



# Proactive Internal Auditing

The Key to Improving Your Quality System

# Disclaimer

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# What We Will Cover Today



- 1 About QMII
- 2 Why Are We Here?
- 3 Conducting Value-Adding Audits
- 4 Q & A

# About QMII



- QMII has provided best in industry process improvement consulting, auditing, and training since 1986
- Headquartered in Ashburn, Virginia
- ISO 9001:2015-certified
- SBA 8(a) and DBE-certified
- Minority-owned business
- GSA MAS holder and STARS III 8(a) JV



# About QMII



**US Coast Guard**

**FHWA**

**US Navy**

**NJ Transit**

**US Army**

**Amtrak**

**Crowley**

**Harley Marine**

**Interlake**

**Indorama**

**DOC**

**Commerial**



# Why Are We Here?



Understand how to conduct value adding audits



Maximizing auditor contribution



Auditor Training Requirements



How to drive improvements in your management system

# Audit Definition



“Systematic, independent, and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled.”



# Conducting Value-Adding Audits....

*Differentiate from Inspections*



# #1 – Do Not Audit to Clauses



- Sample from the core process (needs to cash)
- Sample the processes that sustain the core
- Determine effectiveness per process objectives, context of organization, and associated risks
- Seek evidence of effective process control and adequate resources for processes
- Follow any established feedback loops for:
  - Recovery actions (what happens when things go wrong?)
  - Continual improvement (data>info>decisions>examples)
- Verify demonstrated TM commitment

*This process approach does not rely on documented procedures*

**ALWAYS CONDUCT PROCESS AUDITS**

## #2 – Beware Fixed Checklists



Checklists ensure the auditor is briefed and prepared

- Identify the following:
  - Purpose of audit
  - Scope
  - Audit criteria
- Review relevant documentation
- Consider a preliminary visit/remote audit
- Frame process related questions around the requirement (helps with objectivity)
- Review for adequacy

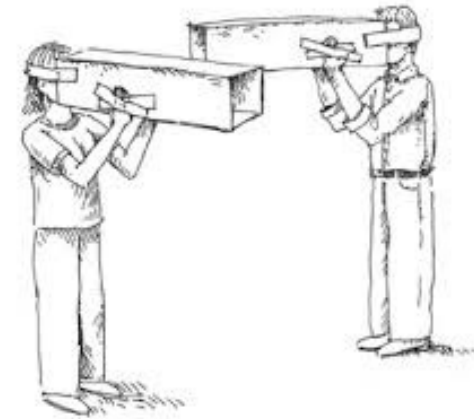
**AVOID RELIANCE ON CANNED CHECKLISTS**



# #3 – Avoid Confirmation Biases and Prejudice



- Practice active listening
- Seek to confirm facts
- Identify objective evidence
- Verify a claim
- Avoid prejudice from past audit results
- Consult a second auditor
- Is there a requirement?
- Does the data point to a risk?
- Switch auditors to prevent familiarity



When we are motivated to reach a particular conclusion, we usually do

**GOOD AUDITORS AVOID EGO & RESPECT CLIENT**

## #4 – Non-Conformities: Write Them Well



- State:
  - Requirement
  - Evidence
  - Nature
- Check:
  - Correct
  - Complete
  - Clear



**Remember NCs Drive CA**

**Data drives Risk & Trends**

**IDENTIFY THE ISSUE CLEARLY FOR THE AUDITEE**

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## Maximizing Auditors' Contributions

# An Effective Quality Culture



- Audits are not pass or fail!
- Do not hide nonconformities
- Audit nonconformities:
  - Enable corrective action to ensure continual improvement
  - Are opportunities for improvement
- Blame the system when things go wrong
- The nonconformity is of the system, not of an individual
- Trend system and nonconformities data to determine risks
- Conduct follow-up verification

*“The only bad non-conformity is the one you do not know about.” – Dr. IJ*



# Training Auditors

# Auditors Training Leading to Competent Auditors



- Train auditors to understand the:
  - Interpretation of requirements from the standard as appropriate for the organization
  - Auditing principles
  - Do's and don'ts of audits
  
- Select a reputed training provider certified by a recognized personnel certification body
  
- Select internal auditors per competence criteria
  
- Evaluate and improve performance (often not done)

(Reference ISO 19011:2018)



# Resourcing the Audit Team



When auditors come from different departments:

- Increases awareness and understanding
- Increases buy-in to the management system
- Cross-fertilizes understanding of problems, ideas, and solutions
- Auditors not viewed as “policemen”
- Audit may be seen as supportive and helpful

**AUDITORS MUST LOOK FOR  
CONFORMITY WITH REQUIREMENTS  
AND AVOID PREJUDICES & FEELINGS**



# Evaluating Auditors – A Lead Auditor Duty



Table 2 — Auditor evaluation methods

Evaluation method	Objectives	Examples
Review of records	To verify the background of the auditor	Analysis of records of education, training, employment, professional credentials and auditing experience
Feedback	To provide information about how the performance of the auditor is perceived	Surveys, questionnaires, personal references, testimonials, complaints, performance evaluation, peer review
Interview	To evaluate desired professional behaviour and communication skills, to verify information and test knowledge and to acquire additional information	Personal interviews
Observation	To evaluate desired professional behaviour and the ability to apply knowledge and skills	Role playing, witnessed audits, on-the-job performance
Testing	To evaluate desired behaviour and knowledge and skills and their application	Oral and written exams, psychometric testing
Post-audit review	To provide information on the auditor performance during the audit activities, identify strengths and opportunities for improvement	Review of the audit report, interviews with the audit team leader, the audit team and, if appropriate, feedback from the auditee

*\*Source: ISO 19011:2018*

# Assimilating and Sharing Information

# What data to monitor



- Consider monitoring the following:
  - The extent to which objectives are met
  - Root causes of NCs determined
  - Effectiveness of Corrective Actions
  - Effectiveness of Actions to address risks
- Consider performance per ISO 9001 Clause 9.3.2
- Analyze and present the data
- Ensure leadership briefed on metrics and follow up done (Management Reviews)

## In Conclusion



- Conduct Process audits based on risk to the system
- Evaluate performance of auditors and audit program
- Write non-conformities that drive systemic corrective action
- Remain objective and impartial

# Procurement Options



GSA MAS: 47QTCA20D0050

SAM UEI: E8KYQBSFJ6V6

CAGE: 1GFC9

STARS 8(a) III

SDVOSB Partners

WOSB Partners

HUBZONE Partners

Other Vehicles



# Thank You!!!

A world map with a grid overlay, featuring multiple instances of the QMII logo. A central portrait of Julius DeSilva is overlaid on the map. Above the portrait, the text reads "QUALITY MANAGEMENT INTERNATIONAL, INC. OVER 30 YEARS OF CLIENT SUCCESS www.qmii.com". Below the portrait, a grey box contains contact information.

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