

## I'm as excited for ISO 9001:2008, as I was for my 40<sup>th</sup> Birthday!

Question: How did the Quality Consultant always exceed the expectations of his customers?

Answer: By exceeding the number of invoiced days quoted on his proposal.

(Question from last article: *How is Lean like making whoopee?*)

Answer: *Because the more you do it, the more techniques you perfect, and the better it gets.* Anne Cooke wins the BATCHIN video)

♪ I'm so excited! ♪ And I just can't hide it! ♪

Many of us still refer to ISO 9001:2000 as the “new” standard. Also, many of us know that the ISO 9001 standard is subject to revision every 5 years. There was the original version of ISO 9001:1987, then ISO 9001:1994 (7 years later), and then ISO 9001:2000 (6 years later), and now ISO 9001:2008 (8 years later).

Wow, it took 8 long years to revise the new standard coming out in 2008. It must be really cool and full of new requirements to drive improvement, one might think! The \$50 one spends for the draft version, should be well worth it, one would think. The following are some examples of the *drastic* improvements that will no doubt reshape your Quality Management System (QMS) and help you to further improve your processes:

	BEFORE	NEW
#	ISO 9001:2000	ISO 9001:2008 (Draft)
4.1e	monitor, measure and analyze these processes	Monitor, measure ( <i>where applicable</i> ), and analyze these processes
4.2.2a	... including details of and justification for any exclusions	... including details of and justification for any exclusions ( <i>see 1.2</i> )
7.2.1c	statutory and regulatory requirements related to the product	statutory and regulatory requirements <i>applicable</i> to the product
7.5.5	This preservation shall include...	<i>As applicable</i> , preservation shall include
8.2.2	The management responsible for the area being audited shall ensure that actions are taken	The management responsible for the area being audited shall ensure that <i>and necessary corrections and corrective</i> actions are taken

OK, I'm being a tiny bit sarcastic once again. These changes, or *improvements*, will not shake your QMS, nor will it drive tremendous improvements. However, the following list contains the top three biggest changes, or *improvements*, by far, that will require your company to hire a top notch consultant to implement the changes and will require your purchasing another pre-assessment audit from your registrar before the "real" audit takes place that will qualify your company to be certified to ISO 9001:2008. Fasten your Black Belt, here they are....

	<b>BEFORE</b>	<b>NEW</b>
#	ISO 9001:2000	ISO 9001:2008 (Draft)
6.2.2c	evaluate the effectiveness of the actions taken	<i>ensure the necessary competence has been achieved</i>
6.3c	Supporting services (such as transport or communication)	Supporting services (such as transport, communication or <i>information systems</i> )
7.6c	be identified to enable calibration status to be determined	<i>have identification in order to determine its</i> calibration status

I can see it now. Soon we will receive faxes, emails, and phone calls from large consulting organizations, some of them with names similar to those of the Registrars themselves, hawking their services:

***Get Your Company Re-Certified to ISO 9001:2008  
in less than 30 Days!!!!***

***Don't even bother to read the complex changes to  
the standard – we'll do it all for you!***

***And we GUARANTEE that you will be Certified to  
ISO 9001:2008!!!!***

***Hurry Now – before you lose it – and take  
advantage of our \$19,999 Introductory Offer***

*\*We also do registration audits, training, and*

*business card, stationary, building signs, and truck paint changes  
(from ISO 9001:2000 to ISO 9001:2008)*

Once again, the sarcasm wields its ugly head. However, I have a difficult time understanding why ISO 9001 could not be improved more. At least when I turned 40, I feel like I improved.

## **Continual Improvement?**

Continual Improvement extends to both processes *and* products. ISO 9001 is a product and many believe, including myself, that in its present form, it is a very good standard. However, it is not perfect, and could stand to be improved, with more radical improvements than what we see above. Perhaps, this might help to invigorate stagnate QMSs throughout the world. (Although, real changes to the entire registration system is what is mostly needed to invigorate stagnate QMSs throughout the world – this, though, is a different story that I’ve written about in the past.)

Products that do not improve are the results of processes that do not improve. All of our processes, including those of the International Organization for Standardization and Technical Committee 176 (the authors of ISO 9001), should be continually improved to become more effective over time, which will only help to continually improve our products and services.

Since ISO 9001:2008 is essentially not experiencing any real improvement, does this mean the Organization’s and Committee’s processes are not improving and they are not practicing what they represent? I can only wonder....

In the meantime, it’s not worth spending the \$50 for the draft as I did, nor will it be worth spending the \$50 on ISO 9001:2008 when it does finally get published (although you will need to do because you are required to have the latest version of external documents).

## **Why will there *not* been more radical changes?**

In a previously published article entitled *Quality Hypocrisy* ([Anthony – hyperlink??](#)), I wrote ...

At an ISO International Conference last year, “a top executive of ANAB (ASQ National Accreditation Board) briefed the audience on the upcoming changes to ISO 9001 and ISO 9004 scheduled for release in 2008 and 2009 respectively. He mainly spoke of the larger, more involved changes to ISO 9004 and stated that ISO 9001 will not change much. He

spoke of the many hours that were being devoted to improving ISO 9004. During the Q&A session, I personally asked if ANAB, or some other body, had tried to determine the root cause as to why so many people do not use or are unaware of ISO 9004, before putting so much time and effort into improving it. His response was that there were 4 or 5 root causes that were discussed, but there was no agreement as to which were the true root causes. He further stated that if “ISO 9004 doesn’t work this time, it might just go away. This is the last chance.”

Isn’t this a little like spending a great deal of time and effort on improving fax technology? How can standards professionals spend a great deal of time and money on improving a product without understanding the root cause as to why very few people use the product? Determining root cause is probably the most important part of improving a quality system and ANAB, the organization that accredits the companies that certifies your company, does not do root cause on its product.”

In 0.3 of the ISO 9001:2008 (draft), it is once again written,

*“ISO 9004 is recommended as a guide for organizations whose top management wishes to extend the benefits of ISO 9001 in pursuit of systematic and continual improvement of the organization’s overall performance. However, it is not intended for certification or for contractual purposes.”*

How many top managers have used ISO 9004 “to extend the benefits of ISO 9001? Has your top management done so? How many top managers even know of the existence of ISO 9004?

ISO 9004 is a good document, but if no one knows about it and the system does not change to encourage top management to use it, then the many hours spent to improve an unused product is, in the words of Lean, *wasteful*. Furthermore, the time spent improving an unused product could have been better spent on really improving an already good ISO 9001 standard.

## **How Could ISO 9001 be Further Improved?**

It should be quite simple. Compare and rate and encourage users to evaluate the current version of the ISO 9001 on how well it supports and encourages the Eight Quality Management Principles upon which the Standard is based

(<http://www.iso.org/iso/qmp.htm>), including:

1. Customer Focus
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 Supplier Relationships

In my humble opinion, I believe that six of these eight principles are addressed well within ISO 9001 and two are not. Though the standard could be improved to address all eight principles to varying degrees, the following two principles are barely, if at all, addressed within ISO 9001:

#### # 2. Leadership

#### # 8. Mutually Beneficial Supplier Relationships

Quite simply stated, with the many dozens of companies I have worked with as an independent consultant during the past 13 ½ years, I have not seen Leadership qualities of top management change at all and I see nothing in ISO 9001 to encourage a change in leadership characteristics. I *do* see how ISO 9001 has supported improvement in *managing*. This is not leadership.

I also have not witnessed any increase in mutually beneficial supplier relationships nor do I see anything in the ISO 9001 standard to encourage improved relationships. In fact, attaining an ISO 9001 certificate may *hurt* relationships since it lets suppliers off the hook, oftentimes, of receiving a *real* audit from their customers and the opportunity of working together, exchanging ideas, resolving problems, communicating, and building the relationship.

ISO 9001 is a good standard that has room for improvements in supporting the Eight Quality Management Principles upon which it is based. The lack of any real changes combined with a very weak registration system may someday spell the demise of ISO 9001 in the future and I worry about that because it is based on sound principles and concepts.

I turn 50 in 2013. I hope that I will be more excited about a forthcoming improved ISO 9001:2013 than my 50<sup>th</sup> birthday!