

SUMMARY OF IMS CONSULTANCY PROJECT AT QATAR NATIONAL CONVENTION CENTRE (QNCC)

NAME OF THE COMPANY: QATAR NATIONAL CONVENTION CENTRE (QNCC)

SCOPE OF WORK:

Training & Consulting leading towards Quality Management System Certification.

MANAGEMENT SYSTEM STANDARD DEPLOYED:

- Quality Management System (QMS)- ISO 9001:2008

OBJECTIVE AND NEED FOR IMPLEMENTATION OF THE MANAGEMENT SYSTEM STANDARD:

The Management of this Convention Centre was entrusted to AEG OGDEN of Australia by Qatar Foundation (QF). Systems were provided by AEG OGDEN, however this required customizing to the requirements of the State of Qatar and its culture.

PROJECT INITIATION : 02ND WEEK OF JUNE 2013

PROJECT COMPLETION: END OF NOVEMBER 2013

CHALLENGES:

- Large Organisation in terms of number of people, number of departments and premises where all the operations were carried out.
- Large number of employees from various countries and hence from different culture and discipline.
- Instilling fresh thoughts and demystifying certain concepts of Management Systems.
- The First Event Management / Convention Centre Organisation in Qatar to adopt the principles of Quality Management System.

POINT OF DEPARTURE:

- There were Policy Documents, Process Documents and Procedures prepared which was not able to provide the extent of clarity one would have expected it to provide. Besides there was too much of duplication due to the misconception of the Documentation Structure.
- People who had earlier attended QMS training (by some other service provider) had no idea of QMS requirements, nor an idea how to perform Internal Audits.
- Although system was provided by an International Company, these lacked the availability of the Quality Policy, Quality Objectives, Competency requirements for various roles Quality Manual etc.
- The Top Management involvement and commitment was found to be lacking.
- Certain requirements of the Standard were excluded, even though those were applicable to them e.g. Design & Development etc.
- Employees were unaware of the existing systems.

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POINT OF ARRIVAL:

- Revamped the Documentation Structure, thereby eliminating the need of Policy for every job that they undertake.
- Eliminated the concept of Process Document, which was very similar to a Procedure and maintained only the Procedure requirements,
- Retrained a number of employees on QMS Awareness and One batch of Internal Auditors on the requirements of both the ISO 9001: 2008 and as well as ISO 19001:2011 standard.
- Provided an Overview of Problem Solving Tools so that they are able to clearly take the Corrective Actions for ensuring prevention of Recurrence of a problem.
- Building awareness on the documented systems among employees through Campaigns.
- Completed all the required documentation included Design & Development clause and reestablished all the existing Procedures.
- Provided a session to the Top Executives on how to document Quality Objective (department by department).
- Facilitated the Internal Auditing process that was performed by the fresh batch of Trained Auditors.
- Completed and presented the Audit findings to the Top Management and initiated an Action Plan to enable them for Certification by an Independent External Body.