INTERNATIONAL COMPETENCE CENTRE RAIL

NEWSLETTER SEPTEMBER 2017

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In this issue:

Dear reader, please take 5' of your time. It is worth …

What's wrong with IRIS?

from Andreas Heinzmann

For one of the founding fathers, this question should be permissible. I am fully aware about the fact that this article is not only gaining acceptance, but will also be discussed controversial. I hope at least that it will stimulate thought and perhaps even bring some improvements.

IRIS is certainly pursuing the right goals and undoubtedly places very demanding requirements on certified companies. But, the requirements on one side and the implementation on the other side are two different things. When we wrote the TS22163-draft as a core team, we had a lot of ideas, good discussions and in the end certain ideas, what we meant with the requirements. What came after did completely surprised me. It is to laugh and to cry, because it is the well-known picture of what can happen in the requirements management:

How the ISO/TS 22163 requirements were implemented in the assessment sheet

How it was trained

How the requirements were understood

What consultants recommended

What the auditors might find during the audit

What the core team actually had in mind when drafting ISO/TS 22163

In the meantime, I have trained more than 1200 managers from 166 leading companies of the global railway industry, and of course, sometimes I also asked questions. I sensed it often frighteningly that a multitude of companies, that have been certified for many years, have never properly understood and implemented some mandatory requirements, although these were compulsory, sometimes even KO requirements.

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It made me sad, that companies often:

- perceive quality management as a burden or a necessary evil,
- are not aware of the responsibilities and roles of process owners, and hence, the entire business processes are still mainly described by the QM function,
- didn’t know what the configuration management is for, and in this context, don’t know the meaning of certificates of conformity (e.g. 3.1 certificates EN 10204)
- didn’t necessarily check technical changes regarding compliance with statutory, regulatory or customer requirements before their release,
- risked the loss of legally required records and evidences,
- didn’t better understand risk management and haven’t used it much more,
- absolutely underestimated the power and the benefits of Quality Deficiency Cost (QDC),
- neglect the requirements management,
- can’t distinguish between concessions and deviation permits,
- didn’t charge direct hours in their projects and thus, could not evaluate the project costs (EAC),
- didn’t recognize the benefits of a detailed skill matrix,
- didn’t validate new technologies (e.g., software tools) before implementing in a customer project,
- can’t differentiate between transfer, outsourcing and regular purchasing activities,
- didn’t use work packages nor a standard work package structure in their projects,
- didn’t know the method of a monetary weighted evaluation of the project risks,
- had no process to manage customer complaints and repairs, at least during the warranty period,
- etc.

It isn’t my intention to blame people or finding guilty ones. No, everyone is doing their best. The error lies in the principle!

Often, I heard about one-day or two-day customer trainings, in which superficial knowledge was transformed into an alibi training proof. I'm firmly convinced that at least a 5-days training course shall be conducted due to the serious changes of the ISO/TS22163 requirements and the extensive extensions of the IRIS certification rules. Under this I wouldn't call it "training", maybe at best "information event".

In my opinion, a very critical issue in the whole IRIS system is the transfer of knowledge. How can we achieve that IRIS requirements were correctly understood, introduced and evidently realized?

What ISO/TS 22163 actually requires

What the auditors find during the audit

My answer is: only through qualified and practice-oriented training on all levels! e.g. by conduction a TOP Management awareness session, attending a reasonable seminar or through an appropriate IRIS support (training on the job). In this matter everyone can freely decide who he wants to trust.

The BEST for the BEST - Seminar Calendar 2017

If you want to place your trust in our IRIS Academy, we will not disappoint you. We measure customer satisfaction at the end of each seminar and are on average well over 90%. True to our motto "only the best for the best of the railway industry", we have sought and found the best teachers for our seminars.

The following is a summary of the seminar calendar 2017. To list all the training details here would go a too long way. Please follow the links (under description: «read more» - just click on the field) to find more details. We do not shy away from comparing our offers with others. Therefore, we give you openly and fairly all the figures, data and facts that you need for an informed decision.

seminar name	2017 October	2017 November	2017 December	description
ISO/TS 22163 requirements (module 1)		151 Berlin		This course focuses on all mandatory and optional requirements of the new ISO/TS 22163 norm … please read more https://app1.edoobox.com/de/public-b/Englische%20Kurse/Kurs.ed.184856/
new IRIS Certification Rules: May/2017 (module 2)		152 Berlin		This seminar module follows the module 1 and includes the new certification rules and evaluation methodologies ... please read more https://app1.edoobox.com/de/public-b/Englische%20Kurse/Seminar.ed.184863/
RAM / LCC Manager			145 Nuremberg	The course provides application notes, information about execution of RAM/LCC-requirements in acc. with the EN 50126, FRACAS and much more. … please read more https://app1.edoobox.com/public-b/Englische%20Kurse/kurs.ed.184828
Supplier Performance MANAGER		NEW 150 Prague		This new seminar provides all the supplier QA - and supplier performance management methods and tools that you can use immediately ... please read more https://app1.edoobox.com/public-b/Englische%20Kurse/kurs.ed.185743

for course booking /registration please visit http://www.cc-rail.info/en/academy/

Certainly, there are also cheaper and/or shorter offers. These providers will surely not have invested 600 hours in the development of their training packages, and are not able to provide so much detailed information on practical examples and implementation proposals. Each of our training sessions saves you a lot of time during the introduction of your learnings.

IRIS "plating": in-house W O R K S H O P S

And even after the training we can help you!

Due to the new TS 22163 requirements, some companies might need assistance in improving their business processes and to prepare for BRONZE-, SILVER or GOLD-certificate level. Therefore, we have prepared some work packages for you. We call these «in-house workshops». With these 7 selected topics, we hope to meet your expectations. All offers can be selected individually according to your needs and your budget.

Our work packages are offered in English directly on your site (Chinese would also be possible). Due to our international experiences, from us you can expect proven solutions and world-class standards. We will build on existing stuff and seamlessly integrate customized solutions into your business management system in a very effective and efficient manner. This saves you a lot of time and requires much less internal resources (working hours).

In the following, we describe our services what you can expect from us:

Workshop 1: Risk Management and Quality Deficiency Cost
(IRIS § 6.1.3, 8.1.3.8, 8.3.1.1-2, 8.5.1.2-2; 9.1.1.1-4)

Deliverables:

1. identification of multifunctional team members needed for the workshop,
2. training of relevant IRIS-requirements to the multifunctional team (with training certificate),
3. customer specific risk management process flowchart (in Visio), including inputs and outputs and responsibilities.
4. supporting templates, e.g. Risk Checklist, FMEA, knowledge management etc.
5. identification of certain fields of business risk together with the management team,
6. assessment scheme for business risk assessment,
7. detailed guidance for contingency plan based on business risk assessment,
8. moderation of a business risk assessment for one particular field,
9. moderation of a monetary evaluated Project FMEA of one selected customer project,
10. moderation of a process-FMEA of one selected special process, incl. SIPOC,
11. IRIS conform KPI description of the QDC (see IRIS 9.1.1.1-4, 4.4.1 and 6.1.3-2),
12. customer specific QDC reduction process flowchart (in Visio), including inputs and outputs and responsibilities,
13. catalogue of QDC-cases in accordance with QDC categories (cause by … design, management, realization, supplier),
14. detailed guidance for QDC-data capturing, QDC-data reporting and the evaluation of risk management performance,
15. modification of templates in use, e.g. for Change Requests or Non-Conformity Reports enabling QDC- data capturing.

Estimated time: 4 x 5 work days (4 visits at site, in total 160 mentoring hours) plus 4 days for off-site activities (for preparation and follow-up)

Workshop 2: Configuration-& Change Management and Traceability
(IRIS § 8.1.4. 8.1.5 + 8.5.2.1)

Deliverables:

1. Identification of multifunctional team members needed for the workshop,
2. training of relevant IRIS-requirements to the multifunctional team (with training certificate),
3. customer specific configuration management process flowchart (in Visio), including inputs and outputs and responsibilities.
4. supporting templates, e.g. Change requests, Change orders, companies' Certificates of Conformity etc.
5. identification of a standard product break down structure till the lowest replaceable unit,
6. identification of configuration items,
7. setup of a configuration baseline for one product,
8. setup of a "as designed" configuration for one product,
9. setup of a "as built" configuration for one product,
10. setup of a "as maintained" configuration for one product,
11. methods to identify configuration items,
12. detailed guidance for capturing of configuration data in production to ensure traceability,
13. one internal configuration audit on a selected product,
14. three customer specific change management process flowcharts (in Visio), including inputs and outputs and responsibilities for technical changes, changes in projects and changes in production.
15. two customer specific change management process flowcharts (in Visio), including inputs and outputs and responsibilities to handle deviation permits (changes of customer specifications) and variation orders (change requests received from customers)
16. recommended tools to support configuration – and change management and traceability,
17. definition of approval authorities for all kind of change requests.

Estimated time: 2 x 5 work days (2 visits at site, in total 80 mentoring hours) plus 2 days for off-site activities (for preparation and follow-up)

Workshop 3: Project Management (IRIS § 8.1.3)

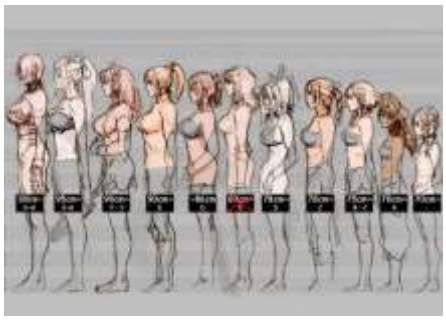
Deliverables:

1. Identification of multifunctional team members needed for the workshop,
2. 4 days PM-training of relevant IRIS-requirements to the multifunctional team (with certificate as IRIS Project Manager),
3. rules for team building, including BELBIN assessment,
4. identification of core team members and extended team members, including detailed Roles & Responsibility description for each participating function,
5. definition of competence profiles for project team members (skill matrix),
6. classification scheme for projects (risk based thinking),
7. definition of phases and milestones, depending on the business models of the organization,
8. customer specific project management process flowchart for the most extensive project class (in Visio), including inputs and outputs and responsibilities.
9. supporting templates, e.g. Project schedule, Change request, Project-FMEA, etc.
10. moderation of a monetary evaluated Project FMEA of one selected customer project,

11. net-planning of harmonized functional project plans,
12. planning of product approval activities, process approval activities and purchased parts approval activities,
13. definition of a standard structure of a Project Management Plan,
14. definition of a standard work-package structure, including work-package template,
15. project scheduling, including critical path,
16. project costing (estimate at completion and percentage of completion)
17. phase reviews and Gate Checklists for all applicable Gates, including gate criteria,
18. escalation rules for Gate reviews in case of problematic results,
19. setup of communication rules and communication planning,
20. definition of a standard folder structure for control of project information,
21. standard project reporting template, including project performance KPIs (see IRIS 8.1.3.4 und 8.1.3.7-3).

Estimated time: 6 x 5 work days (6 visits at site, in total 240 mentoring hours) plus 10 days for off-site activities (for preparation and follow-up)

Workshop 4: Requirements Management (IRIS § 8.2)

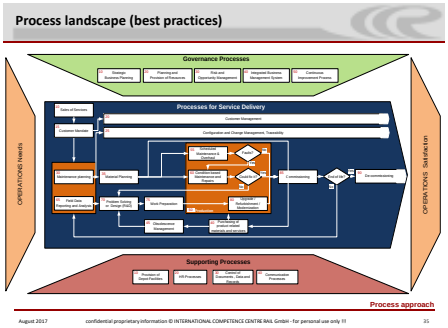


Deliverables:

1. Identification of multifunctional team members needed for the workshop,
2. training of relevant IRIS-requirements to the multifunctional team (with training certificate),
3. customer specific requirements management process flowchart (in Visio), including inputs and outputs and responsibilities.
4. supporting templates, e.g. requirements traceability matrix, performance specification, cbc template, etc.
5. identification of comparable reference products,
6. implementation of the concept of operational and integration maturity in the design process,
7. traceability of requirements, including recommended tools,
8. methods for requirements verification, including QA-methods,
9. planning of product approval activities, process approval activities and purchased parts approval activities,
10. planning, execution and follow-up of Design Reviews,
11. methods for requirements validation, including type test procedure and identification of configuration baseline for one product,
12. development of customer specific “Technical Requirement Document” (TRD), “General Requirement Document” (GRD) and “Contractual Deliverable Requirements List” (CDRL),
13. Definition and description of a KPI to measure the performance of Requirements Management (see IRIS 8.2.5).

Estimated time: 2 x 5 work days (2 visits at site, in total 80 mentoring hours) plus 2 days for off-site activities (for preparation and follow-up)

Workshop 5: Process Landscape and process structure (IRIS § 4.4.3-2)

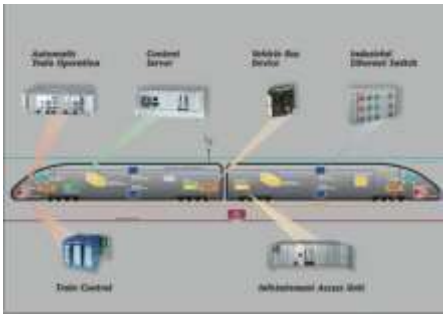


Deliverables:

1. Identification of multifunctional team members needed for the workshop,
2. training of relevant IRIS-requirements to the multifunctional team (with training certificate),
3. one process landscape picture agreed with TOP management, depending on the business model,
4. hierarchical process structure (3 levels),
5. identification of Process Owners,
6. definition of roles and authorities of process owners, including training of POs,
7. identification of requirements to business processes of applicable ISO standards,
8. turtle diagrams for 5 selected processes in scope of IRIS performance evaluation,
9. recommendations for interactive process mapping tools.

Estimated time: 2 x 5 work days (2 visit at site, in total 80 mentoring hours) plus 2 days for off-site activities (for preparation and follow-up)

Workshop 6: External provided products, processes and services (IRIS § 8.4)



Deliverables:

1. Identification of multifunctional team members needed for the workshop,
2. 2 days Supplier Management - training of relevant IRIS-requirements to the multifunctional team (with training certificate),
3. definition of outsourcing, transfer of activities and purchasing activities,
4. introduction of a risk-based material classification,
5. introduction of a risk-based supplier classification,
6. introduction of a supplier strategy to achieve the ISO9001 and/or TS22163 certifications for key suppliers (strategically important suppliers),
7. customer specific supplier approval process flowchart (according to supplier classification - in Visio), including inputs and outputs and responsibilities,
8. supporting templates, e.g. supplier data sheet, supplier audit template, etc.
9. customer specific procurement process for new parts process flowchart (according to material classification, including inquiry, selection of the offer, parts qualification processes up to serial delivery - in Visio), including inputs and outputs and responsibilities,
10. supporting templates, e.g. order selection template, CDRL, SQA agreement, etc.
11. customer specific re-purchasing process flowchart (in Visio), including inputs and outputs and responsibilities,
12. customer specific goods receipt / goods receipt verification process (depending on supplier classification) process flowchart (in Visio), including inputs and outputs and responsibilities,
13. supporting templates, e.g. Inspection and test plan, Certificates on Conformity, etc.
14. IRIS conform KPI description for the assessment of the supplier's performance as well as support for the implementation of indicators (KPIs): on-time delivery (see IRIS 8.4.2.3), non-conforming goods (see IRIS 8.7 and 8.4.2.3) and quality deficiency cost caused by supplier (see IRIS 4.4.1 and 6.1.3-2).

Estimated time: 3 x 5 work days (3 visits at site, in total 120 mentoring hours) plus 4 days for off-site activities (for preparation and follow-up)

Workshop 7: Customer complaint- and repair process (minimum: during warranty period) **(IRIS § 8.5.5.1)**

Deliverables:

1. Identification of multifunctional team members needed for the workshop,
2. training of relevant IRIS-requirements to the multifunctional team (with training certificate),
3. customer specific complaint- and repair process flowchart (in Visio), including inputs and outputs and responsibilities,
4. supporting templates, e.g. 8D report,
5. tool kit for problem solving (5 WHY, Ishikawa, 8D-report),
15. IRIS conform KPI description for nonconformities raised by the customer (see 8.7.3 and 10.2.1), response time on nonconformities (see 8.2.1 and see 10.2.3) and complaints raised by customer (see 9.1.2.1), and resolution time of problems (see 8.5.1.3)

Estimated time: 1 x 4 work days (1 visits at site, in total 32 mentoring hours) plus 1 day for off-site activities (for preparation and follow-up)

In case that your topics were in different combinations or not mentioned above, please don't hesitate to contact us. We are very flexible and will respond directly to your needs.

IRIS support

To get a correct picture of the current situation, it is often better to get someone from the outside who can bring in his competence and independent opinion. Please do not hesitate to contact us in these cases. We also offer partial at fixed prices.

IRIS Delta-Analysis

Deliverables:

1. Identification of multifunctional team members needed for the delta analysis,
2. a 2,5 hours TOP Management IRIS Awareness Meeting, highlighting new requirements and new IRIS evaluation methodologies,
3. complete internal IRIS system audit based on the IRIS assessment sheet V.3.0, including audit planning,
4. delta-analysis report and optional (+2 days, 3000 EUR): functional work packages for gap closure, including schedule, budgeted hours and deliverables per work package.

Estimated time: 1 x 5 work days (1 visit at site, in total 40 mentoring hours) plus 2 days for off-site activities (for preparation and follow-up)

Preparation for the IRIS Readiness Review

Deliverables:

1. Identification of multifunctional team members needed for the Readiness Review,
2. a 2,5 hours TOP Management IRIS Awareness Meeting, highlighting new requirements and new IRIS evaluation methodologies,
3. introduction of relevant IRIS-requirements to the multifunctional team,
4. review of the organization's hierarchical processes structure with assigned process owners, including recommendations for improvement as necessary,
5. review of the Management- and Process Reviews, including improvements as necessary,
6. review of the organization's quality and product safety policies, including improvements as necessary,
7. review of the organization's 5 mandatory turtle diagrams, including improvements as necessary,
8. provision of site information including: organizational charts, production lines, major projects, site extensions, remote functions, shifts incl. operating hours, occupational health & safety critical areas requiring personal safety equipment …,
9. cross-reference check against IRIS mandatory processes and KPI's, including recommendations for improvement as necessary,
10. provision of relevant data for the evaluation of customer perception performance (establishing a filled customer perception data sheet),
11. a detailed pre-assessment on the requirements linked to Knock-Out items,
12. a verification of the agreed scope for IRIS certification,
13. review of the audit planning, including the resource allocation for the audit,
14. review of the correct client data at the IRIS Portal.

Estimated time: 1 x 5 work days (1 visit at site, in total 40 mentoring hours) plus 2 days for off-site activities (for preparation and follow-up)

IRIS Pre-audit

Deliverables:

1. Identification of multifunctional team members needed for the IRIS Pre-audit,
2. a 2,5 hours TOP Management IRIS Awareness Meeting, highlighting new requirements and new IRIS evaluation methodologies,
3. detailed audit planning, including assignment of applicable IRIS questions,
4. complete internal IRIS pre-audit based on the IRIS assessment sheet,
5. training of Process Owner (on audit behavior),
6. audit report in the IRIS tool V.5., including Corrective Action Requests as necessary.

Estimated time: depending on the company size (number of headcounts): **only 66% of auditor man-days** mentioned below (1 visit on site), e.g. 46-65 = 5 days

No. of total headcounts	auditor man-days
46-65	7,5
66-85	9,0
86-125	10,5
126-175	12,0
176-275	13,5
276-425	15,0
426-625	16,5
626-875	18,0
876-1175	19,5

No. of total headcounts	auditor man-days
1176-1550	21,0
1551-2025	22,5
2026-2675	24,0
2676-3450	25,5
3451-4350	27,0
4351-5450	28,5
5451-6800	30,0
6801-8500	31,5
8501-10700	33,0
>10700	34,5

We hope that our newsletter could provide some useful suggestions to you. With best regards,

Your CC-Rail Team
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