|  |  |
| --- | --- |
| **Title 4** | **Customer and need** |
| Introduction | **Establishing customer loyalty (how to anticipate and satisfy their needs and expectations)**  Scope: Production company  Target group: Director, quality director, quality manager, sales manager |
| Situation | Ms. Thethumb, sales manager at Nicetoy company has issued an alarming report to top management. For some months the Nicetoy company has had stagnating sales and for some customers lower annual orders.  Ms. Thecheek, quality director is not very surprised because recently the production nonconformities have begun to fill up the prison.  Mr. Thearm, the Director, will undertake actions to allow the company to recover very quickly. |
| Challenge | Mr. Thearm must choose one of these solutions:  1. Achieve a technological breakthrough with a new line of toys  2. Stand out from the competition with unbeatable prices  3. Quickly recruit a marketing agent out of a top college  4. Contact the customer and identify the problem |
| Solution 1 | False  Comment  Before identifying the causes of this loss of market, a new line of toys cannot be a short-term solution!  A technological breakthrough is valid in the long term and requires a significant investment |
| Solution 2 | False  Comment  Before identifying the causes of this loss of market, lowering prices may not be a short-term solution!  Using very low prices is bold but it is not a guarantee of success and can have disastrous financial consequences |
| Solution 3 | False  Comment  Before identifying the causes of this loss of market, relying on a new marketing agent cannot be a short-term solution!  A new marketing agent can bring benefits but it takes a lot of time and requires a significant investment |
| Solution 4 | True  Comment  Mr. Thearm, Ms. Thethumb and Ms. Thecheek will tour the most important customers and identify their needs, expectations and desires!  Frank discussion with customers, understanding their needs and anticipating their wishes is a prerequisite to the recovery of the company. Ensure flawless deadlines and impeccable quality to regain the trust of customers. Then ask Ms. Thecheek to find the causes of the intolerable amount of nonconformities and quickly implement an action plan. |

|  |  |
| --- | --- |
| **Title 16** | **Priority tasks** |
| Introduction | **How to choose priorities**  Scope: production or service company  Target group: directorr, QSE manager, QSE team |
| Situation | After some delays recently accumulated, Mr. Thehand, director of Nicetoy, asks Mr. Thenose, QSE manager, to give him (by Thursday evening) a plan of activities to be performed next week.  Tasks with delays:  A. Analyze the boxes of nonconformities in the "prison" and decide their fate  B. Call Ms. Verynear of the customer Mytoy to inform her of actions undertaken in response to the return of the 3 defective products  C. Train people on the list of procedure validation on the Intranet  D. Finalize the annual program of internal audits |
| Challenge | Mr. Thenose meets his team and together they choose priorities in this order:  Solution 1. B, A, C, D  Solution 2. A, B, C, D  Solution 3. C, B, A, D  Solution 4. D, A, B, C |
| Possible solution 1 | True Comment  Responding to the customer is the first priority!  B. Finding the root causes, implementing the necessary actions, writing the 8 D report and sending it to Ms. Verynear is the most important and most urgent task  A. Dealing with nonconformities is a second priority that should not wait  C. Training people to be able to validate the procedures is important but is not an emergency  D. The annual audit program may change during the year, so it is not very urgent, but do not forget to do it |
| Possible solution 2 | False Comment  Customer returns are external nonconformities and are even more important than internal nonconformities!  A. Dealing with nonconformities is a second priority that should not wait  B. Finding the root causes, implementing the necessary actions, writing the 8 D report and sending it to Ms. Verynear is the most important and most urgent task  C. Training people to be able to validate the procedures is important but is not an emergency  D. The annual audit program may change during the year, so it is not very urgent, but do not forget to do it |
| Possible solution 3 | False Comment  Internal training should be performed after the customer returns and the treatment of nonconformities!  C. Training people to be able to validate the procedures is important but is not an emergency  B. Finding the root causes, implementing the necessary actions, writing the 8 D report and sending it to Ms. Verynear is the most important and most urgent task  A. Dealing with nonconformities is a second priority that should not wait  D. The annual audit program may change during the year, so it is not very urgent, but do not forget to do it |
| Possible solution 4 | False Comment  The audit program can wait a little longer. Responding to the customer is the first priority!  D. The annual audit program may change during the year, so it is not very urgent, but do not forget to do it  A. Dealing with nonconformities is a second priority that should not wait  B. Finding the root causes, implementing the necessary actions, writing the 8 D report and sending it to Ms. Verynear is the most important and most urgent task  C. Training people to be able to validate the procedures is important but is not an emergency |

|  |  |
| --- | --- |
| **Title 21** | **Interested parties** |
| Introduction | **How to better determine the relevant interested parties**  Scope: production or service company  Target group: Quality manager, department heads |
| Situation | In the company Nicetoy Mr. Thenose, quality manager, brings together the heads of some departments to update the relevant interested parties of the company. After a discussion in which everyone had a say a consensus emerged on the external providers: raw materials suppliers, consumable suppliers, electricity provider, water provider, gas provider, telephone provider, internet provider, maintenance subcontractors, banks, insurers, retailers, transporters and security agency.  Mr. Thenose has established three lists by priority:  List A: customers, employees, consumers, shareholders, investors, external providers, industry organizations, industry associations, legal authorities, regulators, partners, competitors, certification bodies, fire department, ambulance, local associations, NGOs, press, TV, radio  List B: employees, customers, consumers, shareholders, investors, external providers, industry organizations, industry associations, legal authorities, regulators, partners, competitors, certification bodies, fire department, ambulance, local associations, NGOs, press, TV, radio  List C: shareholders, certification bodies, external providers, customers, employees, consumers, investors, industry organizations, industry associations, legal authorities, regulators, partners, competitors, fire department, ambulance, local associations, NGOs, press, TV, radio |
| Challenge | Which is the most relevant list?  Solution 1. List A  Solution 2. List B  Solution 3. List C |
| Solution 1 | False  Comment  Customers are important but before looking for a customer and trying to satisfy its needs you must produce something!  It is not by chance that Vineet Nayar’s book is entitled "Employees First, Customers Second" |
| Solution 2 | True  Comment  The staff is the most important interested party. Before looking for a customer you must produce something!  It is not by chance that Vineet Nayar’s book is entitled "Employees First, Customers Second" |
| Solution 3 | False  Comment  Shareholders are important but before distributing dividends to shareholders you must produce something and then look for customers!  It is not by chance that Vineet Nayar’s book is entitled "Employees First, Customers Second" |

|  |  |
| --- | --- |
| **Title 19** | **New line** |
| Introduction | **How can a strategic project be successful**  Scope: Production company  Target group: company director, production manager, executive committee |
| Situation | After a few years, the sale of Nicetoy company's flagship products stagnates and the most important customers (80% of turnover) show no visible signs of increased orders. Mr. Thearm, Nicetoy director, organizes a meeting of the executive committee to find a lasting solution. He explains that a credit of 4 million euros with a rate of 2.5% will certainly be granted by the bank if a well-designed plan is filed before the end of next month. This funding will be used to purchase and implement an automatic (and ecological) line for painting of the main components of the MX series (electric sports cars). |
| Challenge | A team is quickly formed with project leader Mr. Theback, production manager. After a few meetings, two proposals are submitted to the director. What will be the executive committee’s choice?  Choice 1  Organize work optimally   * Involve all staff in the project * Convince people that work in 3 shifts is essential   Manage performance   * Link the project with the business plan * Communicate project progress regularly (dashboard with result indicators)   Develop new skills   * Train staff in specific requirements of the automatic line at the manufacturer (one week) * Involve staff during installation and testing of equipment   Choice 2  Get a turnkey delivery line   * Include compensation from the manufacturer for each day of delay * Include a clause that a manufacturer's representative is on-site during the first two months to resolve any problem at the start of the line   Manage Risk   * Provide a reserve stock of goods in case there is a problem that will lead to a delay at the start of the line * Recruit interim personnel in order not to disturb the staff leave and holidays   Develop new skills   * Train staff in specific requirements of the automatic line at the manufacturer (two weeks) * Train staff in the theory of automatic painting lines |
| Choice 1 | True  Comment  Organizing work, managing performance and developing new skills is a wise order of priorities!  Involving staff in the project is essential to the success of the automatic line. Communicating the progress of the project will raise awareness and gain a sense of ownership. Training staff and getting staff to participate during the installation of the line is a guarantee to have no unpleasant surprises during the start of the line. |
| Choice 2 | False  Comment  Wearing a belt and suspenders is good, but in a company it's expensive!  The turnkey delivery can be expensive. If we focus on delay damages, the total price of the line will increase. Requesting the presence of a manufacturer's representative on site for two months is good, but it's expensive (the total price of the line will increase). Staff participation during the assembly of line equipment is a better choice. Providing a reserve stock is good, but it is expensive and may delay the launch of the new line. Hiring interim personnel is a solution when orders are abundant, but it is not a response to not disturbing the leave of some people. Training staff for a long time (two weeks) and on theory is not mandatory and is expensive. |

|  |  |
| --- | --- |
| **Title 26** | **New risk** |
| Introduction | **How to better manage a new risk**  Scope: Production or service company  Target group: Risk manager, risk team members |
| Situation | A new risk, not present in the risk register has been identified and notified to Mr. Theelbow, risk manager of Nicetoy. With the members of his team, Mr. Theelbow must decide what action to take first. |
| Challenge | How to proceed?  Solution 1. Discuss with team members to evaluate the risk  Solution 2. Discuss with team members to analyze the risk  Solution 3. Discuss with team members to treat the risk |
| Solution 1 | False  Comment  Evaluating the risk is mandatory but before that the risk must be analyzed!  Analyze the risk is the action to take first. |
| Solution 2 | True  Comment  Analyze the risk is the action to take first!  Afterwards we will be able to evaluate it and treat it. |
| Solution 3 | False  Comment  Treating the risk is mandatory but before that the risk must be analyzed and evaluated!  Analyze the risk is the action to take first. |

|  |  |
| --- | --- |
| **Title 27** | **Risk register** |
| Introduction | **How to better know when to update the risk register**  Scope: Production and service company  Target group: Risk manager, risk team members |
| Situation | The risk register is the file containing the information relating to the identified risks. Mr. Theelbow, risk manager of the company Nicetoy with the members of his team regularly updates the register. |
| Challenge | The risk register is an output element of which process?  Solution 1. Identify the risk  Solution 2. Analyze the risk  Solution 3. Evaluate the risk  Solution 4. Treat the risk |
| Solution 1 | True  Comment  One of the output elements of the risk identification process is the risk register!  Identifying the risk is finding and describing the risks that can influence the achievement of objectives. |
| Solution 2 | False  Comment  The risk register is one of the output elements of the risk identification process!  Identifying the risk is finding and describing the risks that can influence the achievement of objectives. |
| Solution 3 | False  Comment  The risk register is one of the output elements of the risk identification process!  Identifying the risk is finding and describing the risks that can influence the achievement of objectives. |
| Solution 4 | False  Comment  The risk register is one of the output elements of the risk identification process!  Identifying the risk is finding and describing the risks that can influence the achievement of objectives. |

|  |  |
| --- | --- |
| **Title 29** | **Risk treatment** |
| Introduction | **How to treat a risk**  Scope: Production or service company  Target group: Risk manager, members of the risk team |
| Situation | Mr. Theelbow, risk manager of the company Nicetoy, is notified of a threat of rust appearing, in a very salty environment, on the central part of the handlebars of the tricycle. Together with the members of his team Mr. Theelbow has to decide which solution to choose. |
| Challenge | Solution 1. Replace the handlebar steel with stainless steel.  Solution 2. Add a thin layer of grease and a plastic protection.  Solution 3. Do nothing special because it is a seasonal toy. |
| Solution 1 | True  Comment  Refusing the risk is the best solution!  Removing the root cause of the risk is always very good, but it can be expensive. |
| Solution 2 | True  Comment  Risk mitigation is a very good solution!  It will reduce the likelihood of rust occurrence. It is often the cheapest solution. |
| Solution 3 | False  Comment  Tolerating risk is possible, but it is not very honest!  The company's image can suffer very easily. |

|  |  |
| --- | --- |
| **Title 30** | **Change** |
| Introduction | **How to control a change**  Scope: Production company  Target group: Production manager, purchase manager |
| Situation | The request to increase the wheel size of the tricycle is an unusual change. For Mr. Theback, production manager at Nicetoy, it is realistic and within the current budget. But according to Mr. Theelbow, purchasing manager at Nicetoy it results in a more powerful brake, therefore more expensive. What can be done? |
| Challenge | Solution 1. Use current budget and reduce profits  Solution 2. Increase the budget and keep the profits  Solution 3. Change nothing and keep the profits |
| Solution 1 | True  Comment  It's a realistic solution!  It is better to reduce profits but keep and maybe even expand the market. |
| Solution 2 | True  Comment  It's a good solution!  Keeping the profits is always good, but it will increase investments. |
| Solution 3 | False  Comment  We can't keep the same profits without increasing the budget!  Wanting to have your cake and eat it too is fine, but it's not very realistic. |

|  |  |
| --- | --- |
| **Title 17** | **Communication** |
| Introduction | **How to have smart communication**  Scope: production or service company  Target group: director, production manager, QSE manager, customer |
| Situation | This month, the two Target group holidays may cause a delay in the delivery of products PX1 to the Mytoy customer who has already shown signs of concern (Ms. Verynear, Mytoy director, phoned twice this week). Mr. Thehand, Nicetoy director, asked Mr. Theback, production manager, to send him an action plan to meet the deadline for the Mytoy delivery by no later than Friday morning. |
| Challenge | Mr. Theback gathers his team and together with Mr. Thenose, QSE manager, they choose to respond to the director as follows:  Solution 1. Perform the following tasks:  • identify all the potential risks  • analyze the risks  • find the root causes  • evaluate each risk  • prioritize  • select the means to address the risks (action plan)  • reassure the customer, informing them of the action plan  Solution 2 Decide:  • to draw up the action plan  • to send a soothing email to the customer  Solution 3. Require an additional week to provide a detailed and adequate response |
| Possible solution 1 | True Comment  Transforming a big task into smaller tasks facilitates the achievement of the goal!  "Simple solutions for now, perfection for later."  Communicating with the customer is a win-win approach. Explaining the action plan will certainly reassure them. |
| Possible solution 2 | False Comment  Deciding is good, but doing it is better!  Performing the big task (action plan) head-on can lead to the non-identification of risks and discourage members of the team.  Communicating with the customer is a win-win approach.  Emailing is fine, but talking on the phone to explain and reassure is better! |
| Possible solution 3 | False Comment  Meeting the deadline for delivery is a priority that cannot wait!  "Simple solutions for now, perfection for later."  Communicating with the customer is a win-win approach. |

|  |  |
| --- | --- |
| **Title 24** | **Design review** |
| Introduction | **How to conduct a design review without holding a meeting**  Scope: production company  Target group: Design manager, project members |
| Situation | At planned project stages, can we conduct a design review without attending a meeting? |
| Challenge | The design manager has reread the requirements of the standard and brought together members of the project. He asks all members, “How can a design review be conducted?”  Solution 1. The design review must necessarily be conducted on site, with the participation of all members  Solution 2. The design review may be conducted by email  Solution 3. The design review can be conducted by paper circulation |
| Solution 1 | False  Comment  Nowhere in the standard is it stated that the design review must be conducted by holding a meeting!  The purpose of the review is to evaluate the ability of the results to meet requirements, identify potential problems and propose actions. |
| Solution 2 | True  Comment  The important thing is to evaluate the ability of the results to meet requirements, identify potential problems and propose actions!  The method is not important, what matters is that the requirements be met and the results documented (even in electronic form). |
| Solution 3 | True  Comment  The important thing is to evaluate the ability of the results to meet requirements, identify potential problems and propose actions!  The method is not important, what matters is that the requirements be met and the results documented (do not forget to write your name and the date next to your signature). |

|  |  |
| --- | --- |
| **Title 25** | **Selecting suppliers** |
| Introduction | **How to select a supplier without an audit**  Scope: Production company  Target group: Purchasing manager, sales manager, QSE manager |
| Situation | Mr. Theelbow, purchasing manager of Nicetoy company, must select suppliers (external providers) for a new raw material for the wheels of the new toy PX1.  Among the 10 potential suppliers contacted, 3 declined to be audited.  Mr. Theelbow meets with Mr. Thenose, QSE manager, and Ms. Thethumb, sales manager, to decide how to evaluate and select at least two suppliers for this raw material. |
| Challenge | How should suppliers be selected and should we exclude the three who declined to be audited?  Solution 1. Select suppliers only among those who agree to be audited  Solution 2. Select suppliers according to several criteria, one of which one is auditing  Solution 3. Select suppliers according to criteria, in which auditing is not included |
| Solution 1 | False  Comment  The evaluation and selection of suppliers is a process in which the audit is only one criterion!  The supplier evaluation criteria are numerous (risk, performance) and the audit is not fundamental. |
| Solution 2 | True  Comment  The supplier evaluation criteria are numerous (risk, performance) and the audit is not fundamental!  It's always better to be able to audit the supplier on site, but it is not mandatory, and when the supplier is far away the costs of the audit may be too high. |
| Solution 3 | True  Comment  The supplier evaluation criteria are numerous (risk, performance) and the audit is not mandatory!  The audit of a supplier cannot be an exclusion criterion. Other criteria are often more important, such as the risk to the ability to meet product requirements, regulations, costs and deadlines. |

|  |  |
| --- | --- |
| **Title 1** | **Process stability** |
| Introduction | **How to check the stability of a process (which tool to use)**  Scope: Production company  Target group: Quality manager, quality technician, production manager, project leader, area manager, team leader |
| Situation | In the company Nicetoy, Mr. Thenose, quality manager, asks the team leader, Mr. Theleg, to give him the amount to produce and nonconformities per hour on the MX2 machine that morning.  At half past twelve, Mr. Theleg presents a table with the following figures:   |  |  |  | | --- | --- | --- | | hour | quantity | nonconformities | | 7.00 - 8.00 | 1000 | 11 | | 8.00 - 9.00 | 2000 | 21 | | 9.00 - 10.00 | 1500 | 16 | | 10.15 - 11.15 | 350 | 12 | | 11.15 - 12.15 | 250 | 9 | | total | 5100 | 69 | |
| Challenge | Mr. Thenose must check whether the process is stable.  What is the simplest tool to check the stability of the process?  1. Scatter diagram  2. Control chart  3. Pareto chart  4. Check sheet |
| Scatter diagram | False  Comment  The scatter diagram can find a possible dependence between two variables. In our case, Mr. Thenose cannot check if the process is stable with this tool! |
| Control chart | True  This is the correct tool to use! Adding a column with percentages and a chart, it is clear that there was a very high percentage of nonconformities from 10.15 am. Of course, those at ease with math, can calculate the upper limit and achieve the same result: the number of nonconformities after 10.15 am exceeds the (upper) critical limit.  The table with the column added:  hour quantity nonconformities % of NC (nonconformities)  7.00 - 8.00 1000 11 1.1  8.00 - 9.00 2000 21 1.05  9.00 - 10.00 1500 16 1.07  10.15 - 11.15 350 12 3.43  11.15 - 12.15 250 9 3.6  total 5100 69 1.35  The chart:  Mr. Thenose must stop the process immediately (the machine was out of order after the 10 o’clock break) and implement an action plan (find the cause and implement the necessary actions). |
| Pareto chart | False  Comment  The Pareto chart enables us to tackle the problems by priority. In our case, Mr. Thenose cannot check if the process is stable with this tool! |
| Check sheet | False  Comment  The check sheet can be used to quickly find the type of nonconformity. In our case, Mr. Thenose cannot check if the process is stable with this tool! |

|  |  |
| --- | --- |
| **Title 12** | **Audit readiness** |
| Introduction | **How to prepare one’s audit**  Scope: production or services company  Target group: director, QSE manager, auditors |
| Situation | Mr. Thehand, director of the company Nicetoy, asks Mr. Thenose, QSE manager, to carry out refresher training on internal audit basics. The preparation of an audit is an important part of the skills of the auditor to conduct an audit with added value. |
| Challenge | During training auditors learn, among other things, to prepare each audit and behave kindly. What is the best behavior among the possible examples given below:  Solution 1. Have a thorough knowledge of the audited process, do not refrain from distributing expert advice, look for discrepancies in procedures  Solution 2. Search for discrepancies in procedures against the requirements of the standard, be very strict with the documentation  Solution 3. Ask simple and clear questions, listen to the auditee carefully, perform a documentation review beforehand, comply with the audit plan, don’t distribute opinions |
| Solution 1 | false  Comment  The auditor does not know, the auditee is the one who knows fully the activities of the process!  The auditor asks questions to learn. The auditor should never distribute advice. Looking for discrepancies in procedures is a practice of the 1990s. |
| Solution 2 | false  Comment  Neglecting the workshop in favor of the documentation is not commendable behavior!  Looking for discrepancies in procedures is a practice of the 1990s. A process may be effective without much documentation. |
| Solution 3 | true  Comment  This is the best behavior to have!  The auditor should be curious, attentive and have lots of other qualities to achieve the objectives of an audit: improve the management system performance. |

|  |  |
| --- | --- |
| **Title 20** | **Audit program** |
| Introduction | **How to control the risks associated with the audit program**  Scope: production or service company  Target group: director, QSE manager, auditors |
| Situation | Mr. Thehand, director of the company Nicetoy, as the client of internal audits, asks Mr. Thenose, QSE manager, to control the risks associated with achieving the objectives of the audit program. |
| Challenge | Last year, the director, Mr. Thehand, appointed Mr. Thenose as the person in charge of managing the audit program. From the examples of solutions listed below, which paths about risk control associated with the audit program should Mr. Thenose choose?  Solution 1 Communicating the audit program two months in advance to all auditors and auditees  Solution 2 Use quality tools without moderation  Solution 3 Monitor weekly audit outcomes, proposed actions and actions follow-up  Solution 4 Improve the audit procedure |
| Solution 1 | True, Comment  Communicating earlier the audit program to all those involved avoids the risks associated with the lack of people to carry out audits!  Auditors and auditees will be available when they are notified well in advance. |
| Solution 2 | False, Comment  Quality tools are numerous, some are even related to risk management, but it is better to rely on common sense!  Favoring simple solution is often the best choice. Simple is beautiful, complex is ugly. Richard Koch. |
| Solution 3 | True, Comment  Monitoring the smooth conduct of the audit program weekly avoids any risk of drift (delay or omission)!  The achievement of objectives of the audit program requires regular monitoring of the implementation and audit outcomes. |
| Solution 4 | False, Comment  Improving the audit procedure is not a guarantee that this will help us achieve the objectives of the audit program!  Controlling the risks associated with the audit program consist mainly of identifying anything that may endanger the activities to:  • establish  • implement  • monitor and  • review the audit program |

|  |  |
| --- | --- |
| **Title 10** | **Auditor question** |
| Introduction | **How to ask an audit question properly**  Scope: production and service company  Target group: director, HRD, QSE manager, auditors |
| Situation | Mr. Thehand, director of the company Nicetoy, as the client of internal audits, asks Ms. Thearm, human resources director, to carry out training to improve the competence of internal auditors. Ms. Thearm knows from Mr. Thenose, QSE manager, that an audit can bring added value when the auditor knows how to ask the right persons the right questions. |
| Challenge | Which of the following questions may be the right ones to ask:  Question 1. Can you show me implemented improvements of your process since last year’s audit?  Question 2. What improvements of your process can you suggest?  Question 3. If we changed the old manual machine with a new automatic machine what would be the performance improvement of your process?  Question 4. Is communication on management commitment working at all levels? |
| Solution 1 | true  Comment  Asking to see improvement results is a good question to ask!  It is a way to find new opportunities for improvement together. |
| Solution 2 | false  Comment  Never ask such a question!  The auditor asks questions to learn and does not directly ask the auditee to find improvements. The auditee may list claims (more means, more staff, better pay , less work) that the auditor is not expected to answer. |
| Solution 3 | false  Comment  If ifs and ands were pots and pans there'd be no need for tinkers  The auditor should avoid asking “if” questions because it is a slippery slope and moves the audit away from reality. Anyhow, regardless of the response of the auditee, this could not be verified. |
| Solution 4 | false  Comment  Avoid closed question!  The auditee can easily answer "yes" and we will not progress further. This question is best asked differently: How would you assess the functioning of the communication on management commitment at all levels? |

|  |  |
| --- | --- |
| **Title 18** | **Audit report** |
| Introduction | **How to write the audit report properly**  Scope: production or service company  Target group: director, QSE manager, auditors |
| Situation | Mr. Thehand, director of the company Nicetoy, as the client of internal audits, asks Mr. Thenose, QSE manager, to carry out refresher training on internal audit basics to improve audit reports. |
| Challenge | During the training, auditors learn, among other things, to produce audit reports with added value. Which is the right method to choose between the examples of possible solutions listed below:  Solution 1. Enumerate by priority all identified gaps  Solution 2. Include proposals for corrective actions to implement  Solution 3. Include opinions for improvement  Solution 4. Include recommendations on improvement opportunities |
| Solution 1 | False  Comment  Focusing on the gaps and their classification is valid for external audits (certification)!  Searching for gaps during an internal audit so as to rank them in order of importance is a waste of time and resources. Finding a progress track together (auditor and auditee) to overcome a gap is much more appropriate. |
| Solution 2 | False  Comment  The auditee is the only one to decide what action to implement when an opportunity for improvement is found!  Any improvement action will be implemented after the audit. In the audit report, we only include the title of the action, the person in charge, and a deadline. |
| Solution 3 | False  Comment  Omit any personal opinion (even about improvement) in the audit report!  Each opinion is subjective and is not based on verifiable facts. Formulating and proposing recommendations is another thing. |
| Solution 4 | True  Comment  Any recommendation for improvement can be only beneficial!  The auditor makes recommendations to the auditee. After discussion, the auditee commits to implementing actions to take advantage of the opportunity found during the audit. |

|  |  |
| --- | --- |
| **Title 11** | **Management review** |
| Introduction | **How to audit top management**  Scope: production or services company  Target group: company director, team leader, QSE manager, auditors |
| Situation | Mr. Thenose, QSE manager of the company Nicetoy, reminds Ms. Theleg, team leader, that as part of the audit program, she must carry out the process audit "Developing the management system." this week. The auditee is Mr. Thehand, the director.  Ms. Theleg has been preparing for this key audit for a few weeks. |
| Challenge | Ms. Theleg discusses possible ways to carry out an audit with added value with Mr. Thenose. What is the right path to follow?  Solution 1. Ask:   * why the company policy is outdated? * what is the personal contribution of Mr. Thehand in achieving objectives? * what is the feedback from the most important customers?   Solution 2. Compare the numbers of the last two management reviews. Ask Mr. Thehand questions on deployment of objectives in the company and the results obtained. Ask what the customer feedback is. Try to find improvement opportunities.  Solution 3. Ask what the follow-up actions of the last management review are. Who is responsible for communicating the decisions of the management review? What evidence can Mr. Thehand show on improvements made ​​since the last management review? Ask what the feedback from the most important customers is.  Solution 4. Ask:   * what is the added value of the management review? * what are the priorities for improving the management system? * is the annual frequency of management reviews sufficient to develop the management system? * what is the feedback from the most important customers? |
| Solution 1 | False  Comment  When we audit top management, we must be cautious, diplomatic and caring!  Never start a question with why. The policy will be amended and approved at the next management review. Contribution to the achievement of objectives is the responsibility of all staff. All customers are important. |
| Solution 2 | true  Comment  Having reviewed the numbers in your head as a prerequisite is good audit preparation!  Using facts (numbers) allows one to speak concretely. Finding improvement opportunities together can only be a contribution to the development and improvement of the management system. |
| Solution 3 | false  Comment  When we audit top management, we must be cautious, diplomatic and caring!  We must check the situation of actions before asking the question. The QSE manager notifies the decisions of the management review to all personnel. Requesting the Director to provide evidence of improvements is not very clever. It is better to discuss the trends and find new improvement opportunities. All customers are important. |
| Solution 4 | false  Comment  When we audit top management, we must be cautious, diplomatic and caring!  Mr. Thehand will be happy to answer on the need for management review, but this answer will not help advance the development of the management system. Talking about priorities for improvement suggests that you have not read the last report of the management review. The frequency of management reviews is a collective decision taken before the certification audit. No change shows that this decision does not make sense. All customers are important. |

|  |  |
| --- | --- |
| **Title 3** | **Kaizen and problem** |
| Introduction | **How to solve a problem**  Scope: production company  Target group: Maintenance manager, team leader, technician, provider |
| Situation | It’s 9 am in the company Nicetoy. Ms. Theleg, team leader of workshop 2, informs the maintenance manager, Mr. Thearm, that the assembly machine Automatix started making an unusual noise and then stopped. She changed the fuse, but the new fuse (with the same rating) blew immediately. |
| Challenge | Mr. Thearm must choose which path to follow:  1. First variant (1h 35)  a. Mr. Thearm goes directly to see the problem wth the assembly machine Automatix  b. He inspects the machine, looks at the maintenance release, the rate of waste, the average down time between failures and asks Ms. Theleg if something has been changed recently. Negative response  c. He decides to stop the machine before seeking the cause  d. Along with Ms. Theleg and the technician, Mr. Theneck, they find the root cause by asking some logical questions:       i. Why has the fuse blown? overcurrent       ii. Why is the current too high? engine overheating       iii. Why has the engine overheated? bearing worn       iv. Why is the bearing worn? dust entry       v. Why does dust enter? cracked cover  e. Mr. Thearm gets a new bearing, replaces the old one and fills the crack of the cover with a high temperature resin. He fills in the curative maintenance release  f. He changes the maintenance instruction adding that at the onset of a crack on a cover you have to change the cover or reinforce it with resin  2. Second variant (1h 10)  a. Mr. Thearm finds the Automatix machine workbook to help him remember the maintenance steps and checks the date of the last maintenance, and the average down time between failures on his computer  b. He calls Mr. Toofar, Automatix machinery distributor, and asks him what the most common failures are. He receives a rather approximate answer that teaches him nothing new  c. He goes into workshop 2 and after trying 3 fuses understands that the bearing is faulty and changes it  d. Mr. Thearm fills in the curative maintenance release |
| 1. First variant | True, comment  He spent more time, but he won’t have to fix it again anytime soon!  Mr. Thearm is very clever!  He respected the Kaizen method of problem solving.  He went to the field (Gemba) first and verified the facts.  He surrounded himself with a team to solve the problem.  He used the 5 P tool to quickly find the root cause.  He eliminated the root cause (cracked cover).  He standardized the good practice (lesson learned) so that the same problem can not recur in the workshop. |
| 2. Second variant | False, comment  He did not find the root cause and will soon return to change the bearing again.  Mr. Thearm is not very smart!  He worked alone.  He has confused cause and effect.  No lesson learned, no good practice spread. |

|  |  |
| --- | --- |
| **Title 6** | **Nonconformities** |
| Introduction | **How to eliminate the cause of a nonconformity**  Scope: production company  Target group: quality director, production manager, quality manager, team leader |
| Situation | On Tuesday morning, Mr. Theback, the production manager at Nicetoy, calls Mr. Thenose, quality manager, due to high rates of nonconformities on the MX2 machine from early that morning. Mr. Thenose immediately warns Ms. Thecheek, quality director. An on-site meeting is held with Mr. Theback and Mr. Theleg, team leader. |
| Challenge | Together they must identify and eliminate the cause of the nonconformities:  1. The documentation of the process of the MX2 machine is badly translated. Request a new translation of the manual of the machine  2. The training of the two operators has not been done ​​for this machine. Ask Mr. Theleg to finish today’s production and train the 2 operators on the spot  3. Discipline is weak in this working group. Propose to reduce the bonuses of these 2 operators and that of Mr. Theleg |
| Solution 1 | False  Comment  The documentation is not the cause because the day before with the same machine and the same translation there was not a high rate of nonconformities!  Requesting a new translation of the manual of the machine is a total waste and will not solve the problem (train operators) |
| Solution 2 | True  Comment  This is the cause of the high rate of nonconformities!  First the 2 operators must be trained as a priority matter if we want to reduce the number of nonconformities. Then organize training for all the operators likely to work on the machine MX2 |
| Solution 3 | False  Comment  Discipline is not the cause of the high rate of nonconformities!  Reducing bonuses is not appropriate because the lack of training (the leading cause of nonconformities) falls within the responsibilities of management (quality manager, production manager) |