

AIMM FAQs

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AIMM Concept and Structure

<p>Why AIMM? Compliance with 9100 was not enough?</p>	<p>9100 standard requires and promotes the continual improvement of business performance and customer satisfaction through the implementation of a robust QMS, but it cannot be used as a framework to measure the progression of the improvement achieved.</p> <p>The purpose of AIMM is to move organizations beyond compliance to the 9100 standard and offer organizations a tool to measure the maturity of their QMS, set clear targets for improvement, provide better recognition of achieved improvement, and consequently increase the motivation for improvement.</p>
<p>The 9100 standard refers to a number of related QMS standards. Is there the intention to add AIMM to this list?</p>	<p>AIMM will be considered in the next revision of the 9100 standard possibly either as a reference in Annex D or included in chapter 10 Improvement, as an example of a formal methodology for sustained improvement.</p>
<p>What are expected outcomes? Do expected outcomes only consider the 9100 “shall” requirements?</p>	<p>Expected outcomes are a positive statement of the results expected from implementing the 9100 standard and are derived only from the ‘shall’ requirements. ‘Should’ statements and notes are taken into consideration for the formulation of maturity criteria, as appropriate.</p>
<p>Why is AIMM aligned with the 9100 structure?</p>	<p>All organizations implementing a 9100 compliant QMS know well the 9100 structure and can trace their QMS provisions to that structure. Therefore, AIMM is aligned to the same structure for convenience and user friendliness.</p>
<p>Aligning to 9100 will require updating AIMM at every revision of the underlying standard. Is there a timeline for a new version of AIMM?</p>	<p>Indeed, AIMM will be updated for alignment with the next 9100 revision. The AIMM update will include a new version number and it is planned for release concurrently with the new 9100.</p> <p>Nevertheless, an intermediate AIMM version might be published, if considered appropriate by the IAQG.</p>

<p>Is it foreseen to develop specific maturity criteria depending on the type of business?</p>	<p>Only one set of maturity criteria is foreseen. It is up to the organization to use them as appropriate for their type of business.</p>
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AIMM Maturity Levels

<p>Why five maturity levels?</p>	<p>The IAQG decided to use five maturity levels for a balanced approach allowing the organization to progress in incremental steps that will neither be too big and discouraging, nor too small and with limited added value.</p> <p>The same number of levels is also used in other major capability / maturity models.</p>
<p>What is the difference between level 4 and level 5?</p>	<p>Level 4 is about having an effective system with predictable outcomes, thanks to the use of quantitative indicators and state-of-the-art management tools.</p> <p>Level 5 is about a system capable of optimizing itself, through innovation, search for efficiency and continual improvement.</p>
<p>What next when we all reach level 5 in all sections?</p>	<p>Reaching level 5 in all AIMM modules seems a real a challenge, as it implies that:</p> <ul style="list-style-type: none"> • the organization has achieved customer requirements for OTD and OQD and is fully optimized in all areas in terms of resources vs delivered products and services. • the organization is a worldwide recognized leader in its industrial domain and is always at the top of innovation, not only in its core activities, but also in supporting functions (HR, procurement, IT, communication, infrastructure, organizational culture...). • the organization has put in place a continually improving management system that integrates quality, health, safety, security, environment, Quality of Work Life,... <p>Moreover, even if all the above is reached, improvement opportunities for the organization can never be exhausted, for instance regarding:</p>

	<ul style="list-style-type: none"> • deploying the same management system in new acquisitions by the organization. • supporting its suppliers to develop to similar levels of excellence.
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AIMM Intended Use

<p>What are the different use cases for AIMM?</p>	<p>AIMM is a flexible tool that can be used for multiple purposes.</p> <ul style="list-style-type: none"> • AIMM is primarily intended for self-assessment by an organization, driven by the voluntary decision of the organization itself. • In addition, IAQG encourages organizations to mutually agree upon the use of AIMM for the purpose of supplier development, improvement recognition, and determining the extent of supplier surveillance. • AIMM can also be used for supporting improvement-driven audit programs. <p>It is stressed that the results of AIMM assessments cannot be used for claiming compliance to the 9100 standard, and therefore should not be used as an alternative to the 9100 certification scheme.</p>
<p>Is AIMM going to change the approach to external audits?</p>	<p>AIMM will not change the approach to external audits, which are related to the verification of compliance to contractually applicable requirements. AIMM does not contain any requirements and no nonconformities can be raised against AIMM.</p> <p>Nevertheless, AIMM could provide a new form of assistance to external audits, for instance:</p> <ul style="list-style-type: none"> • by helping auditors and auditees in clarifying possible implementations of 9100 requirements (<i>note: this has been reported by some AIMM users</i>). • to demonstrate that a structured method to manage improvement is in place, hence giving confidence to the auditors that a culture of continual improvement is well established within the organization.

<p>Is AIMM going to change the approach to internal audits?</p>	<p>Internal audits are intended to verify the compliance with external and internal requirements of the organization, as well as suggesting improvements. AIMM will not change the approach to internal audits but can strongly assist in establishing an improvement driven internal audit approach, for instance:</p> <ul style="list-style-type: none"> • in the definition of the audit program. • In the establishment of the audit questionnaire. • to clarify possible implementations of requirements.
<p>How can AIMM be used by organizations seeking to be certified to 9100?</p>	<p>AIMM can be very helpful in the path towards the 9100 certification, as a tool to identify the strong and weaker points of your QMS, and areas for improvement to meet and exceed the requirements of the 9100 standards.</p> <p>The current 9100 standard does not contain any requirements about AIMM, but its use is highly recommended as part of the roadmap towards certification. For instance, a good approach could be to perform a full AIMM assessment, and then launch actions to reach at least level 3 for all modules, to gain confidence that certification is achievable. However, this would be no guarantee that the certification would be actually achieved.</p>
<p>Some organizations that are ISO 9001 certified are sometimes reluctant to seek 9100 certification. Would AIMM be a good tool to evaluate their status and may be showing that the gap to 9100 is not so big as perceived?</p>	<p>From the practical viewpoint, it must be noted that it is not possible to distinguish within AIMM between the expected outcomes related to the basic ISO 9001 requirements and those to the supplementary ASD requirements.</p> <p>Therefore, the 9100 standard is a better tool to easily visualize the gap with respect to ISO 9001, via the <i>bold / italics text</i>.</p> <p>Nevertheless, AIMM can help in better understanding the implementation of 9100 requirements, with its wealth of criteria and examples, and therefore to give confidence in their feasibility and practicality for the organization.</p>
<p>We have established an aerospace start-up and we would like to implement a QMS</p>	<p>You should start implementing a 9100 compliant QMS. The formal recognition of the compliance of your QMS to 9100 should be achieved through the certification by an accredited Certification Body. AIMM is a tool for you to</p>

<p>certified to 9100 and an AIMM based improvement program. What steps are necessary to fulfill both goals?</p>	<p>assess the maturity of your QMS from below to beyond the compliance to 9100. Therefore, AIMM can be used initially to evaluate the readiness of your QMS for certification and progress towards the 9100 certification. Afterwards, AIMM can assist you to set improvement targets and measure the achieved improvement in the QMS areas selected by you.</p>
<p>Would AIMM be useful for ASD organizations providing non-flight products and services?</p>	<p>AIMM is useful for all the organizations for which the 9100 standard is relevant.</p> <p>Rather than talking about flight and non-flight products and services, the notion of criticality should be used. AIMM is permeated by criteria based on criticality, and therefore this should help organizations to screen and tailor out expected outcomes and criteria deemed by the organization as exceeding the level of criticality of their products and services, by making them not applicable when using the AIMM self-assessment application.</p>
<p>Can AIMM be used also by organizations other than ASD?</p>	<p>AIMM is based on the 9100 standard, which consists of ISO 9001 plus specific supplements to make it more stringent for use in the ASD business.</p> <p>It is considered that AIMM could be used advantageously also by ISO 9001 compliant organization wishing to have reinforced QMS processes.</p> <p>ASD very specific criteria within AIMM (e.g., driven by requirements from regulatory bodies) are expected to be minimal and easily tailorable out by making them not applicable.</p>
<p>Do you know if some organizations use AIMM to create inputs for the Management Review?</p>	<p>We do not have specific feedback yet, but definitely AIMM can be used to provide inputs to the management review (e.g., strong points, opportunities for improvement).</p> <p>For instance, AIMM results could be used as an input to determine new quality objectives in terms of maturity levels to be reached, within certain timeframe and organizational areas.</p>
<p>Does the IAQG intend to make the use of AIMM mandatory in the future?</p>	<p>The IAQG recommends ASD organizations to use AIMM to support continual improvement, at their own discretion.</p>

AIMM Justification and Benefits

<p>What would be the benefits of applying AIMM for an organization already certified to 9100?</p>	<p>First of all, being 9100 certified is an achievement, but not an end, as this standard requires continual improvement. The benefits of using AIMM for certified organizations are multiple. Some examples:</p> <ul style="list-style-type: none"> • being able to measure the maturity of the organization’s QMS and, in the process of doing so, identify areas for improvement thanks to the detailed AIMM criteria and examples. • ability to set company improvement objectives that can be concretely measured. • driving the plan to progress from compliance to effectiveness (OTD/OQD), then to optimization and leading the market. • make quality improvement more understandable and recognized by top managers, hence increasing the organization’s motivation for improvement.
<p>Is there any evidence to demonstrate a correlation between the organization’s maturity level and its profitability? In other words, what is the financial justification for applying AIMM?</p>	<p>We do not have data yet to show a correlation between the AIMM maturity levels and the organization profitability.</p> <p>Nevertheless, it is reasonable to assume that a company working in reactive and fire-fighting mode (level 1) would be losing money with respect to another organization with a well deployed QMS (level 3). The latter would probably be less profitable than another organization with a real process approach, and effective performance indicators monitored by top management (level 4). Finally, an organization with a strong risk and opportunity minded management, with an ingrained culture for innovation, removal of waste and optimization, and the well-being of its employees, may be expected to be even more profitable.</p>
<p>Would AIMM be useful in helping to standardize the deployment of a common QMS across multiple sites?</p>	<p>Yes. This is what is typically expected at maturity level 3, which foresees a common processes and harmonized methods deployed across the organization.</p> <p>Benefits quickly appear when level 3 is fully achieved: common language and ways of working, simplified documentation, standardized training of newcomers,</p>

	more efficient management, easier mobility of people movement across organization's sites...
What role does AIMM provide to enhance the value you bring to your customers?	The emphasis on KPIs such as on-time and on-quality delivery, and customer satisfaction is present throughout the AIMM model. Helping an organization progressing to level 4 (predictable results) and level 5 (efficiency and optimization) has evident benefits for its customers as well.

AIMM and Management

What are the most valuable modules of AIMM to sell to Quality and Business Management to help with pushing adoption?	<p>There is no most valuable module per se. The most valuable module is the one corresponding to an area of the QMS where the organization is facing unsatisfactory performance: an AIMM assessment would quickly show the gaps vs the expected practices, and the actions needed to improve.</p> <p>Selected AIMM modules could also be used to quickly benchmark different areas of the organization that are doing similar activities, but with different levels of performance. This approach should be appealing to management, for its potential to improve the overall organizational performance.</p>
One of the objectives of AIMM is to commit and excite leadership to set ambitious targets. What incentive does AIMM offer to motivate leadership to pursue these targets and enhance management engagement?	<p>Top management can find in AIMM a stable tool to compare the level of maturity of different areas of their organization and set concrete objectives, at company level and/or for each area. Targets can be set for the short, mid, and long term, with the confidence that AIMM assessments can be done in a consistent way for years to come.</p> <p>AIMM can also be used to facilitate the harmonization and optimization of the ways of working across the organization.</p> <p>Finally, AIMM is not "yet another initiative" that may soon be forgotten, but a tool that is solidly aligned with the 9100 standard and will evolve accordingly.</p>

Effort for AIMM

Knowing how much effort is already needed to manage all kind of audits	Maintaining customer orders and winning new contracts is crucial for any organization. With most, if not all, the ASD industry being ISO 9001 or IAQG 9100 certified,
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<p>(regulatory, certification, customer), what leverage could we have to motivate the supply chain to apply AIMM?</p>	<p>AIMM offers organizations a mean to get out of the pack, while improving their operational performance. An AIMM assessment is not exceedingly expensive, as it can be performed in a reasonable time (depending on the scope) by an internal assessor, without heavy training needed. Nonetheless, even a narrowly scoped AIMM assessment can quickly highlight areas for improvement and provide practical ideas for progressing in the management of their business.</p>
<p>How will the use of AIMM differ between large, medium and small organizations?</p>	<p>It can be expected that a small organization could perform AIMM assessments in a more agile and faster manner, being the interfaces simpler and the organizational knowledge easier to share.</p> <p>A large organization may need a more articulated approach, like performing assessments using teams of assessors, the coordination and visibility of assessments across sites, the roll up of assessment results at corporate level ...</p>
<p>We are a small company struggling with resources, with the day to day running of operations taking all our time. How can we dedicate a team to assess 26 modules on top of already running an effective internal auditing program?</p>	<p>it is neither necessary nor expected that an organization assesses all 26 AIMM modules in one go. It is up to the organization itself to determine the scope of the assessment, based on its needs and resources available. For instance, the organization could start with modules related to high priority areas, or where low hanging fruits and fast benefits can be reaped, or focus on high ROI areas, at its own pace.</p> <p>Moreover, synergies could be found between AIMM and the internal audit program.</p>

AIMM, Customers and the Supply Chain

<p>Would IAQG recommend the eventual selected flow down of AIMM to the supply base?</p>	<p>IAQG encourages organizations to mutually agree upon the use of AIMM for the purpose of supplier development, improvement recognition, and determining the extent of supplier surveillance.</p> <p>The ultimate purpose of IAIMM is to raise the level of quality of the whole ASD industry. Tens of thousands of companies are certified worldwide: some are narrowly reaching the required level of conformity for their QMS, while others reach levels of excellence. Using AIMM is a mean for an organization to reach excellence.</p>
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	<p>It must be reminded that AIMM to select suppliers, however suppliers using AIMM on a regular basis will most probably gain a competitive advantage.</p>
<p>How is AIMM different from the maturity matrices already in use by primes?</p>	<p>There is a big variety of maturity matrices used by Primes. Some of them are known, and it is understood that in some cases they are intended for internal purposes, in other cases to evaluate suppliers, or both. By their nature, they are not standardized and cannot lead to comparable results across the ASD industry.</p> <p>AIMM is a tool for organizations to assess their own activities. It is based on a common ASD standard and offers a common set of criteria to evaluate maturity across industry. AIMM results can be shared in an anonymous way to derive an industry benchmark and gauge its evolution in the years to come.</p>
<p>Could AIMM become eventually a customer requirement for organizations to demonstrate their willingness and ability to improve?</p>	<p>This has not been observed so far, but it may well occur, because it is up to customers to decide the requirements to be levied on, and negotiated with, their suppliers.</p> <p>The customer would have to keep in mind that the maturity levels declared by suppliers would be the results from a self-assessment, not from an independent 3rd party assessment. Nevertheless, a regular use of AIMM would be a good indicator of the willingness of a supplier to continually improve its performance and the satisfaction of its customers.</p>
<p>How do you see AIMM benefiting your supply chain?</p>	<p>Throughout AIMM, many criteria at high level (4 and 5) put the emphasis on the recognition and consideration of the needs and expectations of all interested parties, as well as collaborative engagements, shared tools, interfaces and processes across the supply chain.</p>

Relationships with Other Standards

<p>Is there an intent to extend AIMM to include 9110 and 9120 approved organizations?</p>	<p>IAQG intends to enable the use of AIMM for assessing the maturity vs the 9110 and 9120 standards. It is currently evaluating the most effective and efficient manner of implementing this goal in the next AIMM version.</p>
<p>How could AIMM be beneficial to companies</p>	<p>After IAQG will implement specific maturity criteria and support guidance for MROs and Distributors, companies</p>

holding a 9110 or 9120 certificate?	holding a 9110 or 9120 certificate would have the same benefits of a 9100 certified organization using AIMM.
Can AIMM be used with ISO 9004?	<p>Yes, keeping in mind that ISO 9004 does not cover the ASD bold/italics supplements of 9100.</p> <p>ISO 9004 provides general recommendations that can be complemented by the detailed maturity criteria and the numerous examples given by AIMM.</p>
How does AIMM relate to the AS13000?	AS13000 establishes supplemental requirements for 9100 and 9145. AIMM provides maturity criteria for the implementation of 9100. Therefore, AIMM does not cover the supplemental requirements in AS13000 and the full 9145.
How AIMM could help with AS13100 and the need to be compliant with it?	AIMM could only help with the evaluation of maturity of the implementation of 9100 requirements.

Relationships with SCMh

What is the difference between AIMM and the SCMh tools available on the IAQG website?	<p>Both AIMM and SCMh contribute to improve the performance of the ASD industry, but they do it from two different and complementary perspectives.</p> <p>The SCMh is a set of guidance documents to help an organization to understand and implement a particular topic (e.g., root cause analysis, APQP, FAI). Topics are structured in accordance with a supply chain life cycle process model and address selected good / best practices. The collection of these topics does not match exactly the 9100 standard and is growing continually.</p> <p>AIMM is structured in accordance with the 9100 standard and covers its full scope. It provides criteria to evaluate the maturity of the QMS of an organization and determine what should be put in place to progress from one level to a higher one.</p> <p>The implementation of the SCMh good / best practices may help in progressing through the maturity levels as defined in AIMM.</p>
What is the difference between AIMM and the	The SCMM provides maturity criteria structured in four categories (Process, People & Organization, Tools &

<p>Supply Chain Maturity Model (SCMM) in the SCMH topic 4.1?</p>	<p>Data, Performance Metrics) for each of the processes of the supply chain life cycle. The SCMM assessment is intended to be performed first by the supplier, and then confirmed by the customer.</p> <p>AIMM provides criteria to evaluate the maturity of the full scope of a 9100 compliant QMS (nearly 1500 criteria). It is primarily intended for self-assessment, but it can also be used for supplier development and improvement, as well as for improvement driven audit programs.</p> <p>AIMM is supported by a flexible online application that can be scaled to be used by concurrent assessment teams and multisite organizations.</p>
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Relationships with Other Maturity Models

<p>How does AIMM compare to CMMI?</p>	<p>Both AIMM and CMMI have five levels with similar description, but not much more in common.</p> <ul style="list-style-type: none"> • AIMM is structured according to the ISO9001 and 9100 clauses, while CMMI to its own process model. • AIMM is a self-explanatory and self-contained model, designed for self-assessment, while CMMI requires qualified assessors. • AIMM is offered free of charge, including its online application, to all companies that may benefit from it, while CMMI is of proprietary commercial nature.
<p>Why would an organization use AIMM when its customer(s) require another capability or maturity model?</p>	<p>It is an organization's own choice, considering the benefits achievable from using a maturity model especially conceived for the needs of the ASD industries and based on the international IAQG ASD standards.</p>

AIMM and Certification

<p>Will organizations be certified against AIMM?</p>	<p>AIMM has not been designed to provide a set of requirements to be certified against.</p> <p>There are no concepts or plans to certify the maturity levels achieved using AIMM.</p>
<p>Is there a chance that AIMM will compete with</p>	<p>AIMM is neither a replacement, nor a competitor of the 9100 certification, but complementary.</p>

<p>the 9100 certification in the future as a result of industry practices?</p>	<p>Certification audits evaluates if the organization’s QMS has reached the minimum level of compliance with the 9100 standard, regardless of the level of maturity.</p> <p>AIMM evaluates the maturity of the QMS from below up to beyond 9100 compliance, regardless of any 9100 certificate.</p> <p>Please refer to the AIMM User Guide, 2.6 Relationship with Auditing and Certification, for full details.</p>
<p>What is the relationship between the AIMM maturity levels and 9100 certification?</p>	<p>There is no hard correlation between AIMM maturity levels and 9100 certification. Reaching a certain level of maturity does not necessarily guarantee a successful certification. Nevertheless, numerous assessment results from actual pilot assessments have shown that 9100 certified organization achieve a level of 2 or 3 for most modules. Based on this evidence, and what can be inferred from the definition of the AIMM maturity levels, an organization can be expected to be:</p> <ul style="list-style-type: none"> • <u>Certifiable and beyond the standard</u>, if all modules are around maturity levels 4 or 5. • <u>Most probably certifiable</u>, if all modules are around maturity levels 2 or 3. • <u>Most likely not yet certifiable</u>, if some modules are around maturity Level 1.
<p>What is the difference between the AIMM maturity levels and PEAR? Are they aligned?</p>	<p>Despite some similarity of intent, AIMM and PEAR are not aligned, since they have different approaches for different purposes.</p> <ul style="list-style-type: none"> • PEAR is a high-level evaluation of the extent to which the main processes of an organization are operated and delivering their intended results. • AIMM is derived from the 9100 clauses and allows to assess at which level of maturity the related expected outcomes are achieved. AIMM covers in detail all QMS activities of an organization, i.e., not only its main processes, but also areas like leadership, roles and responsibilities, project and risk management, continuous improvement.

	<ul style="list-style-type: none"> PEAR is mandatory in the frame of a certification audit and is performed by the 3rd party auditor. AIMM is a self-assessment tool used by the organization on a voluntary basis for continual improvement.
<p>Will the AIMM maturity levels be included in the certification process sometime in future? If not, why?</p>	<p>The AIMM maturity levels are neither intended nor suitable for inclusion in the certification process.</p> <p>The use of AIMM and its results can be used by an organization as evidence of its commitment and methodology for continually improving its QMS, for consideration by the certification auditor.</p>
<p>Can AIMM assessments and 9100 3rd party audits be combined, leading to both certification and identification of improvement opportunities?</p> <p>If so, how would external auditors manage this process (e.g., would additional audit time be needed)??</p>	<p>AIMM is neither designed nor intended to be part of the certification process.</p> <p>Not designed, because certification audits are mainly compliance driven, focusing on the effective implementation of requirements, while AIMM does not contain any requirements, but maturity assessment criteria with lots of examples of possible implementations. The combination of these different aspects would most likely lead to disputes due to different interpretations by auditors and auditees.</p> <p>Not intended, because this would add a lot of complexity to the certification scheme, with additional auditor training, management of various levels of certification, additional audit time, numerous requirements to be added in the standard.</p> <p>Moreover, auditors are not allowed to provide advice on the way to implement or improve the organization's QMS, why AIMM is all about stimulating ideas for improvement.</p>
<p>Achieving high levels at credible and proven AIMM self-assessments would allow to shorten periodic audits time for continuing certification, or even replace annual surveillance audits?</p>	<p>Since AIMM is primarily used as a self-assessment tool, it cannot be pretended that its results are taken into consideration by certification bodies to shorten audit time or replace the annual surveillance audit.</p> <p>Nevertheless, the continued usage of AIMM and its demonstrated improvements, may lead a certification body to consider this as a factor in the calculation of audit duration.</p>

<p>Is there any plan to include the AIMM results for organizations in OASIS, and/or surveillance audit results by CBs?</p>	<p>There is no plan to include AIMM results in OASIS, or in surveillance audits results, because they are simply not suitable, let alone the technical complexities of doing so.</p> <p>AIMM results are produced through self-assessment by an organization, using a tool that guarantees their absolute confidentiality. Assuming that an organization would be willing to share assessment results, they could be easily challenged by any external auditor or third party, leading to unnecessary disputes and litigation.</p>
<p>Does AIMM replace OASIS?</p>	<p>Absolutely not, because they are different tools with different purposes.</p> <ul style="list-style-type: none"> • OASIS is the database containing all data related to 9100 series certifications from all certified organizations. These data can be viewed by the ASD community, with various levels of access rights. • AIMM online application allows registered users to perform self-assessments, completely outside the certification scheme. The data entered by the user and the calculated assessment results are strictly confidential and only visible to the that user. • It must also be noted that not all certified organizations use AIMM, while also non-certified and non-ASD organizations can use AIMM.

Regulatory Considerations

<p>Will AIMM be recognized by Regulatory Authorities?</p>	<p>So far, no actions to explore or gain the recognition of AIMM by Regulatory Authorities are known.</p>
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Assessment Process

<p>Do I need to assess all 26 modules of AIMM at the same time? That would be a huge effort.</p>	<p>It is not mandatory to use AIMM to assess the entire QMS of the organization. It can be limited to a subset of modules, selected on the basis of the interests and priorities of the organization.</p> <p>AIMM has been conceived with a modular structure exactly for this purpose.</p>
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<p>Can we see real examples on how to assess AIMM maturity levels and work on a module?</p>	<p>Example(s) of how to perform an assessment will be developed for specific module(s), probably soon after the next upgrade of the AIMM online application.</p>
<p>What type of objective evidence should be retained to demonstrate achievement of a given level?</p>	<p>AIMM provides many examples of objective evidence to evaluate the achievement of expected outcomes. It is up to the assessors to document the basis for the conclusions on what extent the maturity criteria were met at a certain level.</p> <p>Normally the AIMM does not need to be as formal as an audit in tracing and collecting all relevant evidence, if the assessors and experts know that the intent of the expected outcome is met by the organization.</p>
<p>What should be the frequency of AIMM assessments?</p>	<p>It is up to the organization to determine the frequency of AIMM assessment, e.g., depending on the number of modules to be assessed, the size of the assessed organizational area and/or the time needed to put in place improvement actions after an assessment.</p>
<p>Can you give an estimate of the time needed to assess each AIMM module?</p>	<p>Currently it is not possible to give an estimate of the time needed for assessing a module, because:</p> <ul style="list-style-type: none"> • The analysis of the online application usage has not been implemented yet. • The feedback provided by users is insufficient to date. <p>Nevertheless, some estimates are available from feedback from the pilot assessments during AIMM validation, which show big variations, with a rough average between 3.5 and 4.5 hours to assess one module.</p>

AIMM Assessors

<p>What role should 9100 auditors play with AIMM assessments?</p>	<p>9100 auditors should take into consideration the use of AIMM as an answer to clause 10.3 Continual improvement.</p> <p>Auditors might even recommend AIMM to organizations being audited to demonstrate their commitment and</p>
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	<p>methodology for continual improvement (Note: this should not be considered as consulting, because the auditor would neither tell the organization what and how to improve, nor be involved when deciding and putting in place improvement actions).</p> <p>Another interesting aspect that was reported by early users, is that AIMM proved to be useful to clarify some 9100 requirements between auditors and auditees.</p>
<p>What is the difference between internal auditors and AIMM assessors?</p>	<p>The role of internal auditors is to verify the extent to which requirements (from standards, internal procedures, contracts...) have been fulfilled, in a pass / fail mode based on factual evidence.</p> <p>Internal auditors must have the competence to perform audits, acquired through a qualifying path including various trainings and supervised audits. For objectivity of the audit results, internal auditors must be independent from the audited area.</p> <p>The role of an AIMM assessor is to evaluate the level of achievement of the 9100 expected outcomes and identify areas for improvement with associated actions.</p> <p>The tool used for AIMM assessments being self-explanatory, the assessor does not need a strong training or experience. A good understanding of the organization's activities and of the 9100 standard is considered sufficient to obtain relevant and useful results. The assessor may belong to the assessed area.</p>
<p>Can assessors be from the same departments being assessed?</p>	<p>An AIMM assessment is decided by the organization for its own benefit, therefore it should be in its own interest that the assessment is conducted in an honest and objective way. Assessors from the same department would have the advantage of an intimate knowledge of the processes being assessed, hence should be better able to compare the current ways of working to expected practices as described in the AIMM maturity criteria, and to identify relevant improvements.</p> <p>Therefore, assessors from the same department should not be excluded, unless there are reasons such as possible bias or inadequate skills.</p>

<p>AIMM assessments should be performed only by assessors internal to the organization, or external assessors too?</p>	<p>It considered preferable that assessors belong to the organization, for reasons such as:</p> <ul style="list-style-type: none"> • Internal assessors know better the organization processes and would presumably assess the level of maturity in a more informed and relevant manner. • Internal assessors would learn a lot concerning the strengths and weaknesses of the organization’s QMS and how the deployment of 9100 could be improved; this knowledge could be shared within the organization. <p>Nevertheless, external assessors may be used by an organization at its discretion, for instance in case of insufficient internal resources or expertise, or to gain external recognition of the exercise.</p> <p>If external assessors are used, it is recommended to do it in mixed teams of internal and external assessors.</p>
<p>Is it envisaged to have certification on AIMM assessors?</p>	<p>For now, it is considered that AIMM can be applied advantageously without particular qualification and certification of assessors, because:</p> <ul style="list-style-type: none"> • AIMM is sufficiently self-explanatory. • auditors or personnel with a good understanding of the 9100 standard and organization’s processes are sufficiently skilled to conduct relevant assessments. <p>For this reason, IAQG has not discussed any concepts or plans for the certification of AIMM assessors.</p>
<p>Will certification bodies be offering and performing AIMM assessments?</p>	<p>Certification bodies are not authorized to advise organizations on the way to implement the 9100 standard. Performing an AIMM assessment to determine maturity levels, recommend improvement actions and priorities etc., would be consultancy, and certification bodies are not allowed to do that.</p> <p>The intended use of AIMM does not foresee the provision of 3rd party assessment services by entities other than certification bodies. However, it cannot be excluded that</p>

	this could become a viable and desirable commercial service.
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Pursuing Improvement

<p>Is there any guidance to help in improving the achieved maturity levels?</p>	<p>For sure, this is the very purpose of AIMM. After determining that a certain level was achieved, the criteria of the next level provide guidance on what should be done to progress</p> <p>The AIMM maturity criteria endeavor to be self-explanatory and provide numerous examples of possible implementation at each level. IAQG count of the feedback of users to continually improve these criteria, using the feedback mechanism built in the AIMM online application.</p>
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AIMM Online Application

<p>Will information entered in the AIMM online application be shared with other organizations? In particular, will customers have access to the results of AIMM assessments?</p>	<p>The confidentiality of user data is IAQG top concern. The AIMM application is designed to ensure that the data entered by the user for an assessment (e.g., % achieved and assessor's notes for each maturity criteria) are totally confidential, not visible even to the AIMM system administrators, let alone other companies. In theory the data could be seen by the system developer, which has access to the code and full database, but this should not be a concern. Nevertheless, if a user wishes to exclude also that remote possibility, the user can opt for an additional level of encryption by defining a Pass Phrase when creating a specific assessment.</p> <p>Regarding the assessment results, which are calculated from the data entered, they are transferred voluntarily to IAQG by the user using the feedback provision feature, after giving explicit consent. AIMM administrators would not know the organization providing the results, hence ensuring their anonymity for use in statistics.</p> <p>For additional details, please have a look at the AIMM Terms of Use, Annex 1, which must be accepted upon registration.</p>
<p>I am not able to save the assessment data and results on my company's</p>	<p>The assessment data entered by the user are stored securely online, with the option of an additional level of</p>

<p>server: where is the information stored? My company's policy is to store sensitive data only on own servers.</p>	<p>encryption to ensure exclusive access by the account holder to its data.</p> <p>In the next upgrade of the AIMM online application, it is foreseen the option for the user to store its assessment data locally and reimport them online for further work as desired.</p>
<p>What is the documentation available regarding data security, for submission to my IT director to gain approval to use AIMM?</p>	<p>Security information can be found within the AIMM Terms of Use, Annex 1, which must be accepted upon registration.</p>
<p>Is there a subscription fee for using the AIMM online application?</p>	<p>AIMM can be used free of any charge, after registration.</p>
<p>Do I need to register to AIMM, if I already have an IAQG account? Is there a common password for all IAQG tools?</p>	<p>At the moment, you need to register on the AIMM online application to be able to access and use it.</p> <p>IAQG has already developed a solution for a common password for all IAQG tools, but the implementation is not finalized yet.</p>
<p>Does the AIMM online application require training prior to use?</p>	<p>The AIMM online application has been designed to be intuitive and self-explanatory. The user should be able to use it with the support of the User Guide available online, without preliminary training. Nevertheless, demo sessions will be offered to make it easier to users and learn from their feedback.</p>
<p>Is there any plan to make the model available as a download (e.g., Excel), to minimize the time loading it?</p>	<p>The AIMM application was originally conceived as a downloadable Excel file, but it was decided to change it to a database approach and make it available online. This approach has proved to be much more secure, flexible, efficient and user friendly.</p> <p>Moreover, working with an online application prevents uncontrolled modifications by users, which would put in question the continued alignment of AIMM assessments with the 9100 standard. Eventually, the use of a common tool will allow consistent and consolidated statistics to monitor the improvement of the whole ASD industry.</p>

<p>Can the printable files and results be downloaded in editable format?</p>	<p>IAQG copyrighted material (e.g., expected outcomes and maturity criteria) cannot be downloaded in editable format; user data will be in the near future.</p>
<p>Is there any point where data will fall out of the system or no longer be shown?</p>	<p>The data entered by the user can only be deleted by the user itself at its own discretion.</p> <p>As far as the model data is concerned, in the next upgrade of the online application it is foreseen to have the ability to mark a model version as inactive, and so not useable for new assessments.</p>
<p>Will the system retain information from year to year or from assessment to assessment so the organization can see where it gained or lost from the previous assessment?</p>	<p>The system will retain all data entered by the user, from which the assessment results are calculated. Therefore, organizations will be able to determine the evolution of the results of their AIMM assessments.</p> <p>In the next upgrade of the online application the user will be able to download the assessment results as an Excel file, and to process more easily the data offline as desired.</p> <p>It must be noted that IAQG will not be able to see the assessment results retained on the system unless explicit consent is given by the user.</p>
<p>Can multiple people log into AIMM online application for a collaborative assessment? If not, are there any plans to add that feature?</p>	<p>Currently, in order to perform an assessment with a team working in parallel, the team members must use a single common account. This is the suggested approach:</p> <p>a) One person (normally the Lead Assessor) should create a common account for specific assessment(s), to be shared by the team.</p> <p>b) Create an assessment with the common account, defining the lead assessor, team members and assigned modules.</p> <p>c) Team members will then be able to log into the common account and perform the assessment of the assigned modules. Important limitation - In the current version of the application, the last edits of any specific module would overwrite previous entries. Therefore, appropriate coordination must be agreed and enforced,</p>

	<p>such as: a team member can only edit the assigned module(s), and nobody else.</p> <p>In the next update of the online application, it is foreseen to implement a more efficient and controlled concurrent approach.</p>
<p>Is there a possible future integration of company specific criteria or information (e.g., KPIs) within the AIMM application?</p>	<p>In the next update of the online application, it is foreseen to allow the user to add specific criteria and guidance, to be shown together with the AIMM model during the performance of an assessment.</p>
<p>If my organization has multiple sites and each one used AIMM, is there a way to roll up all the individual sites into one AIMM profile for my Corporate Director of Quality to utilize?</p>	<p>Currently there is no practical way of rolling up the results of different sites. One way could be to copy the assessment results from the PDF printout to an Excel file, and then doing the necessary manipulations.</p> <p>This requirement has been included in the development of the next upgrade of the AIMM online application.</p>
<p>My organization has multiple sites, all intending to use AIMM. Can our different sites see each other's assessments?</p>	<p>Currently, only the account holder can see the assessment(s) created under that account. It is understood that it may be desirable for some persons of the same organization (e.g., the quality manager) to be able to see several assessments, it doesn't matter whether on the same or different sites. To achieve that, the account holder must share the login credentials with authorized persons, and all assessments must be performed under that account. <i>CAUTION: anybody entering the account can edit the assessment, and the latest change would overwrite the previous entries.</i></p> <p>For the future, a mechanism is foreseen for the account holder to grant permissions to selected people, with appropriate privileges (read-only, edit), without sharing the account credentials.</p>

AIMM Translations

<p>How can AIMM be translated in my language and by whom?</p>	<p>AIMM can be translated in the desired language by initiative of an 'Authoritative Body', which is responsible for providing / coordinating the resources for performing the translation, and for its accuracy.</p>
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	<p>The body (e.g., IAQG national body, standardization body, industry association) must be recognized as being able to successfully promote a translation, and its confident use, within the respective ASD community.</p> <p>Please contact the AIMM Team for details through the IAQG or AIMM websites.</p>
<p>Do you have a plan to translate AIMM in different languages?</p>	<p>AIMM has been already translated to Chinese and the translation is available on the AIMM online application.</p> <p>Currently there are plans to translate AIMM also to Japanese, French, German, Spanish and Italian.</p>

Provision of feedback

<p>Does IAQG plan to encourage organizations to share the result of their assessments, and then would IAQG compile the feedback received and overall statistics for benchmarking purposes?</p>	<p>IAQG already strongly encourages organizations to share the results of their assessments in an anonymous way, using the feedback function built in the application.</p> <p>The purpose is exactly to provide anonymous overall statistics for benchmarking purposes, as well as monitoring the industry trends.</p>
<p>Can we know what the benchmark maturity level is as of now?</p>	<p>So far organizations are not providing sufficient results of their assessments to IAQG using the feedback function built in the application, hence it is not possible to derive the current benchmark level.</p> <p>Currently the only data available for this purpose are the results of the pilot assessments during AIMM validation.</p>
<p>Has there been any consideration for using external auditors for providing feedback on AIMM?</p>	<p>Any feedback on AIMM is welcomed and will be duly processed.</p>