Hoe zinvol is herziening van ISO 9001?
Onderzoekresultaten over het effect van eerdere versies van ISO 9001 en van de certificatiepraktijk

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OUTLINE

What these might mean for ISO 9001:2015?
ISO 9001’S DISTRIBUTION

Reference: ISO Survey 2013

ISO 9001 AND RISK MANAGEMENT

Onderzoek door NBBC onder 200 organisaties

Aspecten van risicomanagement en bedrijfscontinuïteit
- gedetailleerd crisisplan
- periodieke inventarisatie van bedrijfsrisico’s
- het opstellen van minimale acceptatieniveaus om in geval van uitval de bedrijfsvoering te herstellen
- het hebben van een recovery plan.

Reference: https://www.nbbc.nl/iso90012015-kwaliteit-en-bedrijfscontinuïteit-gaan-hand-hand

Organisaties met ISO 9001 certificatie

Organisaties zonder ISO 9001 certificatie
DIFFERENT IMPLEMENTATIONS OF ISO 9001

**Ceremonial integrators**
- Motivated above all by a concern for the organization's external legitimacy and image, superficial internal support
- Procedural and scholastic preparation, limiting difficult questions and superficially meeting ISO requirements

**Quality enthusiasts**
- Active commitment motivated as much by the system's intrinsic qualities as by the obtaining of a "commercial certificate"
- Working continuously to integrate the standard into their organization's practice

**Dissidents**
- Opposition to the standard that is seen as an iron cage imposed by the hierarchy
- Resistance to the preparation process, nonconformance with procedures, lack of interest in the standard


FEELING RESPONSIBLE

The extent an employee feels personally accountable and responsible for the organization’s ISO-9001-relevant goals, and results of the work he or she does

“People are not really involved. ‘That is quality’s. It's not my thing’, they say ... It's not their thinking.”

High responsibility feeling:
“I try to dedicate some time per month to actually on topics like continuous improvement ... I usually maintain a list of opportunities for improvement ... So what can we do to improve those? I usually ask them [employees], what would be your proposal ... Then I dedicate some time in the month to work on opportunities. That is more or less the continuous improvement part of the job.”

Low responsibility feeling:
“We have a lot of discussions and we do not hesitate to ... point out an improvement ... But it’s all on the level of a side talk, at the coffee machine or during lunch, or one or two small emails ... When it’s not my responsibility, then it stops ... If we see opportunities we will note, we will say this. But, we will not drive, or I will not drive, to have this change when it is not really hitting me or hurting me at that moment.”

CONTROL VERSUS IMPROVEMENT

DECREASING QUALITY OF CERTIFICATION SERVICES?

- Price competition

INVESTIGATION OF NON-CONFORMITIES
- # non-conformities
- Non-conformities related to standard’s elements
- Corrective actions: structural or ad hoc?
- Re-occurrence of non-conformities

DOUBTS ABOUT CERTIFICATION BODIES

- Quality management systems
- Improvement attitude

Companies focusing more on the improvement aspect of ISO 9001
Auditors focusing more on the improvement aspect of ISO 9001

THANK YOU!

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Areas of interest
- Standardisation
- Business process excellence
- Quality management

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