

# ISO 9001:2000 What happens next?



## IN THIS ISSUE

Now that the Newsletter's annual summer vacation is over, we return to our main theme for 2003: "How are companies using the ISO 9001:2000 Standard?"

After a summer of contradictions, the fate of ISO 9001:2000 is a little clearer than it was at the time of the last Newsletter.

When the Newsletter started its break, there were a lot of opinions regarding the future of ISO 9001:2000.

Many companies that needed to transition from ISO 9000:1994 were sitting on the fence. A sizeable number of these companies were indicating that they planned to abandon ISO 9000 altogether.

This Newsletter looks at what happened and reviews some of the troubles and triumphs of Management Representatives and their support teams. After all, these are the people who will be responsible for the future of ISO 9001 Quality Management Systems.

***As I grow older, I pay less attention to what men say. I just watch what they do***

Andrew Carnegie



## SUMMER DEVELOPMENTS

During the summer, a couple of things happened that focused the minds of ISO 9001 doubters wonderfully.

Larger companies started threatening their suppliers that, unless they gained ISO 9001:2000 certification by the end of the year, they were liable to have their status changed to that of former suppliers.

73% of ISO companies had originally certified to ISO 9000:1994 because of outside pressure.

In discussions with people around the country about their ISO experiences, we discovered that many ISO 9000:1994 installations were "for appearance only". The initial lack of enthusiasm regarding transitioning to ISO 9001:2000 was therefore understandable.

However, once again, when key customers started making their feelings known regarding certification, their suppliers understood the need to become, even if reluctantly, ISO 9001:2000 certified.

Many Certification bodies (though not all) seemed to decide that their charter was to make transitioning from ISO 9000:1994 to ISO 9001:2000 as painless as possible.

Some Certification bodies simply required companies to reorganize their Quality Manuals to reflect the new Standard.

Other Certification organizations transitioned companies without apparently noticing the absence of many of the features required by ISO 9001:2000.

Further events during the summer suggested that the transition to ISO 9001:2000 was not happening as originally intended by the creators of the Standard.

For example, on a number of occasions, when QRC was requested to give Workshops on ISO 9001:2000, we asked the requesting organization (as we usually do) for its planned transition dates.

We were surprised to hear that they had already transitioned and thought it was time they learned something about the new Standard.

This trend was most apparent when the companies were autonomous parts of larger organizations. Their parent company had transitioned, and, with the minimum amount of "jiggling the reference numbers", they were then transitioned during a regular Surveillance Audit.

***The world is an oyster, but you don't crack it open on a mattress***

Arthur Miller



## IMPACT OF THESE DEVELOPMENTS

Management Representatives and their teams were typically the people most frustrated by these summer developments. As they learned what ISO 9001:2000 required of a Quality Management System, and the benefits that could be gained in return, the "business as usual" approach to ISO 9000 was no longer acceptable.

For many companies, the ISO 9000 Quality Management System had become

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something for the "ISO guys" to worry about. In these operations, ISO 9000 was merely something to *follow* when an Audit was due. It was not seen as a business tool that could that could be *followed and used* to add value, prevent problems and create better customer relations.

Having become aware from the Workshops of the positive business potential of *following and using* the ISO 9001:2000 Standard, some Management Representatives in these autonomous companies contacted their parent organizations for resources to *follow and use* the system.

They explained their new understanding of what should be done and what gains could be achieved.

The typical response was "We've got nothing like that here, and we are certified, so leave things as they are."

***It's possible to spend your time working efficiently on unimportant problems which, even if solved, will bring no glory to you and no profit to the company***

Robert H. Henry



**MANAGEMENT REPRESENTATIVES**

An unexpected development during the summer was the emergence of a new generation of Management Representatives. ISO 9001:2000 requires that the Management Representative be a "member of management" who not only is to have "responsibility", but also is to have "authority" to ensure that the Quality Management System is effective and is given an environment in which to mature and improve.

These responsibilities, coupled with a need for increased participation by top management, have resulted in a growing number of "business managers with a quality background" being appointed to the post of Management Representative.

The greater authority and broader experience of this new breed of Management Representative is combining with the business system opportunities of ISO 9001:2000 to cause serious talk and positive actions aimed at *following and using* the Standard.

This is happening even in companies that have been ISO 9000 certified for years, and have barely noticed.

This Newsletter and Issue 505 are therefore discussing the new challenges and opportunities facing Management Representatives and their ISO 9000 support teams.

ISO 9001:2000, in the hands of the right leaders, supported by the correct people and tools, should be a significant asset for almost every organization

***In the simplest terms a leader is one who knows where he wants to go, then gets up and goes***

John Erskine



**MANAGEMENT REPRESENTATIVES AND THEIR ISO TEAMS**

**Attitude:**

QRC has the opportunity to work with many Management Representatives and their teams in all sorts of organizations throughout North America.

It is always noticeable how much the attitude of the Management Representative influences both the effectiveness of the Quality Management System and the on-going commitment of management.

☺ In a recent certification facilitation program, we worked with a company that wanted to certify seven locations in seven months. Owing to the nature of its business, this company was subject to continuous change, not making the ISO preparation program any easier.

The attitude of the Management Representative of this organization was of fundamental importance in achieving the company's goals.

This lady has enough energy to light up a small town, but she was willing to channel this force in the right directions.

Understanding that she could not do all this work on her own, she agreed to establish a regional management representative at each of the locations. She saw to it that they were properly trained and continually encouraged. She achieved through their efforts and they succeeded through her support.

Although experienced in ISO 9000:1994,

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she was willing to soak up information on ISO 9001:2000, and arrange that her Executive Management, Regional Managers, regional Management Representatives, Internal Auditors and documentation people also received the training and information they needed. Not prepared to limit the organization to just *following* the Standard as had happened in her previous employment, she enabled QRC to introduce *Assessment* programs and *Control of Change* programs. These programs worked with the changing needs of the organization to quickly develop the effectiveness of the as yet immature ISO 9001:2000 Quality Management System. The company was certified in seven months. The certification audit was a “serious” affair (as new certifications tend to be). The few nonconformities were trivial. Now she is working on maturing the system. In place she has an effective team of regional Management Representatives, a capable Internal Auditing team, a suitable documentation system and a knowledgeable management group that understands and supports the fact that the System can be very effective, when it is *used* as well as *followed*.

⊕ At the same time we were helping on the above program we also facilitated a transition project working with a Management Representative who had an entirely different attitude. ISO 9000 was a “necessary evil” in which he was really not interested. In the words of one of our Associates “he couldn’t even spell ISO.” The work for the transition was done by one delegated person who learned only what was necessary “to get certified.” Their Internal Audit team thought she was the Management Representative. The Auditors were only allowed minimum retraining. After the Auditor training, a period of justifiable panic set in and intense effort was expended in “getting ready for the Audit”. They passed the Transition Audit, and have settled back into their “regular” ways until the next Surveillance Audit. Top management never once appeared as part of this process. For this company, ISO 9001:2000 is the same as ISO 9000:1994, a necessary and intrusive “cost of doing business.”

**Tools:**


There is, as yet, no degree course for ISO Management Representatives. When you consider the skills required of the ISO Management Representative (some of which are listed below), it does seem that “reading the Standard and getting on with it” is an inadequate preparation for anyone assuming these duties.

In response to this situation, QRC will be offering Advanced Workshops and Clinics for ISO 9000 Management Representatives and their teams. If you want information on these services please let us know.

***Money spent on the brain is never spent in vain***

Joe L. Griffith

**SOME TASKS OF THE MANAGEMENT REPRESENTATIVE AND HIS/HER TEAM**

 **The ISO 9001:2000 Standard**

Understand the Standard well enough to guide management and direct the processes to meet the Standard’s requirements

 **ISO 9004:2000 Guidelines**

Be continually aware of these improvement guidelines and know when they apply and how they can be implemented

 **Documentation and Records**

Know what documents are needed and how they should be structured and organized to ensure that they are used

 **Planning**

Know what information management needs for effective planning and provide it in a timely manner and a usable format

 **Customer focus**

Contribute to surveys and other activities that determine customer perceptions and needs.

Know how to change and use the System to support efforts to achieve customers’ needs

 **Resources**

Help translate management objectives into resource needs

 **Realization**

Monitor how effectively processes support realization goals and quickly identify and deal with weaknesses

 **Communicating**

Keep all levels of the organization aware of the System, its importance and their part in its success

***These skills and others will be considered in Issue 505***