



Managing an ISO 9001 QMS in a marine administration,





Management Commitment

- Commitment from Top Management is essential.
- Management must be seen to be involved in the system and using the system.
- Management must be seen to be prepared to pay for it.





The Cost

- Achieving certification to ISO 9001 does involve a cost.
 - External audits are expensive,
 - Internal audits take up time.
 - A Quality Representative probably amounts to one half post in a small organisation. In an organisation of about 20 people, ISO probably requires one full time post – possibly divided between two people to ensure it runs correctly, is maintained up to date and managed.





Management Commitment

- The Management review.
 - Fundamental to the system.
 - Opportunity to look at everything – and to ask “is this system still delivering what we need or do we need to make changes?”
 - Needs to involve staff and be communicated to staff.
 - The review output needs to make it very clear to all staff that top management is interested and committed.



Training

- Trained staff is a basic ISO 9001 requirement.
 - Training for staff is vital to the proper operation of the system but is also a cost element.
 - As many staff as possible should undertake training and be in a position to undertake audits.





Selling ISO to staff.

- Easiest if top management are seen to be embracing the system.
- Must not be a system imposed from the top.
- Getting rid of unnecessary administrative tasks.
- Opportunity to learn new skills – auditing, better understanding of the operation, possible opportunities to advance, better understanding of their role in the organisation.
- Seeing NCNs as valued input, not as criticism.





Developing procedures

- A key role in selling the process to staff and ensuring it works properly is to:
 - Encourage staff to review procedures on a regular basis – “Is this procedure still how we want to do things?” “Does it still work?” “Has anything changed in my area that makes a change necessary?”





Auditing

- Internal audits are required during each annual cycle.
- Number and frequency is to be set by the system,
- Deciding on frequency and scope and personnel is an important element in making the system work smoothly.





Internal Audits

- Planning for them.
- Best to tackle small areas on a rolling basis.
- Requires time and control.
- Good practice to involve as many staff as possible in doing them;
 - Gives ownership,
 - Allows staff to gain experience, and knowledge.
 - Helps to break down barriers.





Communication

- Critical to success is keeping staff involved and informed.
 - New and amended procedures communicated to everyone,
 - Results of management reviews communicated.
 - System and its elements written in the simplest possible terms, too many systems use the terminology of the standard and become too legalistic and therefore impenetrable to lower level staff.

