



ICAO

INTERNATIONAL CIVIL AVIATION ORGANIZATION

A UN SPECIALIZED AGENCY

AIM RBIS Project

QMS IMPLEMENTATION
STEPS

QMS Go-team assistance



Steps for the implementation of QMS

AIM RBIS Project

QMS Go-team assistance

Outline

01 Introduction

02 QMS implementation approach

03 QMS implementation Steps

04 Steps and broad timeline

05 Conclusion

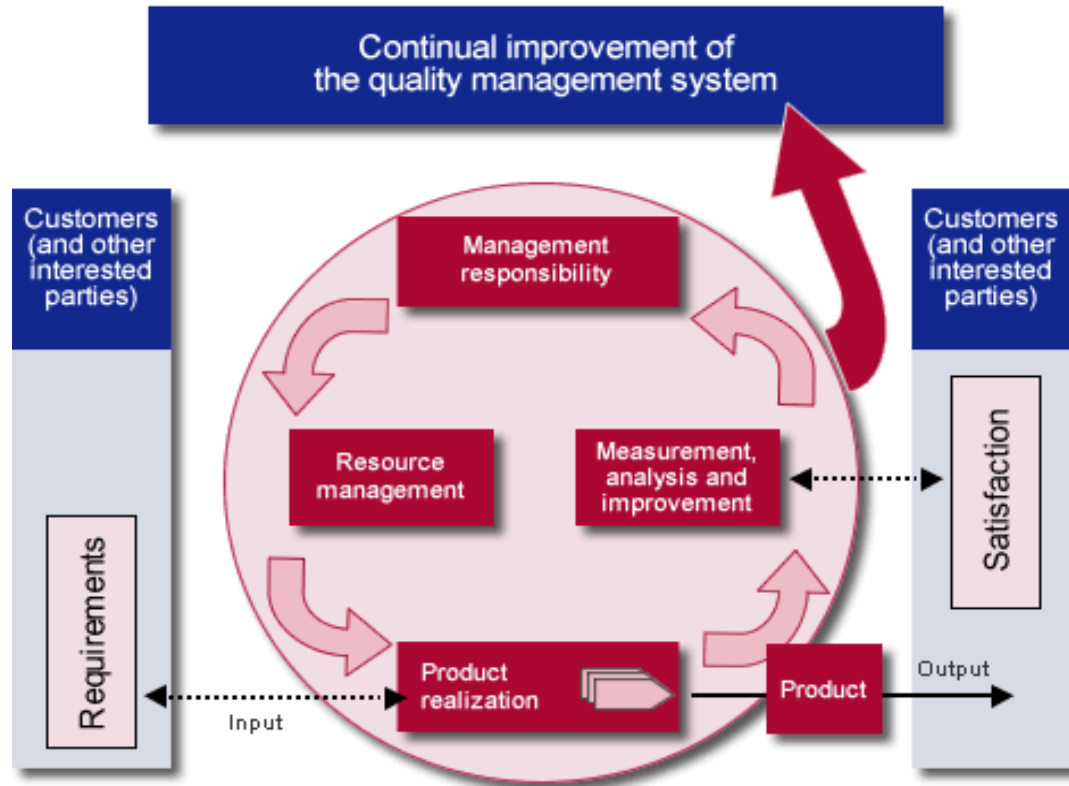
INTRODUCTION





- **The objective** of this presentation is to provide guidance on how to develop and implement a Quality Management System (QMS) in the field of aeronautical information management (AIM)

- ➔ Implementation plan (road map).
- ➔ Guidance for the implementation of each step
- ➔ Sample of broad timeline



- There is sufficient evidence that a QMS can help to enhance the quality of AIM activities including :

- ✓ streamlining and optimizing the processes and procedures applied and the products and services provided;
- ✓ control the risks linked and reduce errors related to the provision of products and services.

➔ The adoption of a QM approach to the delivery of AIM products and services was driven by a number of imperatives.

➔ A key one was the International Civil Aviation Organization (ICAO) requirements relative to the **delivery of aeronautical information services contained in RBIS AIM QMS regulatory framework.**

02

QMS IMPLEMENTATION APPROACH

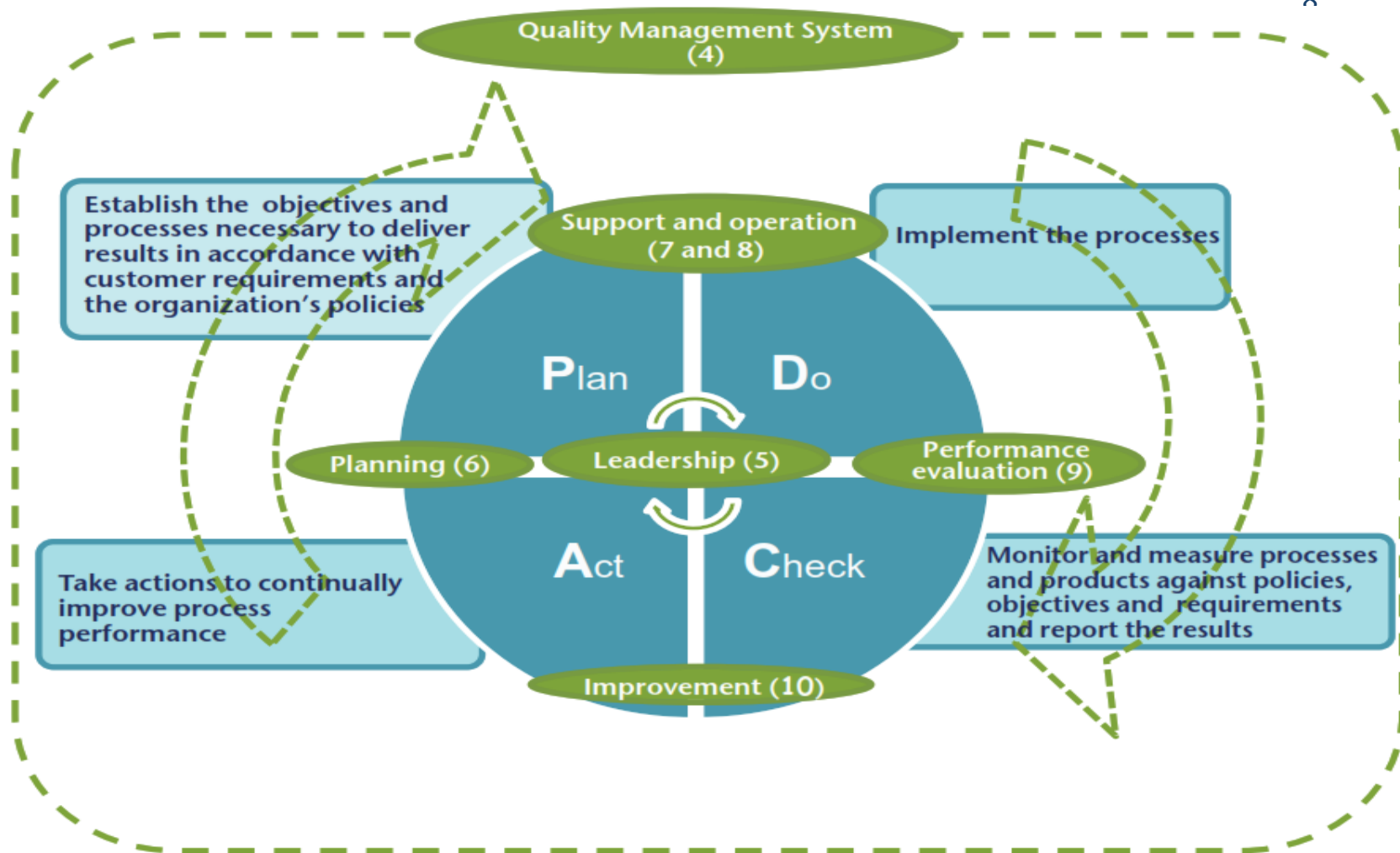


OUR
APPROACH

Approach to use for QMS implementation

8

- ❑ Fundamental to ISO 9001:2015 is a process approach that has been highlighted as one of the principles of QM.
- ❑ The PDCA cycle provides a methodology to assist in the development and implementation of this approach.



- ❑ The development of a QMS within the ISO 9001:2015 framework will enable AISPs to use the **process approach**, coupled with **the PDCA cycle** and **risk-based thinking**, to align or integrate QMSs with the requirements of other management system standards.

PLAN

4. Context

4.01 Understanding the organization and its context

4.02 Understanding the needs and expectations of interested parties

4.03 Determining the scope of the quality management system

4.04 Quality management system and its processes

5. Leadership

5.01 Leadership and commitment

5.02 Policy

5.03 Organizational roles, responsibilities and authorities

6. Planning

6.01 Actions to address risks and opportunities

6.02 Quality objectives and planning to achieve them

6.03 Planning of changes

DO

7. Support

7.01 Resources

7.02 Competence

7.03 Awareness

7.04 Communication

7.05 Documented information

8. Operation

8.01 Operational planning and control

8.02 Requirements for products and services

8.03 Design and development of products and services

8.04 Control of externally provided processes, products and services

8.05 Manufacturing and providing services

8.06 Release of products and services

8.07 Control of anomalous outputs

CHECK

9. Performance

9.01 Monitoring, measurement, analysis and evaluation

9.02 Internal audit

9.03 Management review

ACT

10. Improvement

10.01 General

10.02 Nonconformity and corrective action

10.03 Continual improvement

03

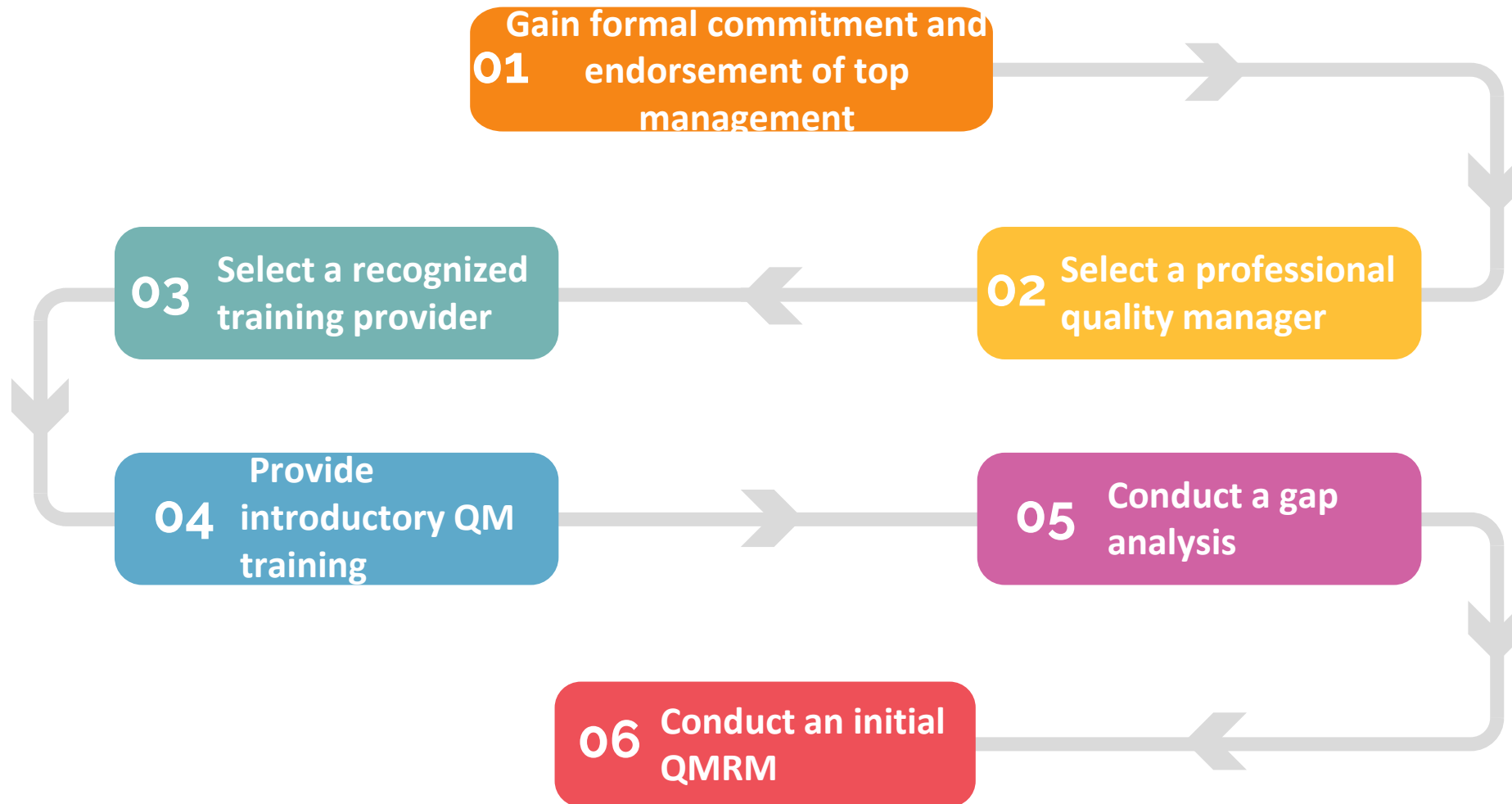
QMS IMPLEMENTATION STEPS



QMS implementation steps

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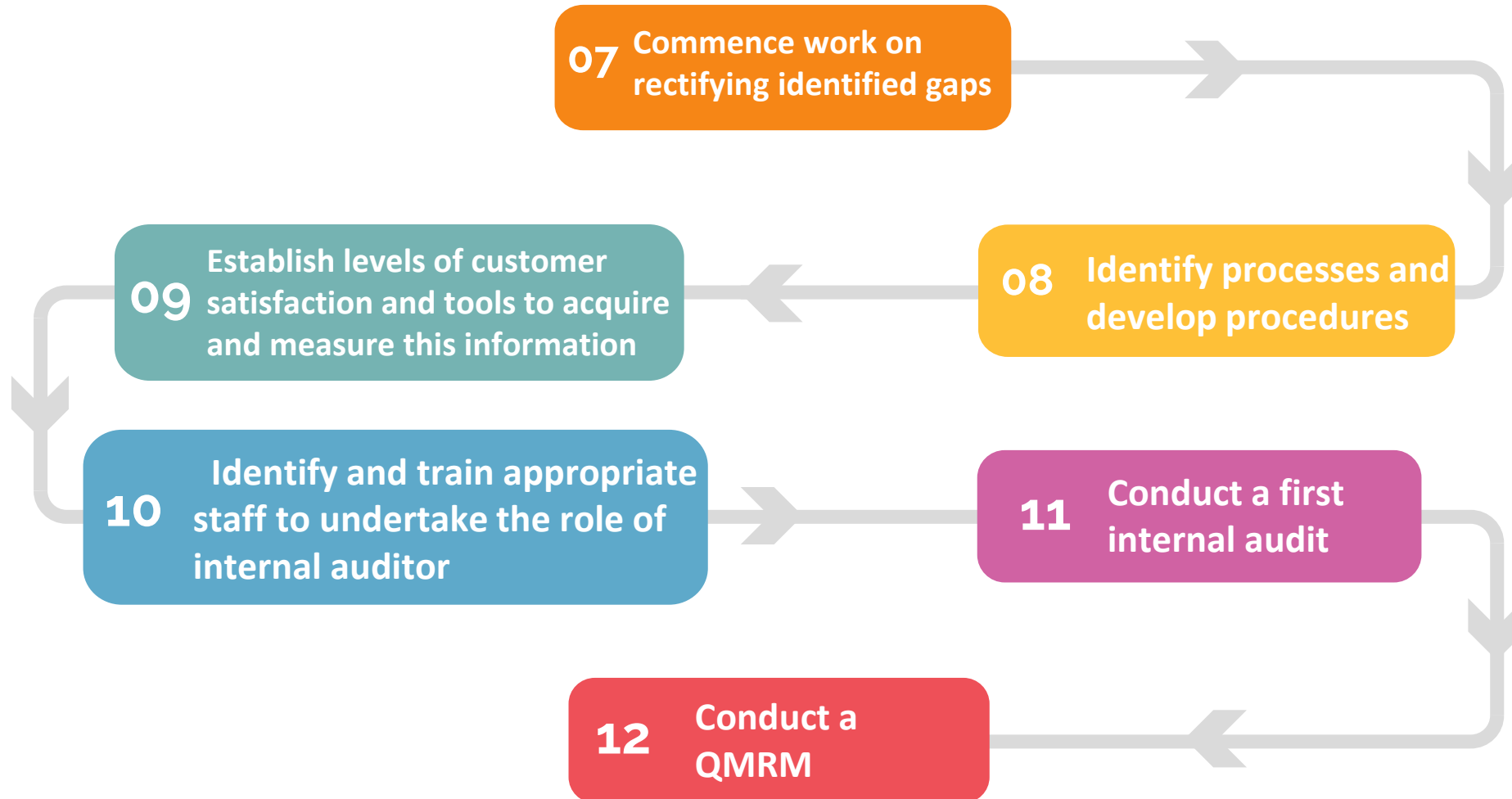
Proposal step



QMS implementation steps

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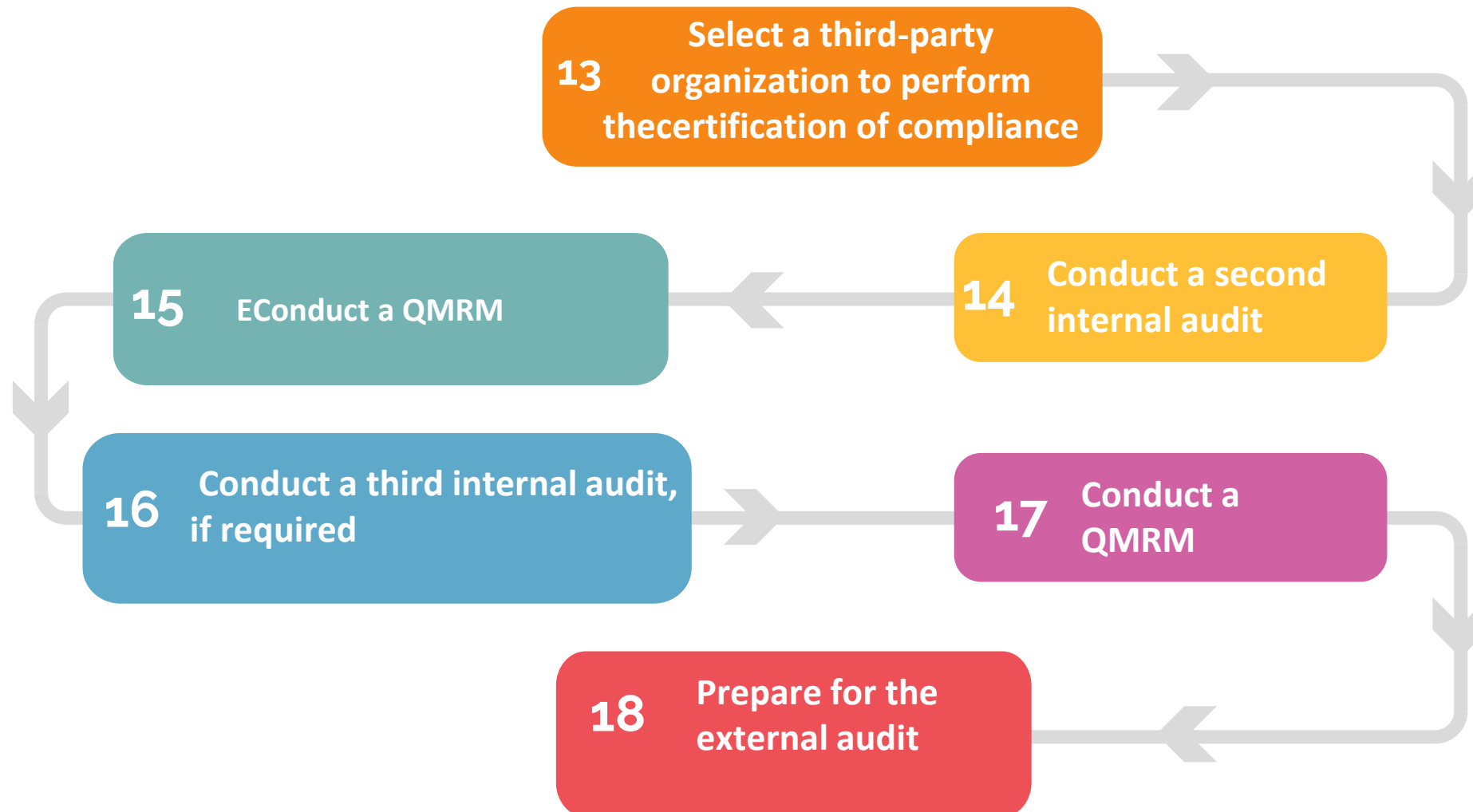
Proposal step



QMS implementation steps

13

Proposal step



13

QMS implementation steps

14

Proposal step

19 Conduct a third-party certification audit



20 Celebrate certification of compliance



☐Steps description	
Steps	Actions
Step 1 – Obtain formal endorsement of top management	▪ The demonstration of commitment should involve formal endorsement, communicated to all staff
Step 2 – Select a professional quality manager	▪ Full-time staff member be appointed at a senior level
Step 3 – Select a recognized training provider	▪ Several potential training providers be interviewed, to ascertain their knowledge and relevant experience ▪ The credentials of any potential training providers should be carefully assessed by checking their qualifications and course content

☐Steps description	
Steps	Actions
Step 4 – Provide introductory quality management training	▪ An introductory training session for all staff involved in the QMS should be organized
Step 5 – Conduct a gap analysis	▪ Clearly identify which clauses of ISO 9001 are currently not being fully addressed ▪ The gap analysis should be conducted by members of the QM team/section who have formal auditing qualifications. Gap analysis checklist provided
Steps 6, 12, 15 and 17 – Conduct quality management review meetings at these steps	▪ There is merit in conducting QMRMs following internal and external audits, to review the findings and plan for follow-up/corrective actions

❑Steps description	
Steps	Actions
Step 7 – Commence work on rectifying identified gaps	▪ The outcomes of step 5 (gap analysis) and actions resulting from step 6 (QMRRMs) will provide a priority for rectifying identified gaps. ▪ Monitor progress and to document the actions and results that will need to be considered at the next QMRRM.
Step 8 – Identify processes and develop procedures	▪ Developing and writing processes and procedures ▪ It is imperative that they are developed in close consultation with the staff who follow them as part of their duties
Step 9 – Measure customer satisfaction	▪ It is essential that appropriate client satisfaction measuring tools are established ▪ Industry focus groups can be used as viable measuring tools where the organization communicates face to face with representatives of a particular industrial sector that it serves

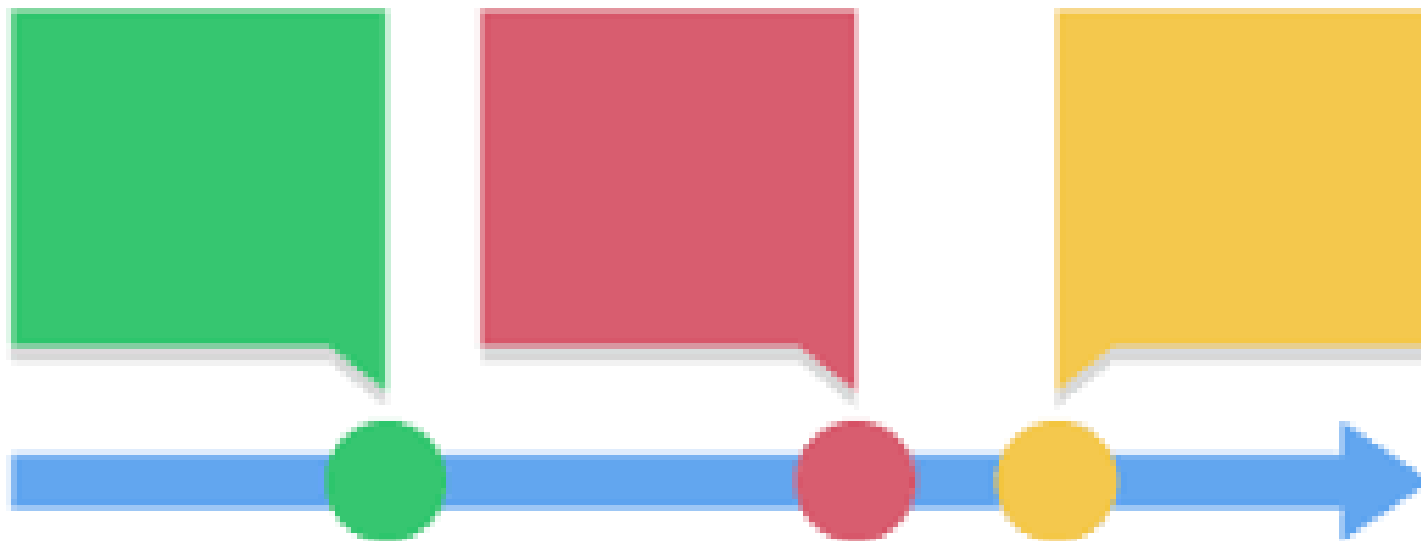
❑Steps description	
Steps	Actions
Step 10 – Identify and train staff to undertake the role of internal auditors	▪ It is critical that due care be taken in selecting staff to perform the role of internal auditor ▪ It is imperative that the required level of competence of all internal auditors is maintained via refresher training
Steps 11, 14 and 16 – Conduct internal audits	▪ Conducting an audit and developing a robust internal audit schedule is a critical component of a QMS ▪ The internal audit process should cover all facets of preparing for and conducting audits based on a sound audit programme: audit scope, audit criteria, references, definitions, audit schedule, audit performance, follow-up audits, corrective action, audit documentation, audit failure and management review
Step 13 – Select a certification body to conduct the certification audit	▪ In the case of the certification body (third party or external auditor), the need for objectivity and impartiality is even more important

□ Steps description

Steps	Actions
Steps 18 and 19 – Prepare for and perform an external audit	▪ Preparing for an ISO 9001 third-party certification audit can be a daunting experience for all concerned ▪ The organization should embrace the audit process as a positive experience, which will help to improve its processes, systems and overall quality of its products and services ▪ The organization should liaise with the certification body to establish dates for the audit that suit all concerned
Step 20 – Celebrate certification of compliance	▪ It is imperative that the achievement of certification of compliance to ISO 9001:2015 is appropriately recognized by top management and celebrated by all staff, ▪ it must be remembered that certification of compliance is not the end of the QM journey, although it is a milestone,

04

STEPS AND BROAD TIMELINE FOR THE DEVELOPMENT AND IMPLEMENTATION OF A QMS



Primary steps and broad timeline for the first 6 months of development and implementation of a QMS to achieve certification of compliance to ISO 9001:2015₂₁

<i>QMS development and implementation activities</i>	<i>Month 1</i>	<i>Month 2</i>	<i>Month 3</i>	<i>Month 4</i>	<i>Month 5</i>	<i>Month 6</i>
Step 1. Gain formal commitment and endorsement of top leadership/management						
Step 2. Select a professional quality manager						
Step 3. Select a recognized training provider						
Step 4. Provide introductory QM training						
Step 5. Conduct a gap analysis						
Step 6. Conduct an initial QMRM. [This establishes the importance of the role of the QMRMs. It is appreciated that all aspects of the QMRM agenda will not be addressed at this early stage.]						
Step 7. Commence work on rectifying identified gaps						
Step 8. Identify processes and develop procedures						
Step 9. Establish levels of customer satisfaction and tools to acquire and measure this information						
Step 10. Identify and train appropriate staff to undertake the role of internal auditor						

Primary steps and broad timeline for the second 6 months of development and implementation of a QMS to achieve certification of compliance to ISO 9001:2015

22

<i>QMS development and implementation activities</i>	<i>Month 7</i>	<i>Month 8</i>	<i>Month 9</i>	<i>Month 10</i>	<i>Month 11</i>	<i>Month 12</i>
Step 11. Conduct a first internal audit						
Step 12. Conduct a QMRM						
Step 13. Select a third-party organization to perform the ISO 9001:2015 certification of compliance						
Step 14. Conduct a second internal audit						
Step 15. Conduct a QMRM						
Step 16. Conduct a third internal audit, if required						

Primary steps and broad timeline for the third 6 months of development and implementation of a QMS to achieve certification of compliance to ISO 9001:2015

<i>QMS development and implementation activities</i>	<i>Month 13</i>	<i>Month 14</i>	<i>Month 15</i>	<i>Month 16</i>	<i>Month 17</i>	<i>Month 18</i>
Step 17. Conduct a QMRM						
Step 18. Prepare for the external audit						
Step 19. Conduct a third-party certification audit (stages 1 and 2)						
Step 20. Celebrate certification of compliance						

CONCLUSION



→ The benefits of implementing a QMS and achieving certification of compliance with ISO 9001 are significant, Below are some key benefits enjoyed by AIS organizations with mature QMSs :

- Customer needs identified, met and monitored within a consistent management framework;
- Improved management control and reporting;
- Clear processes in place to address poor-quality/non - conforming products;
- Well-defined procedures and processes – employees know what to do and how to do it, and do not waste time duplicating efforts;
- Enhanced teamwork, and internal and external communication;
- Improved work health and safety practices;
- Greater quality assurance of products and services;



Thank You!