

ISO 9000 Newsletter

ISO News Briefs

Hotel Nikko Contest Winner Announced

Jim Jett is the Winner of the weekend package at the Hotel Nikko for his essay on the American Software Quality Policy. Great job, Jim – have a wonderful time!

Thanks to everyone who participated. Your efforts have prepared you to answer auditor's questions over the next few months about the American Software Quality System.

Jim's essay is published on the last two pages of the newsletter.

November is Quality of Work Life Month

The largest chunk of time in our weekdays is spent at work – something that most people have to do to pay bills.

Quality of Work Life Month is a reminder that work doesn't have to – and shouldn't – be a grueling chore.

Lift your spirits by reading about the benefits Eastman Kodak found when the work

environment is a little bit lighter, and the wisdom of managers who are successful at motivating employees (all on page 3).

Yes, work is serious business, but remember that you're most productive when you can make it fun.

ISO 9000 Charm School for Audit Etiquette

Keep your eyes peeled for the upcoming training program designed to instruct employees on the audit process.

Designed by American Software's Internal Audit Coordinator, Nancy Peterson, the program will include information such as:

- How an audit is conducted
- The roles of the auditor and auditee
- What to expect to happen before and after an audit.

The invitation to attend will be company wide.

Introduction to ISO 9000 Training

Two sessions providing a general introduction to ISO 9000 will be offered in November by the ISO 9000 corporate division. New employees will be invited to attend and existing employees are welcome to come for a refresher.

The dates are set for November 15th, 11:00 a.m. to 12:00 noon, and November 16th, 3:00 p.m. to 4:00 p.m. Contact Jill Millhouse at extension 5367 to confirm your seat.

New Glossary Defines Standards Terminology

The Institute of Internal Auditors (IIA) has released an exposure draft of a proposed glossary providing definitions for key terms used in the Standards for the Professional Practice of Internal Auditing.

The glossary will be published in late 1995 and will be available for review here at American Software.

Special Interest Articles:

- The Little Monsters of ISO 9001 p. 2
- Eastman Kodak's Sweet Success p. 3
- Jim Jett's Essay on the American Software Quality Policy p. 5

Regular Features:

- * Stress Busters p. 2
- * Glossary Terms p. 3
- * Words of Wisdom p. 3
- * The Registration Progress Report p. 4



STRESS BUSTERS

Cooking Thanksgiving dinner

Eating Thanksgiving dinner

And

Eating Thanksgiving dinner (Burp!)

What do you do to relax after a stressful day at the office? Share your Stress Buster with Jill Millhouse at ext. 5367.

The Little Monsters of ISO 9001

The Majority of Non-conformances are Associated with Three of the Twenty Elements

True to the Pareto principle, just a few elements of ISO 9001 cause the majority of headaches for organizations that are assessed for registration.

Publications of Lead Assessors from TUV Rheinland of North America, Inc., and KMPG Quality Registrar show agreement that three elements are particularly troublesome for fledgling quality systems: Document and Data Control (Element 4.5), control of Inspection, Measuring, and Test Equipment (Element 4.11), and Corrective and Preventive Action (Element 4.14).

Document and Data Control

Document and Data Control deviations topped the list, representing up to 75% of non-conformances cited during assessment audits. Common non-conformances include:

- No approval authority defined for various documents maintained within the controlled system

- Obsolete documents kept or referenced by personnel
- Handwritten changes made to controlled documents without quality system provisions
- Absence of or inadequate document version control

Control of Inspection, Measuring, and Test Equipment

Comprising 6-10% of non-conformances, this element is particularly painful for manufacturers due to the variety of instruments and machines that require calibration and the maintenance for a recorded schedule. The software industry, however, isn't without worries in meeting this portion of the standard.

Auditors look for procedures to ensure that test software used to measure system performance or simulate the intended operational environment are under configuration control and reviewed for proper performance.

All hardware used in test, verification, or replication processes is also subject to the provisions of this element.

Corrective and Preventive Action

Approximately 3-5% of non-conformances were cited against this element.

Commonly observed occurrences include:

- Nonconforming product not identified, segregated, and controlled to preclude inadvertent use
- Absence of records to show corrective or preventive activities and dispositions
- The identification of conditions requiring corrective action is incomplete

Other Common Areas of Nonconformity

The remainder of commonly found non-conformances are attributed to Training (Element 4.18), Control of Nonconforming Product (Element 4.13), Purchasing (Element 4.6), Inspection and Testing (Element 4.10), and Process Control (Element 4.9).

Companies are advised to take caution not to focus on these areas, but to use a global approach in implementing quality systems.

Sweet Success

Eastman Kodak Finds Five Key Ingredients for a Successful Quality Program

According to Shawn Miller, a former Quality coordinator for Eastman Kodak, there is a simple recipe for success to follow when implementing a quality program:

1. Management commitment and leadership. This is identified as the most important element in any quality improvement effort. Verbal acknowledgement isn't enough; when employees see management take an active role in the quality

program, they are more motivated to jump on the bandwagon.

2. Focus and alignment. It's important that leadership provide a focused vision, a strategic plan for quality that the organization can rally around. Development of a vision and mission, and identification of key result areas, key result measures, and tactics are part of effectively managing the project.
3. Training. The primary way to

build a competent, knowledgeable, and motivated work force is through training.

4. Measurement and feedback. Metrics and feedback provide the information necessary for evaluating progress.
5. Fun and creativity. Bringing a fun, playful atmosphere to the workplace can make great things happen. A little humor can promote teamwork, creativity, and enthusiasm.

Words of Wisdom

"We clearly know one of the keys to our success comes from providing our cast members with a quality experience and work environment. This builds pride. It's that pride that motivates us to consistently exceed the expectations of our guests."

*--Valerie Oberle,
Vice President,
Disney University
Professional
Development Program*

More Glossary Terms...

Here are more definitions to add to your quality repertoire:

Certification – Procedure by which a third party gives written assurance that a product, process, or service conforms to specific requirements.

Controlled – Orderly, repeatable, manageable, and predictable.

Design Review – A formal, documented, comprehensive and systematic examination of

a design to evaluate the design requirements and the capability of the design to meet these requirements.

Noncompliance (or Nonconformity) – A deviation from the requirements of a standard, or the non-fulfillment of specified requirements.

Quality Plan – A document defining specific quality practices, resources, and sequence

of activities relevant to a particular product, service, contract, or project.

TickIT – British certification program for software systems. (ISO 9000-3 is similarly written for the software industry, but it is a guideline standard that supports ISO 9001.)

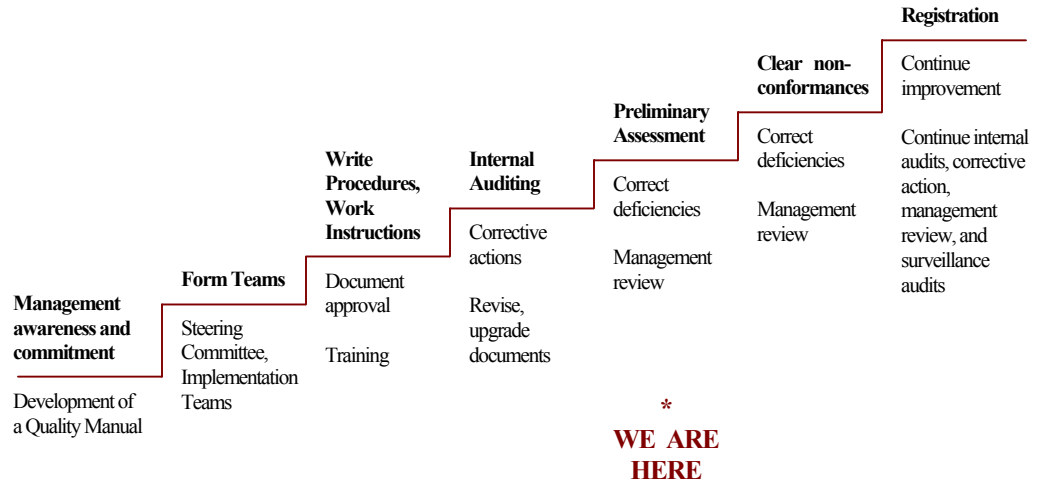
Validation – The process of evaluating software to ensure compliance with specified requirements.

"A leader is someone who walks out in front of his people. But he doesn't get too far out in front, to where he can't hear their footsteps."

*-- Tommy Lasorda
Manager,
Los Angeles Dodgers*

The Registration Progress Report

Where are we now in the registration process? Below is a 'road map' to give you an idea of the activities that have taken place here at American Software for the registration effort, and of the activities to come.



Notice that many of the activities prior to where we are now in the process are ongoing. These are activities that support continuous improvement, which is essential to the effectiveness of a quality system.

Survey of ISO 9000 Registrars Shows Costs of Registration Falling

There's good news for companies who are investing heavily in their quality systems to satisfy the requirements of existing and potential customers.

A survey conducted by the National ISO 9000

Support Group indicated that companies seeking registration this year experienced a greater success rate at lower cost than in the previous year.

Support Group Chairman Richard Clemens attributes the decrease in

prices to increased competition among registrars and a growing pool of auditors.

Twenty-nine out of thirty registrars reported plans to issue ISO 14001 (an environmental standard) certificates in 1996.

WANTED: ISO 9000 POSTER

The ISO 9000 Division of American software has searched high and low for an ISO 9000 poster for purchase.

We regret to report that no poster could be found.

We therefore wish to appeal to the creative-types here at American Software for help.

Please forward poster ideas to Nancy Peterson, 470-5. There will be a **REWARD** for the first submission that leads to an ISO 9000 poster for American Software.

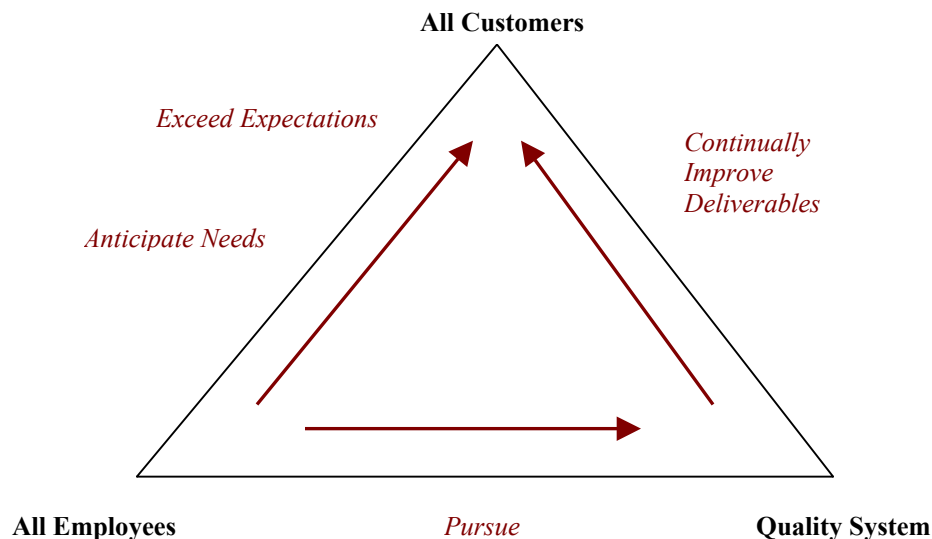
Deadline: Nov. 28, 1995.

An Essay on the American Software Quality Policy

By James Jett, American Software Services Division

Winner of the Hotel Nikko Contest

The American Software Quality Policy consists of three crucial features. The first and most important of these places our attention on the most important part of our business – each customer. The following diagram presents this importance pictorially.



We've got a promise from Jim to report back on his Hotel Nikko experience, to be included in next month's newsletter.

Want to see your name in print? Watch out for other prizes to be offered as we gear up for the registrar's visit - - YOU could be the next big winner!!!

These features are inseparably connected just as a triangle requires three angles and three sides.

Our Quality Policy clearly places its focus on customers: each employee anticipating customer needs and meeting or exceeding expectation; each employee pursuing quality through our quality system; each employee using the quality system to continually improve product and service delivery, while preventing delivery of non-conforming product.

The Quality Policy probably affects the services division and my work in the division more than any other part of the company. Services work arguably has the most direct interaction with customers – from the initial customer request for an estimate, through on-site installation and training.

Continued next page →

American Software

470 East Paces Ferry
Road, N.E.
Atlanta, GA 30305

PHONE:
(404) 261-4381

FAX:
(404) 264-5514

An Essay on the American Software Quality Policy (Continued)

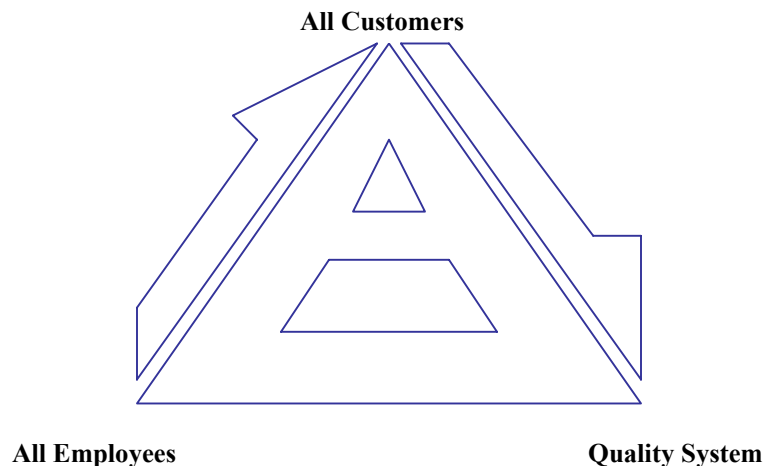
The easiest way to summarize the Quality Policy is to use the word communication. This communication begins as we listen to each customer to learn what requirements and expectations they have. It continues through every activity, both verbally and written, to the post implementation activities where we learn how well we exceeded expectations and met needs, as well as where we might improve.

Our ISO 9000 procedures also call for internal communication of what is to be done, when, and by whom. And this entire process has written records so our quality process can be communicated to our customers, in addition to our ISO registrar and auditors. The written record also gives us the ability to prove to ourselves that we know what to do, we "say what we do," and we do what we say.

Since our quality process documents or actual performance compared to our quality standard, it gives us the ability to set goals to improve the quality of our delivered product and services – and to make progress toward those goals.

As we try to imagine ourselves in the customer's place – and understand the importance of doing a high quality job for them – it becomes clear that everything worth doing is worth doing well. And if a task is not worth doing well, it's probably not worth doing at all... nor is it worth paying for!! This affects every task done by every person in the company. We need to deliver value every hour.

Focus on each customer is what the three features of the American Software Quality Policy is all about.



About the ISO 9000 Newsletter...

This newsletter is a service of American Software's ISO 9000 Division. It is written and published monthly for employees of American Software in support of quality system management and ISO 9001 certification.

American Software recognizes that our business partners are vital to our success in reaching company goals.

Many thanks to the Hotel Nikko for sponsoring our November employee contest by donating luxury guest accommodations, limousine service, and dinner for two for the winner and a guest.

Thanks also to Harry's Farmers Market and the Corner Café for delicious baked goods for our

meetings and sales.

Employee input is welcome and encouraged. Please forward comments and suggestions to Jill Millhouse at mail stop 470-5, or call her at extension 5367.