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AQA INTERNATIONAL NEWSLETTER

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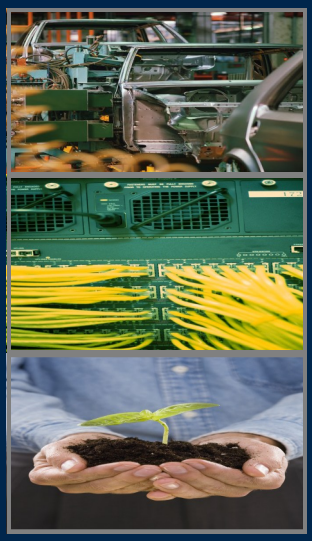

Client Feature: Kia Motors Manufacturing Georgia

Kia Motors Manufacturing Georgia (KMMG) is located in West Point, GA and is the first manufacturing site in North America for Kia Motors Corporation. KMMG is dedicated to the strategies of its parent company, Kia Motors Corporation (KMC) of Seoul, South Korea. KMC, the fastest growing automaker in the world, was founded in 1944 and is Korea's oldest manufacturer of motor vehicles.

With a mission to produce the best vehicles exhibiting superior technology, quality, and value through a spirit of continuous improvement, creativity, teamwork and value-based relationships, Kia means to "arise or come out of Asia" and Kia has truly risen as a global player, boasting an ever-expanding product line-up. Right up until the finished vehicle reaches the customer, Kia maintains a thorough customer-oriented quality control system, precisely assessing the customers' needs and demands to enhance the production process.

As a quality commitment to their customers, KMMG has pursued and achieved ISO/TS 16949:2009 certification. On May 26, 2011, a formal certification presentation was made by AQA International's CEO, Chuck Howell along with AQA Korea's Director, Jong Sun Lee. This is quite an accomplishment and we are very excited to be a part of KMMG's certification process.

AQA International's CEO Chuck Howell (left) presents Mr. J.M. Yoon (right) the COO and Executive Vice President for KMMG with the ISO/TS 16949:2009 certificate.

For more information regarding Kia Motors Manufacturing Georgia, please check out their website at **www.kmmgusa.com.**

The 8-D Process, Discipline 4(Part 2)

Article Written by: Richard Everhardt, AQA Auditor

Here's the "heart" of the 8-D process: root cause analysis. Without a robust process to ensure that the root cause analysis is thorough and correct, every other action taken may end up being a failure or a mere "Band-aid" to cover the wound.

This 8-D process step consists of performing the failure analysis and investigation needed to determine the root cause of the problem. The corresponding portion in the 8-D report documents the details of the root cause analysis conducted. A detailed description of the actual failure mechanism must be given to show that the failure has been fully understood. The root cause is then presented, showing how it triggered the failure mechanism identified. All events emanating from the root cause and leading to the failure mechanism must be included in the explanation. As much evidence as possible must be provided to show that the root cause is the real culprit behind the problem.

Root cause analysis is an *in-depth* investigation into the cause or causes of an identified problem, a customer complaint, a nonconformance, the non-fulfillment of a requirement, or an undesirable condition and as such a prerequisite to any viable corrective action plan. It is inappropriate and inefficient to initiate the development of a plan to address a known problem or defect when the actual cause has not been ascertained. The RCA process allows you to specifically connect elements of the corrective action plan to the identified cause(s). It is inappropriate and inefficient to initiate the development of a plan to address a known problem or defect when the actual cause has not been ascertained. The RCA process allows you to specifically connect elements of the corrective action plan.

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The purpose of the root-cause analysis is to delve into the often less-than-visible factors that have contributed to an identified nonconformance or potential problem. It is intended to provide a framework for identifying issues buried beneath layers of documents, practices, excuses, conjecture, records and confusion to discover what really went wrong. The root cause analysis process allows you the opportunity to go beyond the symptoms to the underlying events or problems.

The goal of the root cause analysis is to move beyond the initial questions of "what went wrong?" to the more appropriate question of "why did this go wrong?" It is important to note that the question is not "who made a mistake?" The root-cause investigative process should dispel anxieties about the assigning of blame that so often intimidates and frustrates those involved. A productive root cause analysis should discourage finger pointing. It should redirect participants away from the convenient human error cliché towards more probing questions concerning the obstacles that prevented an individual or group of individuals from successfully completing a task. If a person somehow failed to perform his or her job in accordance with defined procedures, a thorough root cause analysis should establish why. The overused phrase "operator error" is almost always unacceptable as a determination of root cause.

Next month we'll look at some of the common techniques to use in root cause analysis. Prior to that examination there are some basic principles of root cause analysis that must be remembered:

- Aiming performance improvement measures at root causes is more effective than merely treating the symptoms of a problem.
- To be effective root cause analysis be performed systematically, with conclusions and causes backed up by documented evidence.
- There is usually more than one root cause for any given problem.
- To be effective, the analysis must establish all known causal relationships between the root cause(s) and the defined problem.

The activities comprising root cause analysis are best thought of as a process to be worked through. As with any process, each step must be completed to ensure that the activity will be successful.

STEP ONE-IDENTIFY POSSIBLE CAUSES

In this initial step of root causes analysis you are to identify and list all possible causes of the problem that you are experiencing. You will draw on your general experience, knowledge of the process, past experience in problem solving, common sense and logic as well as input from team members. There are a wide variety of tools, models, devices and tactics you can use for root cause analysis.

STEP TWO _ VERIFY ROOT CAUSE

Typically, in problem solving the emphasis is on finding that one item, the cause, for the effect that you are experiencing. Rarely will one cause simple jump off the page at you. You are likely to have several potential candidates for the root cause . In the second step of the root cause process you are to verify the root cause. In performing this verification, ask: "will addressing the root cause prevent recurrence?" Test each potential cause by asking this question. When you can answer "Yes", congratulations, you may have found your root cause. But you are not done yet for you must explain how you verified that it is actually the root cause by asking: "How is this verified?" Verification of the root cause is critical. We all know that we can make data say most anything that we want it to say. Verification helps prevent a biased interpretation of the data. Do you have evidence or data in support? Evidence is critical. You may want to look for other problems that were caused by the same root cause. If the answer to "will addressing the root cause prevent recurrence" is "No", this is known as a "dead end". This does not mean that you have failed. Remember, you were asked to develop several possible causes! Simply return to your list and select another candidate and work through the question. It is often wise to explain why you eliminated this possible cause.

To summarize this discussion of root cause analysis, here are some key pitfalls that individuals or groups experience in this step:

- Placing blame.
- Dealing with symptoms.
- Possible cause misidentified as a root cause.
- Failure to verify root cause.

Next month, we'll look at some of the common root cause analysis techniques.

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Who to Contact at AQA International

If you have questions about your certification or services we offer, please feel free to call : **800-281-4384**

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AQA Newsflash:

How is your vision? Attendees of the May AQA Auditor's Conference improved their ability to see invisible waste in the Lean Email Workshop lead by Optimized Offices. Invisible waste hides in email, electronic document organization and document collaboration processes that are all part of the knowledge Worker's day.

Optimized Offices teaches professionals to eliminate office waste and improve quality using Lean methodologies. They specialize in processes for document control and record control. Barbara Ivey, President of Optimized Offices, started the company following a ten year stint building global programs for Microsoft. As a Knowledge Worker, Barbara understood the challenges of working virtually and found that process improvement was her favorite aspect of the job. An organizer by heart, Barbara decided to help others de-clutter their workloads and processes to increase work productivity. She holds a BA in English from Concordia University, a Master's Degree in Library and Information Science from Dominican University, and Lean Healthcare Certificate from Belmont University Massey Graduate School.

Optimized Offices works with individuals and teams to address waste in electronic disorganization, ineffective prioritization, unplanned virtual teams, poor time management, distractions and weak paper management. Optimized Offices not only helps to reduce waste, they improve effectiveness, collaboration and focus professionals on delivering results. If your document control or record control processes need improvement, or if your Knowledge Workers can benefit from Lean training to reduce waste, please contact Barbara Ivey at **Barbara.ivey@optimizedoffices.com**. After all, who couldn't use a little more time?

Meet the Staff:

AQA welcomes Kelly McLaren as our new Administrative Assistant. Kelly previously worked with AQA from 2000-2007 but was most currently employed by Rymarc Homes as an Administrative Assistant and Accounts Payable. Raised in Chester, SC, Kelly graduated from the University of South Carolina in 1995 and currently resides in Columbia, SC with her husband Sean, son Morgan and dog Jackie-O. Being a new mom, Kelly enjoys spending as much time with her family as possible. She is excited to be back at AQA International and we are thrilled to have her as a part of the AQA team!

AQA Training: The Key to Success

Month	Date	Class	Days	Cost	Location
June	**13-15**	ISO 9001:2008 Internal Auditor	3.0	$975	Ann Arbor, MI
	15	The Corrective Action Process	0.5	$99	Maumee, OH
	22-24	AS9100 Internal Auditor	3.0	$975	Columbia, SC
July	**13-15**	AS9100 Internal Auditor	3.0	$975	Columbia, SC
August	**17-19**	Integrated Management System Internal Auditor	3.0	$975	Columbia, SC
September	**7-9**	ISO 9001:2008 Internal Auditor	3.0	$975	Columbia, SC

Any of the above referenced courses can be customized to fit any of your training needs with onsite training. For more information regarding any of our classes or how to sign up, please contact Ansley Whiteside at 800-281-4384 or check out training updates on our website!

www.aqainternational.com