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9100 revision 2016
Key changes presentation

IAQG 9100 Team
December 2015
Table of contents

- Reasons for revision
- Team members and timeline for the revision
- Key changes & implementation benefits
- Clause-by-Clause summary of changes
- Sections containing the “Click for More” contents on:
  - Terminology & High Level Structure
  - Risk Based Thinking
  - Process Approach
  - Concept of Change
  - Product Safety
  - Prevention of Counterfeit Parts
  - Human Factors
  - Quality Management Principles

The intent of the presentation is to be dual purpose…for both general users and experts (using ‘click for more’ options to view additional information)
9100 Revision 2016

Reason for the revision
The “ISO 9001” needs to change, to:

- Adapt to a changing world
- Enhance an organization's ability to satisfy its customers
- Provide a consistent foundation for the future
- Reflect the increasingly complex environments in which organizations operate
- Ensure the new standard reflects the needs of all interested parties
- Integrate with other management systems
9100 revision 2016

The “9100” needs to change, to:

- Incorporate changes made by ISO TC176 to the ISO 9001:2015 requirements
  (*ISO liaison organized to collaborate with the IAQG 9100 team and to obtain consideration for IAQG requirements*)

- Consider Aviation, Space and Defense stakeholders’ needs identified since the last revision
  (*web survey performed in 2013*)

- Consider clarifications to 9100 series requests issued by IAQG since the last revision
  (*requirements clarified or notes added*)
IAQG 9100 Series Team

<table>
<thead>
<tr>
<th>IAQG 9100 Series Team</th>
</tr>
</thead>
</table>
| **Alan Daniels**  
9100 IDR – Team Leader  
Boeing |
| Buddy Cressionnie  
9100 AAQG SDR  
Lockheed Martin |
| Brigitte Clamens  
9100 EAQG SDR  
Zodiac Aerospace |
| Masahiro Kawamoto  
9100 APAQG SDR  
Mitsubishi Heavy Industries |
| Jim Clifford  
9100 AAQG Representative  
United Technologies Corporation |
| Roberto Ciaschi  
9100 EAQG Representative  
European Space Agency |
| Jinfeng Geng  
9100 APAQG Representative  
Aviation Industry Corporation (AVIC) |
| Kim Roy  
9100 AAQG Representative  
Triumph |
| Pete Cracknell  
9100 EAQG Representative  
BAE Systems |
| Tatsuya Shirai  
9100 APAQG Representative  
Kawasaki Heavy Industries |

Integration of Standards

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<thead>
<tr>
<th>Integration of Standards</th>
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</table>
| **Elizabeth Walters**  
9120 IDR  
Boeing |
| **Agathe Moll**  
9110 IDR  
Airbus |
| **Masahiro Kawamoto**  
9101 IDR  
Mitsubishi Heavy Industries |
| Ray Wright  
9115 IDR  
Raytheon |
| **Wayne Johnson**  
9100 Scribe  
IAQG |

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**IAQG/Sector 9100 Team Structure**

- **IAQG 9100 Writing Team**: Collects sector and stakeholder input and creates a rough draft. (8)

- **IAQG 9100 Team**: Collects sector and stakeholder input and writes the revision (14)

- **Representatives of Sector 9100 Team at International Meetings**: (9)

- **Sector 9100 Team Meetings**: To gather sector inputs and develop sector positions. Operation managed at Sector Level (58)

**Stakeholder Team Representatives**

- **AAQG 9100 Team**
- **EAQG 9100 Team**
- **APAQG 9100 Team**

- **AAQSC Sector 9100 Team**
- **EAQG Sector 9100 Team**
- **APAQG Sector 9100 Team**

**IAQG 9100 Team Meetings**

Meetings to gather sector inputs and develop sector positions. Operation managed at Sector Level (58)
### 9100 Revision Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 2013</td>
<td>Stakeholder Feedback Resolution</td>
</tr>
<tr>
<td>Apr 2014</td>
<td>Concept Sub-team Proposals</td>
</tr>
<tr>
<td>Jun 2014</td>
<td>Integrate ISO 9001 Draft with 9100</td>
</tr>
<tr>
<td>Jul 2014</td>
<td>Structure Draft (team)</td>
</tr>
<tr>
<td>Oct 2014</td>
<td>Working Draft (team)</td>
</tr>
<tr>
<td>July 2015</td>
<td>Coordination Draft (IAQG)</td>
</tr>
<tr>
<td>Dec 2015</td>
<td>Ballot (IAQG)</td>
</tr>
<tr>
<td>Apr 2016</td>
<td>9100 Series Publication</td>
</tr>
</tbody>
</table>

- These dates are contingent on consensus on decisions/ballots to proceed at each stage.
- Actual standards publication depends on sector publication scheme & schedule.
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9100 Revision 2016

Key changes
in the ISO 9001 text
and in the 9100 additions
9100 revision 2016

Key Changes *(from ISO 9001:2015)*

- High level structure (HLS) & Terminology
- Risk-based thinking
- Process approach strengthened with integration of the QMS into organization’s business processes
- Emphasis on change management
- Concept of preventive action now addressed throughout the standard by risk identification and mitigation
- Introduction of knowledge management
Key Changes \textit{(from ISO 9001:2015)}

- Clearer understanding of the organization’s context
- Aligning QMS policy and objectives with the strategy of the organization
- Explicit performance evaluation requirements
- Greater flexibility with documentation
- More compatible with services

Not required to adjust strictly the organization QMS to the new structure and terminology
Key Changes (in the ASD requirements)

As a consequence of the new ISO 9001 structure:

- 9100 additions have been relocated into appropriate ISO sections
- the requirements are better organized and clarified, with notes and examples to enhance understanding
Key Changes *(in the ASD requirements)*

- **Product safety**
  added in a separate clause and in selected areas

- **Counterfeit parts prevention**
  added in a separate clause and in selected areas

- **Risk**
  merged current 9100 requirements with the new ISO requirements and emphasis on risks in operational processes

- **Configuration management**
  clarified and improved to address stakeholder needs

- **Awareness**
  reinforced requirements for awareness of individual contribution to quality

- **Human factors**
  included as a consideration in nonconformity / corrective action
### 9100 Series Changes - High Level Summary

**Clause 1** Scope
- New process model
- Added a PDCA model
- Added “Risk-based thinking”
- Emphasis on defining the QMS and context of the organization

**Clause 2** Normative ref
- ISO 9000:2015 referenced

**Clause 3** Terms and definitions
- ISO 9001 terms and definitions moved to ISO 9000
- Added 9100 “product safety”, “counterfeit part”

**Clause 4** Context of the organization
- Quality manual not required, maintained documentation is required
- Justified exclusions not limited to Realization/Operations processes
- QMS processes have performance indicators

**Clause 5** Leadership
- QMS compatible with strategic direction
- QMS requirements integrated into business processes
- Processes deliver their intended outputs

**Clause 6** Planning for the QMS
- When planning the QMS, determine the actions needed to address opportunities and risks (preventive)
- Increases requirements for planning of changes

**Clause 7** Support
- Determine knowledge management requirements
- Awareness on product conformity, product safety, ethical behavior

**Clause 8** Operation
- Planning for product obsolescence
- Plan activities needed to assure product safety
- Prevention of counterfeit parts
- Process to validate test reports for raw material based on risks
- Release of products and services

**Clause 9** Performance evaluation
- Assess performance of QMS processes
- Added Note to evaluate performance indicators on internal audits

**Clause 10** Improvement
- Consider human factors in nonconformity / corrective action

---

All ISO MS standards will now have this common 10 clause structure.
Implementation Benefits

• When implemented and managed well:
  – Produce and continually improve safe and reliable products
  – Meet or exceed customer and regulatory requirements to ensure satisfaction
  – Processes necessary to conduct day-to-day business are defined and managed
  – Documentation accurately reflects the work to be performed and actions to be taken
  – Focus on the complete supply chain and stakeholders
  – Fewer customer unique documents
  – Recognized by Regulatory Authorities
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The remainder of the presentation contains:

- Clause-by-Clause summary of changes in ISO 9001 and the 9100 additions
- Sections containing the “Click for More” information contents:
  - Terminology & High Level Structure
  - Risk Based Thinking
  - Process Approach
  - Concept of Change
  - Product Safety
  - Prevention of Counterfeit Parts
  - Human Factors
  - Quality Management Principles

Questions
9100 Revision 2016

Summary of changes
- clause by clause -
The following slides will provide you a summary, clause by clause of the key changes

- from the 9100:2009
- to the 9100:2016 Ballot Draft

Key changes are identified by:

- ISO 9001 >>>>>>>>
- 9100 additions >>
9100 revision 2016

Summary of changes - clause by clause

Foreword, Revision summary/Rationale, Intended application

Introduction

0.1 General
0.2 Quality management principles
0.3 Process approach
  - Plan-Do-Check-Act cycle
  - Risk-based thinking
0.4 Relationship with other management system standards

Includes verbal significations of “shall, should, may, can”

Requirements

1. Scope
2. Normative references
3. Terms and definitions
   - Special requirements
   - Critical items
   - Key characteristic
   - Counterfeit part
   - Product safety

7 principles to consider
Schematic representations of a - a process
- the standard (with a PDCA approach)

Definition added
Definition added
4. Context of the organization

4.1 Understanding the organization and its context

Determine relevant **external issues** (legal, technological, competitive, market, cultural, social, and economic environments) and **internal issues** (values, culture, knowledge, and performance of the organization)

4.2 Understanding the needs and expectations of interested parties

Determine relevant **interested parties and their requirements** (such as customers, partners, authorities)

4.3 Determining the scope of the quality management system

Document the **scope** of the QMS and **justification** for any case where a requirement cannot be applied (exclusion)

4.4 Quality management system and its processes

Define the documented information to be maintained or to be retained “to the extent necessary”

**Explicit requirement for a documented information maintained with content defined** (can be called **quality manual**) (not required by ISO)
5. Leadership

5.1 Leadership and commitment

5.2 Policy

5.3 Organizational roles, responsibilities and authorities

Leadership instead of only management of responsibilities (management to demonstrate their leadership)

Top management to ensure integration of QMS into business processes (now explicit)

Policy aligned with organization strategic direction

A “management representative” required as focal point for QM issues (removed from ISO 9001:2015)

6. Planning

6.1 Actions to address risks and opportunities

6.2 Quality objectives and planning to achieve them

6.3 Planning of changes

Determine risks and opportunities, considering the issues raised and requirements identified.

Plan appropriate actions to reduce undesired effects on the QMS and evaluate effectiveness

Planning the achievement of objectives more prescriptive and includes the evaluation of results

Changes to the QMS to be carried out in a planned manner
7. Support

7.1 Resources

7.1.1 General
7.1.2 People
7.1.3 Infrastructure

7.1.4 Environment for the operation of processes

7.1.5 Monitoring and measuring resources

7.1.6 Organizational knowledge

7.2 Competence

7.3 Awareness

7.4 Communication

7.5 Documented information

7.5.1 General
7.5.2 Creating and updating

7.5.3 Control of documented Information

---

Environment includes human and physical factors

Determine necessary knowledge gained from experience, lessons learned, success, failures, conferences, ...

**Added the requirement for persons to be aware of:**
- their contribution to product or service conformity
- their contribution to product safety
- the importance of ethical behavior

New terminology (replacing “documents” and “records”)
No requirement for 6 mandated procedures, but still a requirement to identify the documented information & processes needed for the QMS

**Added the requirement to define data protection processes for documented information managed electronically**
8. Operation

8.1 Operational planning and control

8.1.1 Operation risk management

8.1.2 Configuration management

8.1.3 Product safety

8.1.4 Prevention of counterfeit parts

**Project Management** (9100:2009 clause 7.1.1) and Control of **Work Transfers** (9100:2009 clause 7.1.4) no more separated clauses but incorporated in clause 8.1 (with risk concept introduced for work transfer) and clarified

Reinforce the planning and control activities with dispositions to ensure **On-Quality** and **On-Time** delivery of products or services

Based on the requirements of 9100:2009 (7.1.1) this clause is related to risks in operational processes defined in clause 8 (no major change) while 6.1 is related to risks in QMS of the organization

Based on the requirements of 9100:2009 (7.1.3), revised to clarify stakeholders expectations

Added new requirements to address “product safety” considerations throughout the product lifecycle

Added new requirements to prevent the use of counterfeit or suspect counterfeit parts
8. Operation

8.2 Requirements for products and services
   8.2.1 Customer communication
   8.2.2 Determining the requirements related to products and services
   8.2.3 Review of the requirements related to products and services
   8.2.4 Changes to requirements for products and services

8.3 Design and development of products and services
   8.3.1 General
   8.3.2 Design and development planning
   8.3.3 Design and development inputs
   8.3.4 Design and development controls
   8.3.5 Design and development outputs
   8.3.6 Design and development changes

- Added requirement that review shall be coordinated with applicable functions of the organization
- Added requirement for actions in case of not meeting some customer requirements
- Clause re-structured to allow for a more process orientated approach
- Added requirement to take account of handling obsolescence, where applicable
- Added requirement for a process and criteria for notifying customers, about changes that affect customer requirements
8. Operation

8.4 Control of externally provided processes, products and services

8.4.1 General

8.4.2 Type and extent of control

8.4.3 Information for external providers

New terminology. Clause covering the previous “purchases” and “outsourcing”
Externally provided processes include “outsourced processes” (processes needed for the QMS, for which 4.4 applies in addition to 8.4).

Explicit requirement for external providers to apply appropriate controls to their direct and sub-tier external providers

Added evaluation of data on test reports provided, to confirm the results comply with requirements (e.g. results of test reports received from external providers checked regarding tolerances requirements)

Added validation process of tests reports accuracy for raw materials identified as a significant operational risk (e.g. periodic scheduled tests performed on samples for critical raw materials)

More explicit topics to be considered to communicate requirements to external providers
8. Operation

8.5 Production and service provision

8.5.1 Control of production and service provision

8.5.2 Identification and traceability

8.5.3 Property belonging to customers or external providers

8.5.4 Preservation

8.5.5 Post-delivery activities

8.5.6 Control of changes

8.6 Release of products and services

8.7 Control of nonconforming outputs

This clause considers monitoring and measurement activities will ensure the control of processes and outputs, and that acceptance criteria for products and services are met.

Review structure of sub-clauses:
- 8.5.1.1 “Control of equipment, tools and software programs”
- 8.5.1.2 “Validation and control of special processes”
- 8.5.1.3 “Production process verification”

New ISO clause (as per 9100:2009)

Clarified that when problems are detected after delivery the organization shall take appropriate actions

New ISO clause to emphasize on this topic

New ISO clause to verify that all activities have been carried out before release and delivery by authorized persons

Outputs including products and services

Maintained the requirement for a “procedure” to define the NC process and responsibilities on this key topic for ASD
9. Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation
   9.1.1 General
   9.1.2 Customer satisfaction
   9.1.3 Analysis and evaluation

9.2 Internal audit

9.3 Management review

10. Improvement

10.1 General

10.2 Nonconformity and corrective action

10.3 Continual improvement

Annex (informative)

A. Clarification of new structure, terminology and concepts
B. Standards developed by ISO/TC 176
C. Standards developed by IAQG

Bibliography

Specific requirements for analysis and evaluation when using results as inputs to management review
Outputs from the analysis are clearer

Explicit topics to consider for the internal audit programme(s)

Added “on-time delivery performance” as input

Added requirement to evaluate the need for action based on human factors to ensure nonconformities do not recur

Nonconformity and corrective action “procedure” added back-in from ISO

For risk management, added the 9100 clarification

Full list of IAQG standards available
Questions
9100 Revision 2016

Terminology & High Level Structure (HLS)
### Current Version vs. New Version

<table>
<thead>
<tr>
<th>Current Version</th>
<th>New Version</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products</td>
<td>Products and services</td>
</tr>
<tr>
<td>Exclusions</td>
<td>Scope of the QMS to be formally defined and all requirements are applicable if they are in the scope</td>
</tr>
<tr>
<td>Documentation, records, documented procedures</td>
<td>Documented information</td>
</tr>
<tr>
<td>Purchased product</td>
<td>Externally provided products and services</td>
</tr>
<tr>
<td>Supplier</td>
<td>External provider</td>
</tr>
</tbody>
</table>

**+ Use of simplified language and writing styles to aid understanding and consistent interpretation of requirements**
Key benefits of the High Level Structure (HLS)

A new common format has been developed for ISO 9001

- All ISO management systems standards will look the same with the same structure
- More efficient to address multiple management system requirements
- Facilitate the option of having one integrated management system
- Standardized core definitions

As ISO 9001 is the basis for 9100, the new clause structure is duplicated in 9100
High Level Structure

- ISO is going from 8 clauses to 10 clauses

**Plan**
- 4 Context of organization
- 5 Leadership
- 6 Planning
- 7 Support

**Do**
- 8 Operation

**Check**
- 9 Performance Evaluation

**Act**
- 10 Improvement

**Rationale**
- Better alignment to business strategic direction
- PDCA approach
- More compatible with other management system standards

**Implementation Considerations**
- Need to review your current QMS structure?
  (preferable to adapt the QMS structure to the Business Processes)
HLS Table of Contents – ISO 9001 / 9100

1 Scope
2 Normative references
3 Terms and definitions
4 Context of the organization
   4.1 Understanding the organization and its context
   4.2 Understanding the needs and expectations of interested parties
   4.3 Determining the scope of the quality management system
   4.4 Quality management system and its processes
5 Leadership
   5.1 Leadership and commitment
   5.2 Policy
   5.3 Organizational roles, responsibilities and authorities
6 Planning
   6.1 Actions to address risks and opportunities
   6.2 Quality objectives and planning to achieve them
   6.3 Planning of changes
HLS Table of Contents – ISO 9001 / 9100

7 Support
   7.1 Resources
   7.2 Competence
   7.3 Awareness
   7.4 Communication
   7.5 Documented information

8 Operation
   8.1 Operational planning and control
   8.2 Requirements for products and services
   8.3 Design and development of products and services
   8.4 Control of externally provided processes, products and services
   8.5 Production and service provision
   8.6 Release of products and services
   8.7 Control of nonconforming outputs
HLS Table of Contents – ISO 9001 / 9100

9 Performance evaluation

  9.1 Monitoring, measurement, analysis and evaluation
  9.2 Internal audit
  9.3 Management review

10 Improvement

  10.1 General
  10.2 Nonconformity and corrective action
  10.3 Continual improvement
Implementation Considerations

Annex A in 9100:2016 states the following:

- The clause structure and some of the terminology have been changed to improve alignment with other management systems standards.
- The consequent changes in the structure and terminology do not need to be reflected in the documentation of an organization’s quality management system.
- The structure of clauses is intended to provide a coherent presentation of requirements rather than a model for documenting an organization’s policies, objectives and processes.
- There is no requirement for the structure of an organization's quality management system documentation to mirror that of the International Standard.
Implementation Considerations

If your current documentation system is structured (based) on a previous revision of the standard, consider re-arranging your QMS documentation around the value stream of your company!

- A value-stream based QMS allows you to customize your documentation to your unique business needs that makes sense to your leadership and associates – it describes what you do.
- It supports compliance to the new requirement to integrate your QMS to your business processes.
- It sets a foundation for the future. Change will be dictated by the business – not by a structure change of the standard on which it is based.
Implementation Considerations

Example of Process Based QMS

Company Management System around a Value Stream
9100 Revision 2016

Risk Based Thinking
What is risk-based thinking?

- Risk-based thinking is something we all do automatically and often sub-consciously to get the best result.
- The concept of risk has always been implicit in ISO 9001 - this edition makes it more explicit and builds it into the whole management system.
- Risk-based thinking ensures risk is considered from the beginning and throughout.
- Risk-based thinking makes preventive action part of strategic and operational planning.
Rationale

- Successful companies intuitively take a risk-based approach because it brings benefits
  - Understand the impact of risk on operational processes
  - Improve customer confidence and satisfaction
  - Assure consistency of quality of goods and services
  - Establish a proactive culture of prevention and improvement
Implementation considerations

- Use a risk-driven approach throughout your organizational processes
- Identify and prioritize what the risks are in your organization (it depends on context: product or process complexity, organizational complexity)
  - what is acceptable?
  - what is unacceptable?
- Plan actions to address the risks
  - how can I avoid, eliminate or mitigate risks?
- Implement the plan; take action
- Check the effectiveness of the action; does it work?
- Learn from experience; improve
Conclusion: Risk-based thinking

- Is not new
- Is something you do already
- Is continuous
- Ensures greater knowledge of risks and improves preparedness
- Increases the probability of reaching objectives
- Reduces the probability of negative results
- Makes prevention a habit
9100 additions highlight that:

Clause 6.1 is related to risks in “QMS of the organization”:
- Manage risks at organization / processes level
  (such as: new customers, new market, company partnerships, business localizations, …)

Clause 8.1.1 is related to the risks in “Operational Processes” defined in clause 8:
- Implement a formal process to manage risks
- Deploy the risks analysis within the operation activities
  (such as: contract review and signature, new technologies introduction, external providers selection, …)
9100 Revision 2016

Process approach
What is the process approach?

- The systematic management of processes and their interactions to achieve intended results

All organizations use processes to:

- set interrelated or interacting activities
- transform inputs into outputs
- build in checks to meet objectives and
- promote continuous improvement

The process approach integrates processes into a holistic system in order to achieve strategic and operational objectives
Process approach & risk-based thinking

- the process approach incorporates risk-based thinking
- risk-based thinking ensures risk is considered when establishing, implementing and maintaining a management system, each process and each activity

The process approach & PDCA

- Processes can be managed using the PDCA cycle

<table>
<thead>
<tr>
<th>Plan</th>
<th>set objectives and build processes necessary to deliver results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do</td>
<td>implement what was planned</td>
</tr>
<tr>
<td>Check</td>
<td>monitor and measure processes and results against the objectives</td>
</tr>
<tr>
<td>Act</td>
<td>take actions to improve results</td>
</tr>
</tbody>
</table>
What are the possible benefits?

- increases accountability
- increases ability to focus on key processes
- improves internal integration of processes
- more consistent results
- better use of resources
- improves customer confidence in the organization
What processes to define for my organization?

- The “Key” “Core” or “Business” processes:
  - They must follow all the 4.4 requirements
  - Certified organizations will be audited for their effectiveness: a PEAR sheet (*Process Effectiveness Assessment Report*) will be established by the certification body auditor for all Operation Processes (refer to 9101)

- The other processes:
  - Necessary processes to manage functioning / working activities
    - *e.g. the risks, the products configuration, the critical items, the product safety, the internal audits, the nonconformities and corrective actions*
  - Determine whether flowcharts, routines, maps or procedures are needed to ensure effective implementation

Each organization has to determine these processes
9100 Revision 2016

Concept of “change”
Introducing the concept of change

The standard has become a dynamic framework which evolves to enable organizations to adapt to their changing environments or circumstances

Change is addressed in the following clauses:

- Planning/implementing changes to the QMS (6.3)
- Organizational knowledge - for addressing changing needs and trends, with respect to knowledge (7.1.6)
- Controlling operational changes, planned and unintended (8.1)
- Managing changes relating to design and development (8.3.6)
- Addressing changes affecting production or service provision (8.5.6)
9100 Revision 2016

Product Safety
Revision / Addition

- New clause on Product Safety, including requirements to assure product safety and a note giving examples of the associated processes and revision for consistency of other clauses related to safety – 7.3, 8.1, 8.4.3 & 8.5.4

Rationale

- Industry acknowledgement of the importance of increasing safety
- Recognition of the 9100 certifications by authorities is part of IAQG strategy

Implementation considerations

- Address product safety considerations throughout the product lifecycle (use the NOTE as guidance)
- A full Safety Management System (SMS) as defined by ICAO (International Civil Aviation Organization) is not required by 9100, but the introduction of this new clause contributes to the SMS approach
Product safety definition (3.4)

- The state in which a product is able to perform to its designed or intended purpose without causing unacceptable risk of harm to persons or damage to property

Examples of activities

- **Assessment of hazards and mitigation of associated risks:**
  - Implement FMEA relating to product (DFMEA) and process (PFMEA)
  - Perform safety analysis
  - Identify and mitigate risks relating to the organization and its personnel (human factors, management of responsibilities)

- **Management of safety critical items:**
  - Define and implement a monitoring control plan for critical items identified through FMEA and safety analysis
Examples of activities (cont.)

- **Analysis and reporting of occurred events affecting safety:**
  - Organize the collection of potential and occurred events, and analyze their impacts with specialists
  - Organize the internal escalation process and external reporting to interested parties
  - Analyze the adverse trends of products in service reliability and define appropriate actions

- **Communication of these events and training of personnel:**
  - Promote safety culture and lessons learned from occurred events (impacts of the parts delivered by the organization on the final product safety)
  - Prevent occurrence of safety issues by taking into account industry experience (including occurrences on other products with similar functions or based on same technologies or components)
9100 Revision 2016
Prevention of counterfeit parts
**Addition**

- New clause including requirements for prevention of counterfeit parts and a note giving examples of the associated processes

  *and revision of affected clauses: 3 (definition), 8.4 (external provisions) & 8.7 (nonconformities)*

**Rationale**

- Mitigate effects of growing threat of counterfeit / fraudulent product
- Recognize the emerging counterfeit/fraudulent statutory/regulatory requirements on QMS processes

**Implementation considerations**

- To address counterfeit products risks in:
  - Internal activities such as: obsolescence management, nonconformance control, reporting, training
  - Activities regarding external providers such as: procurement, sources selection, control & inspection
Implementation considerations

- **Risk**
  - Understand risks associated throughout the Operational Processes for introducing Counterfeit/Fraudulent Parts into delivered product
  - Create preventions and mitigations within individual process steps to address Counterfeit/Fraudulent Parts risks

- **Design/obsolescence**
  - Ensure design decisions and parts selections are appropriate for contract and service life of product

- **Procurement, source selection, supplier control, & inspection**
  - Understand correlation of risk associated with Source Selection with Procurement, Supplier Control and Inspection options
  - Apply appropriate actions in Supplier Control and Inspections based on identified risks
Implementation considerations

- **Nonconformance control**
  - Segregate and control suspected or known counterfeit products
  - Ensure these products are not re-introduced into the supply chain

- **Reporting**
  - Report incidences of counterfeit/fraudulent products in appropriate government and industry reporting systems

- **Training**
  - Ensure training of appropriate personnel on awareness of impacts of counterfeit parts in Aviation, Space and Defense products
  - Create understanding of process methods for ensuring prevention of counterfeit parts from entering the product
9100 Revision 2016

Human Factors
Addition

- Requirement to include the human factors considerations in the root causes analysis of nonconformities

Rationale

- To reinforce the controls linked to clause 7.1.4 (environment for the operation of processes) and clause 8.5.1. g (prevention of human errors)
- Recognize the importance of human factors in the origin of nonconformities

Implementation considerations

- Determine the human factors to be considered according to the products, workplaces, equipment and people of the organization
- Include them in the list of fields to be reviewed during the root causes analysis of nonconformities
- Capitalize with lessons learned on occurred human errors
9100 Revision 2016

Quality Management Principles
# Quality Management Principles

<table>
<thead>
<tr>
<th>There were 8 principles</th>
<th>There are now 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer focus</td>
<td>Customer focus</td>
</tr>
<tr>
<td>Leadership</td>
<td>Leadership</td>
</tr>
<tr>
<td>Involvement of people</td>
<td>Engagement of people</td>
</tr>
<tr>
<td>Process approach</td>
<td>Process approach</td>
</tr>
<tr>
<td>System approach to management</td>
<td>(included in the process approach)</td>
</tr>
<tr>
<td>Continual improvement</td>
<td>Improvement</td>
</tr>
<tr>
<td>Factual approach to decision making</td>
<td>Evidence based decision making</td>
</tr>
<tr>
<td>Mutually beneficial supplier relationships</td>
<td>Relationship management</td>
</tr>
</tbody>
</table>