

Scope of the QMS, Developing and Communicating Quality Policy and Objectives

September 24, 2004

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Introduction



Well-defined scope, policy, and objectives are foundational for effective QMS

- Scope
 - Clarifies the boundaries of the QMS: which processes are included and helps understand the specific processes and activities under the QMS.
- Policy
 - States the organization's commitment to quality and continuous improvement.
 - Provides direction and a framework for setting quality objectives with focus areas: Safety, compliance, customer satisfaction, efficiency.
 - Aligns the organization's purpose with stakeholder expectations.
 - Drives continuous improvement and performance monitoring.
 - Facilitates compliance regulatory compliance (e.g., International, Regional and National Standards and regulatory requirements).
 - Enhances operational efficiency and safety management.
 - Builds a culture of continuous improvement and customer trust.
- Objectives
 - specific, measurable goals that support the organization's quality policy and drive continuous improvement in safety, efficiency, customer satisfaction, and compliance.

What could be the Scope of the QMS?



Organizational Activities and Processes

- All activities directly related to aviation operations, such as flight operations, maintenance, air traffic control, ground handling, and customer service.
- Processes supporting these activities, including training, documentation, procurement, and safety management.

Regulatory Compliance

- Adherence to national and international aviation regulations and standards (e.g., ICAO, EASA, national standards).
- Ensuring compliance with specific requirements set by aviation authorities and certification bodies.

Safety and Risk Management

- Identifying, assessing, and mitigating risks associated with aviation operations to ensure safety and reliability.

Quality Assurance and Control

- Procedures for monitoring, measuring, and controlling the quality of products and services.
- Implementation of audits, inspections, and corrective actions to ensure continuous compliance with quality standards.

Continuous Improvement

- Focus on process optimization, performance monitoring, and continual improvement practices.
- Utilizing data and feedback to drive changes and enhancements in quality management.

Interfaces with External Parties

- Management of interactions with suppliers, contractors, and service providers to ensure they align with the organization's QMS requirements.

Customer Satisfaction and Service Quality

- Processes aimed at enhancing passenger experience and satisfaction.
- Handling of feedback, complaints, and service improvements.

What could be excluded from the Scope of the QMS?



Non-Aviation-Related Activities

- Activities that are not directly related to aviation operations or do not influence the quality or safety of aviation services (e.g., non-core business functions like real estate management or unrelated commercial ventures).

Support Processes Not Impacting Product or Service Quality

- Certain administrative functions such as general human resources, marketing, or finance, if they do not directly affect the quality of aviation services provided.

• Maintenance and Services Outside Regulatory Requirements

- Maintenance activities or services not covered under the organization's operational control or specific regulatory requirements (e.g., non-critical equipment or facilities maintenance).

• Non-Critical IT Systems and Software

- IT systems, software, or tools that are not involved in safety-critical operations or do not impact regulatory compliance.

• Facilities and Infrastructure Not Affecting Quality

- Areas such as office space management, cafeteria services, or recreational facilities that do not influence the quality of aviation operations.

What could be excluded from the Scope of the QMS?



Compliance: Exclusions must not contradict or hinder compliance with applicable aviation regulations, standards, or customer requirements.

Impact on Quality: Exclusions should not affect the organization's ability to provide safe, reliable, and compliant aviation services.

Assessment Criteria for QMS Scope



Assessment	Indicators of compliance and performance	P&S	O&E	How it is achieved	Comments
1.1	The organisation shall determine and document the scope of the quality management system, having taken into consideration, internal and external issues, the requirement of relevant interested parties and the products and/or services of the organisation.				
Guidelines	What to look for				
	<ul style="list-style-type: none"> ➤ A clearly defined Scope of QMS (context of organization) is described in Quality Documentation (e.g. QMM). ➤ Description of the scope of operation of the aviation organization (Flight ops, MRO, ATM, airport operations and ground handling) as defined by their approval certificates. 				
	Present and Suitable	Operating and Effective			
	<ul style="list-style-type: none"> • <i>Is it defined/described in Quality documentation?</i> • <i>Is it suitable to size and complexity of the operations related to aviation?</i> 	<ul style="list-style-type: none"> • <i>Interview key managers & operational staff regarding their knowledge of the scope of the QMS and their relevant accountability.</i> • <i>Has the scope been periodically reviewed and adapted?</i> • <i>If there are evidence such as documented forms, protocols etc.</i> • <i>Has the scope remained suitable after such reviews?</i> 			



Example of QMS Scope

- **Scope of the Quality Management System (QMS):**
- **Organization Name:** ABC Airlines
- **Scope Statement:** ABC Airlines has implemented a Quality Management System that covers all operations to ensure quality and safety. The QMS is intended to meet all relevant standards and regulations.
- **Included Activities and Processes:**
 - All activities related to flight operations, maintenance, and customer service are covered under the QMS.
- **Exclusions from the QMS Scope:**
 - Some activities are not included in the QMS, as they are not relevant to quality and safety.

Quality Policy



A Quality Policy is a formal statement by an organization that outlines its commitment to quality and customer satisfaction.

- Communicates the organization's dedication to meeting customer needs, regulatory requirements, and enhancing service quality.
- Provides a clear direction and serves as a foundation for setting quality objectives.
- Aligns all employees and stakeholders with the organization's vision and goals related to quality and safety.

The policy must be documented and endorsed by Top Management

- The quality policy must be documented, communicated, and understood within the organization.
- Endorsement by top management is crucial to demonstrate leadership and commitment.
- Regular reviews to ensure the policy remains relevant and effective.

Framework for Setting Quality Objectives

- The quality policy serves as a guiding framework for developing specific, measurable, achievable, relevant, and time-bound (SMART) quality objectives.
- Ensures that objectives are aligned with the organization's strategic goals and the overall quality management strategy.



Quality Policy

Key Elements of a Quality Policy



Commitment to Provide Resources: Assurance of adequate resources (e.g., financial, human, technological) to implement and maintain the Quality Management System (QMS).



Compliance: Commitment to comply with national and international aviation regulations and standards (e.g., ICAO, EASA, FAA).



Continuous Improvement: Focus on improving processes, products, and services through regular reviews, audits, and stakeholder feedback.

Example of a Quality Policy



Clarity and Conciseness:

- The policy is clearly written and concise, allowing for easy communication and understanding among employees, stakeholders, and customers.

Alignment with Strategic Goals:

- The policy aligns with the organization's overall mission, vision, and strategic goals, ensuring that quality is a fundamental aspect of the organization's direction.

Commitment to Safety and Compliance:

- Emphasizes safety and compliance as foundational elements, critical in the aviation industry.

Focus on Continuous Improvement:

- Highlights a commitment to continuous improvement, innovation, and stakeholder engagement.

Top Management Endorsement:

- Endorsed by top management, providing authority, demonstrating leadership commitment, and reinforcing its importance.

Review and Update Mechanism:

- Mentions a mechanism for regular review to maintain relevance and effectiveness.

Quality Objectives



Align

Align with Organizational Goals

- Ensure that quality objectives support the strategic aims and vision of the organization.

Drive

Drive Performance

- Set clear targets that guide performance improvement and operational efficiency.

Enhance

Enhance Accountability

- Provide a basis for measuring progress and holding relevant personnel accountable.

SMART Criteria for Quality Objectives



Specific

Clearly define what is to be achieved.



Measurable

Quantify the objective to track progress and success.



Achievable

Ensure the objective is realistic and attainable within available resources.



Relevant

Align the objective with broader organizational goals and priorities.



Time-related

Set a deadline or timeframe for achieving the objective.

Integrating Objectives into the QMS



- Improve Aircraft Turnaround Time (currently 60 minutes) by 15% Within the Next 6 Months
- SMART
- Alignment with the Quality Policy: Commitment to operational excellence and customer satisfaction.
- Integration into QMS:
 - Action Plans
 - Monitoring and Review
 - Communication
 - Review and Evaluation

Assessment Criteria for Quality Objectives



Assessment	Indicators of compliance and performance		P&S	O&E	How it is achieved	Comments
	5.1	Quality objectives shall be established in line with the broader organizational goals and strategic direction and contribute to the organization's mission, vision, and values.				
Guidelines	What to look for					
	<ul style="list-style-type: none"> ➤ Quality Objectives and related setting procedures (responsibilities, scope of QMS, review, etc.) ➤ Evidence of how QO are achieved (e.g. Management Review Report) 					
	Present and Suitable			Operating and Effective		
	<ul style="list-style-type: none"> • Check if processes to achieve established quality objectives are documented. • QOs are defined and approved (agreed) by Accountable Manager in quality documentations (Quality manual, Compliance manual etc.). • QOs are developed in accordance with the Scope of QMS of the organisation. • Check the quality objectives' (QOs) compliance with the internal standards and contractual obligations. • QOs reflect the quality policy of the organisation • If QOs are SMART (Specific, Measurable, Achievable, Relevant, Time-related) 			Interview relevant personnel regarding quality objectives of the organisation: <ul style="list-style-type: none"> • How are QOs implemented, developed, evaluated, monitored and communicated within the organisation? • How does the management of the organisation implement corrective and preventive actions regarding QOs after identified non conformities during audits and periodical reviews? • How often are QOs reviewed? • Reduced number of non-conformities during audits / inspections • Is SMART approach applied to all the objectives? • QOs focus on the continuous improvement of provided products and/or services of the organisation 		
General Comments						

Conclusion



- Due to the dynamic nature of the aviation industry, the aviation sector faces rapid changes due to evolving regulations, technological advancements, market demands, and customer expectations.
- Regular reviews ensure the Quality Management System (QMS) remains effective, relevant, and aligned with these changes.
- Consistent review and adaptation of quality scope, policy, and objectives are essential for an effective QMS in aviation enterprises. It ensures ongoing compliance, promotes continuous improvement, enhances safety and operational efficiency, and supports overall organizational growth.

THANK YOU FOR YOUR
ATTENTION!