

Date: October 29, 2003

Topic: QMS Implementation

How did you accomplish this topic during your implementation?

Corning might be little different in terms of implementing QMS when compared to other companies since they were one of the first organizations to be involved with QuEST Forum as well as had V.P. of Quality on the QuEST Forum Board. V.P. of Quality reported to the CEO of the companies, which made it easy for the senior management buy-into TL 9000 registration process, as well as QMS implementation. Quality organization provided internal justification and made sure that each business unit understood the benefits of TL 9000 and why TL 9000 implementation is needed to be the leading edge in industry. Corning decided to implement TL 9000 quality system on their own, there were no customer requirements in 1999. All of the six locations within North America are TL 9000 registered. None of the locations in Europe or Asia are TL 9000 registered. Corning is registered to total four product categories.

Corning does not have Corporate level registration. Each site has its own Quality Management System in place. However there are lots of similarities between the quality systems of each site. Deployment matrix were established containing functional group list Vs TL 9000 adders. This matrix was used to review and determine which group is responsible for which adder who then became the owner of those adder/s and all deployment activities (e.g. documented procedures, data, deployment process) associated with those adders. Gap analysis was conducted and project plan with action register was created. Database was generated for internal audit findings, corrective actions and shared with employees.

Detail Quality plan was developed at Corporate level and used as feeder to the Manufacturing Quality Plan. This plan included strategic business initiatives along with site-specific Quality plan.

What resources/tools/vendors were used to accomplish this task?

Project/deployment team was established lead by V.P. of Quality. Two lines were selected for pilot. No outside consultant was used for deployment. Excel Partnership conducted all of the training. Middle management went through TL 9000 overview training, Internal auditors received three days training and implementation team received two days training. In addition, internal auditor course was developed for internal auditors. There are six internal auditors who are responsible for conducting all internal audits.

No additional resources were added to the organization. Corning uses LRQA as their Registrar who audits once per year (used to be every six months in the past) on a three-year cycle.

Was there any benchmarking activity?

The organization did not go out to benchmark other companies since they were one of the eight pilot companies to implement TL 9000. However several companies have benchmarked them.

What lead you to use this method?

Involvement of senior management with the QuEST Forum.

What worked and what didn't work?

- Having senior management involvement in QuEST Forum made it easier for other business units buy in.
- Having deployment team in place and defining roles and responsibilities of each adder owner helped smooth implementation.

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

- a) Must have management buy-in to the process
- b) It is critical to understand why and what are you doing. The biggest pitfall while engaging in TL 9000 is focusing on compliance and not on business needs. Quality system must be built around business needs and not around compliance that does not bring you the benefit of QMS.
- c) Understand what is the best and most efficient way to bring value to organization instead of focusing on how to write documented procedures etc.

How did you measure the effectiveness of this method?

Focusing on internal metrics and its performance.