

SAMPLE PAGES

FOR

AS9110

POCKET GUIDE

## MANAGEMENT RESPONSIBILITY

developed and are being controlled in accordance with applicable quality management system procedures. Applicable procedures should include those dealing with quality planning and document control. Likewise at these levels, as an auditor, I would assess the thoroughness of all planning based on “WHAT to do?, WHEN to do it? and WHO AND WHAT are needed to do it?”.

All employees, appointed to carry out the planning should, to the best of their abilities, assure that they are thoroughly completed and on time.

**RESPONSIBILITY  
AUTHORITY  
COMMUNICATION**

## CLAUSE 5.5

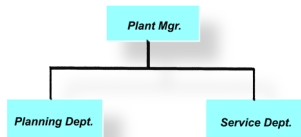
### RESPONSIBILITY, AUTHORITY AND COMMUNICATION

#### Responsibility and authority

Without clear definition of responsibilities and authorities,

activities could either remain undone or be unnecessarily repeated. Poor or no definition of responsibilities and authorities can also lead to unwanted variation in the way that things get done. The standard has requirements for clarifications of responsibilities, definitions of authorities, and communication of this information where appropriate.

Through the use of organization charts, job descriptions and documentation throughout the quality management system, your company can achieve compliance with these



requirements. Training where necessary, also, contributes to this communication effort. (5.5.1)

An Accountable Executive Manager appointment must be made by the highest level of management. The appointed individual must be given the authority to make corporate level decisions related to responsibilities of the position. Those responsibilities include:

- determining that all ordered maintenance can be funded.
- determining that needed resources are available
- assuring that when completed, ordered maintenance will fulfill the requirements of:
  - your company
  - the customer
  - the relevant authorities. (5.5.1.1)

A Maintenance Manager appointment must be made by the highest level of management. The appointed individual must be given the responsibility for making certain that maintenance conducted fulfills the requirements of:

- your company
- the customer
- the relevant authorities. (5.5.1.2)

**Management's Role** – The roles of managers naturally include most of what AS9110 is asking in this sub-clause 5.5.1. The standard, however, is quite emphatic about clarifying roles, responsibilities and authorities. As managers at the highest level, be prepared for auditors to scrutinize the required documentation as they search for omissions or soft statements with regard to responsibilities and authorities.

## MANAGEMENT RESPONSIBILITY

Auditors will indeed review the responsibilities and authorities for the Accountable Executive Manager and the Maintenance Manager.

**Each Employee's Role** – Think first in terms of documenting the conforming quality management system. If any of your assignments include the creation or revision of documentation, your effort to clearly state the responsibilities and authorities will be assessed in a documentation review by the auditors from your selected registrar. As an employee assigned to implement aspects of the quality management system, you are expected to clearly understand your responsibilities and authorities. You may even be questioned about the way those responsibilities and authorities were communicated to you.



### Management representative

The company's highest level of management is required to select an individual for the role of management representative. With regard to the management representative, there must be clear responsibilities and authority. Management must assure that he/she is the overseer of the AS9110 conforming quality management system for the purpose of its creation, implementation and ongoing maintenance. Further, the management representative must have responsibility for providing periodic reports on the performance of the quality management system in order to facilitate its improvement. The management representative must also encourage understanding of customer requirements to the degree necessary within your company. Lastly, the freedom to resolve quality related

issues must be granted to the management representative.  
(5.5.2)

**Management's Role** – The appointed management representative is the key individual to assure that management is always well informed on issues related to the quality management system. His/her approach to this task may be of some interest to auditors. The clarity of the roles and responsibilities of the management representative is almost always reviewed by the auditor(s) from your registrar. Special attention will be given to the unique aerospace related requirement of organizational freedom to resolve quality related issues.

**Each Employee's Role** – The ability of the management representative to report on the quality management system is dependant upon the quality of the data collected. Your thoroughness in the collection of data contributes to assessing the health of the quality management system and facilitating its improvement. Also, everyone should know who their management representative is because he/she is probably the best internal resource for answers to your quality management system questions.



### **Internal communication**

As we will discover later in this book, the standard provides many requirements that contribute to monitoring the effectiveness of the quality management system. Briefly, several examples are; internal audit, customer satisfaction monitoring, process monitoring, product and/or service monitoring and management review. Clearly, those sources and others