

COMPONENTS OF A MANAGEMENT SYSTEM

ISO, CNS, CQNS, and QISS

There were several reasons why the craftsmen of the “good old days” made excellent products. Main reasons were: having been trained for decades, the products were quite simple, and the processes simple and stable. The most important reason was that most of the time, they operated as individuals. So, what is it about a lone ranger that gives him such an advantage?

Craftspeople were able to do everything in the business all by themselves. Their Central Nervous System (**CNS**) governed everything that needed to be governed to get great quality. The challenge for modern enterprise is that they need to emulate the craftsman method of doing business. Rules that need to be followed are provided by ISO 9001, and all the other related standards, like AS9100, TS 1694 and others, including non-quality standards like ISO 14000 and OHSAS 18000. The problem is that as the size of the enterprise increases beyond, say 10-15 people, following these rules in a disciplined manner becomes very hard. And for any group to succeed and excel, rules must be followed in a disciplined manner. The Roman legions demonstrated that more than 2000 years ago.

Here are two large organizational problems associated with following ISO 9001 based rules:

- The rules need to be validated and formalized to ensure repeatability and effectiveness. The larger the enterprise, the more detailed these rules need to be. This involves review and approval of instructions, and changes need to be controlled, and these rules need to be deployed. You see, in the case of the craftsman, all these were done by his CNS.
- There are large numbers of activities in a modern enterprise that need to be done on a timely basis. Different levels of personal discipline, energy, and motivation of individuals need to be managed so that these large teams work like an orchestra. It is hard to do this. Master plans, schedules, task lists, updating tasks as they are done, and moving them forward as they are done....through departments, groups, individuals,....pretty soon you see why it's so hard, and you need an army of checkers, expeditors, auditors,....You see, in the case of the craftsman, it was easy, because it was all within easy reach and view, and the number of activities was not as many. His trained CNS handled it easily.

So, what is a business leader to do? There are two choices:

- Develop solutions to these organizational problems as they arise. Hire a document control clerk who ensures that all the rules are updated and transmitted. Hire 2 training clerks to keep track of who needs which training, get the training organized, conducted, and update everyone's training records. Hire a Quality Systems manager to ensure that all the various rules are adhered to, in a timely and coordinated manner. Allow for extra time in everyone's work day to fill out records needed to provide evidence of good quality to customers, and provide intelligence to people who want to improve work processes.
- Or, the business leader can implement a comprehensive software that installs the Central Quality Nervous System (**CQNS**) in the organization. QIA's **QISS** is software that will do this. QISS remembers the rules of ISO 9001 (which also forms the basis of almost all the other management system standards), remembers calendars and schedules, has the ability to move work ahead along selected paths, and finally, has the ability to monitor progress, and trigger remedial action when necessary.
- QISS provides the CQNS through an integrated network of modules that separately handle a section of the management system, and collectively provides for the deployment and operation of the complete management system. Take a look at the different modules in descriptions and the video presentations (demos) at http://www.qisssoftware.com/qiss_demo_presentations.asp. We are confident that you will find these intriguing, and would like to get some more detail, and perhaps a live and customized presentation of QISS. This can be done very easily in the comfort of your own desk,

or at a conference room in your organization or at QIA. Next step would be to call at 281-335-7979 or send an e-mail at sales@qi-a.com