Taking ISO 9001 To The Next Level

Integrating ISO 14001 and OHSAS 18001

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John Fraser and Carmine Liuzzi
**Presenters**

**John Fraser**  
**Technical Manager**  
**Environment**

- Engineering degree from the University and a Master’s in Environmental Studies from York University
- Technical Manager, Environment for 9 years and serves as the Global Scheme Owner for GHG and CSR verification and ISO 14001, ISO 50001, RC14001, RCMS, e-Stewards®, R2 and RIOS auditing
- Leads the development, maintenance and improvement of these and other environmental programs. John was involved in the initial setup of SAI Global’s ISO 14001 program and has continued to support it for the last 16 years
- Participates in Canadian Advisory Committees to ISO TC 207 for ISO 14001 and 14064/5/6 for GHG verification, The Climate Registry Verification Advisory Group, R2 Solutions Technical Advisory Committee, contributed to the e-Stewards® standard and liaises with the American Chemistry Council and Canadian Association of Chemical Distributors

**Carmine Liuzzi**  
**Industry Leader/Trainer**  
**Training & Improvement Solutions**

- 20-year veteran with SAI Global
- Master’s degree in polymer chemistry from Long Island University and a bachelor’s in biochemistry from Manhattan College
- Areas of specialty include ISO 9001, ISO 14001, ISO/TS 16949 and OHSAS 18001, as well as process improvement techniques
- RABQSA certified Lead Auditor for Quality and Environmental Management Systems, Automotive expert, including ISO/TS 16949, APQP, PPAP, FMEA, MSA
- Coaches clients in all aspects of developing, implementing and integrating management systems, and provides services that range from training and consulting support to leading internal assessment teams
Agenda

- Introduction
- You Are Closer Than You Think to ISO 14001 & OHSAS 18001 Certification
- Environmental and OHS Management System Benefits & Overview
- Common Requirements and Best Practices
- Question & Answer Session
If you are already Registered to ISO 9001 - Think!

You are already 60% Closer Than You Think To EMS and or OHSAS Registration.

Why now?

- As a registered ISO 9001 company, you already have a head start on your EMS or OHSMS
- **More than 60%** of the processes / procedures for your EMS or OHSMS are potentially already in place, since ISO 14001, OHSAS 18001 and ISO 9001 have many common requirements
- You already have a structured management system based on the proven Plan-Do-Check-Act (PDCA) model for continual improvement
- You already have a knowledgeable team that recognizes the business advantage that such management systems can deliver
- Implementing an EMS and OHSMS can provide:
  - financial benefits
  - demonstrate good corporate citizenship
  - help your organization to meet the needs and expectations of increasingly socially responsible clients and customers
  - provide an advantage over your competitors
Benefits of adding ISO 14001 and OHSAS 18001

More Valuable Than You Think
- Reduce your risks and legal exposure and achieve management system benefits

Easier Than You Think
- 60% of the processes/procedures for your EMS or OHSMS are potentially already in place

More Affordable Than You Think
- Take advantage of opportunities for internal and external cost savings
Benefits of adding ISO 14001 and OHSAS 18001

Reduce your risks
• Identify the EOHS risks
• Implement controls and monitoring to manage and improve your performance

Manage your legal exposure
• Over 75,000 inspections of facilities in the last five years in 6 key sectors
• Approximately 4.5 million injuries and illnesses a year in private sector workplaces in US and Canada
• Ensure that your government or publicly reported data is accurate

Achieve management system benefits
• Comply with government, industry, head office or customer mandates
• Internally driven improvement benefits, like those from your QMS
ISO 9001 firms will have procedures and processes in place for ...

<table>
<thead>
<tr>
<th>ISO 14001 / OHSAS 18001 requirement</th>
<th>Covered within ISO 9001</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Requirements</td>
<td></td>
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<tr>
<td>Policy</td>
<td></td>
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<tr>
<td>Objectives, targets, programs</td>
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<tr>
<td>Resources, roles, responsibility, authority …</td>
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<tr>
<td>Competence, training, awareness</td>
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<tr>
<td>Documentation</td>
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<td>Control of documents</td>
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<tr>
<td>Nonconformity, corrective and preventive action</td>
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<tr>
<td>Control of records</td>
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<tr>
<td>Internal audit</td>
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<tr>
<td>Management review</td>
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</tbody>
</table>
### Easier Than You Think

ISO 9001 firms will need to develop or enhance procedures and processes for:

<table>
<thead>
<tr>
<th>ISO 14001 / OHSAS 18001 requirement</th>
<th>Covered within ISO 9001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental aspects (ISO 14001 only)</td>
<td>✗ (develop)</td>
</tr>
<tr>
<td>Hazard identification, risk assessment, determining controls (OHSAS 18001 only)</td>
<td>✗ (develop)</td>
</tr>
<tr>
<td>Communication</td>
<td>✓ (enhance)</td>
</tr>
<tr>
<td>Legal and other requirements</td>
<td>✗ (develop)</td>
</tr>
<tr>
<td>Participation and consultation (OHSAS 18001 only)</td>
<td>✗ (develop)</td>
</tr>
<tr>
<td>Operational control</td>
<td>✓ (enhance)</td>
</tr>
<tr>
<td>Monitoring and measurement</td>
<td>✓ (enhance)</td>
</tr>
<tr>
<td>Evaluation of compliance</td>
<td>✗ (develop)</td>
</tr>
<tr>
<td>Incident investigation (OHSAS 18001 only)</td>
<td>✓ (enhance)</td>
</tr>
</tbody>
</table>

69% of ISO 14001 requirements and 65% of OHSAS 18001 requirements are covered.
More Affordable Than You Think

Internal Costs:
• Implementation and maintenance costs reduced due to the presence of an existing management system

External Costs:
• Registration
• Maintenance – Integration options
The results of a recent McKinsey Global Survey* identified the percentage of respondents who are addressing Environmental and Health & Safety issues:

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental issues, including climate change</td>
<td>87%</td>
</tr>
<tr>
<td>Workplace conditions and safety</td>
<td>79%</td>
</tr>
</tbody>
</table>

What others are doing!

The survey* also identified the percentage of executives who reported improvements in operational efficiency and other benefits by addressing environmental and safety issues:

<table>
<thead>
<tr>
<th>Top three benefits from addressing Environmental issues</th>
<th>Top three benefits from addressing Workplace conditions and safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational efficiency (53%)</td>
<td>Workforce efficiency (58%)</td>
</tr>
<tr>
<td>High brand loyalty, reputation, goodwill with stakeholders (48%)</td>
<td>Leadership development (31%)</td>
</tr>
<tr>
<td>Access to new markets (39%)</td>
<td>Operational efficiency (27%)</td>
</tr>
</tbody>
</table>

ISO 14001 & OHSAS 18001 Overview

Purpose

- To live up to the Environmental / OH&S policy
  - Protect the environment, prevent pollution
  - Prevent injury and ill health
  - Continually improve
  - Comply with legal and other requirements
ISO 14001 & OHSAS 18001 Overview

Elements of Successful EMS / OH&S Management System

- Continual Improvement
- Management review
- Checking and Corrective Action
- EMS / OH&S Policy
- Planning
- Implementation and operation
ISO 14001 & OHSAS 18001 Overview

Management Review
• Review the system

Planning
• EMS / OH&S Policy
• Identify environmental aspects / OH&S hazards
• Assess environmental impacts / OH&S risks, determine controls
• Laws, regulations
• Objectives, targets & programs

Implementation & Operation
• Provide resources, define roles, responsibilities …
• Train people and ensure competency
• Communicate, ensure worker involvement and participation
• Control procedures
• Control activities
• Prepare for emergencies

Checking
• Measure, monitor
• Evaluate compliance
• Respond to failures
• Investigate incidents
• Keep records
• Audit yourself

Act
• How to improve next time?

Plan
• What to do?
• How to do it?

Check
• Did things happen according to plan?

Do
• Do what was planned?
Benefits of ISO 14001 and OHSAS 18001

External and Operational Factors

ISO 14001

- Competitive Advantage
- Meet customer requirements
- Meet the requirements of your association
- Gain access to other programs
- Due diligence
- Improved image with regulatory authorities
- Conformance with own requirements
- Improve efficiency

OHSAS 18001

- Control of OH&S risks
- Reduction of the cost of OH&S injuries/illnesses
- Positive impact on employee morale and their families

Excellence Assured
Polling Question 3

Do you plan to integrate your new management system with an existing one?

• Yes, we'll integrate with existing processes
• No, we will keep them separate
• Not sure yet
• No plans to implement another management system
# Common Requirements

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>General Requirements</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
</tr>
<tr>
<td>Policy</td>
<td>4.2</td>
<td>4.2</td>
<td>5.3</td>
</tr>
<tr>
<td>Environmental Aspects</td>
<td>4.3.1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hazard Identification, Risk Assessment and Determining Controls</td>
<td>-</td>
<td>4.3.1</td>
<td>-</td>
</tr>
<tr>
<td>Legal and other Requirements</td>
<td>4.3.2</td>
<td>4.3.2</td>
<td>-</td>
</tr>
<tr>
<td>Objectives, Targets and Programs</td>
<td>4.3.3</td>
<td>4.3.3</td>
<td>5.4.1, 5.4.2</td>
</tr>
<tr>
<td>Resources, Roles, Responsibility, (Accountability) and Authority</td>
<td>4.4.1</td>
<td>4.4.1</td>
<td>5.5.1, 5.5.2, 6.1</td>
</tr>
<tr>
<td>Competence, Training and Awareness</td>
<td>4.4.2</td>
<td>4.4.2</td>
<td>6.2.1, 6.2.2</td>
</tr>
<tr>
<td>Communication</td>
<td>4.4.3</td>
<td>4.4.3.1</td>
<td>5.5.3</td>
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<tr>
<td>Participation and consultation</td>
<td>-</td>
<td>4.4.3.2</td>
<td>-</td>
</tr>
<tr>
<td>Documentation</td>
<td>4.4.4</td>
<td>4.4.4</td>
<td>4.2.1, 4.2.2</td>
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<tr>
<td>Control of Documents</td>
<td>4.4.5</td>
<td>4.4.5</td>
<td>4.2.3</td>
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<tr>
<td>Operational Control</td>
<td>4.4.6</td>
<td>4.4.6</td>
<td>-</td>
</tr>
<tr>
<td>Emergency Preparedness and Response</td>
<td>4.4.7</td>
<td>4.4.7</td>
<td>-</td>
</tr>
<tr>
<td>Monitoring and Measurement</td>
<td>4.5.1</td>
<td>4.5.1</td>
<td>7.6, 8.2.3, 8.2.4</td>
</tr>
<tr>
<td>Evaluation of Compliance</td>
<td>4.5.2</td>
<td>4.5.2</td>
<td>-</td>
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<tr>
<td>Incident Investigation</td>
<td>-</td>
<td>4.5.3.1</td>
<td>-</td>
</tr>
<tr>
<td>Nonconformity, Corrective Action and Preventive Action</td>
<td>4.5.3</td>
<td>4.5.3.2</td>
<td>8.5.2, 8.5.3</td>
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<td>4.5.4</td>
<td>4.5.3</td>
<td>4.2.4</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>4.5.5</td>
<td>4.5.5</td>
<td>8.2.2</td>
</tr>
<tr>
<td>Management Review</td>
<td>4.6</td>
<td>4.6</td>
<td>5.6</td>
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</tbody>
</table>

Elements in Common

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>11/18 = 61%</td>
<td>11/20 = 55%</td>
<td></td>
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</tbody>
</table>

Excellence Assured.
Common Requirements

Documentation, Manual

<table>
<thead>
<tr>
<th>QMS 4.2.1, 4.2.2</th>
<th>EMS 4.4.4</th>
<th>OHSMS 4.4.4</th>
</tr>
</thead>
</table>

Documentation requirements: policy, objectives and targets, scope, description of the main elements of the MS, interaction and references, documents and records required by the Standard and your organization

Best Practices

- Electronic documents hyperlinked in a 4 tier structure:
  - Level 1: merge common requirements, separate sections for unique requirements, common policy
  - Level 2: common procedures wherever possible
  - Level 3: common SOPs/WIs wherever possible
  - Level 4: common forms wherever possible
- Use of icons and shortcuts to facilitate access to relevant documents
## Control of documents

<table>
<thead>
<tr>
<th>QMS 4.2.3</th>
<th>EMS 4.4.5</th>
<th>OHSMS 4.4.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approvals; updates; revisions; legibility; identifiable; availability; obsolescence; external documents</td>
<td></td>
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</tr>
</tbody>
</table>

### Best Practices
- Electronic system
- Subject matter technical approvers
- Management System master approver
- Trigger dates for reviews
- “Uncontrolled when printed” footers
## Control of records

<table>
<thead>
<tr>
<th>QMS 4.2.4</th>
<th>EMS 4.5.4</th>
<th>OHSMS 4.5.4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain records; procedure for identification, storage, protection, retrieval, retention, disposal; ensure records are legible, identifiable, traceable</td>
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</tr>
</tbody>
</table>

### Best Practices

- Identification of generated records in each procedure/SOP/WI
- Master records list identifying all requirements related to each record
- Electronic backup and virus protection processes
## Common Requirements

### Policy

<table>
<thead>
<tr>
<th>QMS 5.3</th>
<th>EMS 4.2</th>
<th>OHSMS 4.2</th>
</tr>
</thead>
</table>

Approved by top management; appropriate to the organization; includes required commitments; enables objectives and targets; documented; communicated; reviewed

### Best Practices

- Acronym to facilitate retention
  - **S**atisfy the customer
  - **P**rotect People
  - **O**be the laws
  - **K**eep improving
  - **E**nvironmental protection
- Single policy
Common Requirements

Objectives, Targets and Programs

<table>
<thead>
<tr>
<th>QMS 5.4.1, 5.4.2</th>
<th>EMS 4.3.3</th>
<th>OHSMS 4.3.3</th>
</tr>
</thead>
</table>

Set objectives and targets; measurable; assign responsibilities; consistent with the management system and business; establish programs to achieve them

Best Practices

- Coordinate to ensure consistency and avoid conflicts
- Link to $ savings or cost avoidance to reinforce the value of the MS
- Visibly track and promote them and your successes
- Link to any performance payout and personal objectives programs
- Be realistic, normalize if needed
- Quarterly update by champions to management
- Use project planning principles and tools to manage the programs
Common Requirements

Planning, Management of Change

<table>
<thead>
<tr>
<th>QMS 5.4.2, 7.1, 7.3</th>
<th>EMS 4.3.1, 4.3.2, 4.4.6</th>
<th>OHSMS 4.3.1, 4.3.2, 4.4.6</th>
</tr>
</thead>
</table>

Significant environmental aspects, OH&S hazards / risks, and applicable legal and other requirements need to be taken into account when maintaining the management system; the integrity of the QMS must be maintained when changes occur; planning of product realization requirements; design and development outputs.

Best Practices

- **Management of Change tool**
  - Identification of EOHS&Q issues
  - Checklists to ensure comprehensive review of all required criteria
  - Readiness review approvals before implementation
  - Post implementation review and sign-off
  - Ability to track completion of tasks
Common Requirements

Management Representative(s)

<table>
<thead>
<tr>
<th>QMS 5.5.2</th>
<th>EMS 4.4.1</th>
<th>OHSMS 4.4.1</th>
</tr>
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</table>

Appointed; member of management; specific responsibilities

Best Practices

- One management system representative supported by co-representatives from each discipline area (i.e. environment, OH&S and quality)
# Internal communication

<table>
<thead>
<tr>
<th>QMS 5.5.3</th>
<th>EMS 4.4.3</th>
<th>OHSMS 4.4.3.1</th>
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</thead>
</table>

Among various levels and functions of the organization; covering environmental aspects, OH&S hazards and effectiveness of the QMS.

## Best Practices
- Newsletters
- Bulletin boards
- Crew meetings
- Emails
- Visually stimulating and simple metrics
- Include contractors, visitors as appropriate
## Management Review

<table>
<thead>
<tr>
<th></th>
<th>QMS 5.6</th>
<th>EMS 4.6</th>
<th>OHSMS 4.6</th>
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</thead>
<tbody>
<tr>
<td>Top management participation; frequency; assess suitability, adequacy and effectiveness; agenda items defined; maintain minutes</td>
<td></td>
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</tr>
</tbody>
</table>

### Best Practices

- Define top management quorum
- Ongoing mini-reviews tied to production meetings
- Full off-site annual management review
- Timing aligned with setting new objectives and targets, assessing completed ones, developing budgets, assessing internal audit results
- Standard agenda that defines all topics to address
- Maintenance of presented material and minutes
- Tracking system for action items
## Competency, Training and Awareness

<table>
<thead>
<tr>
<th>QMS 6.2.1, 6.2.2</th>
<th>EMS 4.4.2</th>
<th>OHSMS 4.4.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and fulfill competency requirements; provide training; evaluate effectiveness; ensure awareness of management system requirements</td>
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</tbody>
</table>

## Best Practices

- New hire orientation
- On-the-job training and evaluations, tied to SOPs/WIs
- Training database with due and overdue reporting
- Refresher training modules
- Update training or communication triggered by SOP/WI changes
- Use of Computer Based Training
## Contractor & Supplier Management (Purchasing)

<table>
<thead>
<tr>
<th>QMS 7.4</th>
<th>EMS 4.2, 4.4.2, 4.4.6 c)</th>
<th>OHSMS 4.2, 4.4.2, 4.4.3.1, 4.4.6 b), c)</th>
</tr>
</thead>
</table>

Ensure supplier / contractor competency to manage significant environmental aspects / OH&S risks; train as required; communicate the policy, EMS and OHSMS awareness and procedures and requirements associated with significant environmental aspects and OHS risks; evaluate, select and re-evaluate suppliers; define purchasing requirements; ensure purchased product meets quality, environmental and OH&S requirements.

## Best Practices

- Supplier management program
  - Database of qualified suppliers, tracking expiry dates
  - Orientation / training program
  - Competency criteria
  - Security staff access to approved contractors database
## Common Requirements

### Operations

<table>
<thead>
<tr>
<th></th>
<th>QMS 7.5.1</th>
<th>EMS 4.4.6</th>
<th>OHSMS 4.4.6</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Documented procedures,</strong> where necessary, for operations associated with significant environmental aspects, risks where controls are needed, and for production and service provision; include operating criteria, product characteristics, environmental aspects / impacts, OH&amp;S hazards / risks, control measures, equipment, release, delivery and post-delivery activities</td>
<td></td>
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</tbody>
</table>

### Best Practices

- Include all EOHSQ requirements for a particular job or activity into a single WI/SOP
- Color code key requirements (Quality, Environment, OHS)
Common Requirements

Internal Audits

<table>
<thead>
<tr>
<th>QMS 8.2.2</th>
<th>EMS 4.5.5</th>
<th>OHSMS 4.5.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule; defined audit program; objective and impartial auditors; assess conformance with own requirements and the Standards; results to management; handling of audit findings</td>
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</tbody>
</table>

Best Practices

- Spread out audit schedule
- Use of CAR/PAR process to handle audit findings
- Mixture of management system audits, process audits, area audits
- Focus of audit determined at Management Review
- Don’t rely entirely on external auditors
## Monitoring & Measurement

<table>
<thead>
<tr>
<th>QMS 8.2.3, 8.2.4</th>
<th>EMS 4.5.1</th>
<th>OHSMS 4.5.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor and/or measure performance, processes, objectives and targets, operational controls, and key characteristics that can impact product quality, the environment, or worker health and safety.</td>
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</tr>
</tbody>
</table>

### Best Practices

- Information management system
  - Inputs: invoices, forms, checklists, automated data logging, samples/test results
  - Processing / Storage: database
  - Reports: corporate, compliance, management, communications
- Supported by responsibilities, schedules and reminder systems
- Link to Key Performance Indicators
Common Requirements

Non-Conformance, Corrective and Preventive Action

<table>
<thead>
<tr>
<th>QMS 8.3, 8.5.2, 8.5.3</th>
<th>EMS 4.5.3</th>
<th>OHSMS 4.5.3.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify actual and potential non-conformities; mitigate their impacts; determine the causes; corrective action; preventive action; assess OHS risk; review effectiveness</td>
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</tr>
</tbody>
</table>

Best Practices

- CAR/PAR database with escalation or overdue tracking features
- Guidance on due dates for each stage
- Filters to identify “quick fixes” Vs. non-conformances that require formal corrective action
- Identification of potential sources for preventive action

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SAI Global Assurance Services

- **SAI Global** was founded in 1922. Headquarters in Australia
- Listed at the **ASX: SAI** (around $1 Billion market cap)
- QMI founded in 1984 as North America’s first Registrar – **30 years in North America**
- **SAI Global acquired QMI** in 2008
- **Largest registrar in North America**, 14,000+ registrations / 50,000+ globally
- Major corporate hubs in the **Americas, EMEA and Asia-Pacific. Offices in 31 countries**
- Americas: Offices in **Cleveland, Toronto, Montreal, Mexico City and Sao Paulo** Regional representatives covering all North, Central and South America
- **500 Auditors in North America – 1,600 Globally**
- Global Presence – **Clients in over 120 countries**
- Diversified customer base
- Accreditations: SCC, ANAB, EMA, UKAS, COFRAC, DAP, JAS-ANZ, IAOB, INN, ANSI, USDA
- Customer survey results 94% satisfaction (Americas)

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**Excellence. Assured.**
Global Locations
Assurance Services

✓ Auditing
✓ Training & Improvement Solutions
✓ Consulting
Assurance Services

- Auditing

Quality Management System
  - ISO 9001 | QMS
  - TS 16949 | Automotive
  - AS 9100, AS 9110, AS 9120 | Aerospace

Health & Safety Management System
  - OHSAS 18001:2007

Environment Management System
  - ISO 14001:2004 | EMS
  - Responsible Care® – RC 14001® & RCMS®
  - ISO 50001
  - BAN e-Stewards®
  - Responsible Recycling® (R2)
  - Recycling Industry Operating Standard® (RIOS)
  - ISO 50001

Food Safety
  - BRC
  - SQF
  - FSSC 22000
  - IFS
  - HACCP
  - Global GAP
  - ISO 22000
  - Gluten free
  - Animal welfare

Seafood
  - Global GAP Standards
  - Global Aquaculture Alliance BAP Standards
  - ASC Standards
  - ASC Chain of Custody

Medical Devices
  - ISO 13485: 2003

Forestry
  - FSC
  - SFI
  - PEFC
  - CoC
  - CAN/CSA Z809
  - CERTFOR

Packaging
  - IFS PACsecure
  - BRC Packaging
  - SQF
  - FSSC 22000
Assurance Services

- **Training & Improvement Solutions**
  - On-site training courses
  - Public training and implementation courses
    - ISO 9001, ISO 14001, OHSAS 18001 – Integrated Management System Auditor
    - ISO 14001 & OHSAS 18001 – Implementation
    - ISO 14001 – Implementation
    - ISO 14001 – Internal Auditor
    - ISO 14001 – Lead Auditor – RABQSA Certified
    - ISO 18001 – Lead Auditor
    - ISO 9001 – Quality Management System Training
    - ISO 9001 – Internal Auditor
    - ISO 9001 - Competency Based Internal Auditor Training
    - ISO 9001 – Lead Auditor
    - Process Based Auditing for Business Improvement
    - Corrective and Preventive Action (CAPA)

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  - Integrated management systems (Quality, Environmental, Health & Safety)
  - Contract Internal Auditing and Audit Program Management
  - Integration of sector-specific QM standards (i.e. TL 9000, AS 9100, ISO 13485, ISO/TS 16949) with other management systems or business management systems
  - Significant revisions to ISO 9001, ISO 14001 and OHSAS 18001 due in 2015
  - Business Health Check – BE50000
  - Sustainable Development / Business Continuity
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  ✓ **Consulting**

  • **Gap Assessment** – This evaluation is critical to the development of an effective and efficient project plan / implementation plan (basically establishes a starting point and enables us to plot a straight line to the desired goal)
    
    • A gap assessment not only identifies gaps, but also areas where the systems are conforming and where opportunities for improvement may exist

    • A detailed project plan identifying timing, task and responsibilities is created

    • This serves as the basis for development of a detailed customized project plan for the implementation of the management system
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- Training & Improvement Solutions

✓ Consulting

- Management System Implementation - The focus of a management system implementation is on ensuring effectiveness (getting the right answer) and efficiency (cost effective operations and use of resources) of an organization’s business processes

  - SAI Global translates the requirements from “ISO speak” into practical, innovative effective business processes that help the organization improve customer satisfaction. The organization then realizes savings and sustainable profitability from these improved operations all while meeting the registration requirement.
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- Training & Improvement Solutions
  - Consulting
    - **Kaizen Event** – Specific, focused event to identify potential process improvements. Part classroom activities, part actual work on the selected process.

    - Typically, the process selected by the organization will realize a 20% improvement within 6 months or less*. Teaches process to participants so they can expand improvement to other processes.

*results may vary
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