has released the timeline for transition to the 2013 version of the RC-14001 and RCMS standards.

- For all RC programs, UL DQS will begin auditing to the 2013 versions of the standards for all audits beginning January 1, 2014. This shall be identified on the agenda provided to the registered business.

- UL DQS auditors will complete required update training prior to auditing to the 2013 version.
- UL DQS auditors will make the determination of additional audit time required to facilitate the changes based upon organizational updates and the level of complexity of the business. The registered firm will be notified of any additional time during the planning process.

For existing registrations (those who are already certified to RC14001: 2008 or RCMS: 2008), nonconformities against the new elements of the 2013 versions of the Technical Specification shall be raised. These nonconformities against new elements of the Technical Specifications will not adversely affect existing certification status to the 2008 version of the Technical Specification until the end of the transition period.

Timeline for Inclusion of Process Safety Focus on RC-14001 and RCMS Audits

Beginning on January 1, 2014, UL DQS will include additional emphasis on Process Safety Code requirements during audits utilizing a designated ACC approach and checklist tool (provided by the ACC). This additional emphasis on Process Safety is for audits occurring at ACC member and Responsible Care® Partner HQ and facilities only.

During their audit conducted in the year 2014, ACC partners and member sites will be asked to show the auditor their Process Safety Code Implementation plan. Auditors will only be verifying that such a plan exists and that the following bullet points are addressed. (In 2014, auditors will not be sampling for evidence of implementation.)

The process safety Code Implementation plan shall, at a minimum, include:

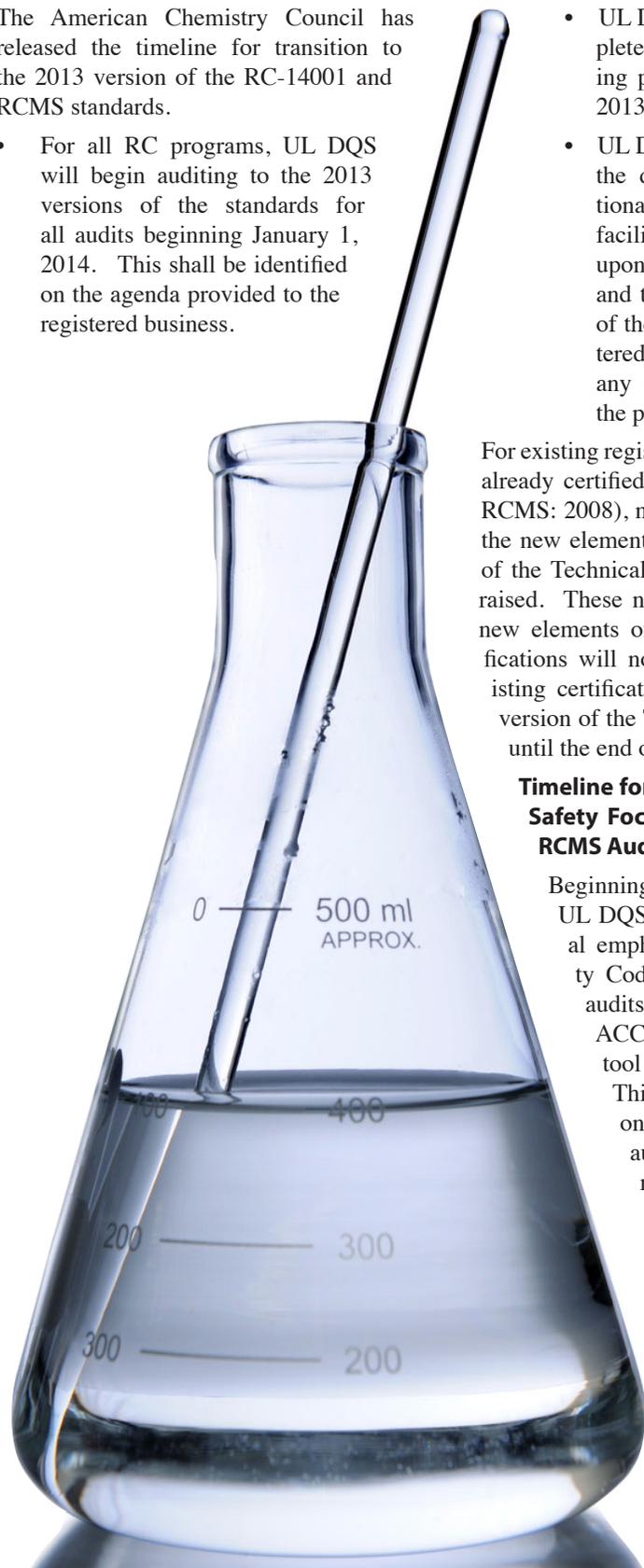
- Information on how the code applies to the organization's activities at the HQ and site level;
- Timelines/Milestones for implementing the Code's practices;
- Organizational accountabilities and responsibilities for implementing the Code;
- Evidence of senior leadership's participation (in the development) and/or approval of the plan.

Registrations with multiple sites may include all sites, in one plan, but should ensure that each location has a copy, and is aware of the plan. In the audit year 2015, the auditor will sample for evidence of progress against the plan. By 2016, auditors will expect to sample Process Safety Code practices as part of the normal audit process.

UL DQS anticipates a smooth transition to the new standards with value added results. If you have any additional comments or questions, please contact



Candace Orbaugh
East Region Business Manager



Food Safety Schemes – Choices for Customers

When it comes to determining the food safety scheme that is right for your business, the best choice is...it depends. It depends on a variety of factors concerning your business objectives. Global sourcing of ingredients has created the need for common standards that are aimed at ensuring the safety of food that is consumed by humans. There are several options for food manufacturers and processors that have been accepted under the Global Food Safety Initiative (GFSI). Certifications to an approved GFSI scheme are becoming more common as more organizations are expecting entire supply chains to adhere to one of the standards.

The GFSI has four main objectives to try and accomplish its mission.

1. Reduce food safety risks by delivering equivalence and convergence between effective food safety management systems.
2. Manage cost in the global food system by eliminating redundancy and improving operational efficiency
3. Develop competencies and capacity building in food safety to create consistent and effective global food systems
4. Provide a unique international stakeholder platform for collaboration, knowledge exchange and networking

The most popular standards are listed below to allow an organization to understand the purposes and differences between each standard.

BRC

The BRC is a food safety scheme aimed at product safety and quality. It is been globally implemented and is currently utilized in more than 100 countries. It specifies safety, quality and operational criteria in order to protect customers and comply with regulations.

Benefits of BRC

- Clear guidelines as to how food safety



should be addressed

- A straightforward certification process requiring an on-site audit,

FSSC 22000

A comprehensive food safety scheme, FSSC 22000 is for food manufacturers who supply major food retailers and focuses on quality, food safety and legality.

Benefits of FSSC 22000

- Provides a good framework for a food safety management system.
- Flexible allowing organization to define its own system and plan.
- Comprehensive requirements outlining effective HACCP studies and plan.
- Promotes continuous improvement in food safety.
- Focuses on food safety and legal compliance.
- Easily integrates with an organization's existing management system (quality management system, environmental management system, etc.)
- Applicable to a variety of sizes of organizations with different structures.
- Followed by large companies so that suppliers can easily align themselves.

SQF

SQF is a standard used to certify a supplier's food safety and quality management system and is meant to comply with domestic and international food safety regulations.

Benefits of SQF

- Enhances the organization's food safety management system.
- Demonstrates commitment to producing safe food.
- Enhances consumer confidence and brand equity in the products produced.
- Prepares organizations for inspection by regulatory authorities.
- Opens international markets.

IFS

The IFS Standard works to provide a uniform standard for quality assurance and food safety for retailer branded food items.

Benefits

- Straightforward certification process requiring only an on-site audit.
- Focuses on quality, food safety and legality. Safety and Quality certification are covered in one audit reducing need for further audits.
- Once certified, audits are annual.
- The IFS has a global network of offices covering Europe, the Americas, and Asia
- Suppliers are given a 12-month time period to make corrective actions (when not directly related to food safety or regulatory compliance)
- The IFS criteria are risk-based and there are no prescriptive elements
- The IFS Audit Portal is both a database and a reporting and notification tool
- The IFS offers an Integrity Program providing Quality Assurance and a formal

As you can see, there are many options for organizations to choose from. Determining which scheme is best for an organization, therefore, depends on a variety of circumstances. If an organization is looking to grow their markets beyond the borders of the United States, BRC and IFS have greater acceptance in the international

al community. FSSC 22000 is based on ISO 22000 and only needs verification that PAS 220 is also being followed in order to gain certification. Whichever scheme is chosen by an organization will only help to improve overall food safety and quality.

UL DQS recently interviewed a representative from Siemer Milling, a global supplier of milled wheat. They chose BRC as their certification scheme of choice helping them to provide quality and safe products to their customers. See below for more detailed information about Siemer Milling's path to BRC certification.



Please describe what you do at Siemer Milling.

Siemer Milling Company is a family-and employee-owned company with headquarters located in Teutopolis, IL. With mills located in Teutopolis, Hopkinsville, KY and soon to be in West Harrison, IN (2014), we supply milled wheat products to bakeries, mix plants and various industries, big and small throughout the US and the world.

We are engaged in the creation of grain based food that is wholesome and nutritious that includes but is not limited to, soft and hard wheat flours for cookies, crackers, cakes, breads, pretzels, batters and breadings, biscuits, pizza crust, and muffins. We offer wheat germ, wheat bran, and whole wheat flour along with our traditional flour, any of which can be heat treated to create stability or to achieve heightened levels of food safety.

At Siemer Milling Company, we have been striving to meet and exceed our customer's needs since 1882.

UL DQS provides third party auditing services for you. How long have you been

QUICK STATS

- Global supplier of milled wheat
- Family and employee owned
- 40 employees, 2 state of the art facilities
- Chose BRC to help provide safe quality products

certified to BRC?

We have two wheat flour mills that are about half-way through their second year of being BRC certified.

With all of the available schemes for certification, why did you choose BRC? Had you previously been certified to another scheme?

We have always been BRC. We chose BRC

Working with Siemer Milling is always a pleasure. They blend together the best of old world family traditions with the newest cutting edge technology in the milling industry.

Jill A. Carson
Food Program Manager
UL DQS, Inc.

because it is the best scheme for our type of business, the size of our company and our company culture.

Describe the team you have that is responsible for the implementation and adherence to the scheme.

At each location, we have a multi-departmental team of about 5 or 6 active members who also serve as the Food Safety Committee. These teams work closely with all employees to foster a pride of ownership when it comes to food safety.

What would you say the biggest benefits to certification to BRC are for Siemer Milling?

It has provided us with a means of organiz-

ing, monitoring and reacting to all aspects of food safety within our company and as a part of our customer service program.

What would your advice be to another company that may be considering registration to this scheme.

My recommendation is that they study the three to five top schemes in their segment of the food industry. Contact like-sized companies the have implemented a GFSI standard and assess your culture. After determining which one has a fit for you, set up a team and develop a program. At least one gap analysis by a certified auditing agency is also highly recommended.

Describe your corporate culture with regard to the standard.

Though it was not easy to accept, we have full company buy-in from the top person to the most recently hired employee. After less than two years of being certified, all employees demonstrate a strong pride of ownership for all aspects of food safety.

Have you noticed any trends since implementing the scheme that have helped to improve business processes?

Yes, aside from the strong food safety impact, we are starting to see a strong influence on customer audits and surveys. Initially, it appeared we were getting an increase in audits and supplier surveys from our customers. Recently, though the audits and surveys haven't decreased yet, we are hearing directly from customers that they will. We, as a company, strongly feel that we have done the right thing!

Curt Anderson, Siemer Milling

New Rules Regarding ISO/TS 16949

The new ISO/TS 16949 rules will apply as of April 1, 2014. Here are some of the most important changes for our clients.

Extended Locations

- Current locations that have the character of an extended workbench (Extended Locations), which have so far been listed in the certificate of a production location, must obtain their own ISO/TS certificate by the end of April 2015.
- The audit for this location must be performed prior to the planned audit for the current main location.
- It is not necessary to conduct a Stage 1 Audit.
- The work required for a recertification must be included in the planning.

Consultant

- Consultant may not be present at the location

Decertification

- The decertification process is initiated in the case of nonconformities

from the recertification audits or if a monitoring audit was aborted.

- Exceeding audit deadlines.
- A new initial certification must be performed if the audit deadlines are exceeded for recertifications.

Client information for audit planning

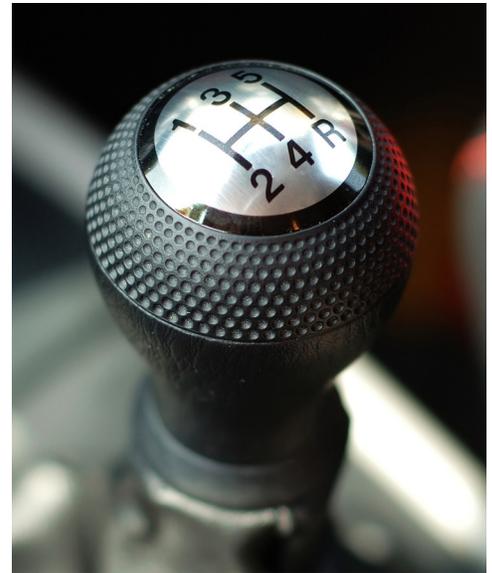
- The client must provide certain information for audit planning purposes. If not, the missing information must be assessed prior to the start of the audit (not a part of the audit period)

No logos on certificates

- The ISO/TS certificates may no longer contain client logos.

Nonconformities

- In the case of nonconformities, the client is required to forward an action plan to the auditor within sixty calendar days after the end of the audit (immediate action, cause, implemented corrective actions, and verification of corrective actions).
- The auditor must assess the noncon-



formities within ninety calendar days.

Certifications for sub-areas

- Certificates of non-automotive areas are now possible again under certain conditions and with the approval of the VDA-QMC.

How Does Your Organization Manage Change?

As a third party Auditor for over 15 years, I have seen a common breakdown in business management systems. That breakdown is managing change. It disguises itself as “just do it” issues identified in internal audit findings, small issues in customer complaints, third party audits and personnel changeover.

Organizations are not driving down in root cause deep enough when procedures are not up-to-date with current practice or the description of the process no longer matches what is actually happening. The first and easiest response is “failed to update procedure.” This seems obvious. But you need to know why. What in the system allowed the organization to make a change in the process and not consider procedures, work instructions and other affected activities not to be updated?

I’m sure that many of you see these responses and accept them for the action and move on to the next “just do it” response. When these types of responses are re-



ceived, the organization must ask, “What is our process for managing change?”

The amount of detail that you need for managing this process is totally dependent on the type of change implemented. What type of change is occurring? What are some of the key items that must be reviewed for any change? Are ECNs required? Is there an environmental impact? Does the customer need to be notified? Are there procedures /work instructions to consider? Don’t simply answer yes and move on. The process should allow for those items answered yes to come back and validate completion of the task and

any actions that were taken.

Some of the best systems that I have seen are electronic. The organization has the ability to select the category of change taking place and the appropriate questions are identified and are complexity dependent. The process should also track closure of change and evaluate the effectiveness of the change to accomplish its intended goal.

The key is not to take minor changes for granted. Those changes can have significant impact on products or processes that were never considered. The organization can’t afford the risk and potential rework involved and neither can the customer. Take the time to do it right the first time and control change activities instead of cluttering up the system with rework issued through audits and corrective actions.



Cindy Soltis,
West Region Business Manager
UL DQS

Borouge Completes RC 14001:2008 Certification Audit

Borouge made a strategic decision to get certified to RC 14001:2008 (Responsible Care® Certification) to reinforce its commitment to a sustainable world through responsible production of innovative products, in line with its vision of 'Shaping the future with Plastics'.

Borouge embarked on its journey towards Responsible Care® in 2011, when the CEO's Declaration of Support for Responsible Care was signed off by CEOs – Mr. Abdulazeez Alhajri and Mr. Wim Roels.

Surpassing several hurdles in this journey, Borouge has finally been recommended for RC 14001:2008 Certification for their Abu Dhabi Head office, Ruwais plant, Marketing Head office, all locations where we operate currently and the Compound Manufacturing Plant, making the company one among the few to take up the challenge to go for Certification for their global operations.

Responsible Care® is the chemical industry's global voluntary initiative under which companies, through their national associations, work collaboratively to improve health, safety and environment (HSE) performance.

A core team was gathered to implement the Responsible Care® management system in the company. The existing integrated management system and HSE Management System were aligned to the new requirements as per RC 14001:2008. Moving ahead, 15 auditors were trained as lead auditors for the RC 14001:2008 standard.

Massive campaigns were arranged to raise the awareness levels of employees with re-

spect to this standard.

To assess the readiness of the management system, a detailed internal management system review was organized in October, 2012, in all locations of Borouge, worldwide. This was followed up with an extensive RC 14001:2008 audit at the compound manufacturing plant as well. The readiness of Borouge to go ahead with external third party certification was conferred by the leadership and the external auditors were invited to begin the process.

Planning of the audits was complicated and auditors from USA, UAE and Hong Kong helped to ensure that our production, as well as, marketing companies were audited at the same time. The planning involved active participation of the Corporate Audit & Assurance Function team members and the Corporate HSE Function team members.

During the audit, all area VP's were involved extensively in various discussions to demonstrate conformance to the standard clause requirements. Audits covered the following areas:

1. Management System Planning (Corporate Audit and Assurance Function, CHSE Function)
2. Information Technology
3. Human Resources & Administration
4. Procurement
5. Production Functions (PA, PO, Olefins, Utilities and Offsite, Site Supply Chain, Technical Group etc)
6. Sales and Marketing – MEA, SEA regions
7. Wire & Cable



- Leading provider of innovative, value creating plastics solutions
- 3,000 employees serving customers in 50 countries
- Production capacity of 4.5 million tons scheduled in 2014
- Takes part in the Water for the World™ initiative

8. PTE HR
9. Product Stewardship
10. Contractor Management
11. Ruwais Distribution Centre
12. Compound Manufacturing Plant
13. Singapore Hub

The audit was conducted professionally by UL DQS. The objective of the audit was to assess the conformity level of Borouge to the standard requirement. The attitude shown by the auditors was positive, thereby encouraging auditees. This gave Borouge a tremendous opportunity to learn best practices, and also to understand that there are good practices within Borouge, which can be benchmarked as industry best practice. A few best practices included:

1. Independent role of IMS Audit and Assurance Department in the integrat-



Borouge Quality Control Team with UL DQS Inc. auditors, Bert Simon and Jennifer Kirley.

- ed management system.
2. Multiple layers of assurance in terms of a controlled self- assessment checklist, IMS review, apart from the inspections and audits that CHSE conducts.
 3. Technological improvements brought in at the plant in loading of containers (Site Supply Chain).
 4. Market outreach through various ef-

forts taken by the marketing team in their respective areas, which has a direct impact on the global environment.

5. Risk assessment methodologies evidenced within Borouge.
6. Good awareness among employees regarding the health, safety and environmental considerations.
7. A transparent mechanism adopted to solve problems of stakeholders.

Huron, from page 6

with our Internal Audit and Risk Management processes. The ISO 27001 and ISO 22301 Certifications are great stepping stones for Huron to show how our core values – Integrity, Pursuit of Excellence, Accountability, Collaboration, and Passion, are executed during our normal daily work lives.”

Mr. Raschke expressed his gratitude for the

team at UL DQS in helping them achieve this accreditation. Huron Legal is a great example of one of the many applications appropriate for ISO standards. Service organizations can benefit greatly through the implementation of different ISO standards. The continuous improvement paradigm is applicable regardless of the business.

*By: James Zinn
Managing Director/Head
Huron Legal Technology*



OUR SERVICES

- Certification Assessment Services
- Management System Training Classes
- Internal and Supplier Audits

OUR COMPETENCIES

- ISO 9001
 - AS 9100/9120
 - ISO 22000
 - ISO 20000
 - ISO/TS 16949
 - ISO 27001
 - BS25999/SS540
 - eSCM
 - TL9000
 - IRIS
 - ISO 13485
 - ISO 14001
 - OHSAS 18001
 - ESD S20.20/ IEC
 - ISO 50001
 - CMMI
 - BRC
 - BRC IOP
 - FAMI-QS
 - HACCP
 - FSSC 22000
- ...and many more

www.ul-dqsusa.com

For assistance,
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