Welcome to this first edition of the brand new Rail Quality Journal, the newsletter by IRIS, the International Railway Industry Standard. Let us briefly explain what IRIS is and why IRIS brings tremendous value to the rail sector:

IRIS is a certification scheme managed by UNIFE, the European Rail Industry. The decision making bodies within IRIS are the Steering Committee (STECO), the Technical Forum for Improvement (TFI), the Working Groups, the Advisory Board and the Auditor Validation Committee. The IRIS Management Centre (IMC) handles day-to-day operations for IRIS. In simple terms, the aim of IRIS is to enhance the quality of railway products by laying out requirements for an efficient organisation. These requirements are supplementary to the less rail-specific ISO requirements. Companies that file for IRIS certification will be audited, and successful audits will result in the company receiving the IRIS certificate.

Being IRIS certified works in two ways. In order to receive the IRIS certificate a company will have to comply with the IRIS requirements which in turn give a major boost to product quality. Secondly, IRIS certification is exclusively recognised as a trademark for product quality to facilitate more cost-effective business taking place within the rail industry; multiple audits from customers become unnecessary thanks to IRIS certification. The benefits of IRIS extend to all actors supplier to buyer, to the end user and even the environment!

Today IRIS has issued more than 700 certificates worldwide with far-reaching effects on the production processes of each company: “Safer design,” “Increased number of tenders participated,” “50% decrease in production time,” “90% improved in on-time delivery,” and “disappearing customer complaints” are a few quotes to illustrate the positive feedback by certified companies.

IRIS certification brings enormous benefit to the production, design, and even maintenance processes for rail products. New challenges are already there for further developments. Some actions are currently under preparation in order to define the strategy. For those who already enjoy the benefits of IRIS certification we hope this newsletter will act as a useful source of information on current events and developments in rail certification. For those who have heard about IRIS for the first time: Enjoy the read and get ready to jump onboard IRIS certification!
Some of these features were long awaited by certification bodies, and IRIS is happy to finally announce having lived up to the expectations. The auditors' work is simplified by adding a new interface, new planning options, an improved questionnaire, a resulting executive report for top management, and various other features. All of these were designed to support the certification bodies in the time effective and more efficient conduct of audits.

"New IRIS adaptions available free of charge"

IRIS has improved its service portfolio with important new documents: New advisories, a new corrigendum, and a guideline which should facilitate IRIS implementation. The new advisories and corrigendum are available in the download area on the IRIS-portal (www.iris-rail.org) free of charge. These three new advisories and the new corrigendum 2.2012 were proposed by the Technical Forum for Improvement (TFI) They were approved during the last IAB meeting in London. The TFI is responsible for improving the technical features of IRIS.

"Quebec ministry welcomes IRIS"

IRIS and the MQQ (the “Mouvement Québécois de la Qualité”) have agreed on a close cooperation for development of the IRIS scheme in Quebec. This is the result of a conference organised by the Quebec Ministry for Economic Development. The conference took place in January 2012 with 100 participants from the Canadian rail industry.

The conference was kicked off by introductions from the Regional Director of Montérégie and the Deputy Minister of Transport, followed by IRIS presentations provided by IRIS Chairman Hubert de Blay and IRIS General Manager Bernard Kaufmann.

The programme was completed by a roundtable discussion and two afternoon workshops on the IRIS certification process, and the awareness and training schemes.

"New IRIS audit-tool simplifies auditing"

The all-new IRIS audit-tool for IRIS auditors simplifies auditing due to some new features.

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The new guideline is the first first of a range of guidelines that will be published in the near future. It provides guidelines for Key Performance Indicators (KPI’s). It can be found in the download area of the IRIS portal under GUIDELINE 1: 2011 KPI. IRIS intends to launch the following future guidelines: On obsolescence management, Reliability, Availability, Maintenance, Safety (RAMS) Life Cycle Cost) and (LCC analysis, First Article Inspection (FAI), and maintenance.

These will be published by the end of June this year. The guidelines are only available to IRIS members.

"IMC and certification bodies join forces"

During the recent meeting between IRIS management and the IRIS certification bodies, both parties agreed to intensify their working relation. Philippe Citroën, Director-General of UNIFE, emphasised the importance of a close partnership and a regular and thorough exchange between the IMC and the certification bodies.

Auditors of the certification bodies took the opportunity to address problems they encountered during IRIS audits, which was happily taken up by the IRIS management and included in a list of priorities. A key recommendation was to launch an official IRIS booklet in China due to the strong evolution of IRIS in this country. Furthermore, IRIS also is to launch a Russian translation of the questionnaire. Bernard Kaufmann, General Manager of IRIS, emphasized that both the Russian and the Chinese translations shall be issued soon. The IMC also committed to further raise awareness for the IRIS scheme.

Another priority for the IMC is the launch of the 4th version of Audit-tool. Some problems within this tool still exist and the IMC will devote effort in order to solve these problems. A first initiative of improvement is the introduction of the Documental Veto Check, which should increase quality of the information in the audit reports.

Philippe Citroën further emphasised that UNIFE will be encouraging their members to stop double audits wherever an IRIS certificate is in place.

The IMC was pleased to receive a lot of positive feedback, too. Certification bodies underlined the good cooperation with the IRIS Management Centre. Major players within the industry have reinforced their commitment to IRIS. Moreover, in the spirit of "good things come to those who wait", all involved partners have committed to giving IRIS the time necessary to further improve and evolve. Bernard Kaufmann and Philippe Citroën were able to confirm, for example, the formal commitment of the Russian Railways to IRIS.

An extension of the IMC team was announced: As of March 2012, IRIS communication activities are supported by intern René Manschot. Plans of hiring a technical manager are under way as well.

The meeting ended with an outlook on the future IRIS strategy provided by Bernard Kaufmann. He emphasised that IRIS aims to improve quality throughout the supply chain and improve processes to impact product quality. He recognised the important role of the certification bodies in the process as safeguards for the successful implementation of IRIS rules.
Welcome On Board!
A warm welcome to our new customers

The IRIS Management Centre is happy to announce that an increasing number of rail suppliers and operators are putting their trust in IRIS.

We are happy to welcome on-board:

- Nabtesco Corporation Railroad Products Company; manufacturer of brake and door systems for railroad vehicles.
- Dellner India Private LTD; manufacturer of car body fittings and couplers.
- Van-System s.r.l; manufacturer of cabling & cabinets and single railway components.
- AQ Electric Suzhou Co. Ltd; manufacturer of products regarding propulsion and auxiliary systems for trains, as well as single railway components.
- Technologies Axion ltée Axion Technologies Ltd; manufacturer of passenger information systems, communication systems and single railway components.
- Nexans (China) Wires & Cables Co., Ltd; manufacturer of single railway components.
- CrossControl AB; manufacturer of on-board vehicle control equipment.
- CSR ZHUZHOU ELECTRIC CO.LTD; manufacturer of power systems and propulsion for railway vehicles.
- JST TRANSFORMATEURS SAS; manufacturer of power systems for railway vehicles.
- Beijing Railway Signal Co., Ltd; manufacturer of on board vehicle control and communication systems, as well as signalling.
- Suzhou Sucheng Railway Transportation Equipment Co., Ltd; manufacturer of car bodies and door systems for railway vehicles.
- Shanghai Railway Communication Co., Ltd; manufacturer of on board vehicle control, communication systems and signaling.
- Barat Transport SAS; manufacturer of railway vehicle car bodies.
- WGM Winter Gerätebau & Metallverarbeitung GmbH; manufacturer of single railway components.
- KELOX S.A.; manufacturer of railway vehicle interiors.
- Shougang Guiyang Special Steel Co., Ltd; manufacturer of single railway components.
- ITT CANNON ELECTRONICS (SHEN ZHEN) CO. LTD; manufacturer of single railway components.
- Elettromil srl; manufacturer of power systems and single railway components.
- CSR CHANGZHOU TECH-MARK INDUSTRIAL CO., LTD; manufacturer of railway vehicle braking systems, couplers and single railway components.
- Ansaldobreda España Sl; manufacturer of rolling stock.
- Transtech Oy; manufacturer of railway vehicle car bodies, carbody fittings, cabling & cabinets, and rolling stock.
- Suzhou TOPRUN Electric Equipment Co., Ltd; manufacturer of single railway components.
- Tangshan Railway Vehicle Co., Ltd; manufacturer of railway vehicle guidance systems and rolling stock.
- CIIXI HULI MACHINERY&ELECTRIC CO., LTD; manufacturer of single railway components.
- Fikssan Fikstür Sanayi ve Ticaret A.; manufacturer of railway vehicle car bodies, carbody fittings, braking systems and single railway components.
- Nanjing Zhongxing Railway Equipment Co., Ltd /Nanjing Tongwei Railway Vehicle Equipment Co., Ltd; manufacturer of railway vehicle car bodies, carbody fittings and single railway components.
- Shenyang Railway Signal Co., Ltd; manufacturer of power systems, on board vehicle control and signaling.
- Changchun Railway Vehicles Co., Ltd; manufacturer of railway vehicle car bodies, guidance systems and rolling stock.
- ZHEJIANG ERG TECHNOLOGY CO., LTD; manufacturer of railway vehicle auxiliary systems and single railway components.
- ATMC INDUSTRIE SAS; manufacturer of railway vehicle interiors.

Simplicity is the ultimate sophistication.
Leonardo da Vinci
You are still quite a new employee of Bombardier and you therefore have a fresh perspective on the company. What were the benefits of IRIS that became apparent to you when visiting the different sites for the first time?

I joined BT from the aerospace industry, where I was Vice President Quality for the A380 program. I had the opportunity to develop a very challenging product.

During past first months in Bombardier Transportation (BT), I have met very engaged teams and I have seen a lot of initiatives and good practices. However, there is still potential to improve the standard processes to allow our business units and sites to work more efficiently in interface. In particular, the quality of upstream deliverables shall be reinforced in bidding in development and design phases.

Furthermore, our suppliers have to be engaged with us to the same level of expectations and robust processes that we have at BT.

We should further reinforce the focus of our teams in working in quality planning upstream to mitigate risk and to raise alerts at the right time.

IRIS support fully this quality mindset and is a major contributor to set further improvements. IRIS has brought cohesion to the site’s production system by involving all players. Other benefits coming from the IRIS certification includes better response times and increased awareness of the importance of quality among the personnel, by helping to install a culture where quality is most important and to further develop a culture of prevention and qualification throughout the different sites.

Why do you think IRIS is of importance to the rail sector?

IRIS is a common system for the evaluation of business management system, based on the principles of ISO 9001, specific to the rail sector requirements. This is the basis of a common understanding of processes and improvement of the quality mindset through the whole supply chain in the rail sector.

The focus on processes improvements, their robustness, discipline and strict adherence to processes is key to achieve product quality and supply chain efficiency in the rail sector.

IRIS creates a win – win situation for the whole supply chain, with benefits for all through:
• Transparent requirements, applicable to, and accepted by all parties
• Global recognition for and from rail sector and therefore rationalization of time and cost
• Increase of visibility of the rail sector companies, through availability of comprehensive data through the IRIS portal

Finally, the right IRIS application should reinforce the confidence of all rail customers in the ability to meet their expectations of the quality of rail products in all levels of the supply chain.

Do you think that there are any similarities, in terms of the approach towards quality, between the rail- and the aerospace industry?

I found a lot of similarities with Aerospace industry, particularly on the need to have strong and harmonised processes and needs to reach, even exceed customer expectations. Some typical symptoms and solutions are also similar. However we have fundamental constraints which differentiate our railway business. We have to consider requirements like homologation, which can be very diverse; the aerospace industry had 20 years to harmonise their products in this field.

Are there any changes you would like to see in the coming years, regarding the rail industry’s view on quality? What would be the role of IRIS in this?

My vision will be to see a quality mindset in the rail sector focus on prevention, where processes are standardised, robust, strictly followed and continuously improved to allow the supply chain to deliver quality products. Transparency within the organisations and to customer/suppliers should be essential part of it.

I am extremely confident that IRIS will support us to change the quality mindset in “Right-first-time” by robust and respected processes and is so an important enabler to secure the project execution and improve efficiency in the rail sector.
"Before we became IRIS certified, we missed out on a tender of NedTrain, because IRIS certification was a condition for them. Nowadays, we are better organised to answer tenders. Moreover, Management Reviews are better prepared because data are available on time. Furthermore, our overall on time delivery performance has improved up to 90%!" - CEIT S.A.S

"We now have a structured design process (also using Failure mode and effects analysis) with milestones and better Supply Chain Management. Our on time delivery performance is improving, today we achieve 85% within 3 days!" - Bochumer Verein

"Due to strong follow-up milestones, our time-to-market was reduced by 2 months!" - Constellium

"Warranty costs have decreased with more than 50% from 2007 to 2010. Moreover, most warranty costs are linked to old projects, which were not developed through the IRIS processes. We think the link between the decreased warranty costs and IRIS is evident. Furthermore, we realized big improvements in risk management, especially in the tendering process. Moreover, our production lead time was initially decreased by 15 percent, much thanks to better controlled project management process." - Dellner

"We have implemented IRIS by reversing the organigram; the client above, the Managing Director below. We are convinced that quality improvement boosts product safety. Also, implementing IRIS led to a large decrease in audits!" - Hanning & Kahl GmbH

"IRIS has improved our organization and led to a change of mind; appropriation of processes, transparency and better reporting! Customer satisfaction is measured by the number of complaints, as well as by means of questionnaires and meetings; continuous improvement is observed in all measurements!" - Schunk Bahn- und Industrietechnik GmbH
Bernard Kaufmann, a 48 year old French national, can look back at 30 years of experience in the rail sector, having assumed positions in various fields: design, quality management, purchasing, quality assurance, and sourcing functions. He has an academic background in engineering, design, and mechanical works. Bernard was brought into the IRIS project at its very beginning in 2005, when the scheme was still under development. After conducting the first IRIS audits, he became a firm believer in the values and quality of the IRIS scheme and has ever since worked tirelessly to promote its benefits across the rail sector.

When asked about his duties and activities for IRIS, the first reply already reveals that Bernard Kaufmann is a busy man. “There is a difference between duties and activities, because one is what you would like to do and the other is what you have to do.” The morning starts with checking received emails during the night, since IRIS is a worldwide scheme; emails coming from America or China are no exception. Every single morning, this results in a very short meeting of the IRIS team on all the incoming emails, to see which matters will have to be dealt with urgently. Moreover, during the day, communication with customers is an important aspect of Bernard Kaufmann’s job. “You can imagine that, with 700 certificates and more than 1100 members, we receive a lot of questions; about where to buy the IRIS booklets or the audit-tools, how to become a member, which production scope applies to them, who can help them to implement IRIS, et cetera.” Solving misinterpretations and checking misuse of the rules are important aspects of our jobs."

The IRIS Management Centre has four staff to do this: Bernard Kaufmann, IRIS Senior Manager Giuseppe Greco, new IRIS Manager Tesa Hajredini and Communications Intern René Manschot. “Every day is a different day; we have a lot of things on our list, but generally the list is not nearly finished at the end of the day.”

One could ask himself why someone who has to deal with so many issues can still love his job. However, Bernard Kaufmann does not feel that way. He says, "I have a great passion for my work at IRIS. The creation of IRIS has been a major event for the rail sector. It is very challenging, but at the same time it is so interesting to see how far we have progressed since the beginnings in 2006!"

The IRIS scheme started out in 2006 from scratch and has today issued more than 700 IRIS certificates. "And you can see the evolution in terms of the mind sets within the rail sector. Of course, some companies are still reluctant to rely on a single process to solve quality issues- but we successfully managed to convince an ever increasing number of companies to put their trust in IRIS – and the positive feedback we get from most of them is very encouraging."

IRIS has become a worldwide certificate with presence in 37 countries, even though this was not the intention at the start-up. "This is another reason why I love to work for IRIS; many evolutions come alone, because people believe we have done a good job by launching the scheme and the content of the scheme."

"from 0 to more than 700 IRIS certificates in 5 years is an amazing expansion."

Minds are like parachutes. They only function when they are open.

James Dewar
The ultimate goal of IRIS is to bring our customers added-value and full satisfaction with rail products!

“We invested a lot of time and effort to convince Russian rail officials – and today they are among the strongest advocates of IRIS. Other markets needed less convincing. “The Chinese market very quickly understood the advantages of applying IRIS. This does create some difficulties in some areas of Europe, where the Chinese are currently entering competition with European suppliers”

At the beginning of implementing IRIS, people are seldom confident the process will create better results. We fully understand this, but a certain degree of courage is needed in order to create real improvement in quality management. This is the real challenge of our job!”

IRIS actually has 3 types of customers: supply industry companies, rail operators, and of course the end-customer - travellers taking the train. “We have to remember that in the end, we are working for those travellers who have to wait for their train, tram or metro in the morning due to a technical problem. We all have to do our best, at all levels, to identify whether the mistake lies in management, production, or somewhere else.

The time to repair the roof is when the sun is shining.
but not the quality process behind it. You will see us working hard on convincing these companies in the months to come.”

Bernard takes pleasure in facing these challenges – and in the fact that his work allows him to travel between the worlds of rail production and rail operation. “Having worked for commercial companies for more than 25 years, I understand both sides. The first thing that struck me when I came to work for UNIFE was to see competitors working together on all levels; from the CEO’s in the presiding board to the managers at technical level, IRIS has proven that working together really leads to amazing results.”

“Quality is an edge to bring more business to the whole of the rail sector. None of us can afford end customers losing their faith in the reliability of rail products. So we are in it together, or we will apart.”

The phone rings at the end of our interview with Bernard. Another customer with another question on IRIS, we hear as we leave his office.

“IRIS has proven that working together really leads to amazing results”

“The starting point for improvement is to recognize the need.”

Masaaki Imai
Quick Introduction
Introducing the IRIS Management Centre

The IRIS Management Centre (IMC) is made up of four people, who come to work every day to manage a worldwide scheme with more than 700 certificates.

Education: “I am Bachelor in Finance from a Bulgarian University. At the moment, I am following the Executive MBA program at the Louvain School of Management, part of the Universite Catholique de Louvain.”

Years at IRIS: “I joined UNIFE and IRIS end of August 2007, a couple of months after Bernard.”

Hobbies / Interests: “My kid! I have a 4-year-old boy to whom I dedicate most of my free time. I like reading and for relaxing – a good film will work perfectly.”

Work before IRIS: “Before joining IRIS, I have been working as a Business Analyst in an Asset Management company in Bulgaria.”

Why joined IRIS: “I never thought I would be working in the rail industry. But life can be surprising sometimes. At the beginning, IRIS was just my job. Later on, it became an important part of my life. We grew up together. I was new in town and “our baby” (as Hubert says) was also growing fast.”

Main task: “My main tasks are the finances, and also the customers, members... everyone interested in IRIS gets in touch with me first.”

Most rewarding about working for IRIS: “Seeing the outcome of our work – a growing number of certificates, members, and interested parties. And very often I receive emails like: “You have been my great partner since 2007...” Isn’t that rewarding?”

We whole-heartedly thank Nevena for her major contribution to IRIS – and wish her the best of luck in Berlin. Nevena will be succeeded by Mrs Kujtesa Hajredini.
Impressive & Interesting Facts from the World of Rail

- **2 %**: The very minor percentage of total CO2 emissions within the European transport sector that is caused by rail transportation.

- **70 %**: The percentage of carbon dioxide emissions that rail freight transport produces less compared to road transport.

- **246 miles**: The distance that can be cleared by rail with only 1 gallon of diesel and carrying a ton of freight, as opposed to only 88 miles by road under the same conditions.

- **1.6 MLN people**: The total number of employees working for the Indian Railways, making it the 2nd largest commercial employer in the world.

- **7500 railway stations**: The total number of railway stations located in India and used by the Indian Railways, which represents the largest railway network in Asia.

- **9259 km**: The length of the Trans-Siberian Railway, the longest railway in the world, which connects Moscow to the Russian far East and the Sea of Japan. It takes 8 days to complete this journey and the train crosses 7 different time zones.

- **3.64 million passengers**: The number of people using the Shinjuku Station in Tokyo every day in 2007, making it the world’s busiest railway station.

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"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."

Charles Darwin
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