

ISO 9000 Series of Quality Management and Assurance Standards

- 1979 the British Standard Institute (BSI) submitted a formal proposal to the International Standards Organization (ISO) in Geneva
- The first edition of ISO 9000 standards was published in 1987 (these standards were based mainly on UK BS-5750 standards, and Canadian standards, CSA-Z299)

ISO 9000 Standards

- Concept: determine characteristics of the management practices that must be standardized.
- Main objective: total quality improvement
- Difficulties: many countries initiated and implemented their own National Quality Policies.

ISO 9000 Series

- ISO 9000 (a guide)
- ISO 9001 (a set of requirements for the quality system of the supplier)
- ISO 9002 (product standards)
- ISO 9003 (final inspection and testing)
- ISO 9004 (guidelines for developing and implementing quality system principles, structure, auditing and review)

ISO 9000 Standards

- The implementation of the ISO 9000 standards does not imply necessarily a higher level of quality but it forces a company to assure its customers that the products are manufactured according to the standards.
- The directives of standards cover mainly such areas as product safety, and other quality considerations.
- The list of products (medical implants, gas appliances, toys, building products, etc)

ISO 9000 Registration

- In the United States the registration process is supported by the American Society for Quality (ASQ)
- The Registrar Accreditation Board (RAB) was formed in 1989.
- The main function of RAB is to accredit registrar, which will register suppliers.

ISO 9000 Standards

- According to respondents of the survey conducted by Deloitte & Touche (1994) the ISO 9000 registration is a routine
- ISO 9000 registration is a bottom line of doing business
- ISO 9000 is a critical marketing tool (saves annually from \$25,000 to more than \$500,000)

Companies seek ISO 9000 registration in order to

- Enter global markets
- Improve organization's management and product/service quality
- Self-assess its quality procedures
- Outward (exporting) internalization
- Satisfy customers

Basic Steps in ISO 9000 Registration

- Planning
- Training
- Preparing documentation
- Internal assessment
- Internal auditing
- Pre-registration assessment
- Registration assessment
- Certification

Positive effects of ISO 9000 certification

- Improving processes' procedures
- Improving process understanding
- Improving existing quality policies and programs
- Completing Quality Manual
- Improving communication between management and employees
- Increasing company's credibility

Negative aspects of ISO 9000

- Extra time and money involved in the registration process.
- Distraction from other quality programs
- A lot of work

The Success Factors in ISO 9000 Registration

- Clear planning
- Hard work of each employee
- Commitment from top level
- Management support at every level
- Cross-functional team work
- Weekly meetings
- Extensive training resulting in knowledgeable individuals

Managerial Implications

- ISO 9000 are becoming an integral part of global business
- Managers must understand what the critical success factors are before starting the ISO 9000 registration
- There are extensive benefits to the company beyond the certification.
- Consider certification to other standards.