

IMPACT

PRESENTED BY UL DQS INC.

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CUSTOMER SPEAKS

"Working with the team at UL DQS on global ISO 9001-2008 certification has been a great journey. From the start of the bidding process UL DQS maintained an edge above its competitors in addressing the needs of our company. UL DQS provides excellent customer service and technical competency that gives us great confidence in the relationship, which will help us drive continuous improvement in becoming a better supplier to our customers all over the world."

UL DQS Inc. Customer



Message from the CEO

Sustainability: a topic that is sparking a vigorous dialogue amongst businesses worldwide. What does it mean? How will actions toward achieving sustainability affect the business? And, most importantly, how will sustainability initiatives impact the bottom line of the business? Companies are defining sustainability in a variety of ways. The concept started out with a heavy focus on environmental issues and has developed to include economic and social impacts. According to the well-know and widely accepted report from the Brundtland Commission, "Sustainability development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

This concept and how to achieve corporate sustainability are becoming more integrated in business philosophy and strategy. Several pioneer organizations have implemented a variety of sustainability changes in their manufacturing processes and are reaping great rewards! The business benefits from implementing such initiatives include: increased efficiency, cost savings and reduced waste. These goals can be achieved now while having a positive impact on the environment.

Sustainability initiatives have survived the economic downturn, a sure sign of its importance. It is time to align core business practices with the core values of customers and businesses alike. Assessments focused on your environmental management systems can help you achieve those goals. Companies who have made these changes to their processes are recognizing marketing benefits and brand perception has become stronger as customers identify with the company's commitment to the planet. Increased profits have been realized by countless companies who are making improvements and letting their customers know it.

Sustainable businesses are looking at not only their outputs in the products they produce, but the inputs they ultimately use to make a product. Determining if products are harmful to the environment requires a thorough look at the manufacturing process. Green initiatives can include minor changes in the production process to reduce or eliminate waste, converting harmful gases into clean, usable energy and improving efficiencies. The rewards of implementing a sustainability plan come from doing what is right for the business and the environment in which it operates. In the end, sustainability is about doing the right thing with the right processes and the right people.

Ganesh Rao
President & CEO

GW Plastics is PN's New Processor of the Year

UL DQS would like to congratulate GW Plastics Inc., a custom injection molder based in Bethel, Vt., for winning Plastics News' Processor of the Year Award.

GW Plastics Inc. prevailed against the other three finalists: Montrose Molders Corp., a custom molder in South Plainfield, N.J.; Plastikos Inc., a connector molder from Erie, Pa.; and PolyPipe Inc., a Gainesville, Texas-based extruder of smooth-wall polyethylene pipe.

GW Plastics molds and assembles precision parts for medical and automotive markets, many of them "safety critical" components for drug delivery, minimally invasive surgical instruments, catheters and diagnostic testing. Automotive parts include components for seat belts and fuel-handling systems.

Currently, UL DQS Inc has certified GW Plastics for ISO 9001, TS 16949 and ISO 13485.

Revealing the Mystery of Audit Days Calculations

Have you ever wondered how audit day calculations are made for your business?

ISO develops the standards, organizations such as the International Accreditation Forum develops the controls for AB's such as: ANAB (US); TGA (Germany) and JAB (Japan). The AB's in turn, create rules and guidance specific to their country and culture which apply to the CB's like UL DQS. We in turn, develop our processes and procedures and provide the audit services to you, our clients.

shift that is demonstrated by the client.

In other words, we need to audit each shift, unless justification can be demonstrated and documented based on your controls of shift operations and the processes performed on each shift.

3. For EMS audits, the MD5 states:

For an EMS audit it is appropriate to base audit duration on the effective number of personnel of the organization and the nature, number and gravity of the environmental aspects of the typical

has 500 employees, 100 administrative and 400 shift employees on 3 shifts. Using the old shift allowance, this would be $100 + 400 / (3-1) = 300$ equivalent employees. The Initial registration process would have required 6 days, with annual Continuous Assessments at 2 days and a 4 day Triennial Reassessment. The new process would require 9 days for the Initial, 3 days for the Continuous and 6 days for the Triennial Reassessment.

Example 2. A new EMS certification is requested. Demonstrated in the tables below, increases in the overall number of days now required are indicated in yellow. For a high complexity site with 500 employees, the Initial audit would now be a total of 16 days, rather than 13 days. The new process and tables would require 5.5 days for the Continuous and 11 days for the Triennial, rather than 4.5 and 9 days respectively.

CONTINUOUS ASSESSMENT DAYS FOR EMS AUDITS

Employee Count	High Complexity New	High Complexity Old	Medium Complexity New	Medium Complexity Old	Low Complexity New	Low Complexity Old
10	1	1	1	1	1	1
50	2.5	2	2	2	1.5	1.5
100	4	3	3	2	2	2
200	4.5	3.5	3.5	2.5	2.5	2
500	5.5	4.5	4	3.5	3	2.5

The IAF defines these requirements through Mandatory Documents (MD). As the name indicates, the "rules" are mandatory in nature and are "enforced" by the AB's. ANAB for example, communicates requirements through their "Heads Up" or "Accreditation Rules" on their website for implementation by the CB's.

How does this affect your certification? The "IAF Mandatory Document for Duration of QMS and EMS Audits," has made three important changes affecting QMS and EMS audits.

1. The audit day tables were revised and in some cases audit day requirements increased. Using the example of a continuous assessment (surveillance), the table above shows a side by side comparison, with increases shown in yellow for EMS audits.

2. For QMS audits, the MD5 states:

Where product or service realization processes operate on a shift basis, the extent of auditing of each shift by the CB depends on the processes done on each shift, and the level of control of each

organization in that industry sector. The audit duration should then be adjusted based on any significant factors that uniquely apply to the organization to be audited. The CB must exercise discretion to ensure that a variation in audit duration does not compromise on effectiveness of audits.

This change removes the allowance for headcount reductions based on shift operations. The only reductions for effective number of personnel allowed are for those employees who do not work a

INITIAL (STAGE 1 + STAGE 2) DAYS FOR EMS AUDITS						
Employee Count	High Complexity New	High Complexity Old	Medium Complexity New	Medium Complexity Old	Low Complexity New	Low Complexity Old
500	16	13	12	10	9	7

full shift. If 2 employees worked 4 hours per day, they could be counted as one employee. The impact of the changes not only affects the headcount used to determine the number of days, but the number of days themselves. Two examples are:

EMS Example 1. A Low Complexity site

If properly justified, MD5 allows some reductions. However, there are conditions that require an increase in audit days. We must demonstrate considerations for reduction and increase factors.

Adjustments are also anticipated to the OHS programs. At the time we developed our OHS program, the audit day rules and accreditation requirements were in development. We are now preparing for accreditation of this OHS program and anticipate this will impact the audit days for OHS audits.

We realize these changes may impact the cost of audits performed and we are working to minimize these impacts while ensuring we uphold the accreditation rules and provide value during our audit time. If you have any questions, please feel free to contact us at 1-800-285-4476.

Process Maturity in the Context of ISO Standards



Written by Subrata Guha
Director of IT Services

Whether to follow a maturity model or a standard is a topic of ongoing debate in the process community. The vast majority of the population prefers some maturity models (like CMMI) that provide an evolutionary approach for process improvement. On the other hand, adoption of conformity standards (like ISO 9001) is still significant. Perception about ISO standards and auditing systems are often cynical. They are viewed as “static” and not promoting process maturity. It is disturbing that ISO standards are based on the underlying principle of continuous improvement (PDCA cycle), yet the system is not viewed as a vehicle of process improvement (maturity).

The figure below represents an at-

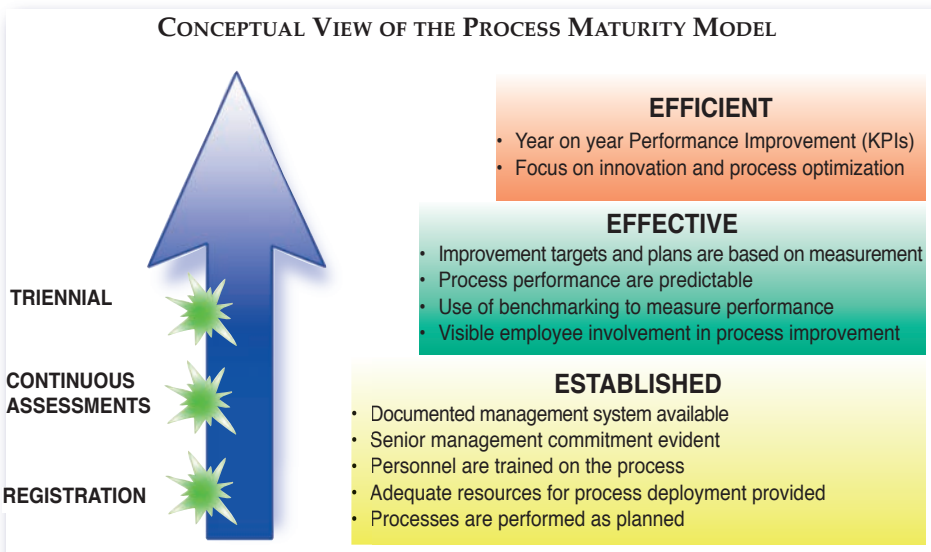
tempt to define a conceptual process maturity model using ISO standards and third party audits. (ISO 9004 provides a self assessment checklist with five maturity levels and is intended to be used by the organization. This approach is more from the external view of the organization.)

Let us assume an organization is developing a management system following an ISO standard. When it is ready for registration, it is at the basic level of maturity, or “Established”. The focus of measurements at this level is to know the status of various activities (e.g. # of defects, # of customer complains etc.). As an organization continues its journey, the system becomes stable and predictive. The focus of measurements shifts toward “performance” (e.g. plan vs. actual, trend analysis etc.). The organization has achieved the next level of process maturity,

i.e. the system is “Effective”. After being effective, the goal of the organization will be to make the system “Efficient”. The organization will try to optimize its processes. The focus of measurement shifts toward measuring efficiency (e.g. productivity, capacity utilization etc.) At this point, the organization will be able to link process performance with its financial results. The real ROI (Return on Investment) can be realized at this level.

If we draw a parallel to the traditional 5 levels of maturity, “Established” is equivalent to Level 3 i.e. establishing the basic requirements of the system. Please note that all maturity models define requirements for management systems at level 2 and 3. Level 4 and 5 is about improvements and achieving excellence. Once an organization has established the basic processes, movement toward a maturity model will allow the organization to change the focus to improvements and excellence.

As third party auditors focus on the standard itself, there may not be much latitude to include additional audit criteria. However, if the organization is looking to realize the benefits from its ISO system, auditors can provide valuable feedback about process maturity. Registrars can maintain score cards to track the organization’s process performance. The benchmarking initiative of UL DQS may also be an effective tool for this purpose.



Timeline will vary depending on the organization. Some may not move beyond a level.

UL DQS Inc. Completes Second Phase of Website Construction!

UL DQS has completed the second phase of its website construction that enables you to view more information regarding services offered in North America. You will find our brochures, customer downloads and industry specific communications are available to you and easy to use.

Please visit www.ul-dqsusa.com frequently as it will be updated on a regular basis with information regarding

industry developments, management systems, certifications and much more.

The third phase of development consists of providing customers with access to certificates and the MyDQS Portal which will contain audit dates, reports, basic account information, etc. We will keep you informed when this phase is completed.

Preparing for AS9100 Series Transition

AS9100, AS9110, and AS9120 were revised in 2009. All organizations with a currently registered Aerospace Quality Management System (AQMS) (includes AS9100, AS9110, and AS9120) will need to upgrade their registration. As UL-DQS Inc. is committed to help make the transition as easy as possible, we are providing the following information to you. We will continue to update you as more information is released to us in regards to the transition timeline.

When can we upgrade?

Upgrades will not be performed until July 2010 at the very earliest. This is dependent on publication of new AS9104/1 Requirements Document, AS9101:D, Aerospace Auditors receiving sanctioned training and UL DQS being approved by ANAB to provide these services.

Is there a timeline for the transition?

Yes, there is a 30 month transition period as outlined in the 30 Month Transition Schedule.

Will the upgrade audit require the addition of man-days?

Yes, additional time is required for the upgrade audit as follows.

- If the upgrade is done during a Continuous Assessment, the audit duration will be according to the requirements for a Triennial Audit.
- If the upgrade is done during the Triennial, the audit duration will be

according to the requirements for a Registration Audit.

The audit days will be based on the newly established man-day requirements in AS9104/1. This document is currently in ballot form and is not due to be published until July 2010 at the earliest.

How can my organization prepare for the transition?

There are several things that you can be doing now to prepare.

- Obtain the new version of the standard. It can be purchased from www.as9100store.com.
- Access additional information from www.sae.org/iaqg regarding changes to the standards and the rationale for the changes.

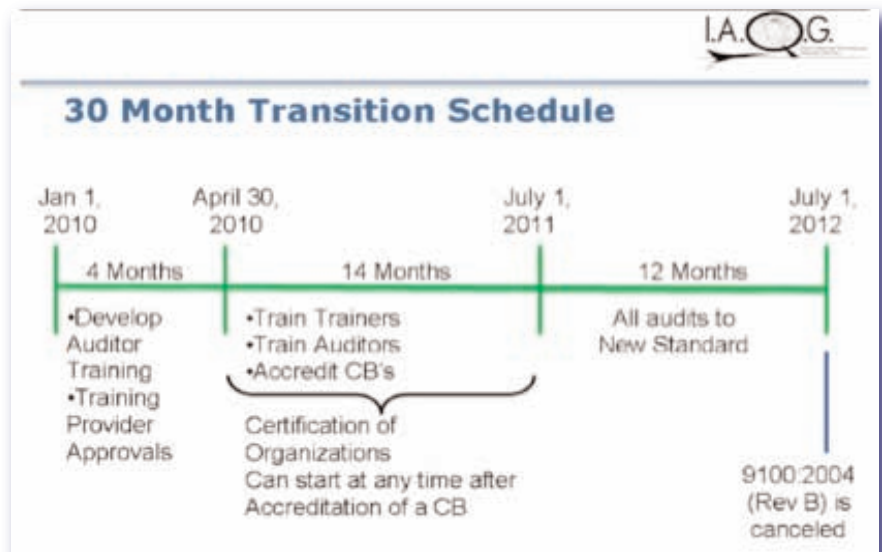
- Determine training needs to the new standard. Make sure external training is from a reputable source.
- Revise process and procedures to the new standards. Be careful not to release any revised procedure that will cause you to be in non-compliance with the current revision of the standard if you are not anticipating upgrading soon after July 2010.

Where can we find additional information?

There are several places to find additional information.

www.sae.org/iaqg
www.sae.org/oasis
www.as9100store.com

We will continue to post updates on our website as they become available. www.ul-dqsusa.com.



Customer Spotlight

Congratulations Mechanical Devices Company!

UL DQS Inc. is pleased to announce that Mechanical Devices Company in Bloomington, Illinois has been awarded the Bronze Certification from Caterpillar for Sup-

plier Quality Excellence.

We are proud to partner with Mechanical Devices Company. UL DQS provides assessments for their ISO 9001:2008 and ISO/TS

16949:2002 certificates. Mechanical Devices Company has maintained a quality management system and been a customer of UL DQS since 2003. Keep up the excellent work!

We would like to feature your organization here! Please let us know if you have some exciting news about your organization. Send us an email at: Kristin.Nauman@us.dqs-ul.com.

Is Being Green, Being Right?

As Kermit the frog says, "It ain't easy being green!" But is being green right and what does that mean? If your company recycles part of its office paper, can they say they are "Being Green?" In a way, yes they can. There is no real definition of "Green." The real application of being a steward of the environment is not to be green, but sustainable.

Sustainable as defined by the Humanure Glossary, refers to the ability to be continued indefinitely without a significant negative impact on the environment or its inhabitants.¹

As the definition states, to be sustainable is to operate in such a way, forever, without a significant negative environmental impact. Others may say this is impossible or too expensive. Some may see opportunity. Benefits of being sustainable can include:

- Reduce operating costs through efficiency increases (energy, water, manufacturing, and other systems);
- Avoid costs of hauling away "non-products" not sold or recycled;
- Increased ROI;
- Design products, packaging, facilities, systems and business alliances through new opportunities;
- Engage internal and external stakeholders to drive innovation;
- Shorten time to market;
- Stay ahead of new regulations; and

- Increase credibility to profit from consumer demand for socially conscious and "green" products and behavior.²

In developing a sustainable program, there is a basic four system layer taxonomy:



Layer 1 is the Natural, which includes energy, water, air and ecology;

Layer 2 is the Built, which includes buildings, waste, energy transportation and infrastructure;

Layer 3 is the Economic, which includes business, markets, technological innovations and value-added processes; and

Layer 4 is the Social, which includes governance, decision making, health, culture and education.

So how does one become sustainable? One way is through the use of formal methods, such as ISO 14001, RC 14001, Programme for Endorsement of Forest Certifica-

tions (PEFC) or the European Eco-Management and Audit Scheme (EMAS). These formal systems provide a consistent, repeatable and cost effective method to: evaluate your current position; define those elements of your business with the

largest actual or potential impacts or cost; look for operational or systematic improvements; investigate and implement programs with real positive returns on investment; and measure the results of your key characteristics.

Implementation of the four system layer taxonomy in parallel with a formalized management system can provide:

- A positive and cost effective business;
- A business that is sustainable in its regard to the environment; and
- A business that is sustainable in its very own survival.

So, is "Being Green," being right? Not really. Being Sustainable is right as it provides directions to develop your business as a profitable, long-term endeavor, while keeping your impacts and costs on the environment to a minimum.



Jerry Skaggs, P.E.
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1. Humanure Glossary: <http://weblife.org/humanure/glossary.html>

2. Sustainable Pittsburgh, <http://www.sustainablepittsburgh.org/services.html>

3. Place making tools for community action. Tools that engage the community to create a future that works for everyone. http://www.sustainable.org/Placemaking_v1.pdf

UL DQS Inc. Offers ESD Program Certification



Written by Rick Kozlin
UL DQS ESD Program
Leader

Static electricity can be caused by charging effects from different materials, motion, temperature and humidity, polarization, or induction. When this static electricity comes into contact with an object, a static “event” takes place causing a catastrophic (found during test) or latent (found in the field or in use) defect in a product or component.

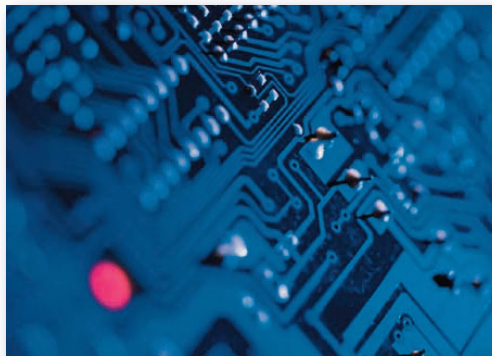
Test failures add cost to manufacturing and can reduce customer satisfaction.

Depending on the importance of the product’s end use and risk of failure, it can be absolutely vital to prevent any field failures.

With electronic devices becoming smaller and more sensitive by design, quality management systems need to include: an ESD plan to determine device sensitivity, charged

object threats, equipment, training and verification based on a simulated human body model(HBM) , machine model (MM) or charged device model (CDM) and Standardized specifications. Certification to ANSI/ ESD S20.20 will ensure such a quality management system is established and maintained.

Electrostatic discharge (ESD) certified quality management systems are rapidly becoming a more integral part of the electronic component and assembly manufacturing, distribution and repair industries. ESD S20.20 is compatible and can be integrated with ISO 9001:2008



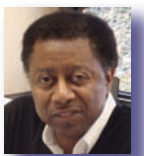
quality management systems already in place.

BENEFITS include:

- Reduced cost of quality
- Reduced test failures
- Reduced scrap / rework / WIP
- Reduced latent defects
- Reduced customer complaints
- Reduced warranty / repair
- Improved OTD with less replacements
- Improved productivity / profitability
- Improved customer satisfaction
- Improved marketing potential

The ESDA has accredited UL DQS Inc. for ANSI/ ESD S20.20 and IEC 61340-5-1 certifications. If your organization is already ISO-9001 certified, we can perform a companion audit for typically only 1-2 days and include the ESD certification audit. We have qualified auditors in each region of the US as well as in Asia. If you are interested in adding this service or obtaining a quote, please contact our Customer Service today.

UL DQS Inc. Offers “Value Add” Audit Protocol



Submitted by Alexander
Madison, Business Manager
- UL DQS Inc.

It takes years to market and develop a company’s brand. Let UL DQS Inc. help you keep it flourishing in spite of a difficult global economy....

As part of our on-going efforts to identify value added assessments for our clients, we have developed a “value add” audit protocol which is intended to supplement your regular audit report.

The “value add” audit is being launched in light of the recent automotive recall notifications that have been broadcast worldwide affecting OEM’s and their suppliers. Overall we have seen an increased awareness by the automotive industry concerning product recalls and the impact it can have on a company’s global brand. The increased awareness may undoubtedly spread to other industries as a result of the media attention on the recent recalls and begin a wave of internal process and procedure reviews by all OEM’s to ensure all product require-

ments including safety requirements are strictly adhered to during the product realization process. While the assessment approach of our new program is targeted toward TS automotive clients, it can be applied to any audit program. During your next assessment, the lead auditor will review the benefits of conducting a “value add” audit. Inquiries concerning this type of audit can be directed to your assigned lead auditor or to one of the Regional Business Managers listed below. We look forward to hearing from you.

West Region

Jorge Zegarra
559-805-5403

Southeast Region

Mike Brannock
317-379-6277

Midwest Region

Al Madison
847-309-4109

Northeast Region

Jerry Skaggs
412-818-5580

The Certification Client Bill of Rights and Responsibilities

Third-party accredited certification is a professional relationship between a client being certified, the certification body (CB), the CB's auditors, the accreditation body (AB), and the AB's assessors. In the United States, the recognized AB for management systems certification is the ANSI-ASQ National Accreditation Board (ANAB), a signatory of the International Accreditation Forum multilateral recognition arrangements for quality and environmental management systems.

These parties all contribute to the integrity of accredited certification and continual improvement based on processes that assure capability, competence, and impartiality. From time to time, a certified client may be dissatisfied with the services of a CB or CB auditor. Options include leaving one CB for another. However, continual improvement also applies to CBs and CB auditors. Therefore, certified clients are encouraged to provide feedback to ANAB whenever they sense inadequacy with their CB. Thus, herewith is the Client Bill of Rights and Responsibilities.

The client has a Right to expect:

That the audit team assigned to the audit has the collective competence with regard to the processes or services that the client lists in its scope of certification.

The audit team to perform a thorough audit of the processes that support the management system, and to collect thorough interviews of personnel, observation, and review of documents the objective evidence necessary to determine conformance or nonconformance to the requirements of the relevant standard(s).

That no auditor will consult with or provide solutions to the client.

To be made aware that disagreements with an auditor's "interpretation" in documented findings related to the applicable standard(s) may be disputed and/or appealed to the CB through a formal process. If this process is not resolved to the satisfaction of the client, the appeal may be elevated to ANAB as a complaint for further consideration.

The auditor or CB to recommend more frequent surveillance visits when routine scheduled surveillance identifies numerous findings indicating the client is not self-managing its management system processes adequately.

The auditor or CB to add additional audit time to the next surveillance or recertification audit if findings require verification of implementation and effectiveness to ensure there is no reduction to the required audit duration times.

To receive its certificate in a timely manner after successful audit finding resolution, review, acceptance, and closure.

Furthermore, the client has a Responsibility:

To respond to audit findings in a timely manner and sincerely seek to implement immediate correction, discover the root cause that leads to effective corrective action and can also result in preventive action, and thus encourage true continual improvement.

To notify ANAB through the ANAB complaint process when they replace their CB with another because of dissatisfaction.

ISO/IEC 17021, the International Standard that applies to management systems CBs, includes a principle on Responsibility (clause 4.4), which states:

The client organization, not the certification body, has the responsibility for conformity with the requirements for certification.

The certification body has the responsibility to assess sufficient objective evidence upon which to base a certification decision. Based on audit conclusions, it makes a decision to grant certification if there is sufficient evidence of conformity, or not to grant certification if there is not sufficient evidence of conformity.

When all the parties involved understand and execute their responsibilities, accredited certification achieves its purpose of providing confidence that a management system fulfills specified requirements.

ANAB Accreditation Council, January 2009

Integrating ISO 9001 to Improve Auction Efficiency

By J. De Simone Soltis-Stroud

Cindy Soltis-Stroud, BES has only been an active Auctioneer since March 2008.

Cindy and her husband Rick Stroud together own Blue Fox Auction & Consulting, located in Boerne, TX, specializing in benefit auctions. Most impressive, though, is that being a benefit auctioneer is the duo's side job; they are fulltime manufacturing auditors. She has been a quality professional for 15 years.

"Currently, we focus on benefit auctions, which we really enjoy," Soltis-Stroud said. "We are also fulltime auditors for UL DQS Inc., with a primary focus on the auto and aerospace industry."



Soltis-Stroud said their auction business is a bit different from similar companies. They integrate a system, the ISO 9001, into their business model, which helps with auction efficiency. Essentially, the

ISO 9001 is an internationally recognized system that stipulates guidelines for management involvement, customer satisfaction, continuous improvement, and implementation of business management practices. She said Blue Fox is unique in that, to her knowledge, it is the only auction business that subscribes to this global standardization process.

Following every auction, Soltis-Stroud said she and her husband provide a postauction summary to their clients. This summary indicates areas where the auction performed well and what both parties could do to improve future auctions.

"Clients really appreciate this, especially since it indicates areas where we could help them make more money in the future," Soltis-Stroud said. "We develop our auction business by being ISO compliant. It allows us to have regular meetings that help us document and evaluate our business practices."

"I really like working with people, and especially helping nonprofit organizations," Soltis-Stroud said. "I like to help organi-

zations maximize profits. It's very satisfying for us," said Solti-Stroud.

The Cambridge Who's Who professional and entrepreneur group acknowledged her as the Woman Executive of the year for Auction Services in 2009. This award acknowledges women professionals who possess strong business and ethical practices and are actively involved within the local community.

OUR SERVICES

- Certification Assessment Services
- Management System Training Classes
- Internal and Supplier Audits

OUR COMPETENCIES

- ISO 9001
- AS 9100/9110/9120
- ISO 22000
- ISO 20000
- ISO/TS 16949
- ISO 27001
- BS25999/SS540
- eSCM
- TL9000
- IRIS
- ISO 13485
- SA 8000
- ISO 14001
- RC14001/RCMS
- OHSAS 18001
- ESD S20.20/ IEC 61340-5-1
- EuRA Quality Seal
- LEED
- Benchmarking
- Energy Audit & Energy Management Services
- ...and many more

www.ul-dqsusa.com

For assistance,
please contact us at

1-800-285-4476

or

customerservice@us.dqs-ul.com



Customer Service Update

UL DQS Inc. has recently made a few changes that will enable us to be more proactive and provide better service to our customers. The new process will begin with the customer service staff contacting customers approximately 120-130 days before an audit is to occur. You will be asked to provide basic information including: headcount, personnel contacts, billing information, date availability, etc. Once this information is received, we will update our system and begin the process of scheduling the audit. Our schedulers will work with you and the auditor to accommodate the dates that you have requested. Once the dates are confirmed, you will receive written confirmation, approximately 90 days before the audit.

Although changes can be made, we are making every effort to keep those to a minimum. This advance planning is intended to benefit you in preparing your facility for the audit. Once an audit has been performed, our Verification Group will confirm that all necessary documentation has been received from the auditor. This has proven to shorten review time. At this time, customer service personnel will review the audit report and verify the number of audit days in order to issue an accurate invoice. These steps have been taken so that we can ensure that you will receive your certificate in a timely manner. We look forward to working with you and welcome your feedback!