

# Western States Metals

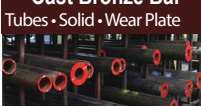
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## Copper Alloys

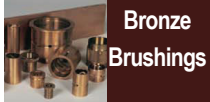
C-18000 Copper Chromium  
Nickel Silicon  
C-46400 Naval Brass  
C-11000 (C110 CU - ETP)  
C-14500 Tellurium Copper  
C-17200 Beryllium Copper  
C-18200 Chromium Copper  
C-64200 Silicon Aluminum Bronze

C-10100 OFHC  
C-63020 Nickel Aluminum Bronze  
C-65500 Silicon Bronze  
C-51000 Phosphor Bronze  
C-62400 Aluminum Bronze  
C-63000 Nickel Aluminum Bronze  
C-36000 Free Machining Brass

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C-86300 Manganese Bronze  
C-89835 Lead Free Bronze  
C-93200 (SAE660) Bronze  
C-95510 Nickel Aluminum Bronze  
SAE841 Oilite



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Special Oil Grooves (in-house)

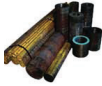


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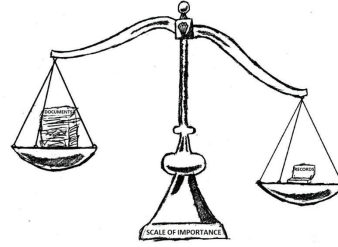


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## It Is Not How Pretty The Graphs Are — What's Important Is What Is The Data Telling You!

By: *Bretta Kelly, QMS Lead Auditor, AS 9100 Auditor,  
President BMSC, LLC*



**On the  
SCALE OF  
IMPORTANCE,  
the  
PERFORMANCE  
TO OBJECTIVES  
outweighs  
MEANINGLESS  
DATA COLLECTION!**

Hand illustrated by Josh Kelly

There are requirements in the ISO 9001:2015 Standard for defining measurable objectives and key process indicators, while also measuring your performance against said metrics. Many times, companies will dedicate too much time and energy to data collection and graph aesthetics and lose track of why they are collecting the data in the first place.

The actual requirements from the ISO 9001:2015 Standard are:

### 6.2 Quality Objectives and Planning to Achieve Them

6.2.1 The organization shall establish quality objectives at relevant functions, levels, and processes needed for the quality management system.

The quality objectives shall:

- be consistent with the quality policy;
- be measurable;
- take into account applicable requirements;
- be relevant to conformity of products and services and to enhancement of customer satisfaction;
- be monitored;
- be communicated;
- be updated, as appropriate.

The organization shall maintain documented information on the quality objectives.

6.2.2 When planning how to achieve its quality objectives, the organization shall determine:

- what will be done;
- what resources will be required;
- who will be responsible;
- when it will be completed;
- how the results will be evaluated.

When you are defining the objectives for your company and how



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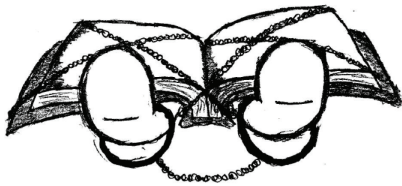
to measure the effectiveness of your processes in your organization, you have to start at the very top: your Quality Policy. The main goal is to deliver quality products and services to your customers, so as to assure they are satisfied.

The common-sense approach to setting and measuring meaningful objectives

How each company measures their delivery performance, quality performance and performance to measure the effectiveness of each of their processes should be dependent to the company's products, services, and data collection tools already in place. If you have an ERP system that already evaluates the data for delivery and quality, then you should automate the reporting as frequently as possible. If you are spending precious time scrubbing information that was downloaded from your ERP system to eliminate inaccurate data, then consider moving towards a discrepancy reporting system. If you do not have an ERP or Quality Management System (QMS) Software program, then Excel workbooks are usually the ideal way to collect data for your QMS. Again, we suggest a discrepancy reporting system.

For example, if every late delivery to a customer is tracked in the spreadsheet with reasoning for why it is late, at the end of the month all a company would have to do is determine the fraction of late deliveries out of the total number of shipments for the month to determine the delivery performance. The reasons why it was late can be used to calculate key process performance (example; four deliveries were late due to production issues, three deliveries were late due to inaccurate quotes on lead time, etc.). These process indicators would be calculated the same way (Three quote issues for the total number of shipments for the month is the metric for quote performance).

**DON'T BE HELD  
CAPTIVE BY THE DATA  
YOU ARE COLLECTING!**



**IT'S WHAT THE  
DATA IS  
TELLING YOU  
THAT MATTERS!**

Hand illustrated by Josh Kelly

Some companies spend days or weeks collecting and manipulating data to prepare for a management review. When it comes time to review performance to objectives, sometimes companies will lose track of what the data is even telling them; they are just relieved they have prepared the pretty charts and graphs together for the meeting!

Look at what the data is telling you.. Ask yourself, "Are there any trends? Can we do something to improve our performance?"

The purpose of collecting and reporting on the data is to pinpoint trends of issues that can be resolved to improve processes, not to retrieve data for charts and graphs to present at a meeting!

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