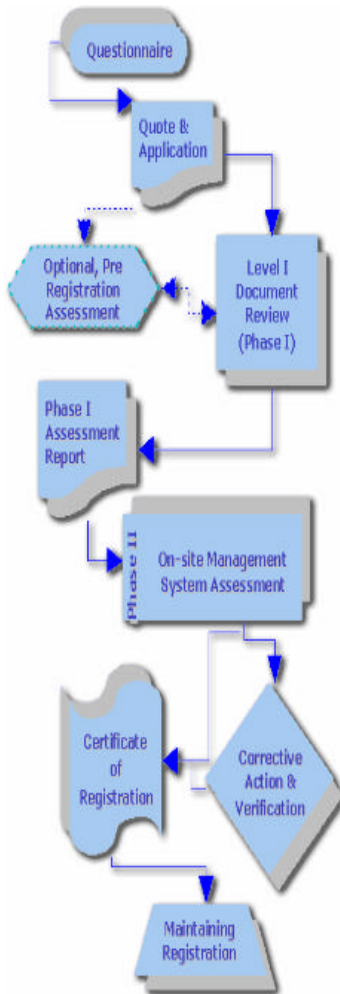




ISO 9001:2000

Special points of interest:

- ISO 9001 is a process Approach
- Adding-Value-Assessment
- Documents and Documentation
- Competency



Quality Management System

ISO 9001:2000

ISO 9001:2000 Process Approach Compatible with Business Structure

Transition to ISO 9001:2000 requires of the process approach explicitly. The process approach is one in which the organization, as it operates, its activities and processes and interrelating to each other. With supporting evidence and means to plan and benefit from its actions in improving its processes. (see page 3).

Our experience is that the process approach truly links the nature of the business activities with the International Management System ISO 9001. Further, assist the organizations in truly understand the intent and purpose of an internationally recognized management system. Previous versions of ISO 9001 tend to be mistakenly implemented by answering its elements and not the other way, addressing the standard was in "pockets".

Customer satisfaction is one of the focus of attention within the process approach promoting continuous improvement in the relation and expectation with customers and the market.

Under ISO 9001:2000, documentation requirements are those that are reasonable and that the organization needs to implement, maintain and assist to improve its own management system. Yes there are a few specific documents that ISO 9001 requires at procedural level, but these are most likely the same that an organization needs to implement a fundamentally sound managerial practices and methods. These, applying contemporary methods and technology to improve competitively that can be expressed through diagrams, electronic media, models, pictography... What is essential is that the documents truly provides evidence that sound fundamentals



have been implemented and that propitiate improvement *over and over* concurrent with the business' objectives. ISO 9001 and the organization's objectives are not mutually exclusive, need be integral.

BRS has taken the Process Approach, Since 1984

Indeed, through our GlobalNet the process approach is not new, we have been preaching it and since inception of the BRS GlobalNet in 1984.

The process approach has assisted in the establishment of the adding-value-assessment methodology.

BRS fuses adding-value-assessment to the process focus approach requiring, as deemed beneficial and concurrent with client-organization objectives and including methods, principles and techniques tied to JIT, Kaizen, Six Sigma, ERP, risk and "Lean Manufacturing" - Further, BRS has developed an exclusive "Lean Manufacturing" assess-

ment protocol leading to a certification.

The BRS process approach is unique and focuses on how will ISO 9001 can best service the organization to identify, evaluate, act and control improvements.

Documents and Documentation



Business is already benefiting from the changes in documentation requirements brought by ISO 9001:2000. It is essential that the standard be analyzed not only from a clause-by-clause perspective but from a “panoramic” view—*the trees from the forest..* The trees within the forest seen as the 8 principles, noted in ISO 9000, on which ISO 9001 is based:

1. Customer-focused organization
2. Leadership
3. Involvement of people
4. Process approach
5. System approach to management
6. Continual improvement
7. Factual approach to decision-making
8. Mutually beneficial supply-chain relationships

Organizations implementing ISO 9001 on the basis of the organization’s experiences and knowledge (not in guessing what the standard implies) will implement an effective managerial system assisting toward meeting (market) expectations and improving business performance. *ISO 9001 must work for your organization and not the other way.*



ISO 9001:2000, Competency

Investment in training and implementing “consciousness” is a requirement of the standard as components to achieve competency. Further, training will serve as a basis to maintain implementation and improve practices and methods of processes (namely “process approach”)... improving

knowledge.

The requirements invoked to gather, analyze and act upon market and customer data is critical in the sense that it is best when it *flows* into information > knowledge, and thus to implement as a fundamental basis integral to the managerial system from which benefits are

on-going (continual improvement).

The combination of training, consciousness, knowledge, implementation, analysis, actions... are fundamental toward a progressively competent organization and thus improving performance.

Competency, noted as one of many perspectives, briefly stated, is the sequential combination departing from identifying position profiles, matching individuals to profile, propitiating training and other

“... the combination of training, consciousness, implementation, analysis, actions... are all fundamental toward a progressively competent organization.”

Auditing, The Process Approach—BRS



One of the biggest challenges that ISO 9001 year 2000 exposes the organization it is not the transition or implementation by organizations, but the years that auditors have been focusing on the element-clause approach—(and not the process approach). Wherein seen worst in effectively assessing through process approach is

within third party registration bodies.

Auditors must plan carefully such that the process becomes integral component of the assessment. Briefly stated, view the organization’s processes, evaluate each requirement as it applies to each process, thus auditing is by process concurrent with the objectives of the enterprise. Yet not all, the assessment team must decide on the effectiveness of the interrelation to the management system, business objectives, challenges, issues of risk and competitiveness as a whole... indeed it is easier said than

done.

Thereof ISO 9001:2000 is more of a bigger challenge to auditing, specifically to third party than its predecessor standards.

The BRS GlobalNet undergo a process integrating value-adding-assessment concurrent with the process approach such that the organization obtain true benefits of ISO 9001:2000. Assessing an organization the BRS way requires a high degree of competence to the standard and industry knowledge, advance methodologies, and knowledge of the *enterprise*.

Reaching a high level of competency requires completion of internal BRS approved training, observation, research and discussions prior to performing assessments.

Continuous improvement is highly dependent on team effort, not individualistic efforts. Whether improvement focuses on quality, efficiency, safety, minimization of wasteful resources, reduction in cycle-times, competitiveness... top management must champion the improvement initiatives by defining objectives and parametric values and backing.

- Herein we include some guidelines to consider:
- Identify the opportunity or the problem.
- Define what is that your organization wishes to accomplish focusing on the objective and the objective be measurable.
- Mapping or process mapping can be a helpful tool to identify wherein gains of improvement can be accomplished by identifying wasteful efforts, resources, bottlenecks, et others. Consider aspects and issues "outside the paradigms" (black-box).
- Make measurable parametric values that are easily convertible to cost (\$\$, €..), cost is the common language that all levels within an organization understands.
- When planning do so through a team that develops an objective / mission statement with milestones whether the achievement is short, medium or long range.
- Gather and analyze data such that it flows into information such that information converts to knowledge (*by applying the information*). Many techniques have proven useful such as Pareto charting, cause-an-effect and like many other within the realm of statistics and probability. We shall remember that often true roots for improvement or cause of problems are not at plain sight.
- Seek several paths based on root improvement or problem cause potentials, as we are not actually specifically in the punctual track to improvement or solution. All ideas have value if not directly it may do so indirectly – get out of the thoughts of common beliefs, paradigms.
- Solutions or improvements can be at times often put to the test, test them; well can be a hypothesis initially. Situation dependent, compare and evaluate the paths for improvement or solving, after combining an narrowing.
- Based on the outcomes, choose.
- For the purpose of control, once the new path has proven to meet the objective... standardize through documents, non documented or documented procedures changing, modifying or eliminating operations and activities that will result in benefit. Procedure changing will require training and awareness (consciousness) of personnel affecting the activities and processes.
- Quantify, quantify, quantify...
- Monitor progression (progressive success) and fine tune.
- Last, present the results, which should include an explanation of the what, where, how and why.
- Continuing – What knowledge has been acquired, else have we learned, that is applicable to other processes, products and experiences.

Do not hesitate contacting BRS to answer questions and our A-V-A approach to 3rd Party Assessment, globalnet@brsltd.org. You may also visit BRS ISO 9004:2000 page.