Aerospace AS91XX Lessons Learned: Be Prepared for Your Next Audit.

Ronda Culbertson, Aerospace Technical Manager
Global Compliance Unit
DNV GL Business Assurance Inc., USA
Topics of Discussion

- Process Approach
- Management of Risks and Opportunities
- Leadership Involvement
- Nonconformity Responses
What is “Process Approach”? 

- The *process approach* is a management strategy.
- When managers use a *process approach*, it means that they manage and control the processes that make up their organizations, the interactions between these processes, and the inputs and outputs that tie these processes together.
- It also means that they manage these process interactions as a system.
A process is a set of activities that are interrelated or that interact with one another. Processes use resources to transform inputs into outputs. They are interconnected because the output from one process often becomes the input for another process.
Management of Risks and Opportunities

Mandate and commitment

Design framework for managing risk
- Understanding the organization and its context
- Establishing risk management policy
- Accountability
- Integration into organizational processes
- Resources
- Establishing internal communication and reporting mechanisms
- Establishing external communication and reporting mechanisms

Continual improvement of the framework

Implementing risk management
- Implement the framework for managing risk
- Implementing the risk management process

Monitoring and review of the framework
Risk Management Process

1. Risk Management Plan
2. Risk Identification
3. Risk Action Management
4. Risk Assessment
5. Identified Risks
6. Assessed Risks
7. Action
8. Residual Risks

Leadership

- **Leadership** is both a research area and a practical skill, regarding the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations.
Non-conformance

Non-conformance is a sign that something went wrong in a service, process, product or in the system itself by not meeting a certain set of specifications. The existence of a non-conformance implies that some aspects of a company’s standard operating procedures are not being followed or they need to be modified or even updated.

Failure to Conform
Once the true root cause of the issue is identified, the organization can take action to prevent recurrence of the type of nonconformity/nonconformities that exist.

https://i.ytimg.com/vi/sFQFrYitPU/maxresdefault.jpg
AEROSPACE RECOMMENDED PRACTICE

ARP9136™

Issued 2016-11
Technically equivalent writings published in all IAQG sectors

Aerospace Series - Root Cause Analysis and Problem Solving
(9S Methodology)

RATIONALE

The objective of root cause analysis and problem solving is to not only reduce the number of issues (i.e., undesirable conditions, defects, failures), but to minimize their impact on quality, delivery performance, costs, and ultimately on the customer. Often big issues originate with small problems that were discovered too late or were discovered, but were never resolved due to a lack of understanding the actual issue(s), incorrect analysis of the root cause, and/or ineffective actions being taken.

This guidance document was created to provide a methodology for performing root cause analysis to resolve a significant or recurrent issue [e.g., quality, On-time Delivery (OTD), process, documentation], as guidance within the aviation, space, and defense industry and/or when contractually invoked at any level of the supply chain.
Polling Question

- What type of guidance do you feel you need?
  A. Preassessment
  B. Training
  C. Certification
Questions
Take Aways

Be Leaders

Develop & Implement Dynamic Risk Management & Lessons Learned Systems

Understand the Applicable AS91XX Standard and all Intents

Use Data-based Tools for Risk, Problem Solving, and Continuous Improvement Efforts
Thank You For Attending!

www.dnvgl.com