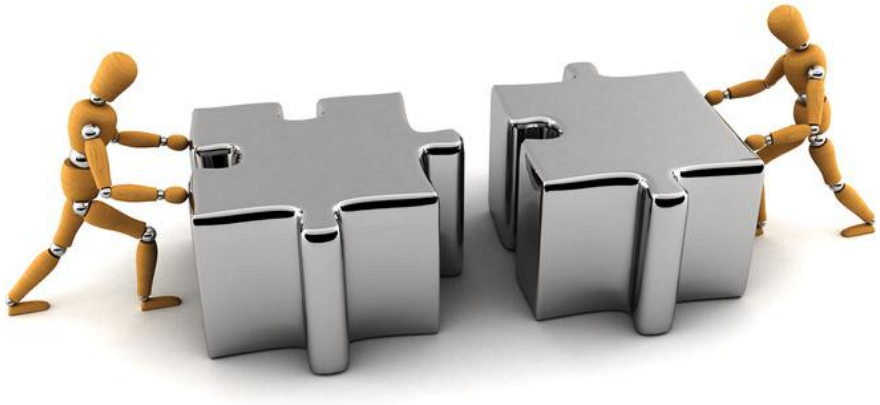
Building Sustainable and Trusted Enterprises – A Global Perspective

Singapore, October 15th 2015

Dr Nigel H Croft
Chairman of ISO/ TC 176/ SC 2 (Quality Systems)
Member of ISO/TMB/JTCG (Joint Technical Coordination Group)

ISO Mission

ISO develops high quality voluntary International Standards which facilitate international exchange of goods and services, ***support sustainable and equitable economic growth***, ***promote innovation*** and ***protect health, safety and the environment***



ISO Technical Committees TC 176 and TC 207

- "ISO" = International Organization for Standardization
  - Confederation of National Standards Bodies
  - Based in Geneva
- Standards development work is done by Technical Committees comprising experts nominated by their national standards body or liaison organization.
- "TC 176" = Technical Committee Number 176 for "Quality Management and Quality Assurance"
  - TC 176/SC 2 is the Subcommittee responsible for ISO 9001
- "TC 207" = Technical Committee Number 207 for "Environmental Management"
  - TC 176/SC 1 is the Subcommittee responsible for ISO 14001

Overall Scenario of ISO/TC176

- Development of generic quality management system standards that have broad applications:
  - all market sectors
  - large and small, private and public organizations
- Approx. 1.1 million certifications to ISO 9001 worldwide

BUT

- It's about more than just "certification"

  "Certification to ISO 9001" should be a result of a well-implemented quality management system!

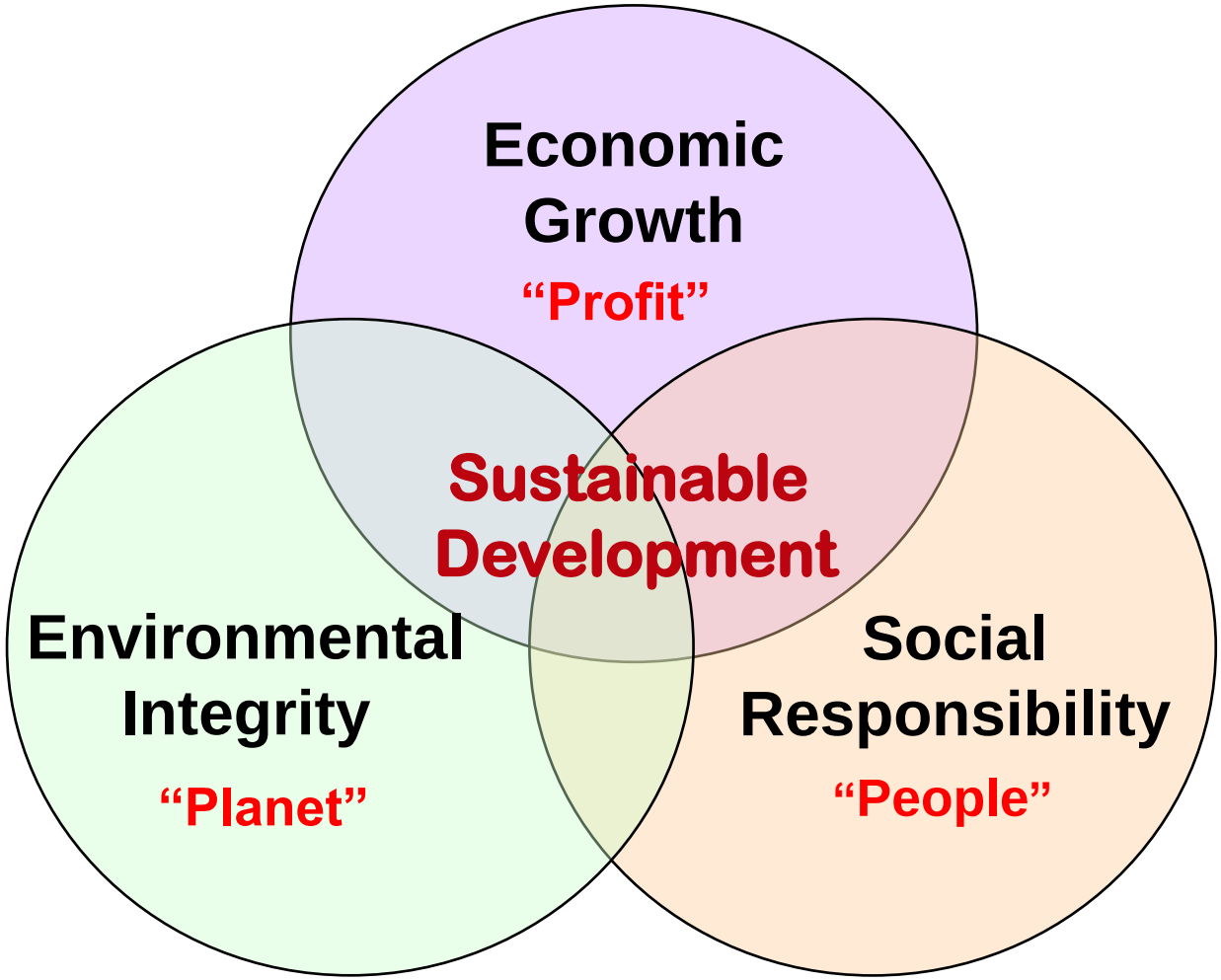
ISO/TC176/SC2 Vision

"SC2's products* are ***recognized and respected worldwide***, and ***used by organizations as an integral component of sustainable development*** "



* ISO 9001, ISO 9004, and other guidance documents

Dreaming of a Sustainable Future





…….. BUT SIMPLY DREAMING IS NOT ENOUGH!!!

Dr W. Edwards Deming

"How could there be life without aims and hopes? Everyone has aims, hopes, plans.

But a goal that lies beyond the means of accomplishment will lead to discouragement, frustration, demoralization.

In other words, there must be a method to achieve an aim***…….BY WHAT METHOD??"***



“The Method”……

Management System

“Set of interrelated or interacting elements of an organization to establish policy and objectives ***and to achieve those objectives***” (ISO 9000:2015 definition)

In other words…….. ***RESULTS FOCUSED***

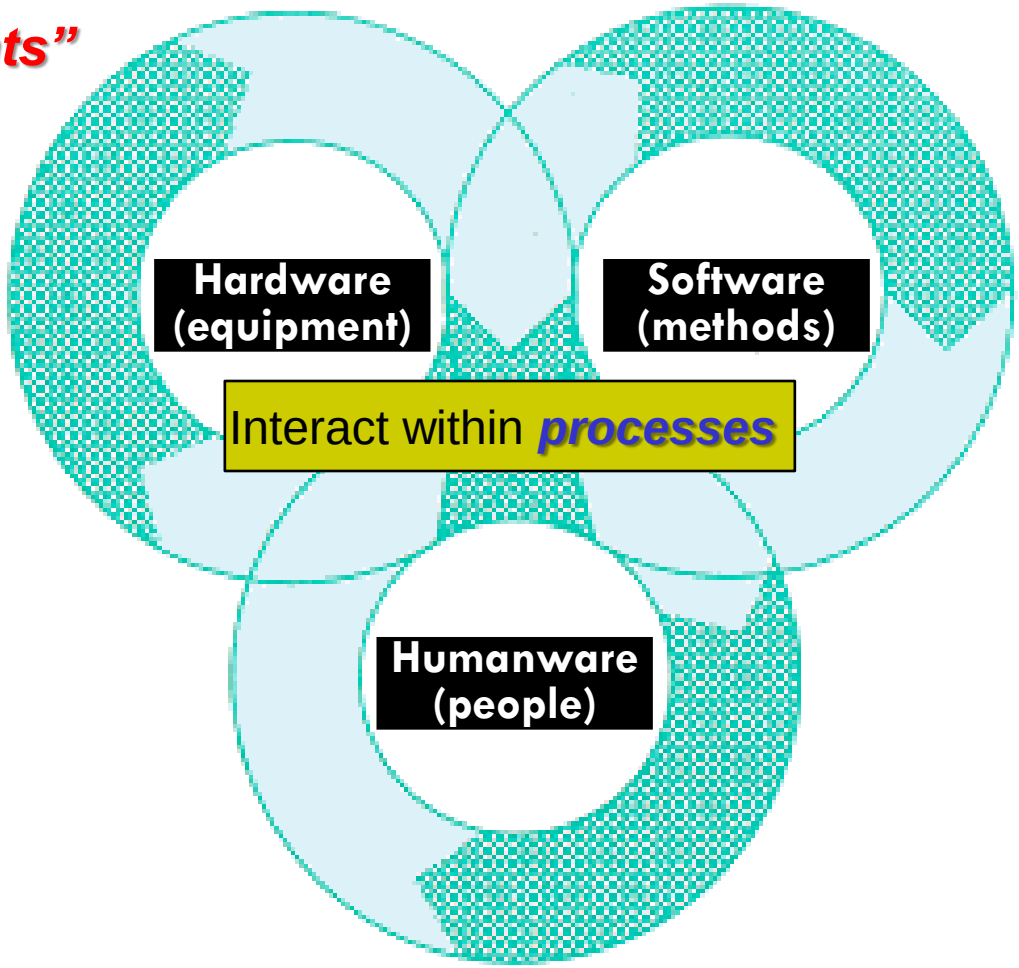
- ISO 9001 – “Consistent, conforming products”
- ISO 14001 – “Prevention of pollution”
- ISO 45001 – “Safe working conditions”
- ISO 50001 – “Efficient energy usage”
- ISO 22000 – “Safe food”
- etc

A “Management System”

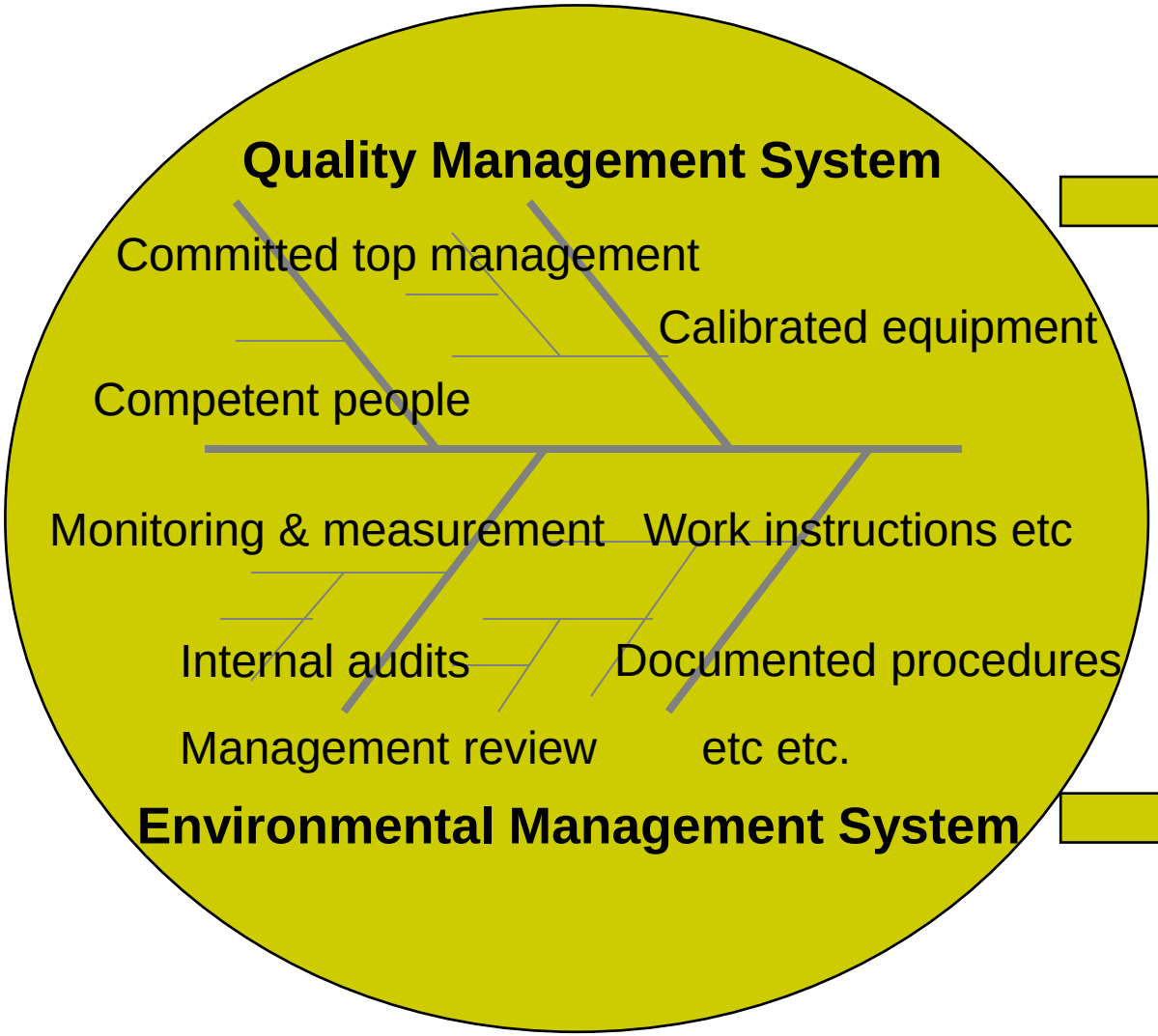
A “documented system” –
<u>NOT</u> a “system of documents”

<u>IMPORTANT:</u>

- System should not be “carved in stone”
- Should allow ***flexibility*** and ***agility*** to:
  - seize ***opportunities*** as they arise
  - adapt to the ***risks*** posed by the ever-changing business context



“Cause and Effect”



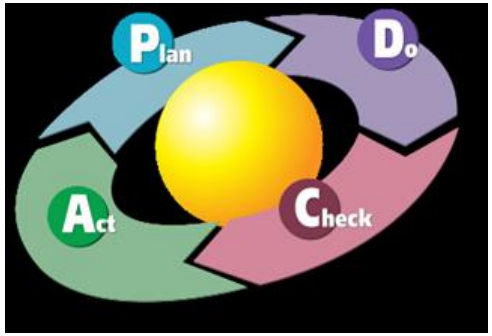
“Consistent, Conforming Products & Services”

Effectiveness = “Ability to achieve planned results”

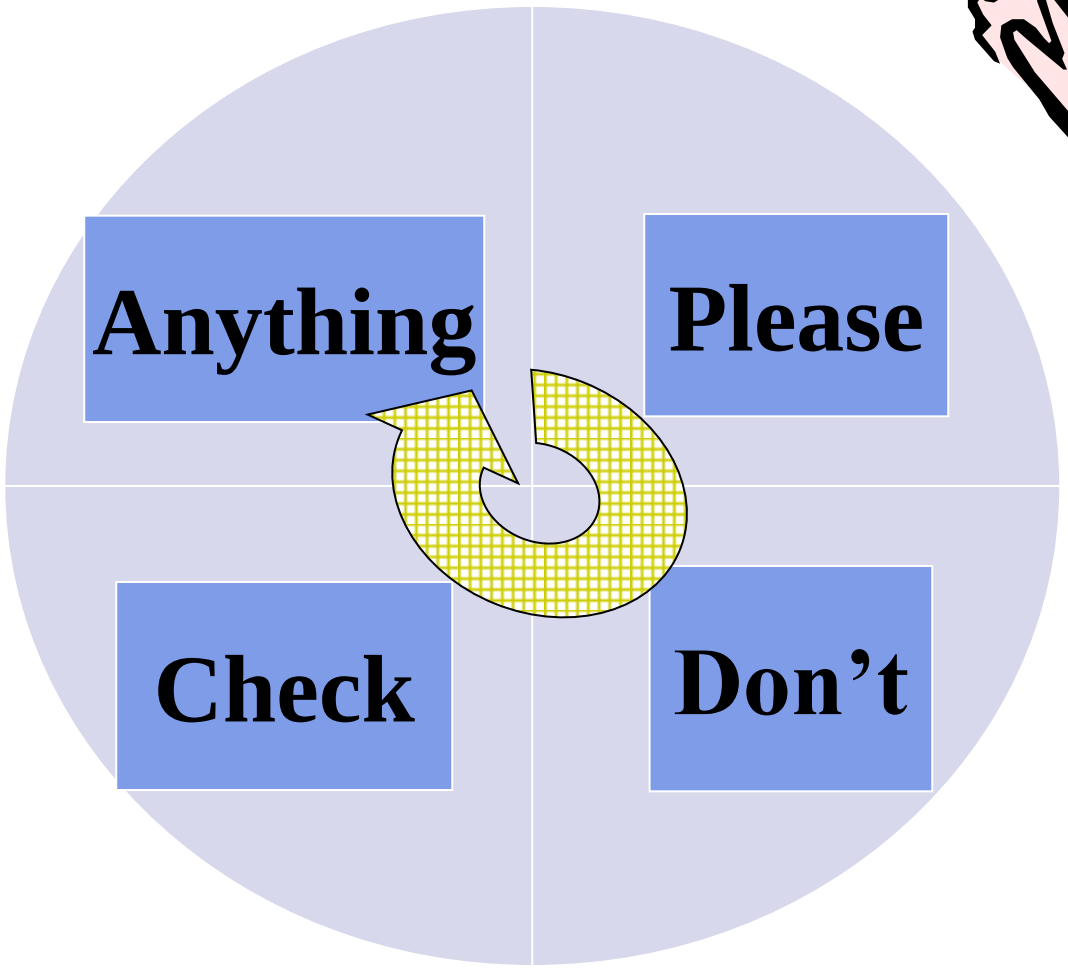
“Pollution prevention, Legal compliance, Improved environmental performance etc.”

Three Core Concepts in Modern Management Systems

- Identify the ***processes*** needed to achieve the planned results
- Continually monitor the ***risks*** ("Risk-based thinking")
  - Understanding "Cause and Effect"
- Manage the processes and the system using ***"PDCA"***

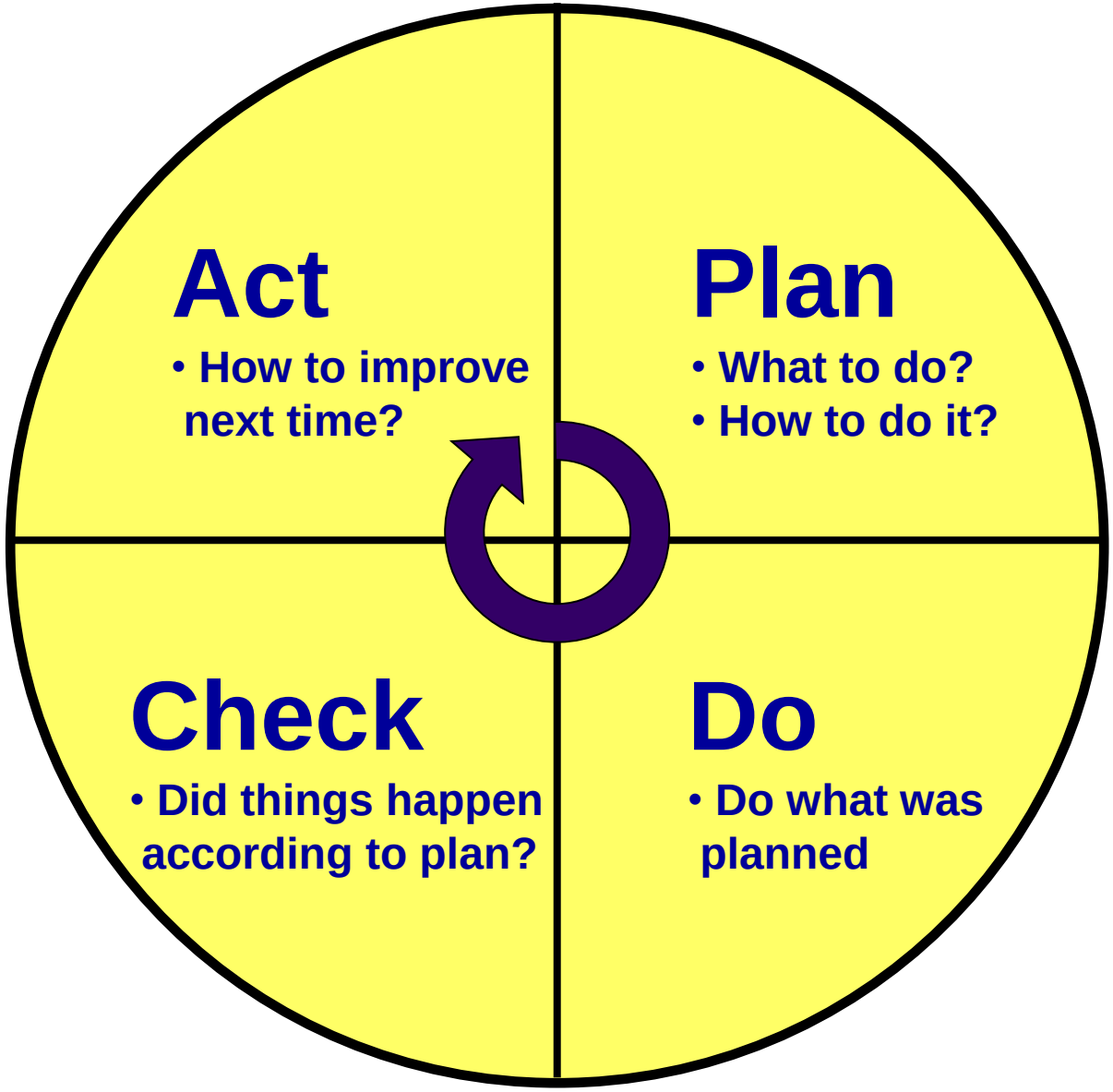


The “P-D-C-A” Cycle??








Act
• How to improve next time?
Plan
• What to do?
• How to do it?
Check
• Did things happen according to plan?
Do
• Do what was planned

Generic Process

How to carry out Process" – documented or not)
Extent of planning depends on ***RISK***

INPUTS

"Set of inter-related activities"

DESIRED OUTPUTS

"PRODUCT"

CUSTOMER
(Internal or external)

Other Interested Parties

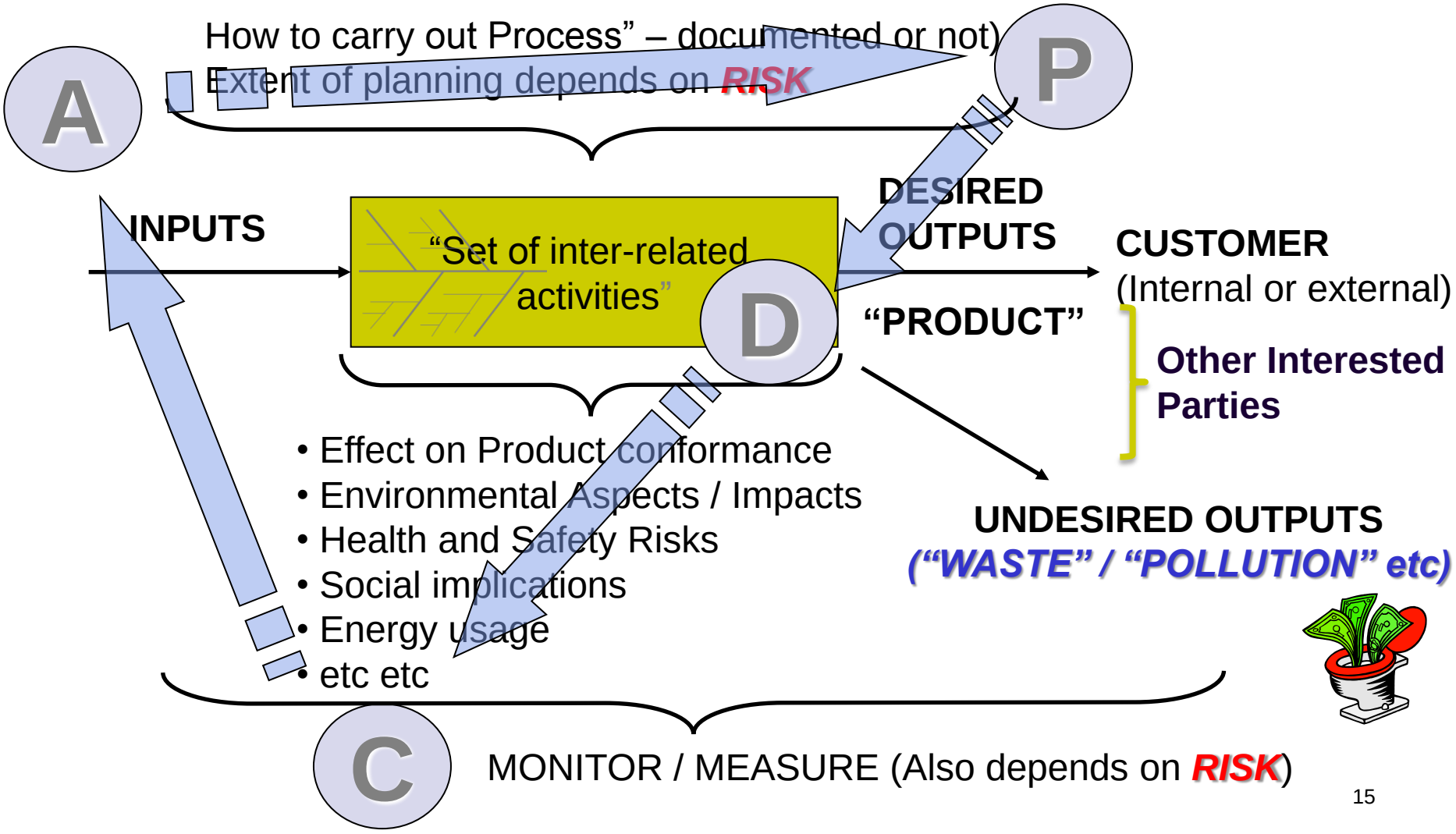
UNDESIRED OUTPUTS
("WASTE" / "POLLUTION" etc.)



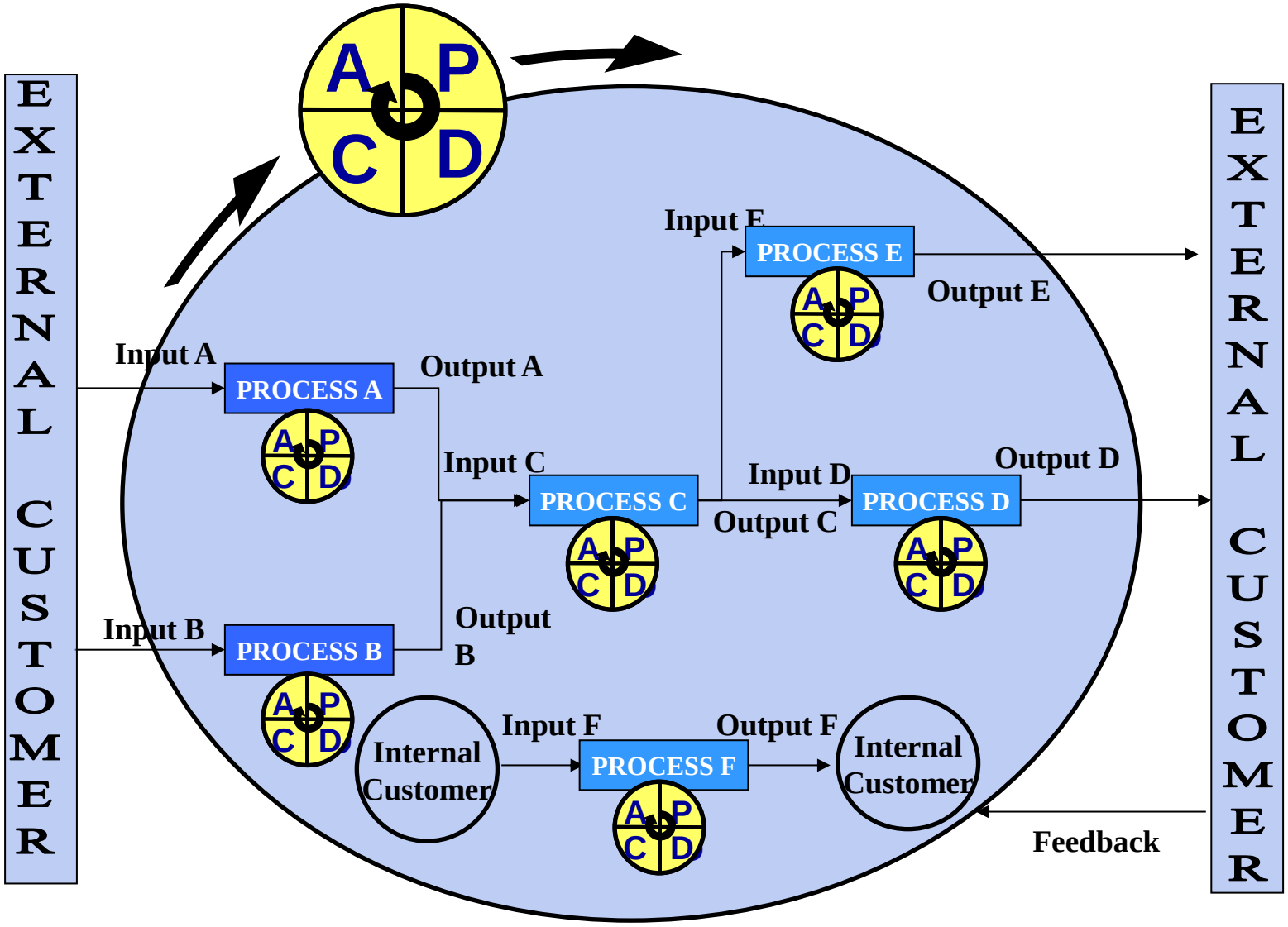
- Effect on Product conformance
- Environmental Aspects / Impacts
- Health and Safety Risks
- Social implications
- Energy usage
- etc etc.

MONITOR/MEASURE (Also depends on ***RISK***)

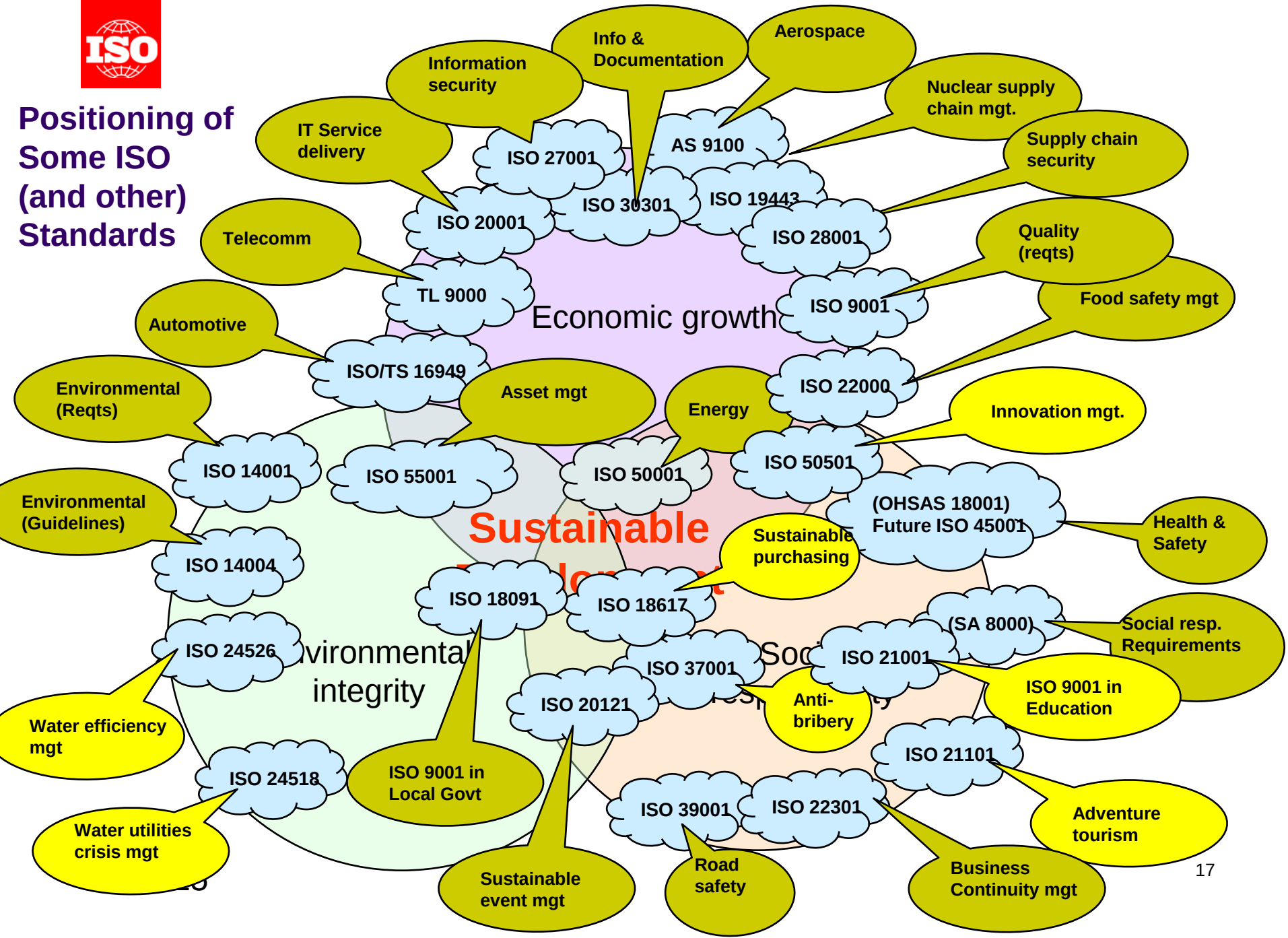
Generic Process



System of Processes



Positioning of Some ISO (and other) Standards



Need for Alignment of Management System Standards!

- ISO Joint Technical Coordination Group ("JTCG"):
  - Joint vision for management system standards
  - High level structure for all ISO management systems standards
  - Identical sub-clause titles under the high level structure
  - Generic core vocabulary for management system standards
- Aim is to make life easier for those who wish to have a "single management system"

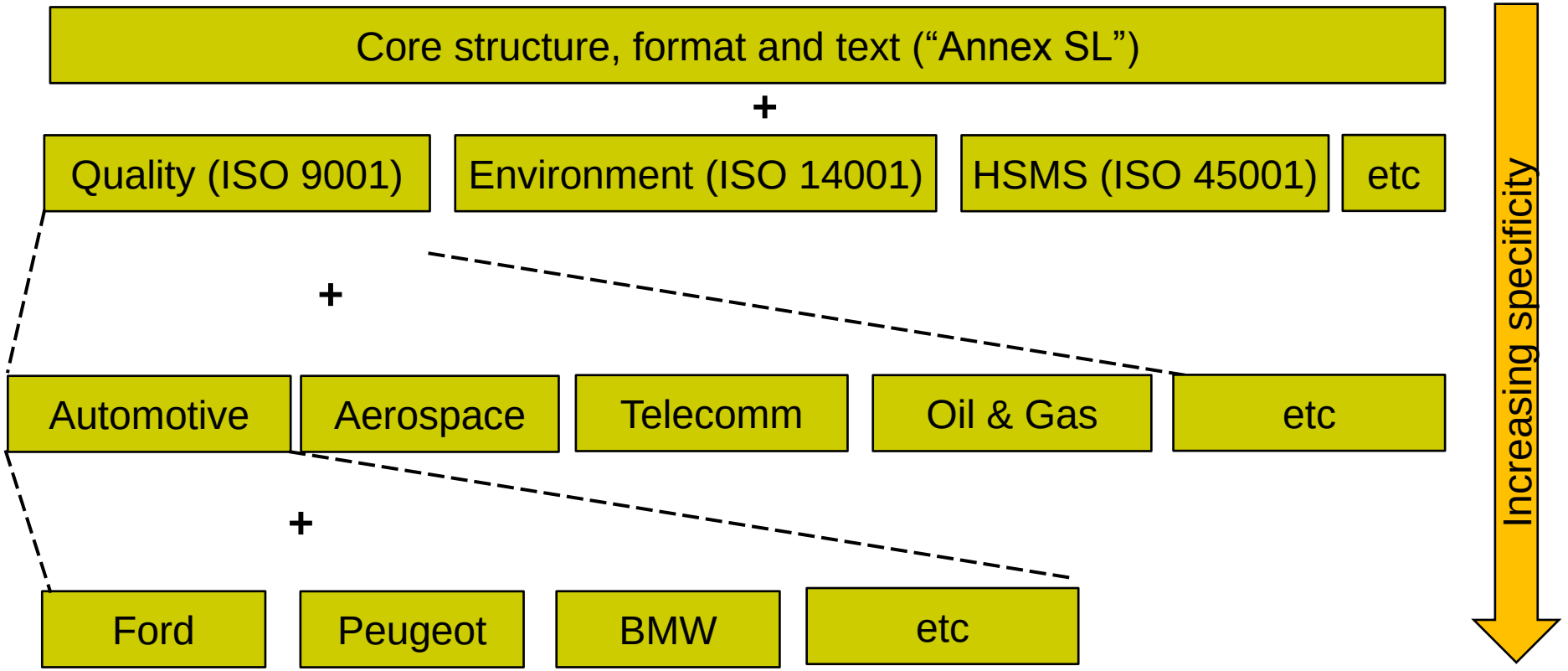
ISO Directives *"Annex SL"*

- Incorporates the recommendations of the JTCG work
- Defines the common structure and format for all new ISO management system standards ***and revisions to existing standards***
- Common text (approx. 30% or more of each standard will be identical text)
- Significant impact on revisions of ISO 9001 and ISO 14001

“Annex SL” High Level Structure

1. **Scope**
2. **Normative references**
3. **Terms and definitions**
4. **Context of the organization**
   - ***Understanding the organization and its context***
   - ***Needs and expectations of interested parties***
   - Determining the scope
   - Management System & processes
5. **Leadership**
   - ***Leadership and commitment***
   - Policy
   - Roles, responsibility and authority
6. **Planning**
   - ***Actions to address risks & opportunities***
   - Objectives and plans to achieve them
7. **Support**
   - Resources
   - Competence
   - Awareness
   - Communication
   - Documented information
8. **Operation**
   - Operational planning and control
9. **Performance evaluation**
   - Monitoring, measurement, analysis & evaluation
   - Internal audit
   - Management review
10. **Improvement**
    - Non conformity and corrective action
    - Continual improvement

“Matrix” Structure of Management System Standards



Global Challenges for Quality Management Systems

- Increased customer expectations for confidence in products and services
- Increasing use of QMS standards for global trade
- Increasing use of ISO 9001 by various industry sectors
- Drive for greater efficiency (lean initiatives)
- Increased sophistication of quality management tools
- Increasing regulatory emphasis on public health and safety (e.g. food; medical devices)
- Credibility of 3rd party certification
- Multiple management systems standards, programs and schemes.

Some Changes Introduced in ISO 9001:2015

- Complete reformatting to align with “Annex SL”
- More requirements for top (and other) management
- Less prescriptive in terms of documentation
- Requires greater customization - “Context”
  - ***Every organization is different!***
- Identification of “interested parties”
  - ***Relevant*** needs and expectations of ***relevant*** Interested parties
  - ***Customer*** continues to be primary interested party
- “Actions to address risks & opportunities”
  - Not all processes have the same impact
  - Don’t all need the same level of planning and control
- Organizational knowledge

Global Challenges for Environmental Management Systems

- Increasingly rigorous legislation
- Growing pressure on environment from:
  - pollution
  - inefficient use of resources
  - degradation of eco-systems
  - loss of bio-diversity.
- Increasing expectations from society for transparent, responsible sustainable development.
- Value-chain and life-cycle concepts

Some Changes Introduced in ISO 14001:2015

- Also reformatted to align with “Annex SL”
- Now need to address “processes and their interactions”
- “Compliance obligations”
- Policy to include “other specific commitment(s) relevant to the context of the organization” e.g.:
  - Sustainable resource use
  - Climate change mitigation and adaptation
  - Protection of biodiversity and ecosystems
- Life-cycle perspective to be included:
  - Determination of environmental aspects
  - Product/service design and development
  - Procurement

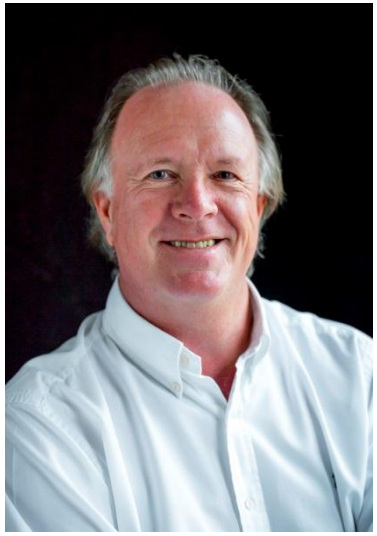
Transition to ISO 9001:2015 and ISO 14001:2015

- Both standards published on Sept 15th 2015
- ISO/TC176, ISO/CASCO and IAF have approved a ***3-year transition period***
- Organizations are strongly encouraged to start the transition as soon as possible
  - Aim is to avoid “peak” of audits to the new standard near end of transition period
  - Avoid overload of CB resources

Conclusion

- ISO 9001:2015 and ISO 14001:2015 have an important role to play in the "sustainable development agenda"
- "Big quality" should promote sustainability and focus on quality of LIFE for ourselves and for future generations!
  - "People"
  - "Profit"
  - "Planet"

THANK YOU!



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