

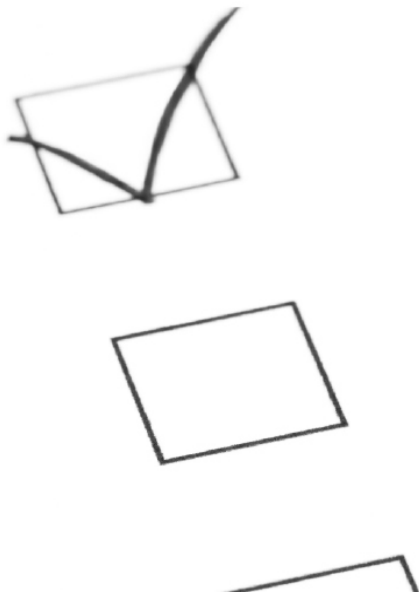
# 2011 CALA BIENNIAL ASSESSOR TRAINING

## So You Want To Be A Lead?

Session 7

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Building Laboratory  
Excellence

Vers l'excellence  
dans les laboratoires



# Outline

- Assessor vs Lead Assessor
- Responsibilities
- Resolving conflict
- Responsibilities of volunteers
- Treatment of team members
- Administrative responsibilities



# Assessor vs Lead Assessor

- Assessor – demonstrates the requirements to conduct an assessment of technical competence
- Lead Assessor – demonstrates the requirements to conduct an assessment of a laboratory quality management system AND lead an assessment team

# Attributes of an Assessor

- ISO 19011:2002 Guidelines for quality and/or environmental management systems auditing:
  - Ethical, proactive and organized, systematic, logical, decisive, observant, diplomatic, flexible, process-focused, people sensitive, adaptable, resourceful, confident

# 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.

# What is asked of Leaders

- If you are ready to
  - pass **all** of the credit off to your team when it goes right,
  - take **all** of the blame when it goes wrong,
  - like that you are working for everyone else (the lab, the team, and CALA),
  - desire **only** to do a job done well, and
  - seek **none** of the glory -  
then we want you to be a Lead Assessor.
- You have the “right stuff.”

# Leaders do not have opinions

- You do not have an opinion.
- You are the leader.
- If you get the urge to express an opinion, please refer to the first bullet of this slide.

OUR WORK IS THE CLEAN, CLEAR, OBJECTIVE  
COMPARISON OF CIRCUMSTANCE (OBSERVATION)  
TO REQUIREMENT.

# 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 CALA staff.
  - If consensus is still not obtained, tell the lab that they have the right to dispute the finding to CALA (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 CALA.

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

- You wanted us to exercise more authority in keeping labs in line. (CALA 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 17011 does not differentiate between assessors who are volunteers and those who are not. Our membership decided they wanted formal accreditations delivered by CALA in 1991. They picked the volunteer assessor system. Rest is up to us.

# New Assessor on the Team

I have a brand new assessor on my team; how much support should I be prepared to give? How much guidance? How much oversight?

- Whatever it takes to them comfortable in what you are asking them to do.
- Whatever it takes to have them succeed.
- If they do not succeed in their individual effort, you will not succeed in the delivery of a conforming assessment.

Check in with new assessors throughout the assessment.

- Ask about progress and impediments to progress.
- Remove the impediments.
- Offer suggestions on how to overcome some of the challenges.

# Post Assessment

- 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.
- Please complete your review in a timely fashion.

# Sharing Feedback

How do I monitor and share feedback? How can I get more feedback from CALA?

- Observe your team members on how they interact with lab staff, how they approach the technical aspects of the assessment, and how they work with the other team members. Provide comment to each one that strengthens the positives. Offer the not-so-positives only if asked.
- If you are monitored by a CALA staff member or when one of your team members give you their comments, obtain the same information you would give to one of your own team members.
- The summary of lab feedback is published once per year.