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WHITE PAPER

Potential Benefits Of ISO 9001 Quality Management System To OASA(ALT)

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POTENTIAL BENEFITS OF ISO 9001 QUALITY MANAGEMENT SYSTEM TO OASA(ALT)

This paper describes ISO 9001 and how it might benefit organizations within the U.S. Government. ISO 9001 can build on corrective actions already defined to address material weaknesses within the procurement process within the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (OASA(ALT)).

What Is ISO 9001?

ISO 9001 is an international standard providing a framework for planning, executing, monitoring and improving the performance of all organizational activities. It is based on seven quality management principles proven to enhance organizational performance and to achieve sustained success. Those quality principles are:

- **Customer focus** - The primary focus of any organization must be to meet customer requirements and to strive to exceed customer expectations.
- **Leadership** - Leaders at all levels must create conditions in which people are engaged in achieving the organization's quality objectives.
- **Engagement of People** - Competent, empowered and engaged people at all levels throughout the organization are essential to enhance the organization's capability to create and deliver value.
- **Process Approach** - Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.

- **Improvement** - Successful organizations have an ongoing focus on improvement.
- **Evidence-based Decision Making** - Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.
- **Relationship Management** - For sustained success, organizations manage their relationships with interested parties, such as suppliers.

This standard has been in place for over 20 years and has been successfully implemented by well over 1 million organizations including most Fortune 100 companies, NASA Jet Propulsion Lab, The Phoenix Arizona Police Department, and departments within the Federal Aviation Administration.

Through an independent survey conducted by Dun and Bradstreet, 85% of registered firms report external benefits of higher perceived quality and greater customer demand while 95% report internal benefits of greater employee awareness, increased operational efficiency, and reduced scrap expense.

How ISO 9001 Would Benefit OASA(ALT)

The 29 August 2014 U.S. Army report, entitled "FY 2014 Statement of Assurance," identified an uncorrected operational material weakness in "oversight of service contracts" within the OASA(ALT) procurement process. While the report identifies corrective actions, a Quality Management System would provide



the framework for driving continual improvement across all OASA(ALT) processes.

At the core of ISO 9001 is the Deming Cycle (Figure 1), developed by W. Edwards Deming. When all processes within an organization implement a Plan-Do-Check-Act methodology, a continuous improvement culture develops. This Continuous Process Improvement Model is an



Figure 1. Deming Cycle: *This cycle provides continuous assessments and incremental improvements.*

ongoing process that systematically improves quality through incremental corrective actions over time. In this model, opportunities for change are (1) identified and analyzed, (2) developed and tested as a potential solution, (3) measured for effectiveness and analyzed for improvement, and (4) implemented. Process improvements and employee feedback determine necessary adjustments. Ideally, all employees are involved in this continuous process improvement.

Adding to this continuous improvement culture, Toyota's quality program emphasizes that each employee regard himself as a customer and take responsibility for continuous improvement ("kaizen") and perfect quality. Building quality into the process and continuous process improvement are key factors in not only ISO 9001 but other quality assurance methodologies, such as: Six Sigma, Lean, Total Quality Management, and Capability Maturity Model Integration (CMMI).

ISO 9001 has proven to be a benefit for how companies, agencies and organizations plan, execute, monitor and improving their processes and activities. It can do the same for OASA(ALT).

How Can CALIBRE Help?

Established in 1989, CALIBRE Systems is an employee-owned management consulting and technology services company that supports government and industry decision makers with management analysis, technology solutions, and program support. We build and deliver practical, timely, best-value solutions to solve management, technology, and program challenges. We serve customers in the public and private sectors – defense, federal civil, and commercial. We share ownership of your mission. We are connected through the solutions we provide and the relationships we cultivate. We are committed to your success.

CALIBRE is uniquely positioned to provide the expertise and implementation know-how to aid OASA(ALT) in leveraging the corrective actions



defined by the U.S. Army Audit Agency to instill a quality culture built around a continuous process improvement methodology. We assembled a team to complete groundbreaking work with the Veterans Benefits Administration (VBA) to drive process and quality improvement in VBA's Disability Claims process. With that experience, CALIBRE has the technical capability to implement the ISO 9001 Quality Management System in the OASA(ALT). We are confident that we can leverage our experience and proven ISO 9001 methodology to provide the framework for driving continuous improvement across all OASA(ALT) processes.