

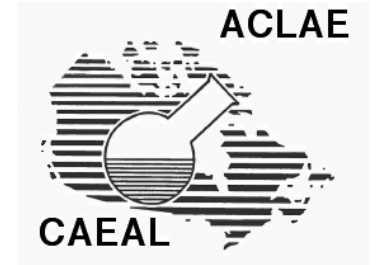
Leadership of an Assessment Team

J.E.J. (Ned) Gravel, P.Eng., NQI-LA
Manager, Quality and Training
CAEAL



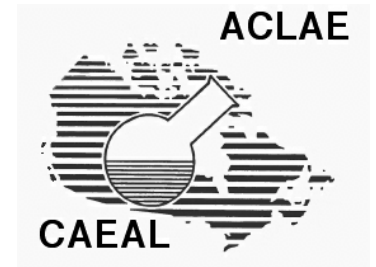
Canadian Association for Environmental Analytical Laboratories

Outline



- Responsibilities
- Resolving conflict
- Demanding the simple comparison of what is required to what is observed -
“Objective findings”
- Responsibilities of volunteers
- Recommendations for verification



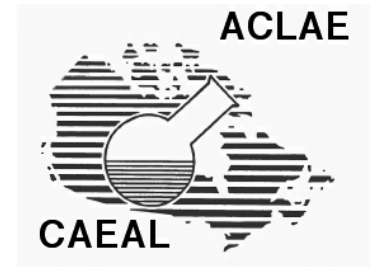


Responsibilities

- Leadership is never about authority. Leaders have NONE.
- Leadership is never about glory. There is NONE
- Leadership is about taking the blame. There is always LOTS of that.
- Leadership is about the exercise of responsibility.

- If you agree to these things....nay, if you DESIRE these things...then you are crazy enough to be a Lead Assessor.

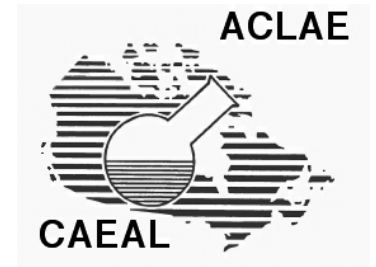




Resolving conflict

- Whether you feel it or not, you have been given a great deal of power. Lab staff fear you.
- Ensure comparison of requirement to observation is **OBJECTIVE**. Physically back away from any “space of conflict”
- A finding is never about what you want - because you want nothing - you are only citing a **DISCONNECT** between a requirement and what you observe.
- Now the discussion can revolve around the requirement and its intended purpose or meaning.

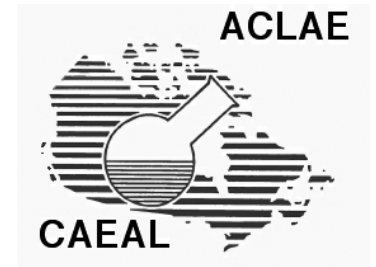




Resolving conflict (2)

- If there is disagreement on the meaning, or there is a lack of understanding of why a requirement exists:
 - Refer to the Principles. (Cannot cite these in report)
 - If consensus is not obtained, refer the matter to the Lead Assessor for their discussion with the lab senior staff.
 - If consensus is still not obtained, refer the matter to Colleen. (or maybe Ned, or Debbie or Andrew can help)
 - If consensus is still not obtained, tell the lab that they have the right to appeal the finding to CAEAL. (and we will treat it formally)

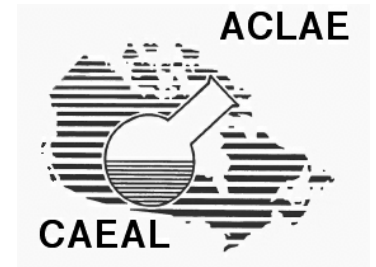




The Simple Comparison

- There are no personal judgements in an assessment. Professional, yes...personal, no.
- The assessment process is the simple comparison of what you observe as measured against a stated requirement. Clean, clear, simple, and objective.
- There can never be any hint of “what I think” - only “what I know”. Lead Assessors are expected to promote this view within their teams.
- When in doubt...use the Principles or call CAEAL.

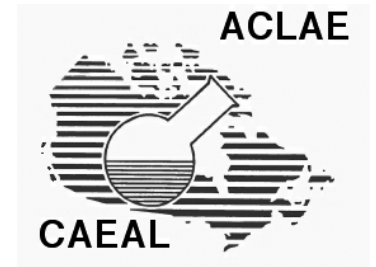




Hey!!! I'm a volunteer here!!

- You wanted us to exercise more authority in keeping labs in line. (CAEAL Training Session 2001)
- So we have to be even more “judicious” in our “enforcement” dealings. Same rules for all. Transparent processes. People willing to listen.
- This means that the burden falls on us - paid staff and volunteers alike. We are in this together - volunteers and staff.
- ISO/IEC Guide 58 does not differentiate between assessors who are volunteers and those who are not. Our membership picked Guide 58 and picked the volunteer assessor system. Rest is up to us.





Post Assessment Recommendations

- You can recommend that a lab undergo a verification visit on the “completion report”. This recommendation does not require full substantiation - but it should not be personal either. Labs do not pay for these visits.
- When Lead Assessors are reviewing the summary or responses to required actions, they may, if they wish, ask for and receive copies of the supporting documentation for review. If you want to see this to be comfortable with the response, just ask and it shall be delivered to you. Call Colleen if in doubt.
- Please complete your review in a timely fashion.



Leadership Secrets



Canadian Association for Environmental Analytical Laboratories