



MILITARY SEALIFT COMMAND

MSC Quality Management System

Prepared for Military Sealift Command
by Emprise Corporation

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Learning Objectives

- **The overarching objective of this module is to introduce you to the policies, concepts, and principles associated with MSC's Quality Management System**
- **At the conclusion of this module, you will understand and be able to describe the following:**
 - **What is a QMS?**
 - **MSC's quality policy**
 - **MSC QMS policy**
 - **MSC QMS portal**
 - **MSC QMS organizational structure**
 - **Core QMS Procedures**



What is a QMS?

- **Structured systematic approach for establishing and maintaining policies and procedures essential for delivering quality goods and services that consistently meet customer needs and expectations**



QMS and ISO 9001:2008

- **ISO 9001:2008 is an internationally recognized standard that describes fundamental principles and requirements for effective and efficient quality management systems**
 - **Intended to help organizations ensure that they consistently meet the needs of their customers and other stakeholders**
- **Third-party certification bodies provide independent confirmation that an organization meets the requirements of ISO 9001:2008**





Quality Management Principles

Focus on understanding and meeting customer needs, and expectations

Leadership that provides unity of purpose and direction for organization

Involvement of people at all levels to leverage their abilities for the organization's benefit

Identifying, understanding and managing interrelated processes as a system to achieve organizational effectiveness and efficiency in achieving objectives



Management of organization's activities and resources as structured process

Continual improvement of organization's policies and procedures

Factual approach to decision making (based upon data and analysis)

Mutually beneficial customer-supplier relationships that recognize mutual interdependencies and enhance ability of both parties to create value



Benefits of QMS

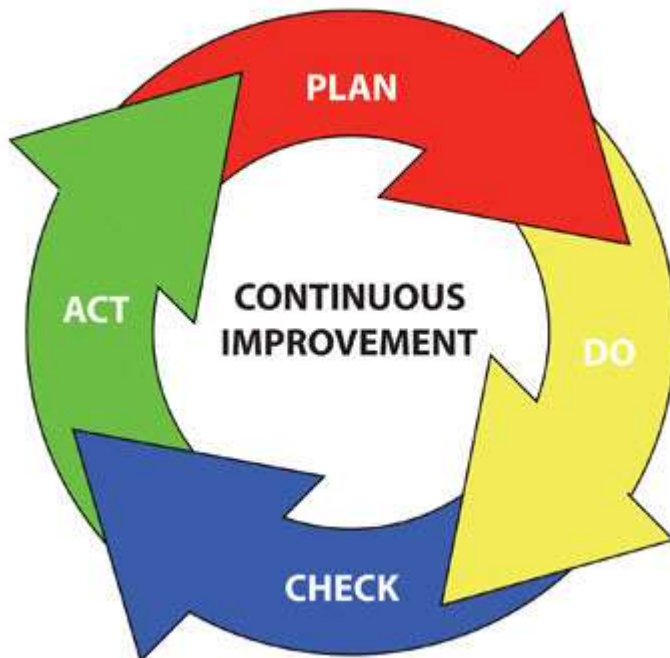
- **Fact-based business decision making that is validated through measurement of process outputs and customer satisfaction**
- **Documented procedures and work instructions for key business processes**
 - **Transparent business processes throughout MSC**
 - **Processes independent of personnel**
 - **Predictable outputs**
 - **Accountability for process outputs**
- **Better understanding of relationship between each individual's performance, process outputs, and customer satisfaction**



QMS At A Glance

Say What You Do

- *COMSC Instructions*
- *QMS Procedures*
- *QMS Work Instructions*



Improve What You Did

- *Corrective Actions*

Do What You Say

- *Quality Records*
- *Preventive Actions*

Measure What You Did

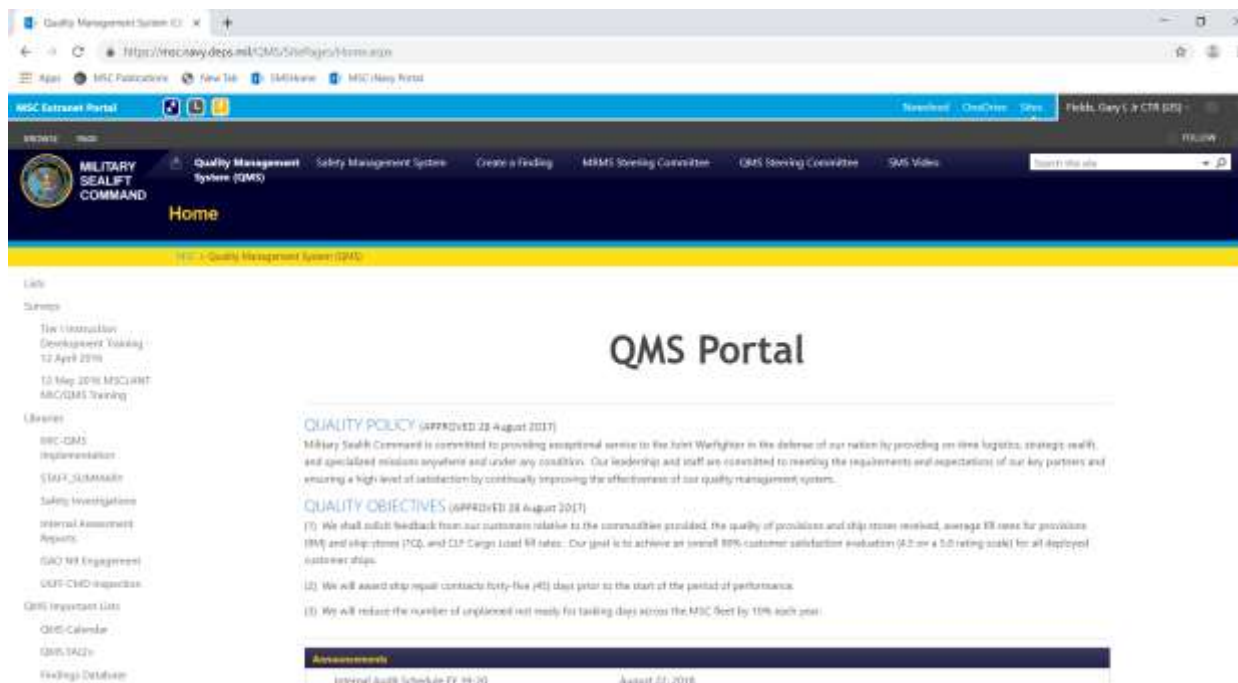
- *Findings*
- *Internal Audits*
- *External Audits*

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MSC Quality Management System

- Implemented via COMSCINST 5200.9E, Managers' Internal Controls – Quality Management System
- MSC QMS portal (<https://msc.navy.deps.mil/QMS/SitePages/Home.aspx>)
 - Repository for QMS policy and procedures documentation, findings database, and external document library





MSC's Quality Policy

- **Quality Policy**

- **Military Sealift Command is committed to providing exceptional service to the Joint Warfighter in the defense of our nation by providing on-time logistics, strategic sealift, and specialized missions anywhere and under any condition. Our leadership and staff are committed to meeting the requirements and expectations of our key partners and ensuring a high level of satisfaction by continually improving the effectiveness of our quality management system.**

- **Quality Objectives**

- 1. We shall solicit feedback from our customers relative to the commodities provided, the quality of provisions and ship stores received, average fill rates for provisions (9M) and ship stores (1Q), and CLF Cargo Load fill rates. Our goal is to achieve an overall 90% customer satisfaction evaluation (4.5 on a 5.0 rating scale) for all deployed customer ships.**
- 2. We will award ship repair contracts forty-five (45) days prior to the start of the period of performance.**
- 3. We will reduce the number of unplanned not ready for tasking days across the MSC fleet by 10% each year.**



Why is a QMS Important to MSC?

- To consistently and efficiently satisfy its customers needs and expectations, MSC needs to:
 - Understand its customers' changing needs and expectations
 - Continuously align its mission, vision, organizational goals and objectives, business processes, and resources with its customers' current needs and expectations
 - Consistently deliver quality goods and services that meet or exceed customers' current needs and expectations
- Consequently, MSC has adopted an ISO 9001:2008 compliant QMS



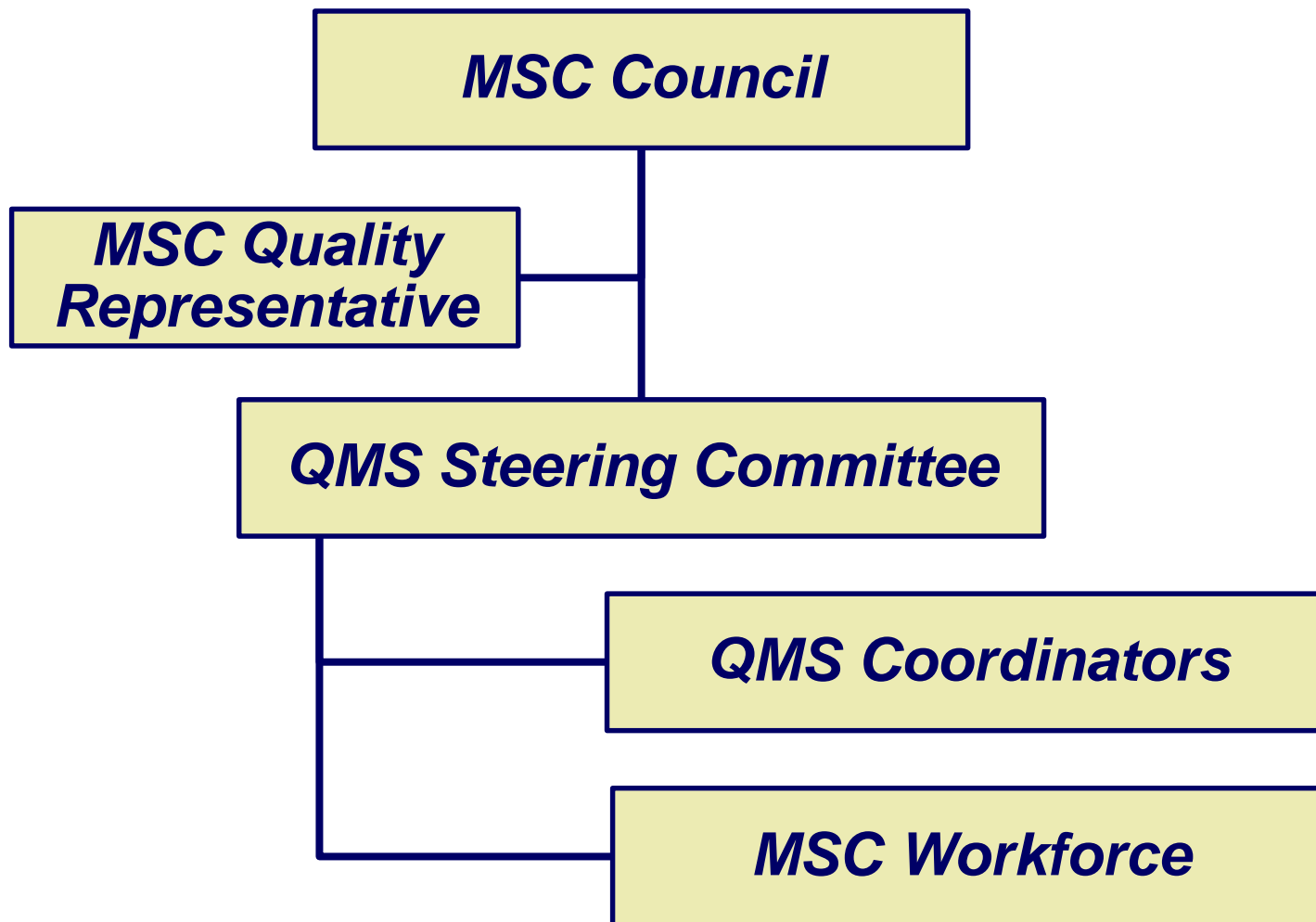


MSC QMS

- QMS home page accessible via Quality Management System (QMS) link under Communities tab on MSC portal home page



MSC QMS Organizational Structure





MSC Council

- Provides management oversight for QMS
- Conducts management reviews at planned intervals to ensure continuing QMS suitability, adequacy and effectiveness



QMS Steering Committee

- **Responsible for joint planning, implementation, and management of QMS**
 - **Chaired by N01**
 - **Comprised of PMs and FDs**
 - **Accountable to MSC Council**
 - **Includes involvement of SAs and Area Commanders, as needed**



Quality Representative

- **Appointed by MSC Council**
- **Senior management representative responsible for overseeing day-to-day QMS activities**
- **Liaison between MSC management and QMS Steering Committee, QMS Coordinators, and MSC workforce for day-to-day QMS related matters**



QMS Coordinators

- **Assigned within each PM/FD/SA/Area Command to assist MSC workforce with QMS related matters**
- **Assist with QMS training**
- **Assist Document Control Manager**
- **Participate in internal and external audits**



MSC Workforce

- **Responsible for:**
 - **Preparing procedures and work instructions**
 - **Complying with established procedures and work instructions**
 - **Preparing and maintaining quality records**
 - **Identifying and tracking findings**
 - **Identifying and implementing preventive actions**
 - **Researching and implementing corrective actions**
 - **Planning and implementing process improvement efforts**
- **Participating in audits**



Core QMS Procedures

- **Control of documents**
- **Control of records**
- **Processing findings and corrective action**
- **Preventive actions**
- **Control of nonconforming products or services**
- **Audits**



Control of Documents

Tier I

COMSC Instructions

- *Include only policy level guidance*
- *Content is not directive in nature*
- *Content describes “WHAT” we are supposed to be doing, and sometimes “WHY” we are doing it*

Tier II

QMS Procedures

- *Provides high level direction regarding “HOW” we are supposed to execute a business process*
- *Identifies each “doers” general roles and responsibilities*
- *Entire business process is “mapped” start to finish*
- *Identifies boundaries and interfaces between business processes and between PMs, FDs, SAs, and Area Commanders*
- *Identifies aspects of process that cross PM/FD/SA/Area Command boundaries*

Tier III

Work Instructions

- *Provides detailed (step-by-step) direction regarding “HOW” we are supposed to execute a business process from start to finish, with all “hand-offs” (interfaces) identified*
- *Identifies each “doers” specific roles and responsibilities*
- *Specific to PM, FD, SA or Area Commander (i.e., does not cross boundaries)*



Control of Documents (cont.)

- **Official repository for approved Tier I, II, and III documents maintained on MSC QMS portal**
 - Accessible via QMS portal home page
 - Official repository for approved Tier II and Tier III documents referred to as QMS Procedures Manual



N7 QMS Procedures and Work Instructions

- Approval of N7 QMS procedures and work instructions managed via Maintenance and Repair Management System (MRMS)
- List of approved and pending N7 QMS procedures and work instructions available on MRMS home page (<https://msc.navy.deps.mil/QMS/SMS/SMS/N07.pdf>)



Control of Records

- Record is proof of past action that provides objective evidence of conformity to QMS requirements
- Records are not the same as documents
- Records control involves:
 - What records should be kept
 - Where records should be kept
 - Who is responsible for keeping them
 - How long they are maintained
 - How they are disposed of
- Records Control Form
 - Master list of official QMS records by area of responsibility
 - Accessible via MSC QMS portal home page



Processing Findings and Corrective Actions

- **Finding is used to record and track correction of a nonconformity**
 - **Nonconformity can involve:**
 - Non-compliance with QMS procedure or work instruction
 - Error, omission, or other defect in QMS procedure or work instruction
 - Defect in product or service produced by QMS procedure or work instruction
- **Finding can be initiated by anyone who identifies a nonconformity**
- **Findings are recorded and tracked in QMS Findings Database**
- **Findings processing:**
 - **Stage 1: Finding entered in Findings Database by originator**
 - **Stage 2: Quality Representative verifies finding is valid and assigns to appropriate assignee (i.e., specific individual or QMS Coordinator) for action**
 - **Stage 3: Assignee researches nonconformity, documents relevant circumstances, determines root cause, corrects nonconformity, and reports immediate action taken and/or corrective action taken in Findings Database**
 - **Stage 4: Quality Representative verifies adequacy of corrective action and closes finding**



Processing Findings and Corrective Actions (cont.)

- **Corrective action is action taken to correct a nonconforming product or service**
 - **Documented in Findings Database, along with associated:**
 - Relevant circumstances
 - Analysis of finding
 - Root cause
 - Recommended follow-up action(s), as applicable



Preventive Actions

- Actions taken to identify and correct a problem before it causes a nonconforming product or service
- Includes proactive steps taken to prevent :
 - Potential nonconforming products or services from occurring
 - Recurrence of previously identified nonconforming products or services



Control of Nonconforming Products or Services

- **Involves:**
 - **Establishing appropriate quality assurance measures in QMS procedures and work instructions for detecting and correcting nonconforming products or services before they reach the customer**
 - **Employees responsible for executing QMS procedures and work instructions:**
 - **Being familiar with, and committed to adhering to procedures and work instructions**
 - **Continuously looking for errors, omissions, or other defects in procedures and work instructions**
 - **Adapting QMS procedures and work instructions to changes in customer's needs or expectations**



Internal Audits

- **Required annually**
- **Conducted by MSC employees trained in QMS audit procedures**
- **Involves auditors interacting with:**
 - **MSC personnel responsible for planning, managing, and complying with QMS**
 - **Internal and external customers**



Internal Audits (cont.)

- **Auditors assess MSC personnel responsible for planning, managing, or complying with QMS with regard to their:**
 - **Familiarity with QMS**
 - **Ability to produce quality records that verify QMS is working as designed**
- **Auditors assess internal and external customers with regard to:**
 - **Their satisfaction with MSC's products and services**
 - **Their opinions regarding the need for process improvements in order to increase their satisfaction**



External Audits

- **Required annually to maintain ISO 9001:2008 certification**
 - Renewal audit conducted every three years
- **Conducted by ABS**
- **Audit process similar to internal audit process:**
 - Auditors assess employee familiarity with QMS and ability to produce quality records
 - Auditors assess Internal and external customer satisfaction and opinions regarding need for process improvements



Why QMS Works

- **Integrates quality into day-to-day activities**
- **Commitment to quality from front office to deckplates**
- **Work procedures largely developed by people who execute them**
- **Objective records used to verify QMS is being used**
- **Third-party certification, rather than self-certification**
- **Transparency – everyone has access to procedures, findings, and reports**
- **Findings can be submitted by anyone who discovers nonconformity**
- **Focused on fact finding rather than fault finding (non-punitive)**
- **Quality Representative concept – management commitment to QMS processes**
- **Focus on continuous process improvement for customer satisfaction**



Summary

- **During this module we have discussed:**
 - **What is a QMS?**
 - **MSC's quality policy**
 - **MSC QMS policy**
 - **MSC QMS portal**
 - **MSC QMS organizational structure**
 - **Core QMS Procedures**



Additional Information

- For additional information, please refer to:
 - COMSCINST 5200.9E, Managers' Internal Controls – Quality Management System
 - MSC QMS portal (<https://msc.navy.deps.mil/QMS/SitePages/Home.aspx>)



Final Questions





Revision History

Date	Version	Description	Author
4/8/19	2.0	Revised slide template. Updated content.	Gary Fields
8/7/19	2.1	Verified content is consistent with current COMSC Instructions and QMS and SMS procedures; Deleted COMSCINST 5224.1; Added COMSCINST 5200.9E; Added slide 8; Deleted Way Ahead for QMS slide	Gary Fields