

# *Lawrence D. Eicher Leadership Award*

*2004 award winner presentation*

by

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**Secretary ISO/TC 176/SC 2**



ISO Chairmans' conference, Geneva,  
2005-06-17



ISO/TC 176/SC 2 is responsible for

ISO 9001, ISO 9004, and other standards in the ISO 9000 family of quality management standards



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The L. D. Eicher award was presented for:

“ ... excellence in creative and innovative standards development ... ”

So what did we do ?



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1991 Vision – for “process” based standards

1995 Design Specifications, outlining:

Structure

Model

Key content

1995 New edition ISO/IEC Directives,  
with 42 month project time limit

1996 Adoption of a project based management approach,  
with a Management Plan,  
Project Plan and  
Work breakdown structure

2000 Revised standards published



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# Management Plan

Addressed:

- objectives and key issues
- responsibility and authority of Project Leader
- organizational structure of work (macro level)
- process for selection of participants
- reporting responsibilities
- project milestones



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# Project Plan

Defined the following:

- detailed working group organization and staffing process
- key processes for development of revised standards
- baseline documents
- identification of risks
- schedule of events
- work breakdown and structure



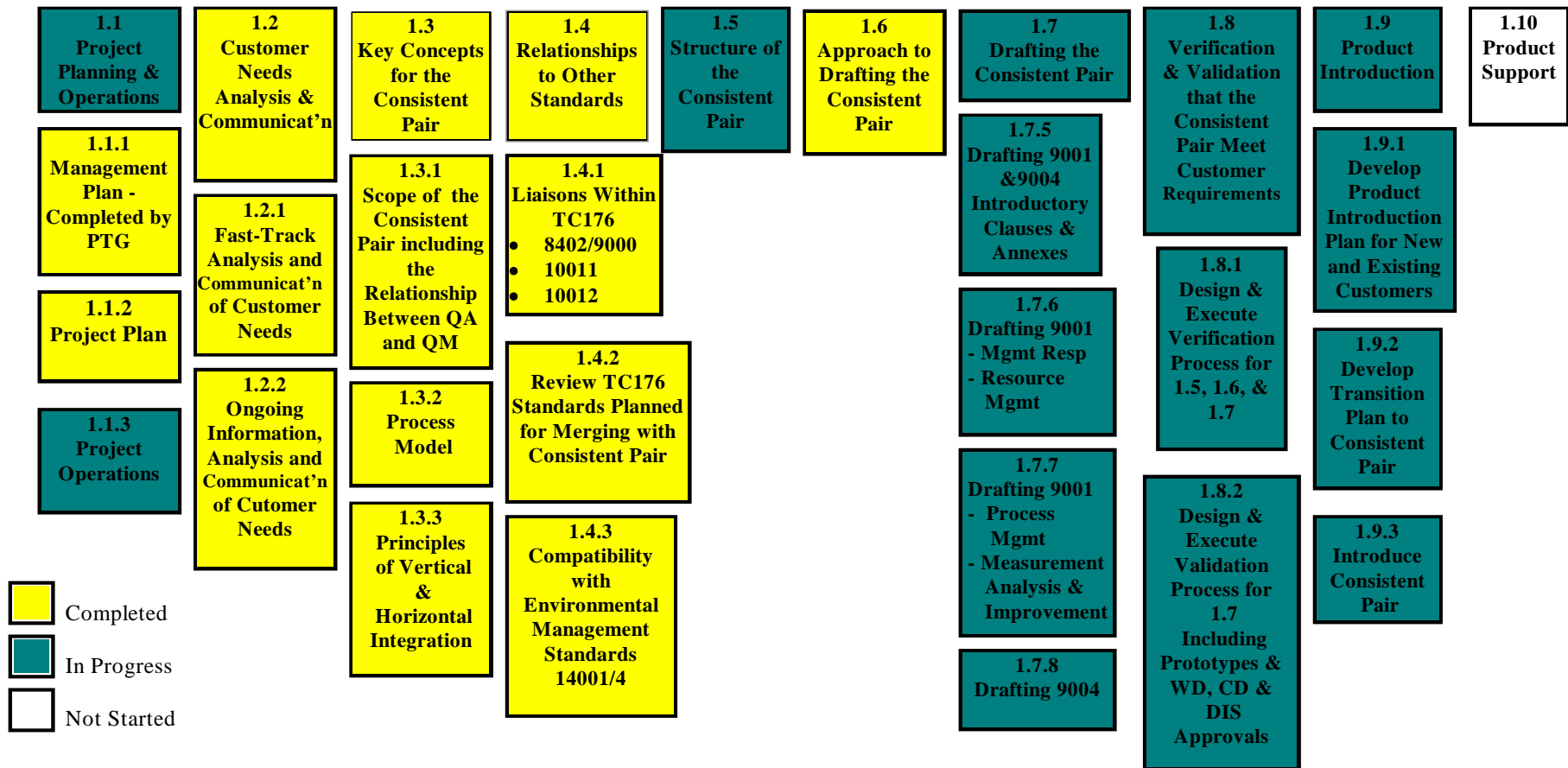
# Key processes

- Project planning
- Customer Needs Analysis
- Human Resources
- Information and Communications Technology
- Communications
- Task Group Operations
- Product Verification and Validation
- Product Introduction and Support



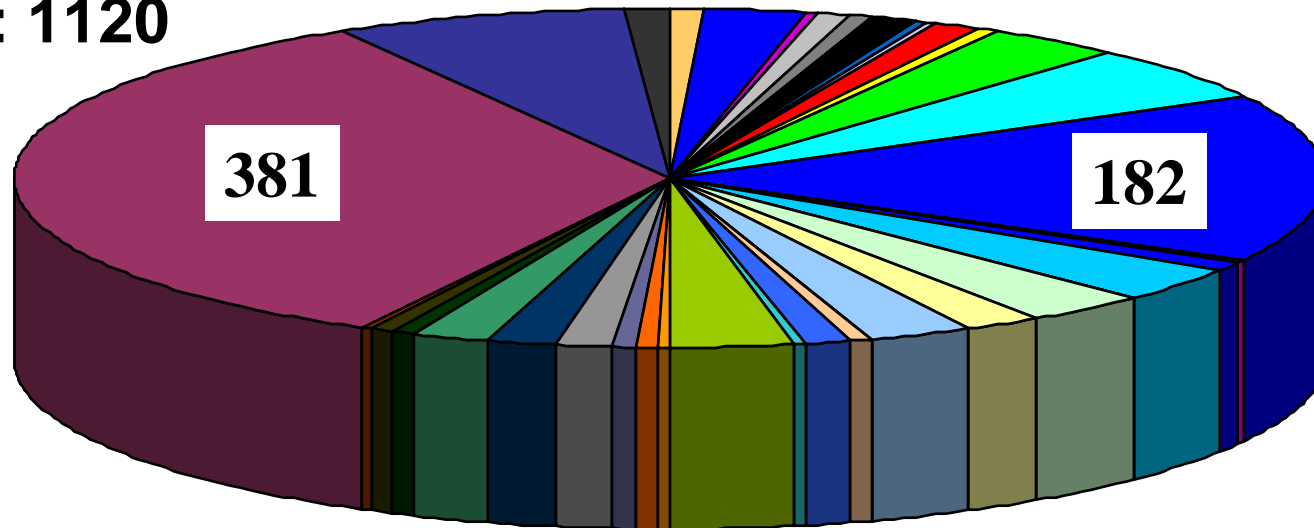
# Work Break down Structure

## 1.0 Consistent Pair of QA & QM Standards



# Customer Needs - Survey participants

Total: 1120



- |                 |              |          |           |             |
|-----------------|--------------|----------|-----------|-------------|
| Argentina       | Australia    | Austria  | Belgium   | Brazil      |
| Canada          | Chile        | Colombia | Denmark   | Egypt       |
| Finland         | France       | Germany  | Iceland   | India       |
| Indonesia       | Ireland      | Israel   | Italy     | Japan       |
| Korea           | Kuwait       | Malaysia | Mauritius | Mexico      |
| New Zealand     | Norway       | Poland   | Portugal  | Singapore   |
| Slovenia        | South Africa | Spain    | Sweden    | Switzerland |
| The Netherlands | Turkey       | UK       | USA       | Zimbabwe    |



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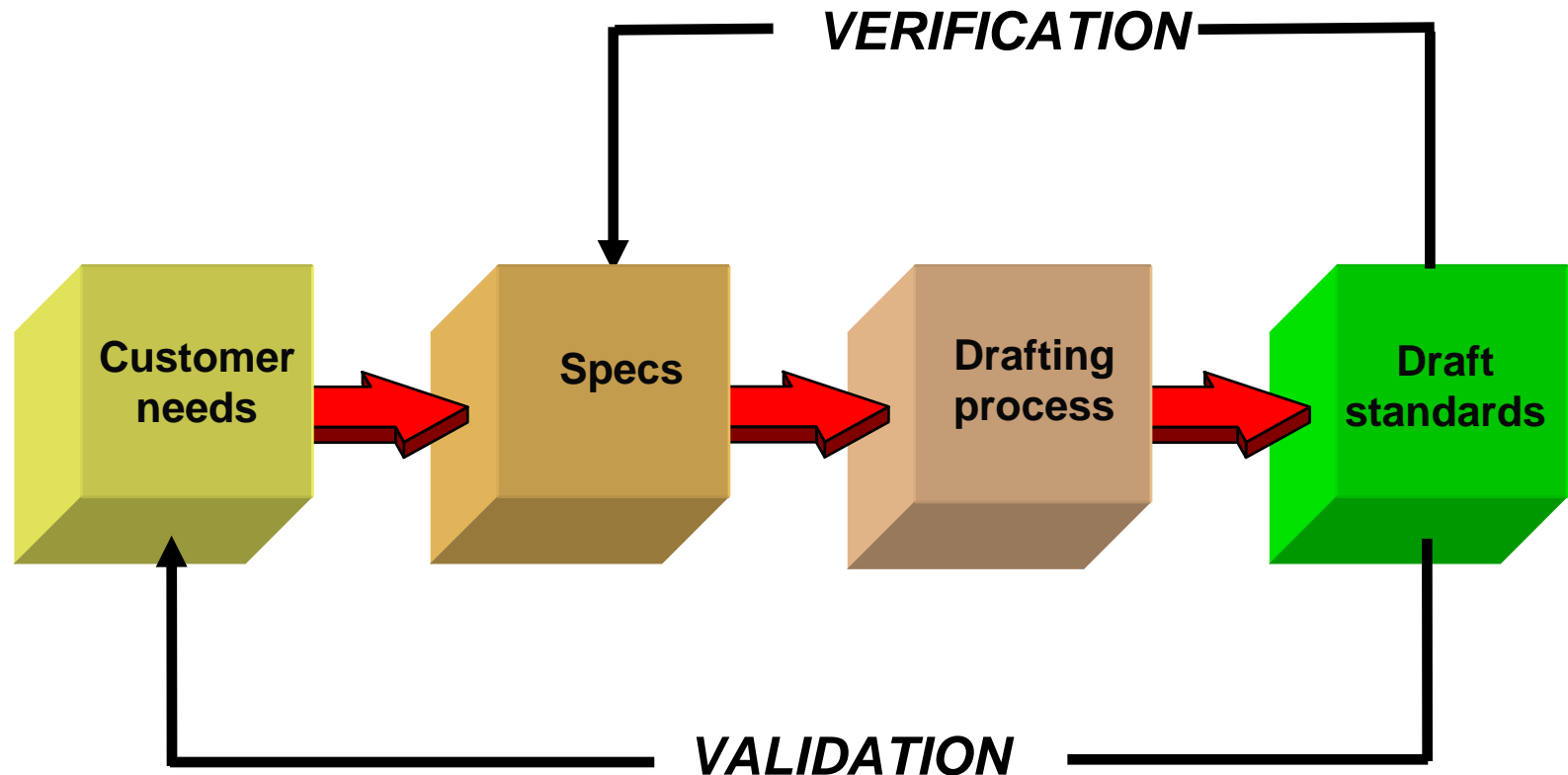


# Human Resources

- Used traditional approach of assigning resources to Working Groups and Task Groups but incorporated new project management approaches
- HR Profiles for experts nominated:
  - personal data
  - communication info
  - stakeholder category
  - product background
  - possible participation
  - experience
  - standards development
  - other MS
- Task Group staffing process



# Verification / Validation



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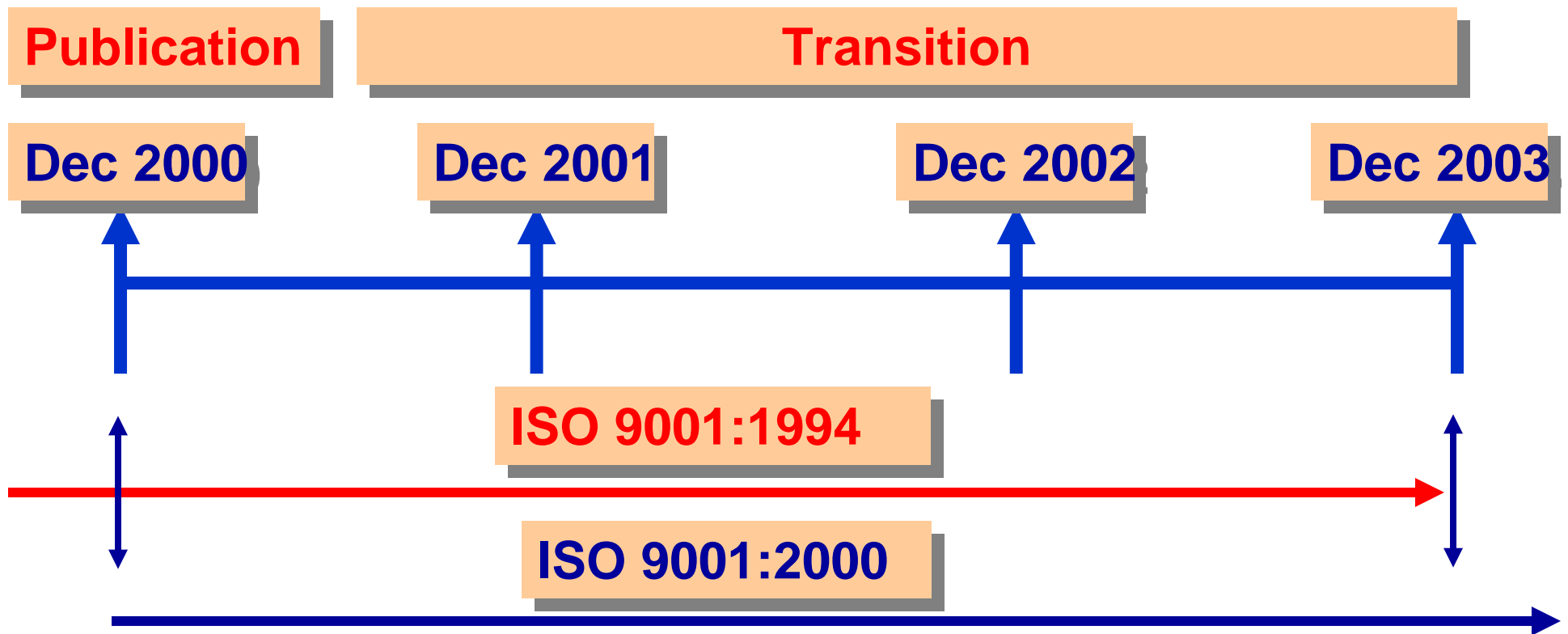


# Validation Program

- organizations in TC 176 member countries participated in validation at different stages (CD1, CD2 and DIS).
- Validation program in two parts:
  - Questionnaire Analysis addressing both 9001 & 9004 (based on earlier validation studies)
  - Impact Assessment on DIS 9001 (including some assessment on 9004)



# Product Introduction - Transition Arrangements



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# Product Support

- Web based, free to download, documents:
  - Transition Planning guidance
  - Guidance notes,  
e.g. on the application of clause 1.2 (which permits the exclusion of requirements, but with constraints)
- List of speakers
- Interpretations process
- 2004 User Feedback Survey



# Communications

Objective: to provide timely, easy-to-access, clear and relevant information to all stakeholders to facilitate decisions, actions and consensus building

- PowerPoint presentations for use by experts
- print communications e.g. communiqués and “ISO Management Systems” journal
- web sites
- Involvement of ISO C/S marketing personnel



# Information and Communications Technology (I.C.T.)

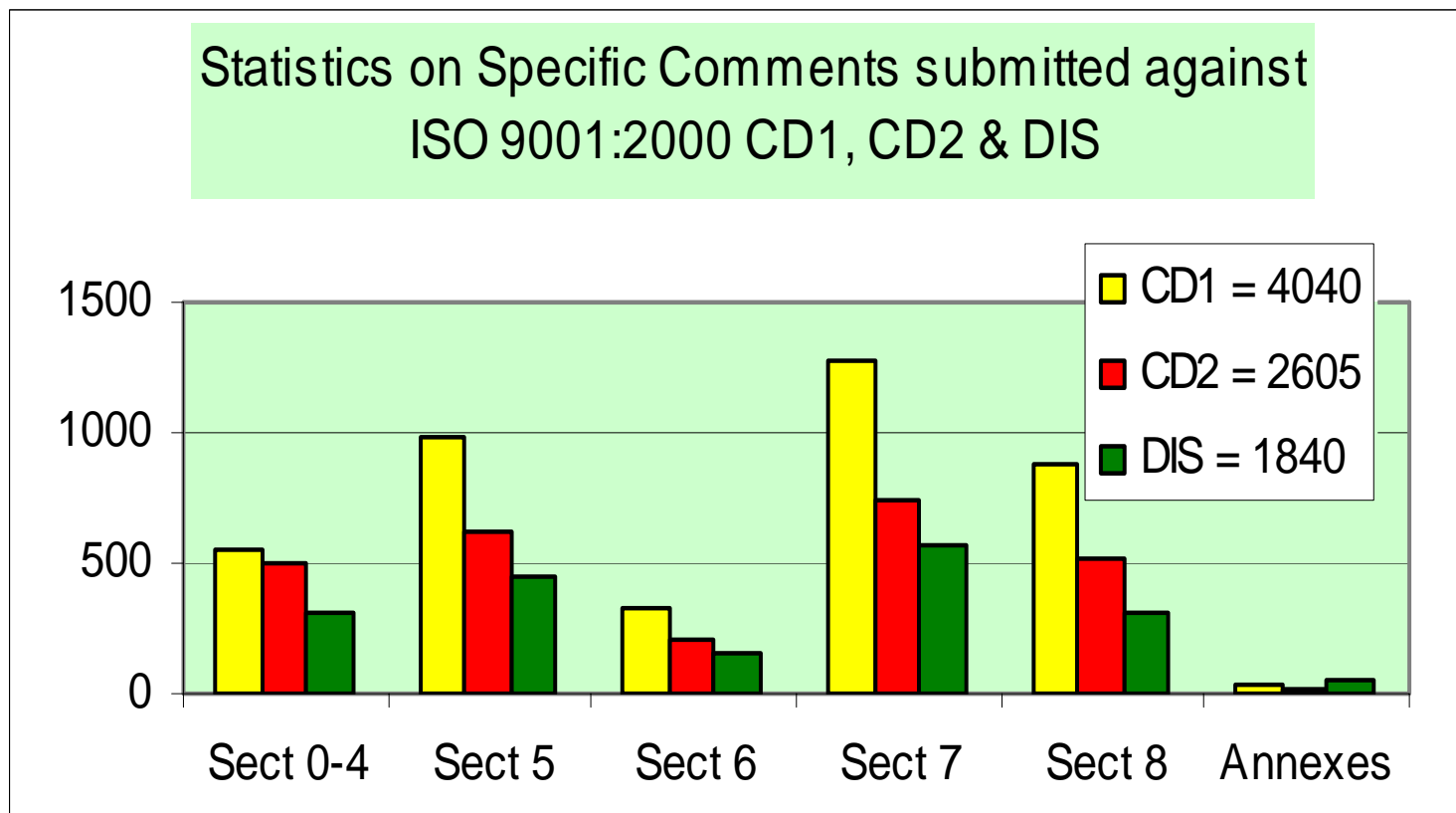
- E-mail
- Web sites
- Electronic comments templates
- Electronic distribution of drafts  
(including DIS by ISO C/S)
- Conference phone calls
- Web based questionnaires



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# Comments received – ISO 9001



# Critical success factors

- Fundamental issues agreed early, led to
  - high levels of consensus  
(final vote, 62 approval votes out of 63)
  - a willingness to accept change
  - very few disagreements

during the development process



# Critical success factors

- Higher work rate
  - From 1 annual meeting,  
to 3 or 4 week-long meetings per year
  - Work assignments being completed by  
e-mail between meetings
  - Pre-meeting planned preparatory activities,  
to maximise use of meeting time



# Critical success factors

Commitment and support !!

- from the experts
- from ISO C/S
- from the member bodies
- from the liaison members
- from users



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*Thank you*

**for your attention**

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