

CASE STUDY

# QUALITY SUPPORT GROUP CASE STUDY

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**Quality**  
**S**upport  
**G**roup



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## **Background**

This case study outlines Quality Support Group's work with a small, Massachusetts-based machine shop to secure training grant funding and implement the ISO 9001:2015 Quality Management System. The 25 person operation, specializing in precision machining of metal and plastic parts, as well as metal fabrication, powder coating, and assembly services, made the decision to pursue ISO 9001:2015 due to a mandate from its out of state corporate office and to a lesser extent by customer demand.

## **Challenges**

Initially there was no Quality Management System in place and the company had an offsite Quality Manager who worked for the corporate office; so it was the machine shop's Sales Manager who initially reached out to QSG for support with QMS training and implementation. He was struggling to make ISO implementation happen due to the company's small size, limited internal resources, and a lack of funding. Additionally, the corporate mandate included a requirement that any QMS must be consistent with and complementary to the corporate QMS.

A further challenge presented early in the implementation process, when the Sales Manager, who was the QMS champion and a key person in the implementation project (as well QSG's primary contact), left the company.

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## Solutions

In order to help fund the training and implementation initiative, QSG worked with the company to develop a training grant application, with a comprehensive training plan, and secure funding from the Massachusetts Workforce Training Fund Program. After the Sales Manager's departure early in the project, QSG helped transform the Plant and Operations manager into a QMS champion, and over the following nine months, employees throughout the organization learned to identify processes and follow the ISO Standard to implement from the ground up:

- Metrics and tracking
- A Quality Management Plan template
- A Context of the Organization template
- A Risk Register Template
- Non-conformance reporting
- Material Review Board (MRB)

Metrics were posted on a wall in the facility, and machine shop staff began conducting monthly meetings to review. The training grant also funded internal auditing training, both in the classroom and on the shop floor.

Post-grant, QSG supported the company through 3rd party audits, which resulted in zero findings, with only four small opportunities for improvement, and the company received ISO9001:2015 certification.

## Results

Feedback from the corporate office indicated that executive management was pleased with the results of the engagement with QSG, as well as the machine shop's overall progress during the nine month project. Ultimately, implementation training helped machine shop employees gain more control of their processes, resulting in fewer non-conformances. ISO certification and the increased efficiencies realized during implementation also helped drive additional business and increased sales for the company.