



Achieving High Performance using ISO9001:2000

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Standards and frameworks can support the development of a high performing organisation by providing direction and ideas for business improvement.

The new standard framework

The new ISO9000 series launched in November 2000 has three standard documents:

- ISO9000:2000 Quality Management Systems - Fundamentals and Vocabulary
- ISO9001:2000 Quality Management Systems - Requirements
- ISO9004:2000 Quality Management Systems - Guidelines for performance improvement.

ISO9001 and ISO9004 form a complimentary pair with ISO9004 providing guidance on how to improve upon the aspects / standards developed in ISO9001. Of these only ISO9001 is auditable and therefore for the purposes of this article the following comments are restricted to this standard.

Unlike the old standard with its 20-clause structure the new standard is based on managing a business by process and covers:

- Quality management system
- Management responsibility
- Resource management
- Product realisation
- Measurement, analysis and improvement.

The critical clause

All too often when the new standard is discussed, written about etc the first clause 'Quality Management System' is left out or not really given the coverage it deserves. Just a quick review highlights some key points:

- Identify processes
- Determine sequence and interaction
- Determine criteria and methods required to ensure the effective operation and control of these processes
- Ensure the availability of the correct management information, use it to manage and analyse performance against planned results and continual improvement.

That's simple then, all you have to do is:

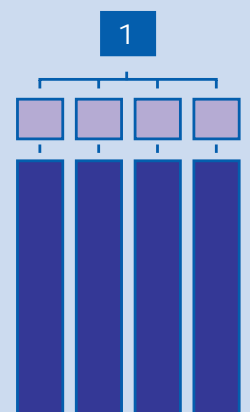
- Agree and define your 8-15 processes
- Define the integration and tell all the departments (each who may be working in their own little world)
- Include everything in the system from Finance, HR, IT, Facilities

Management and anything else key to these processes running and show how these fit into the system

- Define how these processes will be measured and create a management information system to provide the relevant data
- Use the information to demonstrate that you have delivered what you set out to achieve in the first place and demonstrate in some transparent way that you are continually improving.

In the writers experience once this has been achieved the rest of the clauses will fall into place quite naturally. Unfortunately for some reason, perhaps because the impact of the change on an organisation is not full appreciated the other clauses receive more coverage. In practical implementation terms this clause may well have the biggest impact on any organisation moving from the old to the new standard because, quite simply, it involves cultural change and for many organisations how this is achieved i.e. moving from a traditional departmental structure towards a process based structure will be critical if the new standard is to add value. Its implications are far reaching.

Based on process



Key Performance Indicators (KPI's)

Management through Traditional Silos (current ISO 9000)



The cultural change & high performance

Although the standard promotes the use of processes to run a business many organisations are run and measured not by process performance but by departmental performance. For many managers the new standard will require them to think differently about their business, how it is managed and its performance measured.

The other major difference is one of scope. Often existing ISO9000 registrations have quite a narrow scope and do not include all activities within an organisation. To implement the new standard effectively and move towards the High Performance Organisation all activities the organisation performs will need to be included as every activity should have an effect on overall business performance.

The new standard, therefore, poses serious questions for the Executive to answer, namely 'how do we identify our processes in the first place, who owns them and how do we measure and improve their performance'. Equally important is how are we going to manage the change

Selecting help and support

There seems to be a vast army of consultants, help, support of all kinds in the market place and experience tells us it can often be difficult selecting the right support and help. Consultants who are business / results orientated and clearly demonstrate that they can facilitate and work with individuals and groups, who have worked in different industry sectors not just one (they can 'drag in' best practice from other areas) are the best. The list poses some questions that

could be asked. They are in no particular order and are just examples:

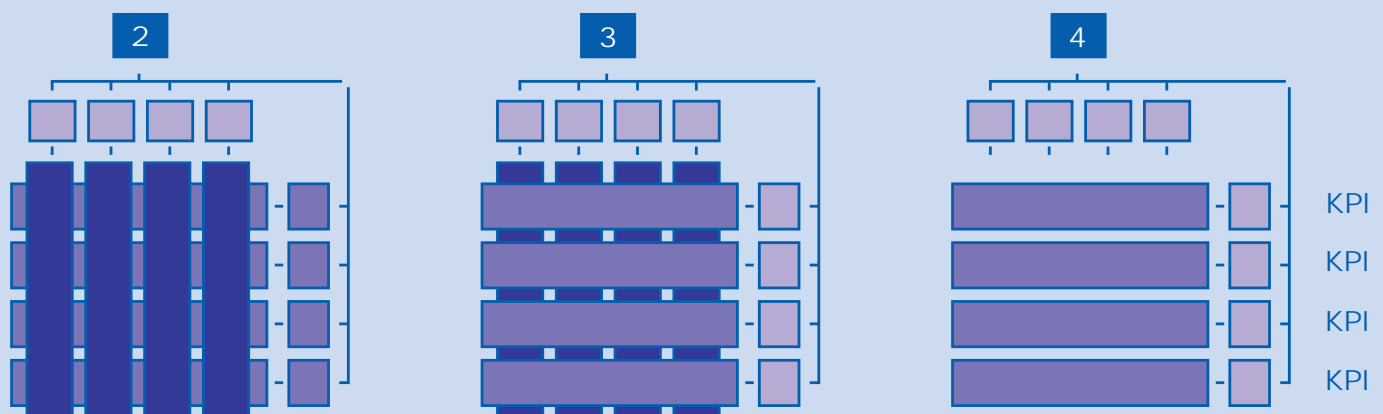
- How does office & organisational politics effect the development of a process based management system, quickly followed by what strategy could we adopt to reduce / eliminate this negative effect? Ums and Ahs are shown the door
- What are the benefits of running a process based system other than achieving a standard? If the consultant does start mentioning the sort of finance, efficiency, effectiveness and innovation targets that you would typically use, forget it?
- What project plan could we use? If the plan proposed doesn't include a strategy for including elements of involvement for all or at least a good percentage of staff, move on
- What part do processes play in delivering stakeholder (customer) value?
- How many processes might I have? If the answer is less than 8 or more than 15ish then it is unlikely the consultant has had the necessary training and developmental opportunities to implement a process based management system taking into account other critical issues required to implement such a system.

There are, of course, others too numerous to list here, but if you are unsure then it pays to ask at the start before making a mistake. You can ring us on +44 1604 470837 and we'd be glad to help without any obligation, we just want to make sure the launch of the new standard gets off to a good start and businesses gain competitive advantage from its use.

Where next?

In the next article I intend to discuss implementation in more detail, although previous articles may give a clue. In the meantime if any readers need more information then email me at: ian@slrdevelopments.com ■

thinking



MIGRATE



Management through integrated processes
i.e. business systems
(new ISO 9001:2000)