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23015



**NORAD**

DIREKTORATET FOR  
UTVIKLINGSSAMARBEID  
NORWEGIAN AGENCY FOR  
DEVELOPMENT COOPERATION

**FINAL REPORT ON  
ISO 9001:2000 LEAD AUDITOR TRAINING  
PROGRAMME  
(UNIDO-SAARC SMTQ PROJECT)**

**15 to March, 2004  
New Delhi, India**

**FICCI**

**Federation of Indian Chambers of Commerce & Industry  
Tansen Marg, New Delhi, India**

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**REPORT ON THE CONDUCT OF LEAD AUDITOR COURSE  
FROM 15-20 MARCH, 2004, NEW DELHI, INDIA  
(UNIDO PROJECT US/RAS/03/043)**

**1.0 BACKGROUND**

1.1 A request offer for proposal (REP) No., 2004/012/UK Project No. US/RAS/03/043 of SMTQ for conductance of International Register of Certified Auditors (IRCA), U.K approved ISO 9001-2000 training programme was sent to UNIDO by the Federation of Indian Chambers of Commerce and Industry, New Delhi (FICCI). Subsequently, a contract was signed between FICCI and UNIDO in February-March 2004 to conduct ISO 9000-2001 Lead Auditor Training programme for the participants from Bangladesh, Bhutan, Maldives and Nepal from 15-20 March, 2004 at New Delhi India within the framework of SMTQ and the programme was to be conducted as per the terms and conditions contained in Appendix B of the contract. The basic strength of FICCI for conductance of this UNIDO training programme was its Quality Forum wing, which is a well established unit known for its excellence in training of several programmes relating to quality. Among these, ISO 9001-2000 Lead Auditor Course has an edge over the others in the sense that it is the earliest one to start with the signing of MOU with Nigel Bauer & Associates in UK in 1995 for conducting this course in India on a regular basis. Further this course is certified by IRCA, UK under their reference No. 17027 and FICCI Quality Forum has conducted over 150 courses. Further FICCI has an able faculty in their rolls for conducting this course and they are all registered by IRCA as registered auditors for ISO 9000.

**2.0 CONDUCT OF TRAINING PROGRAMME**

2.1. As per the provisions of Appendix B of the contract, the venue for the training programme was the premises of Federation of Indian Chambers of Commerce and Industry, New Delhi. As per the Appendix ; it was a six day programme and a

copy of day-wise of this six-day programme is given in Annexure 'A'. There were 20 participants representing the four countries of SAARC namely Bangladesh, Bhutan, Maldives & Nepal. A list of these participants is given in Annexure 'B'. Prior to the commencement of the training programme as per the normal procedure, a copy of the pre-course material pertaining to ISO 9001-2000 standard was sent in advance all the participants as per the provisions of IRCA, UK. This is to introduce the subject matter contained in ISO 9001:2000 standard to the participants prior to the commencement of the course and the exercise contained in this material is designed to enable the participants to understand the course better. A copy of this pre course material as circulated to the participants is at Annexure 'C'

## 2.2. Inaugural session

There was a brief inaugural session prior to commencement of the regular training programme. A copy of the programme at inaugural session is at Annexure 'D' and as may be seen from the programme, there were high ranking officials from the Government of India, UNIDO and Royal Norwegian Embassy. This session gave an opportunity of the participants to interact and get to know each other.

2.3. Faculty: The lead faculty for this course was Mr. S.C.Arora, Director (Training and Consultancy) in Quality Forum, FICCI. He was supported by Mr. B. Venkatram, Director, Quality Council of India, QCI, India. Mr. Arora who is a registered lead auditor for ISO 9000 with IRCA, UK, has the distinction of conducting more than 100 courses as a lead tutor in the country and abroad. Mr. Venkatram has also the experience when he was in the Quality System Department of Bureau of Indian Standards and also in QCI.

2.4. The six day programme went on as per the schedule given in Appendix A. There had been very good interaction between the participants and the tutors. There were group exercises conducted, presentation by the participants and also role

model exercises by the participants. During the training, more emphasis was given to listening and understanding the lectures by the faculty. The course material, which was provided along with excellent stationary, was meant primarily to serve only as a guide or supplement to the lectures. A copy of the course material is given in Annexure E. On the Sixth day, an examination was conducted which was attended by all 20 participants.

- 2.5. A feed back form was circulated to each of the participants for giving their views on the programme and they are summarized at Annexure F. The analysis of these feed back forms shows that generally the course presentation was excellent and also the venue and course material. However, there was a general feeling that the course period should be extended beyond six day period for better understanding.
- 2.6 The examination papers were evaluated by the faculty and sent to UK for review. A copy of the Training Record Form "A" as received from UK announcing the results is given in Annexure G
- 2.7. As per results given in the final training record 60%, of the participants were declared as successful. M/s. Nigel Bauer & Associates as per the results,, prepared the certificates and sent to FICCI for necessary action. These certificates have been sent to all the participants. A copy of two model-certificates; one declaring a participant as successful and other declaring a participant simply had attended the course are given in the Annexures H<sub>1</sub> & H<sub>2</sub>.
- 2.8. At the end of the course, a dinner was arranged by FICCI and this was attended by representatives from the Government, UNIDO and NORAD. This occasion gave an opportunity to interact with the participants on the various aspects of the training programme. A general impression was gathered that there was a good feeling amongst all the participants about the quality of the presentation and arrangements of the course.

## Nigel Bauer &amp; Associates

## ISO 9001:2000 Lead Auditor Training Course

**Day 1**

08.30	Registration
09.00	Introductions / Course overview
	Delegate assessment
	IRCA and the Auditor Registration Scheme
	An Overview of Quality Management
	Quality Management Systems and Certification
	National & International schemes
	Current developments - Background to ISO 9000:2000
10.45	<b>BREAK</b>
11.00	Using ISO 9001 as a model for a Quality Management System
	Current strengths and weaknesses
	Main differences between ISO 9001:2000 and ISO 9001:1994
12.00	ISO 9001 - Management issues
	Measurement, Analysis & Improvement
13.00	<b>LUNCH</b>
13.45	<b>PRE-COURSE EXERCISE</b>
	<b>(Review and Analysis of Pre-course Exercise)</b>
14.45	What is an Audit and why are Audits necessary ?
	The Audit Process
	Auditing in relation to the "Process approach"
	ISO 19011 and auditor competence
15.30	<b>BREAK</b>
15.45	ISO 9001 - Product Realization (Main business processes)
16.30	Preliminary preparation for Assessment
17.00	<b>SYNDICATE EXERCISE No. 1</b>
	<b>Document Review</b>
18.30	Quality Systems implementation
	ISO 9001 - Documentation requirements
19.00	<b>Introduction to Assessment task</b>
	Close day 1 - Homework - Preparation for day 2

**Day 2**

08.30	Review of day 1 & assessment process
	Developing an understanding of the Assessment Task
	Process Analysis
	<b>SYNDICATE GROUPWORKING</b>
10.45	<b>BREAK</b>
11.00	Feedback from syndicate group work
11.45	Assessment Planning and Team Composition
	Responsibilities of the Lead Auditor
12.15	<b>SYNDICATE GROUPWORKING</b>
13.00	<b>LUNCH</b>
13.45	continued
14.00	Feedback from syndicate group work
14.45	Detailed Audit Planning
	The High Level Check List
15.30	<b>BREAK</b>
15.45	<b>SYNDICATE GROUPWORKING</b>
	<b>(High Level Check List)</b>
16.45	Review of High Level Check Lists
17.30	<b>SYNDICATE GROUPWORKING</b>
	<b>(High Level Check List continued)</b>
18.30	Close day 2

**Nigel Bauer & Associates**

*Day 3*

08.30	SYNDICATE GROUP WORKING <i>(High Level Check List continued)</i>
09.30	Review of day 2 & High Level Check Lists
10.00	Searching for Evidence (part 1) Audit sampling Audit Methods and Techniques
10.45	<i>BREAK</i>
11.00	SYNDICATE GROUP WORKING <i>(Auditor's "Plan of Action")</i>
12.00	Searching for evidence (part 2) Interviewing and Questioning Techniques Use of Check Lists Following Trails Cultural issues / Audit etiquette Psychology of Audit, Auditor and Auditee Tactics
12.45	<i>LUNCH</i>
13.30	Preparing "Low Level" (Detailed) Check Lists
14.00	SYNDICATE GROUP WORKING <i>(Preparing detailed check lists)</i>
16.00	Taking notes and recording nonconformities
16.30	SYNDICATE EXERCISE No. 2 <i>(Evaluation of potential nonconformity situations)</i>
18.00	Review and discussion of nonconformity reporting Close day 3



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### Day 4

08.30 Review of day 3  
 09.00 Conducting the audit  
 Audit Protocols  
     Audit guides  
     Confidentiality  
     Opening / closing meetings  
     Audit report forms  
 Control of the Audit  
 Responsibilities of the Team Leader & team members  
 IRCA & IATCA Auditors' Code of Conduct  
 09.45 SYNDICATE GROUP WORKING  
*(Preparation for Opening Meetings)*  
 10.45 **BREAK**  
 11.00 Briefing for Opening Meetings & Audit Role Play  
 11.30 TEAMS CONDUCT OPENING MEETINGS  
 Review and discussion  
 13.15 **LUNCH**  
 14.00 TEAMS CONDUCT AUDIT ACTIVITIES  
 15.00 **BREAK**  
 15.15 TEAMS CONDUCT AUDIT ACTIVITIES  
 17.15 Feedback and discussion / Lessons learnt  
 Qualities required of an Auditor  
 18.00 Close day 4

### Day 5

08.30 Audit Team Meeting  
     Evaluating and presenting results  
     Categorisation of nonconformities  
     Conclusions from the audit  
 The Closing Meeting  
 09.15 SYNDICATE GROUP WORKING  
*(Preparation and presentation of nonconformity statements)*  
 10.30 **BREAK**  
 10.45 continued  
 Review and discussion  
 11.30 SYNDICATE GROUP WORKING  
*(Team meeting & preparation for Closing Meeting)*  
 12.30 Briefing for Closing Meetings  
 13.00 **LUNCH**  
 13.30 TEAMS CONDUCT CLOSING MEETINGS  
 Feedback and discussion  
 15.00 **BREAK**  
 15.15 The Corrective Action Process  
     Corrective Action Review and evaluation  
     Audit follow up and on-going surveillance  
 SYNDICATE EXERCISE No. 3  
 16.45 Report Writing  
 Executive Reports  
 17.00 DELEGATES WRITE SUMMARY REPORT  
 17.30 Close day 5

### Day 6

09.00 Examination briefing  
 09.30 *Lead Auditor Examination*  
 11.30 Final discussion and course review  
 12.00 Close



**ISO 9000 LEAD AUDITOR TRAINING COURSE**  
NEW DELHI, INDIA

**15-20 March 2004**  
**FICCI**

**LIST OF PARTICIPANTS**

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*The Assessment  
of  
Quality Management Systems*

*(IRCA Registered Auditor/Lead Auditor Training Course)*

**Pre-course exercise**

In preparation for the above course it is necessary for delegates to develop a good understanding of ISO 9001:2000

To facilitate this, please undertake the attached exercise a few days before the course and be prepared to provide a verbal response during the first exercise on day one under the leadership of the tutors.

You should also bring with you a copy of ISO 9001:2000.

We look forward to meeting you.

***Nigel Bauer***

*Please note:*

*It is an IRCA requirement that you are in attendance at all published course time, and a failure to comply with this requirement could result in your failure to successfully complete the course.*

*If the course that you are attending is being run on a non-residential basis, or you are attending a residential course on a non-residential basis, you should note the course start and finish times provided by the course organiser, and in particular you should make appropriate travel arrangements to ensure that you are able to arrive in good time each morning, and can fully participate in course work until the daily published course finish times.*

**QM8 - PRE-COURSE EXERCISE**

Prior to attending the course please obtain a copy of ISO 9001:2000, which you will also need to bring with you to the course, and attempt to provide answers to the following questions. You should be prepared to give your response to each question in open forum during the course. Where a question refers to a 'clause' of the standard this is taken to imply a numbered paragraph such as 5.5.2 etc.

- Q 1 Where in ISO 9001 does it identify why the standard has been produced ?
- Q 2 According to ISO 9001 what are the responsibilities of the Quality Manager ?
- Q 3 How many clauses of ISO 9001 require a documented procedure ?
- Q 4 Where in ISO 9001 does it require Job Descriptions to be produced ?
- Q 5 What are the criteria specified in ISO 9001 by which an organisation should select suppliers of products and/or services ?
- Q 6 What does ISO 9001 require an organisation to do in the event of supplier poor performance ?
- Q 7 What is meant by the term "Product" in ISO 9001 ?
- Q 8 What is ISO 9001 clause 7.1 trying to achieve ?
- Q 9 What is meant by the term "Customer related processes" in ISO 9001 clause 7.2.1 ?
- Q 10 Identify for your company an example of "Customer Property" (ISO 9001 clause 7.5.4).



**FICCI**

**ISO 9001:2000 Lead Auditor Training**  
**(UNIDO-SAARC SMTQ PROJECT)**  
 15-20 March 2004

**INAUGURAL SESSION**

Date: 15 March 2004

Timing: 0930 to 1030 hrs

- **Welcome Address by Mr. Alop K. Mittal**  
*Advisor, FICCI*
- **Address by Dr. George B. Assaf**  
*UNIDO Representative & Regional Director*
- **Address by Mr. Dag Larsson**  
*Minister-Counsellor/  
 Regional Advisor Private Sector Development Asia  
 Royal Norwegian Embassy*
- **Address by Mr. Girdhar J. Gyani**  
*Secretary General  
 Quality Council of India*
- **Inaugural Address by Mr. S. Jagadeesan**  
*Joint Secretary  
 Department of Industrial Policy & Promotion  
 Ministry of Commerce & Industry  
 Government of India*
- **Vote of Thanks by Lt Gen H. Lal**  
*Director General  
 FICCI Quality Forum*



ANNEXURE F

SUMMARY OF COURSE COMMENTS FROM PARTICIPANTS

Details ↓ Grading →	Excellent	Very Good	Good	Average	Poor
<u>Course Material</u>	11	8	1		
<u>Course Presentation</u>	16	4	NIL		
<u>Venue</u>	10	5	5		

**TRAINING RECORD FORM "A"**

SUMMARY OF RESULTS FOR QM 8 - THE ASSESSMENT OF QUALITY MANAGEMENT SYSTEMS  
(Certified Course No. A17027)

**Date of Course :** 15th - 20th March 2004

**Observers (and reasons for attendance):**

**Location / Venue :** New Delhi

**Course Leader :** Mr. S.C. Arora

*IRCA Registration status & renewal date:*

A005025, Jan. 2005

**Support Tutors :** Mr. B. Venkataram

*IRCA Registration status & renewal date:*

**Course Manual Rev/Issue status:**

QM8/Ver.01/Rev.02/Index/08

**Trainee Tutors:**

**IRCA Examination No :** QMS 1

*First marker:* Mr. B. Venkataram

*Second marker:* Mr. S.C. Arora

DELEGATE NAME	CONT. ASS.	EXAM.MKS	CERT. No.
Md. Mahfuzar Rahman Sarker ✓	78	74.5	2004/1101
Mohamed Mamdooh ✓	77	79	2004/1102
G.M. Jainal Abedin Bhuiya	74	81	2004/1103
S.M. Shahidullah Noor	81	70	2004/1104
Dil Ranjan Chhetri	75	75.5	2004/1105
Sangay Phuntsho	77	86.5	2004/1106
Krishna G.C.	72	83.5	2004/1107
Binai Lama	75	86	2004/1108
Ahmed Migdhad	72	72.5	2004/1109
Ruhidas Jodder	73	70	2004/1110
Sk. Hamim Hasan	69	71	2004/1111
Colonel M M Jahangir, psc(Retd.)	74	75	2004/1112
Jamyayng Phuntsho	76	62	FAIL
Jeevan Devi Kansakar	71	44.5	FAIL
Abdul Rahman Ali	73	39	FAIL
Tahmida Ahmed	67	32	FAIL
Sangeeta Pokharel	76	26.5	FAIL
Md. Lutfor Rahman Khan	72	21.5	FAIL
Madhu Sudan Bhandary	74	21	FAIL
Ahmed Naseem	36	-	FAIL
<b>Percentage of delegates who successfully completed course:</b> 60%			

**NIGEL BAUER  
& ASSOCIATES**

**TRAINING RECORD FORM "A"**

*Form Ref. TR/A/02*



# NIGEL BAUER & ASSOCIATES

INTERNATIONAL QUALITY IMPROVEMENT TRAINING & CONSULTANCY SERVICES



## ISO 9001:2000 Auditor / Lead Auditor Training Course

*It is hereby certified that*

**Md. Mahfuzar Rahman Sarker**

*has successfully completed the above course and examination*

*Held*

15th - 20th March 2004

New Delhi

for Nigel Bauer & Associates



Course A17027 is certified by IRCA and meets the training requirements for those seeking registration under the IRCA and IATCA QMS auditor certification schemes

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*Training for the 21st Century*



# NIGEL BAUER & ASSOCIATES

INTERNATIONAL QUALITY IMPROVEMENT TRAINING & CONSULTANCY SERVICES



## ISO 9001:2000 Auditor / Lead Auditor Training Course

*It is hereby certified that*

**Sangeeta Pokharel**

*has attended the above course*

*Held*

15th - 20th March 2004  
New Delhi

for Nigel Bauer & Associates

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website: [www.nb-a.demon.co.uk](http://www.nb-a.demon.co.uk)

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**FINANCIAL STATEMENT FOR CONDUCTING ISO 9001:2000 LEAD AUDITOR  
COURSE  
(15-20 MARCH 2004, NEW DELHI – INDIA)**

Sl No.	Item	Expenditure (US\$)
1	Faculty fee	4200
2	Hire charges for training room and equipment	2800
3	Training material	750
4	Lunch and refreshment for participants & faculty	2400
5	Intellectual properties and licence fee	1500
6	Courier and telecom charges	500
7	Planning and coordination	600
	<b>Total:</b>	<b>12750</b>

**(US\$ thirteen thousand one hundred fifty only).**