



SLOVENSKI STANDARD

SIST ISO 10019:2005

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Smernice za izbiro svetovalcev za sisteme vodenja kakovosti in uporabo njihovih storitev

Guidelines for the selection of quality management system consultants and use of their services

iTeh STANDARD PREVIEW

Lignes directrices pour la sélection de consultants en systèmes de management de la qualité et pour l'utilisation de leurs services

[SIST ISO 10019:2005](https://standards.iteh.ai/catalog/standards/sist/4c31cf3f-1612-42c5-9ede-65cc87469eed/sist-iso-10019-2005)

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03.100.30	Vodenje ljudi	Management of human resources
03.120.10	Vodenje in zagotavljanje kakovosti	Quality management and quality assurance

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en

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

ISO 10019 was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*.

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Introduction

In the realization of a quality management system, some organizations choose to rely on their own personnel but some use the services of external consultants. The selection of a consultant by an organization is important for ensuring that the resulting quality management system is capable of meeting the organization's planned objectives in the most efficient and effective manner. Even when using the services of a quality management system consultant, the involvement and commitment of the organization's top management are key factors for a quality management system realization.

This International Standard aims to provide guidance on the factors to be taken into consideration when selecting a quality management system consultant. It can be used by organizations in the selection of a quality management system consultant who is able to meet their specific needs, expectations and objectives in the realization of quality management system. It can additionally be used by

- a) quality management system consultants as guidelines to quality management system consulting, and
- b) consulting organizations for the selection of quality management system consultants.

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Guidelines for the selection of quality management system consultants and use of their services

1 Scope

This International Standard provides guidance for the selection of quality management system consultants and the use of their services.

It is intended to assist organizations when selecting a quality management system consultant. It gives guidance on the process for evaluating the competence of a quality management system consultant and provides confidence that the organization's needs and expectations for the consultant's services will be met.

NOTE 1 This International Standard is not intended to be used for certification purposes.

NOTE 2 This International Standard addresses the realization of a quality management system but, at the same time, could be used with appropriate adaptation for the realization of any other management systems.

2 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9000:2000, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000 and the following apply.

3.1

quality management system realization

process of establishing, documenting, implementing, maintaining and continually improving a quality management system

NOTE Quality management system realization can include the following:

- identifying the processes needed for a quality management system and their application throughout the organization;
- determining the sequence and interaction of the identified processes;
- determining criteria and methods needed to ensure that both the operation and control of the identified processes are effective;
- ensuring the availability of resources and information necessary to support the operation and monitoring of the identified processes;
- monitoring, measuring and analysing the identified processes;
- implementing actions necessary to achieve planned results and continual improvement of the identified processes.

3.2

quality management system consultant

person who assists the organization on quality management system realization, giving advice or information

NOTE 1 The consultant can also assist in realizing parts of a quality management system.

NOTE 2 This International Standard provides guidance on how to distinguish a competent quality management system consultant from one who is not competent.

4 Selection of a quality management system consultant

4.1 Input to the selection process

4.1.1 Organization's needs and expectations

When selecting a quality management system consultant, the organization should identify its needs and expectations of the quality management system consultant, based on its overall objectives for the realization of a quality management system. Top management should be involved in the process of evaluation and selection of the quality management system consultant.

4.1.2 Role of the consultant

The selection process should take into account the role of the quality management system consultant in the quality management system realization (see Annex A). The consultant's role generally includes the following:

- a) assisting the organization to ensure that the design and the implementation of the quality management system is suited to the organization's culture, characteristics, level of education and specific business environment;
- b) illustrating the concepts concerning quality management in a clear and understandable way throughout the organization, paying special attention to the understanding and adoption of quality management principles;
- c) communicating with all relevant individuals, at all levels, involving them actively in the quality management system realization;
- d) advising and supporting the organization in identifying the appropriate processes needed for its quality management system and defining the relative importance, sequence and interaction of those processes;
- e) assisting the organization in identifying needs for documentation essential to ensure the effective planning, operation and control of its processes;
- f) evaluating the effectiveness and efficiency of the quality management system processes to stimulate the organization to look for opportunities for improvement;
- g) assisting in promoting a process approach and continual improvement of the quality management system within the organization;
- h) assisting in identifying the training needs to enable the organization to maintain the quality management system;
- i) assisting the organization, where applicable, to identify the relationship between its quality management system and any other relevant management system (e.g. environmental or occupational health and safety) and facilitate the integration of such systems.

4.1.3 Evaluation of the competence of the consultant

When evaluating the competence and suitability of a consultant, due consideration should be given to

- a) personal attributes (see 4.2.2),
- b) relevant education (see 4.2.3),
- c) knowledge and skills necessary to meet the organization's overall objectives for the quality management system (see 4.2.3, 4.2.4 and 4.2.5),
- d) work experience (see 4.2.6), and
- e) ethical behaviour (see 4.3).

4.2 Competence of the consultant

4.2.1 General

When selecting a quality management system consultant, the organization should evaluate whether the consultant maintains the competence appropriate to the scope of the consulting services to be provided.

The concept of the competence of a quality management system consultant is illustrated in Figure 1.

NOTE Competence is defined in ISO 9000 as the demonstrated ability to apply knowledge and skills.

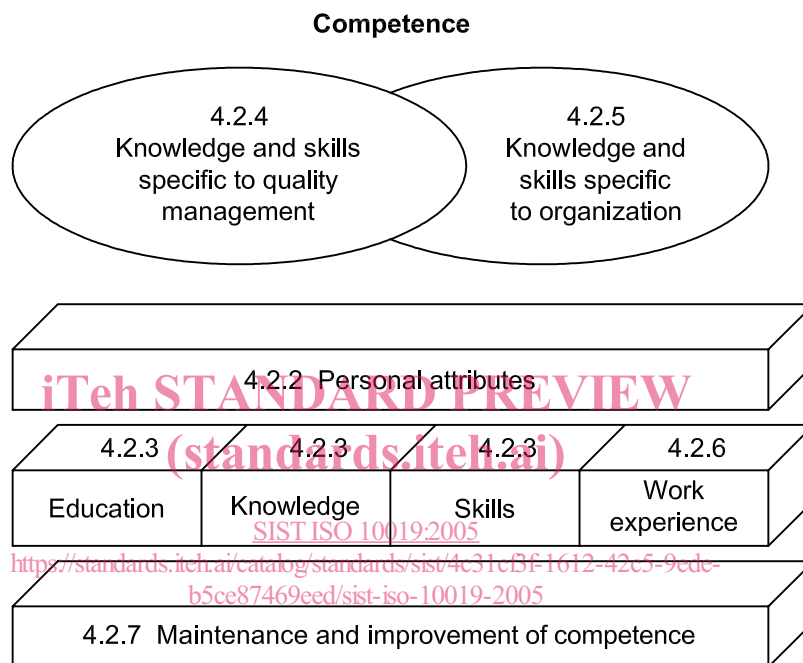


Figure 1 — Concept of competence of a quality management system consultant

4.2.2 Personal attributes

Personal attributes contribute to the successful performance of a quality management system consultant. A quality management system consultant, generally, should be

- a) ethical: fair, truthful, sincere, honest and discreet;
- b) observant: constantly and actively aware of organizational culture and values, physical surroundings and activities;
- c) perceptive: aware of and able to understand the need for change and improvement;
- d) versatile: able to adapt to different situations and provide alternative and creative solutions;
- e) tenacious: persistent, focused on achieving objectives;
- f) decisive: capable of reaching timely conclusions based on logical reasoning and analysis;
- g) self-reliant: able to act and function independently while interacting effectively with others;
- h) communicative: able to listen to, and effectively interface with, all levels of an organization, confidently and with sensitivity to its culture;
- i) practical: realistic and flexible with good time management;