



Mongolia:
Enhancing Resource
Management through
Institutional Transformation



QUALITY MANAGEMENT SYSTEM

ISO 9001:2015

STEP BY STEP

Michel Greaves

TA MERIT

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1-SCOPE

- What it is for, what it includes
- ✓ Requirements of QMS
- ✓ Support delivery of product, **service**
- ✓ Application of effective and continually improving system.
- ✓ Assuring conformity (customer & legal)
- ✓ Enhancing customer satisfaction

2-NORMATIVE REFERENCES

- ISO 9000-2015
- The title of ISO 9000 is: QUALITY MANAGEMENT SYSTEMS - FUNDAMENTALS and VOCABULARY
- ✓ By citing ISO 9000:2015 as a normative reference, it is therefore considered as indispensable to the application of ISO 9001

3-TERMS AND DEFINITIONS

- References to ISO 9000-2015
- ✓ New terms within ISO 9001-2015
- ✓ “Context of the organization,” “documented information,” “interested parties,” “risk-based approach”

4-CONTEXT OF THE ORGANIZATION

- High level overview of the business
- ✓ Key internal and external factors which impact
- ✓ How to respond by a define Management system
- ✓ 4.1, 4.2, 4.3 & 4.4

4.1 – Understanding the organization and its context

- To consider a wide range of potential factors which can impact on the management system
 - ✓ External & internal
 - ✓ External: legal, technological, competitive, market, cultural, social & economic environments
 - ✓ Internal: Values, culture, knowledge & performance of the organization
 - ✓ SWOT

4.2 –Understanding the needs and expectations of interested parties

- Assessment of the needs.
- Interested parties, both internal and external
 - ✓ Employees, contractors, clients/customers, suppliers, regulators, shareholders, neighbors, Non-governmental organization, parent organizations. Who else?
 - ✓ Output of 4.1 & 4.2 is the input of risks & opportunities assessment (clause # 6)

4.1 & 4.2

- Shall monitor and review = retained documented information
- 4.1 Internal & external issues: market, technological & regulatory developments, political instability, organizational culture (feedback from employees)

4.1 & 4.2

- Shall monitor and review = retained documented information (brief report, spreadsheet, database, minutes)
- 4.2 internal and external parties: consultation (NGO), Meeting with regulators, employees meeting, suppliers review, client/ customer reviews.

4.3 Determining the scope of the quality management system

- Need to consider inputs from 4.1 & 4.2 & services being delivered
- ✓ Apply all requirements, if applicable. If not, need justification.
- ✓ Define scope = available & documented.

4.4 Quality Management system and its processes

HOW? Answer those questions:

- ❖ What are the inputs to the process?
- ❖ Where do the inputs come from?
- ❖ What are the outputs to the process?
- ❖ Where do the outputs go to?
- ❖ Is there an effective inter-relationship between processes?
- ❖ Who plans the process?
- ❖ Who conducts the process?

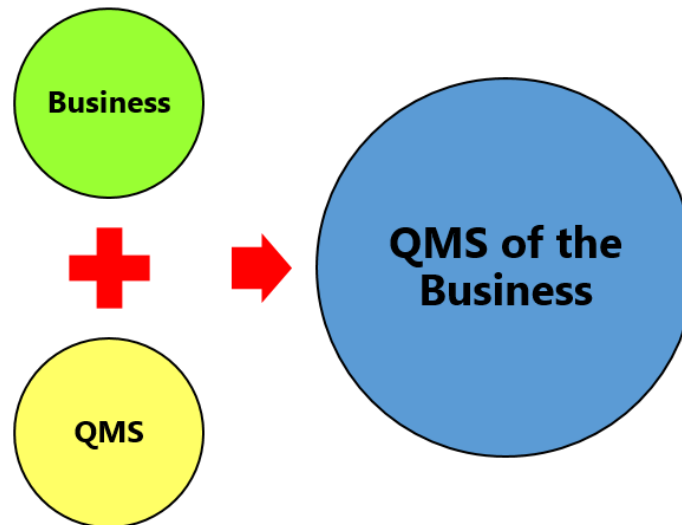
- ❖ Are responsibilities and authorities defined?
- ❖ Who monitors and measures the process?
- ❖ What resources are required for the process? - Materials, people, information, environment, infrastructure, etc.
- ❖ What documented information is required for the operation and control over the process?
- ❖ What competences & training are required?
- ❖ What awareness and knowledge is required?

- ❖ What methods are used to control and run the process?
- ❖ What are the risks and opportunities for the process?
- ❖ What happens when the process goes wrong or does not yield the correct output or result?
- ❖ How can the process be improved?
- ❖ Is the process part of the management review process?
- ❖ Is the process subject to internal audit?

5- LEADERSHIP

5.1 Leadership & commitment

- Accountability / Quality policy / Quality objectives
- Integration



TOP MANAGEMENT: Shall demonstrate Leadership, commitment (and more actively engaged) with respect to the QMS

- Promote Process approach & Risk-based thinking
- Resources available
- Communicate (effective QMS & conforming)
- Ensuring QMS achieves intended use
- Promoting Improvement
- Statutory and Regulatory requirements
- Risks & opportunities
- Customer satisfaction (customer focus)

EXAMPLE OF QUALITY POLICY IN PUBLIC SECTOR

To provide at all times:
Honest, Highly Professional, Efficient, Prompt and Quality Public Service.

We are committed to **continually improve the effectiveness of our Quality Management System** on our processes and program **in compliance to all the requirements of ISO 9001:2015**

All Aimag Officials and employees are totally committed to implement and comply with this policy without reservation to the best of their ability. In line with this policy, constant review of the objectives of the Aimag Government shall be conducted to ensure maintenance of established Quality Improvement Programs and be able to keep abreast with the new and ever-increasing demands and challenges in Public Service.

EXAMPLE OF QUALITY OBJECTIVES

1. FINANCIAL:

Diversify and grow revenue streams: Some organizations receive revenue from multiple sources or products and services. They set an objective to grow revenue in different areas to ensure that the organization is stable and not subject to risk associated with only one revenue stream.

2-CUSTOMER FOCUS:

Best service: This strategy indicates you want your customers to consider your organization easy to deal with.

Understands my needs: This objective also reflects a customer intimacy strategy. The customer feels like you understand their needs, so they choose **AND APPRECIATE** your organization's services because they are targeted for their specific problem or situation.

Improve customer satisfaction.

3. OPERATIONNAL EXCELLENCE:

Reduce error rates: This objective applies for organizations that have many repeatable processes. Sometimes this results in Six Sigma projects, and other times the result is just a focus on defining processes so that staff can adhere to these processes

4. IMPROVEMENT:

Create a performance-focused culture: This objective can be used if your organization is trying to change its culture to one that focuses more on performance management or incentives. This objective shows up a lot in government and nonprofit organizations.

5.2 Policy

➤ Documented. Communicated, understood.

➤ 5.3 Organizational roles , responsibilities and authorities

➤ Responsibilities and authorities for relevant roles area assigned. EX: Job descriptions or procedures.

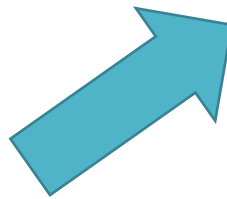
6- PLANNING

6.1 Actions to address risks and opportunities

4.1 Context (SWOT)



6.1 Risks and opportunities (risk register and mitigation / Opportunity register)



4.2 Needs of interested parties (meeting, reviews, survey)

RISK REGISTER FORMAT

EXPECTED RISK DESCRIPTION	HOW TO MITIGATE PLANNED ACTIONS	TARGET DATE	RISK OWNER
Provide an example?			

RISK REGISTER

EXPECTED RISK DESCRIPTION	HOW TO MITIGATE PLANNED ACTIONS	TARGET DATE	RISK OWNER
Failure of resourcing (people) - We fail to recruit, retain, develop and motivate people with skills	Training program	Dec 2018	HR
Systems loss, data loss	New software Daily back up	Nov 2018	IT

SIMPLE RISK ASSESSMENT APPROACH

LIKELIHOOD	IMPACT		
	LOW (1)	MEDIUM (2)	HIGH (3)
LIKELY (3)	LOW RISK (3)	MEDIUM RISK (6)	HIGH RISK (9)
UNLIKELY (2)	LOW RISK (2)	MEDIUM RISK (4)	MEDIUM RISK (6)
HIGHLY UNLIKELY (1)	LOW RISK (1)	LOW RISK (2)	MEDIUM RISK (3)

6.2 Quality objectives and planning to achieve them

- What are your quality objectives?
- Plan; What, resources, who, when, how
- Need to be documented & evidence of monitoring

6.3 Planning of changes

- Updating QMS: plan, consequences, resources, defining roles & authorities.