

## On the road of discovery to ISO 9001:2015 and ISO 14001:2015 DQS customers and experts worldwide share their first experiences

Our pioneer customers are as varied as can be, but no matter the country or industry, they all share an extraordinary high degree of motivation, and excellent knowledge of processes. So excellent, as a matter of fact, that they can tell you which processes specifically benefit the most from the revision. Interspersed between their reports, DQS experts will share important information to ease transition.



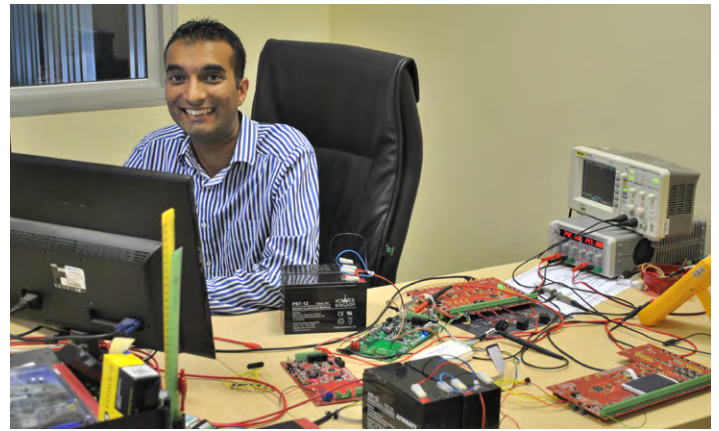
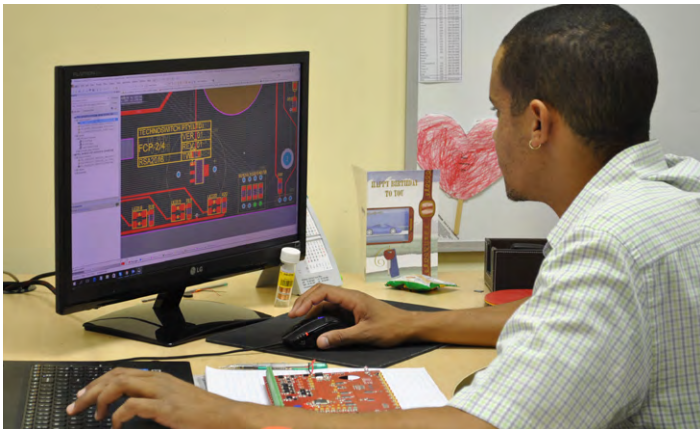
Technoswitch, a small but growing local manufacturer of Fire Detection equipment, is the first customer of DQS South Africa to acquire an ISO 9001:2015 certificate. DQS ZAF interviewed their GM Brett Birch and Quality Manager Trevor Harty on what this had given to the business. As a platform for discussion they used the seven quality principles which is the backbone of ISO 9001:2015.

## HIGHLIGHTS

The rocky road to success	4
ISO 9001: a millionaire standard	6
Changing your perspective	7
Meet some pioneers	9
Innovation according to ISO 9001:2015	11
Who are your “interested parties”?	13
ISO revisions	15

## UPDATES TO STANDARDS

TS News	16
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**DQS:** Let's begin by looking at the "Focus on customers and interested parties".

**Brett:** "In getting the context of our response I'd like to step back a bit as I think it's important to understand why we decided to go for ISO 9001". We've grown tremendously over the last 5 years and about 2 years ago at a board meeting we decided to embark on local manufacturing of a range of products to increase and supplement the current range we traditionally carry.

While our imported products are made to internationally accepted standards for the industry we serve, and local products are made to the same technical standards, it was important to us and our customer base that we were seen to have a formalized quality management system in place".

**Trevor:** "Our customers are very specific in their requirements in choosing fire detection products. Besides the locally manufactured product meeting all the technical regulatory requirements, our achievement in meeting the stringent requirements of ISO 9001:2015 adds considerable value in assuring our customers that not only do our products comply with the technical needs but our quality business process delivers customer confidence in the products and our continuing support for their needs".

**Brett:** "We do ask our customers what they perceive to be key factors in selecting equipment and the on-going support received. This is especially true where we build custom systems for a client and enter new or growing areas of specific needs". It's part of a cyclic process we go through to establish needs and on-going future requirements of our customers".

**DQS:** The second principle is "Provide leadership for your business". How would you describe the process of leadership in Technoswitch?

**Brett:** "Technoswitch has always operated as a small family business, driven from the owner's side as this model. As such we have a very flat organizational model with a close knit rapport with the people on the shop floor. We tend to celebrate as a team; our commitments to our customers reflect this view".

**DQS:** How does this work in driving the business?

**Brett:** "We have been embarking on new assembly processes to update our production processes. This means we are changing over to out-sourcing the main assembly of our products which use microchip technology, carry out the

final assembly using manual component assembly and then final test. For this to happen effectively we have up-skilled our operators, they in turn respond with initiatives to make the processes effective and we enjoy a continuous process improvement through team work".



**DQS:** This also really reflects on the 3rd principle, "Engage and involve your people".

**Trevor:** "To me this is one of the benefits of a small business; we can rapidly make changes and quickly evolve to another level on a less formalized basis". So in a sense, everyone participates in the application of improving our processes."

**DQS:** Let's take a look at the way you've used a "Process Approach".

**Brett:** "This has clarified the business process and the 'buy-in' to a quality culture. We had the opportunity to take a close look at the process and optimize it to improve volume throughput. While we were documenting the process it enabled us to remove disjointed activities and smooth the flow".





**Trevor:** “We achieved this by ‘walking the flow’ and making radical changes to the production process to close-out ‘wastes’, for example some activities passed back and forth between several operations instead of ‘stepping-on’ from one activity to the next”.

**DQS:** Principle 5 speaks about “Encourage Improvement” with the implicit concept of Innovation. How did this gel with you?

**Trevor:** “Production yield has become progressively higher. We collect data and use ‘Visual Management’ to highlight work station performance and have seen, as a result of interacting with the staff a significant reduction in failure and rework.”

**Brett:** “The ‘ownership’ of the processes has become more evident; moving through the actions required in embedding ISO 9001 has triggered this. The competency level has risen and accountability is much higher as a result”.

**Trevor:** “Where as we previously had a ‘ritualized’ process, we now have operators performing a ‘Check-Do- Check’ as part of the process ownership”.

**DQS:** Principle 6 speaks about “Use evidence based decisions”, how does this work in practice?”

**Brett:** “We had to evaluate the risks potentially likely to occur with not only the change of production methods but also with the locally produced product”. We evaluate risks at management level

through SWOT analysis. At the shop-floor level, changes in the production process exposed the most likely issues”.

**Trevor:** “We do carry out ‘Failure Mode and Effects Analysis’ (FMEA) and use both quantitative and qualitative data as part of the ISO 9001 quality activity looking at internal failure rates”.

**Brett:** “We’ve gathered a lot of evidence which has shown us that although we started at something like a 60% failure / rework rate for certain products we are now down to under 20% for those specific products. This has reduced wasted time and shown more productivity”. “We provide weekly feedback to the shop floor using the opportunity a motivational process”.

**DQS:** The last topic of our discussion is that of “Manage your business relationships”. In this sense we are looking at the hopefully close knit relationship of your suppliers and distributors.

**Brett:** “As I noted earlier, our business consists of ISO 9001 certified companies supplying internationally recognized imported product which our customers recognize as a well-established range of products and local manufacturing”. “We have communicated with our local suppliers and we have indicated that we intend to perform supplier evaluation as part of our ISO 9001 quality system. We may have been a bit lax in applying this in the past but with our commitment to our current local manufacturing process we see it as a key activity in formalizing the

supplier process.”

**Trevor:** “We are saying that hopefully it will improve our joint business processes and you, the supplier, can work with us to keep our processes up-to- date and competitive. So we see a ‘win-win’ potential”.

**DQS:** We really appreciate your sharing of your voyage to ISO 9001:2015 and the perceived benefits it has provided. We feel that having an internationally recognized quality management system should be the objective of all small to medium sized businesses.

*At first glance, it may seem that the pioneers had to deal with a wide variety of new requirements, but actually not all of them were completely new. Some of the new approaches have been well established practice in many organizations already – usually because their implementation made good business sense. What is new for all is the increased freedom that ISO 9001:2015 offers organizations for the implementation of requirements. On the one hand, this makes it easier to adapt them to an organization’s individual needs. On the other hand, however, more freedom also means more responsibility for top management, as well as each employee. This presupposes excellent process know-how and a high degree of motivation.*



## Thinking about values, mission statements, visions and the rocky road to success

**Some people may disagree with me putting mission statements ahead of visions and prefer it the other way around. Expert literature has both points of view. Personally, though, I believe that it all depends on individual perspective and point in time. When founding a company, we always have a vision from which we derive a mandate, which becomes our mission. Most organizations will already have this firmly established, as well as a notion about how they want their organization to be perceived, and how this differentiates them from the competition.**

### Organizations need a mission statement

This notion should then be manifested by the organization in a mission statement. The mission statement is the organization's written statement about their self-image, their basic principles, and their values. It formulates a state to be achieved. Within the organization, the mission statement is designed to provide orientation, motivation and guidance for the organization itself and their individual stakeholders (employees, manager, owners, etc.). To the outside – that is, PR, customers, suppliers, etc. – it needs to specify exactly what the organization stands for. It provides a basis for the company's corporate identity. A mission statement describes the mission and vision of an organization, as well as the

organizational structure aimed at, along with its underlying values. It is part of normative management and provides the framework for strategies, goals, and operational activities. Viewing the mission statement from a quality management perspective, we see the quality policy reflected in it. From the perspective of environmental management, it reflects the environmental policy; and so forth.

The vision provides us with a specific picture of a state of being aimed at for the future, formulated in the present. In order to implement this vision, a strategy needs to be developed how to achieve this. Of course there will also be obstacles to overcome. To that end, a risk appraisal is helpful, which contains pre-considered scenarios of potential occurrences, making the road to this goal controllable. Benchmarks (single targets) line this road. Now we return to the quality or environmental perspective, and we recognize those respective goals.

### Strategic goal setting

An important aspect: stakeholders or interested parties, as the standard calls them, need to be identified. An environmental analysis serves to identify the requirements, the level of demand, and the interests of external parties. Afterwards, we should have a clear picture of what is expected of the organization. A corporate analysis juxtaposes this analysis with the organizations' competence and performance ability. The result shows clearly which expectations can actually be fulfilled and which cannot. Gaps need to be filled by entering into cooperation agreements and by focusing on one's own value generation. With this strategic decision, organizational structure and process organization can be defined.

### Communications with relevant stakeholders

The organization needs to remain in dialog with stakeholders, and discuss any issues. To this end platforms, such



as customer or employee events, can be created, where information can be gained or updated about the needs and expectations of these parties, and possibly identify important future trends. It may also be necessary to become active on the political level, for example in respect of cultural, regional or infra-structural concerns. Managers need to be nominated to conduct this dialogue in a context-focused manner. Scheduled intervals, subjects and communications media need to be defined in order to maintain a regular exchange.

### Documented information and know-how derived therefrom

Organizations receive many signals from the outside (market, politics), and from the inside (processes, improvement, structural change), which need to be interpreted and the data archived. If that data is structured, it becomes documented information necessary for corporate management and control. Following careful analysis, insights gained from this information becomes corporate know-how.

These are just some examples of aspects for review designed to show that regardless of points of view or perspectives, organizations that understand their mission statement as a manifest of vision and mission, and who know how to sustain it and bring it to life – those organizations are well on their way.

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## EDITORIAL



### Dear reader

The year 2015 was a particularly challenging one for all of us here at DQS Group. Following three years of intensive work in the technical committees, the major revisions of ISO 9001 and ISO 14001 were finally published in September. During their evolving stages there had been much speculating about how each individual requirements would be interpreted.

Much information was made available to our customers by local offices and the headquarters; offers ranged from webinars to customer events, training sessions and written publications. We noted your very high degree of interest and mainly positive reactions, for which I would like to personally thank you. But it is not time to relax yet! Especially now, when you are about to transition your management systems, our information, advice and experience can be a big help for you.

Some of our customers have already made the transition to ISO 9001:2015 and/or ISO 14001:2015. You can read about their experiences with the changed requirements, and how they approached them, in this issue of our customer journal.

DQS had homework of their own to do for the revisions, as well. We also had to be well prepared before we were able to issue accredited certificates to the new standards. This included intensive training of our auditors and the accreditation, of course. We were successful in all of our preparations, so on 30 October, 2015, we received our new accreditation certificate. Spring has come now to Germany and we hope that as the seasons transition effortlessly, our customers will also find 2016 a year where their transitions to the revised standards will proceed without any undue complications. Our auditors and customer service people are standing by to carry you safely into the revised world. Best regards

Fred Wenke  
Director, Auditors & Accreditation  
National delegate of DIN to the ISO 14001 revision



## ISO 9001: a millionaire standard



By this time, more than one million organizations of all sizes and business sectors have had their quality management system certified to ISO 9001. The effectiveness of their systems correlates directly with the degree to which the standard's requirements have been fulfilled. These focus on the making certain that the company's objectives will be achieved through the continuous improvement of a process-oriented corporate structure.

The quality standard has been available in its revised revision of ISO 9001:2015 since 15 September 2015. With a new, so-called "High Level Structure" and with significant changes and improvements over its predecessor, even with completely new chapters. Read more here about the deadlines for transition, and what DQS has to offer to help your organization achieve 9001:2015 safely.

### Safe transition, how to

DQS recommends their customers to address the transition of their quality and environmental management systems as soon as possible. Auditors particularly focus on well-thought-out and careful planning, in order to make the transition safe and beneficial both in respect of content, time and effort. Subject to the management system's degree of maturity, a so-called "Delta Audit" can help to evaluate the need for changes, as well as the resources and time required for fulfilling the new requirements. The best time for the actual transition audit is usually the next duly scheduled re-certification. The transition audit is a two-stage process, consisting of the readiness review (Stage 1 on site) and the system audit (Stage 2 on site).

### Deadline 14 September 2018

In order to ensure smooth transition, organizations have been given several deadlines: initial and re-certifications according to the old versions may still be carried out until 14 September, 2017. Three years after publication of ISO 9001:2015 and ISO 14001:2015, however, all certificates issued to the previous versions will cease to be valid. That is 14 September 2018.

So when planning a re-certification audit according to ISO 9001:2015 or ISO 14001:2015, you need to be very careful to schedule the audit to be finalized at least 90 days before the end of this deadline (14 September 2018). This amount of time is necessary if we want to ensure that in case of non-conformities corrective actions can be implemented in time, in order to issue a new certificate is issued without any gaps in the certification cycle.

We are looking forward to talking to you – please feel free to contact your customer service representative or the local DQS office near you. An overview of DQS' international offices is available at the group's website [www.dqs-holding.com](http://www.dqs-holding.com).

## Changing your perspective

**“I have a million things to juggle, and I don’t have time to re-work our manual”**

**Nazih Moukadde is the owner and General Manager of Perla (Perla Converting Hygienic Tissue Paper Co. s.a.r.l.) in Lebanon. His daughter, Sana Moukaddem, is the Strategic Marketing Director as well as the Quality Representative of Perla. Nazih aspires to greater growth with his family-owned SME. He appreciates the benefits that come with ISO certification; however, he was not convinced that he would actually benefit from having to update his QMS in order to comply with the new standard. So Edward Grissom, MD of DQS Lebanon, spoke to him about it.**

**Edward:** “His mood did change as we began to discuss some of the details in the actual standard. The real value for him and his company began to become clearer: The new standard provides understanding, tools and vocabulary that move his decision-making process and his company’s control of its work from the intuitive to the analytical.

Nazih started to understand the point of “Understanding the Context of the Organization” when he realized that he had already considered external and internal issues when he took over as General Manager from his father. Office and factory space are found only at a premium in our area. Inevitably, the most practical location for his business is the one that he inherited from his dad. He would have preferred to have rented a new space and built a factory from scratch, but given the company’s history, that was not possible. He said that the company name goes back a long time, and customers feel comfortable knowing that his products and service have a long history. He added that had he moved to a new space, he also

would have faced unwanted issues with his top managers’ commitment to the company. We expanded this discussion to incorporate other internal issues that Nazih had thought relevant, but had never considered, such as updating equipment, the role of tradition regarding his brand and the challenge of increasing his work force with younger, more open-minded employees. Suddenly, understanding the context of his understanding by realizing internal issues he had already considered wasn’t so foreign. We experienced the same pattern regarding external issues.

As he mentioned his problems with municipalities, we naturally began talking about interested parties. When he looked over the standard himself, he admitted that he didn’t see any value in marking his interested parties. “I already know them. Of course, the municipalities would be one, and I know what they want”, he said. However, after considering external issues, a light went on in his thinking. “But that does make me think about a big problem we have. Invoices – and not just from the municipalities. Sometimes



we have outstanding invoices for months now. Folks are slower to pay, because it is taking time for them to get paid. They pay, but we need to nudge them a little.

Truthfully, sometimes we do the same thing. We have to put payment off for a week or two. Then we kind of forget. We will pay, but other things come up”. He barely finished the sentence when he looked at the QMR in his office, “We really

do need a new procedure for tracking and assuring timely payment of invoices. We really didn't need a strong procedure before. But, honestly, now we do".

Nazih was beginning to lead part of the conversation now and even laughed when I moved on to Risk Based Thinking. Due to the unsteady security situation, he told me that he had bought an additional phone, and hired a driver to take his kids to school instead of the bus. He just felt safer having more direct contact with his kids on their way to and from school. He laughed because he realized he had employed "Risk Based Thinking" in his home. He wondered if there may be some possible applications regarding the security and invoice situation in his business.

I then continued with the requirement of employing a process approach, and in particular, the requirement to measure whether these processes are achieving the desired results. Of course, Nazih was familiar with the process approach, so rather than explain that KPIs were needed for each process, I simply asked him what were the three most challenging decisions he had to make last year. Without thinking, he said, "Whether I bring on more drivers for delivery, expand our sales location into a partial production site as well, and whether I should replace one of my site managers. I'm still thinking about them, actually." As he told me the information he was considering in



order to take action of these decisions, it was clear some of the needed input would naturally be part of KPIs for certain processes. He began to appreciate that the value of the KPIs was not just making sure everything was going as planned. They could also provide helpful information that leads to smarter and quicker decisions.

We wrapped up our forty-minute meeting. Nazih had always been convinced that he would go forward with certification to 9001:2015, but now he is convinced that it provides specific advantages for him and his company. He no longer sees the transition from the old standard to the new as one more thing that he has to juggle, but a tool – in fact a strategic decision – to help him juggle all the things that inevitably are thrown his way.



## Meet some pioneers

### UK: A GREAT START TO 2016 FOR ALL AT CCP GROUP

**Champagne corks were popping as the start to 2016 just got even better for the CCP Group of Companies.**

The group consisting of Cheshire Concrete Products, Clwyd Concrete Products and Country Concrete Products are one of the UK's leading manufacturers of concrete block product supplying many major building projects in the UK from its facilities in Lancashire, Cheshire and North Wales.



*Smiles all round as CCP Group Production Director Paul Blanchard and Commercial Director Jim Woodyer proudly display their 9001 and 14001 certification.*

Starting the year with recertification to the ISO 9001 Quality standard, a major achievement in itself the group followed it up three weeks later with accreditation to the new Environmental Standard ISO 14001:2015 which had only been released by the accreditation bodies some four months earlier.

Commercial Director Jim Woodyer stated 'What a fantastic achievement for all concerned, this is excellent news for all our business partners who can now be totally assured that CCP Group are committed to working with our customers and suppliers alike in reducing our impact on the Environment as we continue to ethically expand our role in the marketplace as one of the leading independent manufacturers of concrete block and pre cast product.



The 1st ISO 9001 revision audit by DQS AP in China was carried out in Dec 2015 at **Linde Hydraulics (China) Co., Ltd.**, the joint venture of Linde Hydraulics GmbH & Co., and Weichai Power Co.,Ltd

**LS Cable & System** is both the number one in **Korea** and the global top 3 player in manufacturing electric wire and cable products. They have been our most loyal customer since 1993, and the first customer of DQS Korea to have successfully completed the transition to ISO 9001:2015. Throughout that time, DQS Korea has consistently maintained a close relationship with LS Cable & System, which is also registered for ISO/TS 16949 and TL 9000 programs.



LS Cable & System had planned and prepared for the transition to ISO 9001:2015 since Jan 2015. The transition assessment was conducted for the 3 sites in the 2 cities in Gumi and Donghae, and the head office in Anayng City in Korea.



## Meet some pioneers

### ISO 9001:2015 and ISO 14001:2015 in Serbia

When long-time partner of DQS Serbia, the company **Victoria Consulting**, announced interest to be certified according to **ISO 9001:2015** and **ISO 14001:2015**, immediately after new standards issuing, DQS Serbia and DQS Hellas found it as a chance to prove high DQS expertise and auditors' competences and to readily answer to customer's requests and needs.

**Victoria consulting**

By having experience working in Serbian standardization committees for QMS and EMS and early implementing of new standards requirements in own management system, the company Victoria Consulting has been ideal partner for the 1st certification of new QMS and EMS in Serbia.

After positive readiness review, successful certification of Victoria Consulting was performed in early December 2015 by audit team lead by Ms Biljana Bjelic. The integrated QMS&EMS has been fully implemented, maintained and continuously improved by efforts of the top management and employees of Victoria Consulting.

By this certification, Victoria Consulting has additionally encouraged own customers for dealing with new standards challenges while DQS Serbia has proved readiness for providing of high quality and innovative services to local market.

#### Credits and further information:

DQS ZAF, article by Jeff Hollingdale (staff writer)  
About Technoswitch: [www.technoswitch.co.za](http://www.technoswitch.co.za)

DQS LBN, article by Edward Grissom  
About Perla: <http://www.perla.com.lb>

DQS UK, article submitted by Peter Whalley (Group MRQEH)  
About CCP Group: <http://cheshireconcrete.co.uk/>

DQS China, article by Anne Ding  
About Linde Hydraulics: [www.linde-hydraulics.cn/en-us/company](http://www.linde-hydraulics.cn/en-us/company)

DQS Maghreb is proud to present their pioneers:

**Electronics Manufacturing Services** with the scope "Assembly of electronic cards" for ISO 14001:2015, and **Laboratoire d'analyses de biologie médicale Mongi Ayari** with the scope "Biomedical analysis" for ISO 9001:2015.



### DQS USA is proud to present Extron Inc. certified to ISO 13485 & ISO 9001:2015

Extron, Inc. is a leading high-tech manufacturer offering solutions designed to improve supply chain cost, flexibility and risk exposure. We are proud and excited to be the first DQS customer in the US to be certified to the new ISO 9001:2015 Standard. This would not have been possible without the effort of all Extron employees and the auditing staff provided by DQS-US.

Our ISO 9001:2015 certification updates the company's ISO certification and extends the company's position as a leader within the high-tech manufacturing industry, as it demonstrates our high levels of quality management and operational excellence. Across the wide range of industries that Extron supports, the certification inspires confidence in Extron's ability to consistently meet customer, statutory, and regulatory requirements.

DQS Korea, article by Moon, Seokho  
(lead assessor & regional lead reviewer QMS)  
About LS Cable & System: [www.lscns.com](http://www.lscns.com)

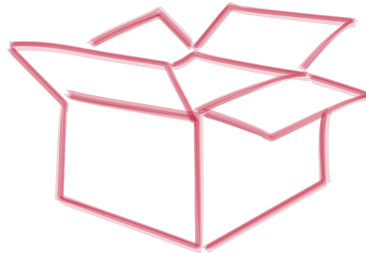
DQS Serbia, article by Dragana Radenkovic (Director DQS doo and audit team member)  
About Victoria Consulting: [www.victoriaconsulting.co.rs](http://www.victoriaconsulting.co.rs)

DQS USA, article by Sara Gulo (staff writer)  
About Extron Inc.: [www.extroninc.com](http://www.extroninc.com)

**Links to all offices of DQS Group can be found on the group website at [www.dqs-holding.com](http://www.dqs-holding.com)**



THINK  
OUTSIDE  
THE  
BOX



## Innovation: lots of risk and even more opportunities with ISO 9001:2015

**Or, why should innovation not be considered a part of quality management?**

**At first glance, there seems to be a rather small intersection of ISO 9001:2015 with the widely propagated, almost omnipresent and never underestimated topic: "Innovation". At second glance then, even that small amount seems to disappear completely. And that is just how it is supposed to be.**

The most important reason for this is probably because the previous issues of ISO 9001 focused heavily on customer satisfaction and therefore the fulfillment of customer expectations and requirements. This is tried and true, of course: the organization identifies the customer's desire, both explicit and implied, and then applies their resources in controlled processes to implement just that.

If the target is not achieved, suitable monitoring tools immanent to the processes will be used to establish if expectations were fulfilled. If so, continue as before. If not, changes, improvements or refunds will be initiated. This happens ideally before dispatch to the customer, but at the latest by systematic customer surveys.

"Innovation" has a hard time finding its way into this rough construct of a management system. Quality management systems are designed to actually prevent "experimentation"; while for innovation, experiments are not only allowed, but a daily necessity. This has nothing to do with being arbitrary; it is simply a different self-image within an organization. Quality management systems are designed to prevent errors and the unexpected, but organizations focused on innovation need to allow for exactly that. That is a classic Catch-22 that many organizations simply do not want to face – or maybe they just don't dare to.

### ISO 9001, a vehicle of innovation?

Now that ISO 9001:2015 has been published, we may ask: can it help organizations promote innovation? The answer is: yes it can. Followed by the shocking afterthought: the predecessors did, too.

### **Can ISO 9001:2015 help organizations promote innovation? The answer is: yes it can.**

An example from daily business: when customers use the goods they purchased, we may normally assume they use them as intended. However, people often have a tendency to actually not do so. And when these goods break down, they file a complaint – without realizing their own actions were the cause of it. The German tool manufacturer Wera had exactly that problem with their ratchets, which were intended for tightening screws. Craftsmen using them, however, also liked to use them as hammers to hit things with. This first resulted in damage to the ratchets, sometimes even destroying the ratcheting mechanism, and then in complaints.

Wera quickly realized after some analysis that the ratchets were being misused as hammers. But now what? Apply a sticker stating “Don’t use for hammering!”. That would have been true to the principles of quality management. Wera, however, did the opposite and took advantage of the idea to use a ratchet for hammering. This

was no longer a problem to be avoided, but an opportunity for something new. Wasn’t it possible to merge the two expectations? The organization realized, saw and won. For some time now, the Wera tool called “Coloss” has been on the market, ratchet and hammer in one. Now that is innovation!

### A new culture with ISO 9001:2015

This kind of approach is totally in line with ISO 9001, both the 2008 and 2015 versions. The focus is always on the organization’s self-image, and along with it, established corporate culture. Is the organization more likely to see the risks, or the opportunities? This is exactly where ISO 9001:2015 offers much more maneuvering room, while also requiring – in your own framework – more self-commitment. This is particularly clear in the handling of opportunities, the “side effects” of risk.

***That which EXCITES your customers today will SATISFY them tomorrow, and BORE them the day after. That is what makes innovation so necessary!***

Innovation, whether it is a new product, service, process or even business model, never appears out of thin air and is never easy. On the other hand,



innovation cannot be coerced, planned or implemented in advance, either. This may work for improvements, but not for something completely new – that being the distinguishing characteristic for innovation. It is all about things for which there are no experiences to fall back upon. But there is always the opportunity for success – that is when we speak of innovation. But we also need to be aware that most of them will not work out. That is the characteristic of experiments: there is definite intent and planned approach – but the outcome can never be known. It may be turn out to be a success, or not. This approach may and should find its way into the quality management systems of organizations now, through the handling of risks and opportunities. On another level, however, this is simply a different way of thinking and therefore an opportunity to establish a new corporate culture.

ISO 9001:2015 now offers the opportunity to overcome this idea of “voluntary innovation”. Don’t miss it.

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## The deeper meaning of Interested Parties

**The new version of ISO 9001 brought a lot of changes and new requirements. Among them, the introduction of the concept of 'interested parties' is particularly fascinating.**

So far in the evolution of this standard through the years and its different stages of development, the customer has been almost the sole focus, mentioning suppliers, employees and regulators as carriers of key requirements but not specifically involving any other entity that could have had an impact on the actual results achieved. Not even owners of the organization.

While the customer remains the star of the new version of ISO 9001 as usual, they are not by themselves any longer: now the standard brings around the need of considering other stakeholders that could impact final results and customer satisfaction as an important part of the quality management system. These stakeholders are called interested parties

### Why did ISO introduce this new concept?

ISO 9001 is and it has always been a 'supplier standard'. That means that its main concern is to make crystal clear that customers receive products and services as specified, ensuring and enhancing customer satisfaction.

The concept of assuring customer satisfaction just by meeting specifications has been considered obsolete for many years so now ISO 9001 is going much further: it requires to ensure that any potentially negative situation that could arise and impact on the outcome, and consequently on customer satisfaction, shall be avoided. The explicit concept of risk was born to ISO 9001:2015. Moreover, this new approach also brings the other side of the coin: the positive aspect of risks, i.e. opportunities.



The organization shall identify any risks and opportunities that could affect the effectiveness of the quality management system, preventing customers from not receiving products in a timely manner. Likewise, the organization shall identify any opportunity to make the management system even more effective and reliable.

While the intent of risk analysis has been somehow implicit in ISO 9001 since the very beginning, it is just now that it is openly and explicitly included.

As an example, ISO 9001:2008 requires that 'the type and extent of control applied to the supplier and the purchased product shall be dependent upon the effect of the purchased product on subsequent product realization or the final

product'. In other words, it is a requirement to control suppliers and products according to potential risks.

Pointing to ensure that customers are kept safe, the new standard drills deeper in the risk based thinking widening the view for all probable actors that could pose any risk to the customer. This is how interested parties came around. That is why interested parties were included in the new standard: they are probable sources for risks for customers. Consequently they matter and their requirements shall be considered.

While the concept of interested parties is no news for ISO 14001, it is new for ISO 9001. The advantage is for current users of the environmental management system

standards that could extend the concept to be included in quality management systems.

For the rest of the users it is required to face this as a new challenge.

### Who could be an interested party?

The key to consider a stakeholder as an interested party is to evaluate how they could probably influence the outcome of the organizations. It is not about 'possibilities' but it is clearly about 'probabilities'. That means that in the wide field of possibilities, anything could happen, but it is very important here to differentiate 'contingencies' from 'acts of God' in order not to open a door highly unlikely to be closed. The eventual consideration of any possible interested party could lead to an endless analysis of situations that might never happen in this life, adding complexity, costs and waste of time to the organization, while not adding any actual value to customers.

In fact, the aim of this requirement is just the opposite: avoid waste of resources by an early identification of threats to customer satisfaction, enabling the organization to direct resources to key facts that could negatively impact on customer satisfaction.

So those stakeholders, who actually are able to support or stay on the way to customer satisfaction, shall be considered as interested parties.

If any stakeholder has requirements for the organization, and those requirements and all interfaces with this stakeholder affect operations, projects, products, processes, or outcomes and results from the organization so it is to be considered as an interested party and resources and efforts shall be devoted to attend their requirements in order to prevent risks to customers.

Interested parties could be split into three different groups:

- **Obligatory interested parties:** this group includes those stakeholders that could seldom be disregarded because of their usual impact on outcome and customer satisfaction such as customers (obvious), employees, suppliers, owners, and regulators, all them in different shapes and modalities.
- **Possible interested parties:** this group includes those stakeholders that could or could not affect the outcome and customer satisfaction such as unions, banks, neighbors, etc. but it could be valid to analyze their eventual impact.
- **Openly interested parties:** this group includes those stakeholders that for some reason the organization believes they are important to assure the outcome and customer satisfaction, even though its relationship is not that obvious.

It is for the organization to define who the interested parties are and what requirements of those interested parties are to actually be considered in its quality management system. Naturally, this definition of the organization shall be consistent with context, products, processes, projects, developments, operations, etc.

The definition of what interested parties are is not a simple one. In some organizations, links with stakeholders are multiple and complex. As an example, let us consider the case of a hospital, where physicians, nurses, different regulators, several unions, technology and equipment providers, drugs providers, medical and scientific institutions, communities, etc. could be considered as interested parties, making risk analysis highly cumbersome. In some other cases, such as small organizations with no critical products or processes, the definition of interested parties is pretty simple and even obvious.



Additionally, this is not a permanent definition either: interested parties as well as their requirements are not always the same and their identification needs to be reviewed on a regular basis to ensure adequacy, since the context of the organization is a living thing, posing new challenges and new situations constantly. This situation forces the organization to continually monitor context, operations, market, requirements, customer expectations, technology, regulations, etc. in order to make sure that the quality management system keeps focusing on risks and opportunities, keeping customers safe.

So, this is not a one in a lifetime job but it is a new way of thinking.

ISO 9001:2015 makes us go much deeper, working hard to ensure customer satisfaction, which should also be added value for the organization when using it as a strategic tool for survival.

Good luck!

*Article by Rafael Griffi, Managing Director, DQS MSS Argentina s.r.l.*

# ISO revisions – DQS transitioned safely already

Processes have been revised. Auditors have been trained. Accreditations have been achieved.

**Following three years of intense revision work, the International Organization for Standardization (ISO) published the internationally accepted standards ISO 9001 and ISO 14001 on 15 September, 2015 in their new versions. But not only our customers have to transition their management systems to the revised standards – DQS also had to achieve a new accreditation by DAkKS.**

About 25 years ago, when quality management was still in its infancy, DQS was the first certification body in Germany to receive an authorization by what was then TGA

for ISO 9001, which was published in 1987 for the first time. Since then, we have gained much experience in standard revisions and accreditations. Accordingly, there were no problems when the accreditation auditors returned and on 30 October 2015, we received the new accreditation certificates.

## DQS auditors are well prepared

We have already written much about the changes in ISO 9001 and ISO 14001, so while you and your organization now get busy with the implementation of minor and major changes, DQS auditors have already scrutinized the new requirements in every detail and from every angle. They do this so you, our customer, can rely on them from the start.

Looking at the expected number of changes, DQS started in 2013 already to supplement our classroom training with e-learning modules placed before and after. All of our appointed auditors are required to attend these trainings, where their know-how of the current revision was updated and verified. A multi-stage,

international professional development program was developed in order to ensure uniform understanding of new requirements, as well as their implementation. To achieve approval for ISO 9001:2015, for example, an auditor had to pass the following qualification stages:

### 1st step: e-learning

All auditors had to pass an online qualification task to be admitted to the classroom session.

### 2nd step: classroom session

One focus of classroom training was on selected items designed to achieve a uniform understanding among auditors in regards to question such as: when do we consider a requirement to be fulfilled, what constitutes a non-conformity? The discussions over what we can or have to expect during a certification audit showed just how varied the maturity level of management systems can be. Auditors have to be able to adjust to each individually. Key subjects in 2015 were “interested parties” (or context of the organization), “risk-based thinking”, “leadership”, and “documented information”.

### 3rd step: e-learning

The FDIS was published just between the times of classroom training and the 3rd step, working through a case study. So

in addition to the case study, the differences to the DIS had to be identified and included in the training.

### 4th step: witness audit

After passing the three stages above, the auditor became authorized for the standard in question. A witness audit on site is the final step to confirm that the expertise for the revised standards has indeed been achieved effectively.

In conclusion, all of these trainings were designed with one goal in mind: to ensure our auditors are well prepared to achieve a safe transition for you, our customer.

*Dagmar Blaha  
Manager, Auditor Management  
DQS GmbH*



## Current ISO/TS 16949:2008 certificates to expire on 14 September 2018.

The International Automotive Task Force (IATF) has published the timeline for the new ISO/ TS: the new ISO/ TS 16949 will be expected in Mid-December 2016. As per IAF Guide ID9, certificates issued to ISO/TS 16949 during the transition time of ISO 9001 will lose their validity simultaneously with those for ISO 9001:2008, at the end of the transition time on 14 September 2018.

Prior to this, the IATF revision working group had surveyed stakeholders (manufacturers, suppliers, CBs, etc.) and received 1759 replies, which have been reviewed and made available. The respective committee then added the customer-specific requirements of the OEMs and prepared a first Committee Working Draft. The draft adopts the structure of ISO 9001:2015; its contents have been added in text boxes.

The transition can take place at any time after publication of the new ISO/TS and until the 14th of September 2018. IATF has defined two options on how to transition:

**Option 1:** transition within their current ISO/TS16949:2009 audit cycle i.e. at the next planned surveillance or recertification audit

**Option 2:** transition at any time i.e. outside the normal surveillance and recertification audit cycle. The transition audit shall be completed prior to the recertification audit timing.

**Audit duration:** according to IATF, the transition audit shall be the duration of a recertification audit plus an additional 0.5 – 1.0 day on site.

**Attention:** even though the deadline is September 14, 2018, the Transition Audit should be finished by June 14, 2018, in order to allow the passing of a certification decision as well as issuance of the new certificate well before the current certificate expires.

Next Steps: we will be glad to support you in your efforts to secure a timely and safe transition to the new ISO/TS 16949. Keeping in mind the short timeline, we recommend that you define the time period for the Transition Audit by the end of September 2016 at the latest. The „Transition plan to the revised automotive QMS“ by IATF, on which the previous information is based, can be found on our website about ISO/TS 16949.

Your local DQS office will be glad to answer any further questions you may have.

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