

**Date:** 12/11/03

**Topic:** Training for TL 9000 Implementation

### **Background**

There was a necessity to replenish quality-auditing skills that were lost due to reductions in force (early retirement, layoffs, attrition, etc.).

### **How did you accomplish this topic during your implementation?**

1. Identify members within the organization already skilled in auditing.
  - a. Executive Sponsor
    - i. Partnered with executive sponsor who sent an email to all under level mgmt asking to document those employees with skills in TL 9000, ESD, process writing, etc. Getting this executive management support was critical.
  - b. List of potential resources collected
    - i. 154 names were generated from management.
  - c. Recognition to these individuals
    - i. Executive sponsor sent individuals a 'congratulations' email and then requested these individuals complete a questionnaire.
  - d. Utilization of Questionnaire for Skill Assessment
    - i. 114/154 or 74% completed the questionnaire.
2. Members' skill sets were then stored in a database.
  - a. 'Knowledge Base' turned into the foundation of the training programs.
  - b. Resource pool for internal audits, quality-training ops.
  - c. SMEs were then requested to train, audit, analyze measurements or provide support.
3. External Certifications
  - a. A majority of individuals had skills but no formal training or certifications.
  - b. Determined which training courses were necessary and then choose the most appropriate vendor.
4. Vendor Selection
  - a. Group and multiple location training were negotiated with vendor.
5. Presentation to management on formal training planned. (Resources, schedule, etc -)
  - a. Management reviewed outcomes from team and approved additional training through a TL 9000 Training Vendor.

### **What lead you to use this method?**

During a brainstorming session with 10 core members, the assessment of current skills was suggested. This method would provide more information on the organization and help determine how to move forward.

### **What worked and what didn't work?**

1. Lesson Learned: In-house vs. external training and the effects of a large organization  
Larger organizations have 'pockets' of great work that aren't pronounced.

The project started with three external courses, however after ½ through completion of the project, the team discovered the company had an in-house audit-training program, in another division. It wasn't specific to TL 9000 but it discussed how to conduct an audit: etiquette, findings, etc.

Now the team has dropped one of the three external training courses and included the internal course to the project.

We needed an assessment of in-house training at the entire company to determine what was available or partner with other divisions.

2. Lessons Learned: Flexible.

It is extremely important to include team members from multiple organizations. Listening during the brainstorming session gets the 'forming' groups moving forward.

**What recommendations do you have for others attempting to use your method?**

Utilization of in-house cross training once the knowledge base on these subjects is obtained.

**How did you measure the effectiveness of this method?**

Response rate to questionnaire

Final approval of training