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

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

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ISO 10019:2005

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Foreword

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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.

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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.

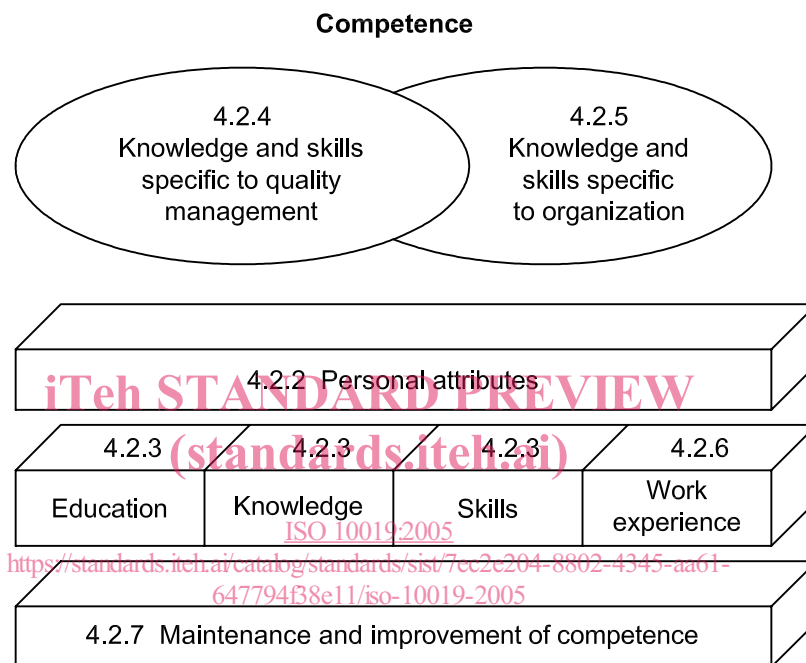


Figure 1 — Concept of competence of a quality management system consultant

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;

- j) accountable: able to take responsibility for his/her own actions;
- k) facilitative: able to assist an organization's management and employees through the quality management system realization.

4.2.3 Education, knowledge and skills

Quality management system consultants should have the appropriate education needed to acquire the knowledge and skills relevant for the consulting services to be provided. A typical example is provided in Annex B.

NOTE In this context, knowledge and skills are related to generic scholastic ability, such as linguistic ability and knowledge of basic science and humanities.

4.2.4 Knowledge and skills specific to quality management

4.2.4.1 Relevant standards

Quality management system consultants should be able to understand and apply relevant International standards that can affect the organization, such as

- ISO 9000, *Quality management systems — Fundamentals and vocabulary*,
- ISO 9001, *Quality management systems — Requirements*,
- ISO 9004, *Quality management systems — Guidelines for performance improvements*,
- ISO 19011, *Guidelines for quality and/or environmental management systems auditing*, and
- other relevant International Standards as listed in the Bibliography.

In addition, the consultant should have knowledge of other standards that are necessary for the consulting services.

NOTE Typical examples include

- a) sector-specific standards,
- b) measurement control systems standards,
- c) accreditation standards,
- d) conformity assessment standards,
- e) product standards,
- f) dependability management standards, and
- g) standards related to safety aspects.

Quality management system consultants should also have knowledge of the ISO guidance documents developed as part of the ISO 9000 family introduction and support package^[16].

4.2.4.2 National and international certification/registration and accreditation systems

Quality management system consultants should have general knowledge of

- a) the standardization, certification and accreditation systems at national and international level, and the requirements for certification for such systems (e.g. ISO/IEC Guide 62), and
- b) the processes and procedures for national certification of products, systems and personnel.

4.2.4.3 General quality management principles, methodologies and techniques

Quality management system consultants should have knowledge of, and be able to apply, appropriate quality principles, methodologies and techniques. The following list indicates such fields where the consultant's experience and ability may be valuable:

- a) quality management principles;
- b) continual improvement tools and techniques;
- c) appropriate statistical techniques;
- d) auditing methodologies and techniques;
- e) principles for economics of quality;
- f) team work techniques;
- g) PDCA (Plan-Do-Check-Act) methodology;
- h) policy deployment methodology;
- i) process mapping techniques;
- j) problem solving techniques;
- k) techniques for monitoring customer/employee satisfaction;
- l) brainstorming techniques.

4.2.5 Knowledge and skills specific to the organization

4.2.5.1 Statutory and regulatory requirements

Knowledge of statutory and regulatory requirements relevant to the organization's activities and to the consultant's scope of work is essential for quality management system consulting. However, quality management system consultants should not be expected to have experience of the application of this knowledge prior to initiating their services.

Relevant knowledge in this area should typically include the statutory and regulatory requirements for the organization's product as required by, for example, ISO 9001.

4.2.5.2 Product, process and organizational requirements

Quality management system consultants should have a reasonable knowledge of the organization's products, processes and customer expectations prior to initiating their consulting services, and should understand the key factors relevant to the product sector in which the organization operates.

They should be able to apply this knowledge as follows:

- a) to identify the key characteristics of the organization's processes and related products;
- b) to understand the sequence and interaction of the organization's processes and their effect on meeting product requirements;
- c) to understand the terminology of the sector in which the organization operates;
- d) to understand the nature of the structure, functions and relationships within the organization;
- e) to understand the strategic linkage between business objectives and competence resource needs.

4.2.5.3 Management practices

Quality management system consultants should have knowledge of relevant management practices to understand how the quality management system integrates and interacts with the overall management system