



SLOVENSKI STANDARD
oSIST ISO/DIS 10018:2019
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Sistemi vodenja kakovosti - Smernice za vključevanje zaposlenih

Quality management systems - Guidelines on people engagement

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Management de la qualité - Lignes directrices pour l'implication du personnel

Ta slovenski standard je istoveten z: ISO/DIS 10018

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Quality management systems — Guidelines on people engagement

Management de la qualité — Lignes directrices pour l'implication du personnel

ICS: 03.100.30; 03.120.10

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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.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*, and Technical Committee ISO/TC 260, *Human Resource management*.

This second edition cancels and replaces the first edition (ISO 10018:2012), which has been technically revised and completely rewritten with a close look to the update of ISO 9001.

Introduction

While the term “quality” is defined in ISO 9000:2015, many definitions of the term can be found, most concur that it is based upon making organizations perform for their interested parties; from improving products, services, systems and processes, to making sure that the entire organization is fit and effective. Managing quality means continually pursuing excellence; making sure that what the organization does is fit for purpose, and not only stays that way, but keeps improving.

Quality is pursued in many ways, from informal approaches to systematic, enterprise level operating under certification to ISO 9001:2015 and other standards. A common challenge is the difficulty in encouraging people to engage with those arrangements within the context of their cultures, traditional work values, perceptions, and practices.

In a more general context, people engagement is the emotional commitment that people have to the organization and its goals. This emotional commitment means engaged people actually care about their work and their organization. They don't work for just a pay-check, or just for the next promotion, but work on behalf of the organization's goals. When we consider engagement with quality we are talking about an extension of this emotional commitment.

In the hiring of people, an organization should first consider value alignment, and secondarily consider skills. Organizations can train for skills; values are inherent, and cannot be taught.

Practical difficulties to achieve engagement include the following examples:

- Quality has a reputation of being linked to compliance rather than a collective pursuit of excellence.
- Quality is seen as a technical discipline and not “the best way to get things done” of relevance to all.
- Language and tools can be used to make quality seem inaccessible to those not formally trained.
- Quality professionals often lack the “softer skills” necessary to change the paradigm.

This document is intended to provide guidance on how important changes can be made to the level of people engagement with quality within organizations of all types and sizes to the benefit of all interested parties.

The following concepts are addressed throughout [Clauses 4](#) through [9](#) of this standard:

- 1) Considerations.
- 2) Link to ISO 9001 and other quality management standards and systems.
- 3) Potential action steps.
- 4) Potential benefits.

Although this standard is intended to address these concepts in relation to quality management systems and standards, they can be applied to other management systems, standards, and disciplines.

Quality management systems — Guidelines on people engagement

1 Scope

This International Standard provides guidance on engaging people in an organization's quality management system, and on enhancing their involvement and competence within it. This International Standard is applicable to any organization, regardless of size, type, or activity.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements 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 9001:2015, *Quality management systems — Requirements*

ISO 9000:2015, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

For the purposes of this document, the following terms and definitions given in ISO 9000:2015 apply.

4 Strategy

4.1 Considerations

Before considering the methods by which engagement with the organization's purpose and strategic direction can be promoted by the people, it is necessary to first place strategy in context through its relation to vision. Figure 1 demonstrates the relationship between the vision, strategic direction, and the quality management system within an organization.

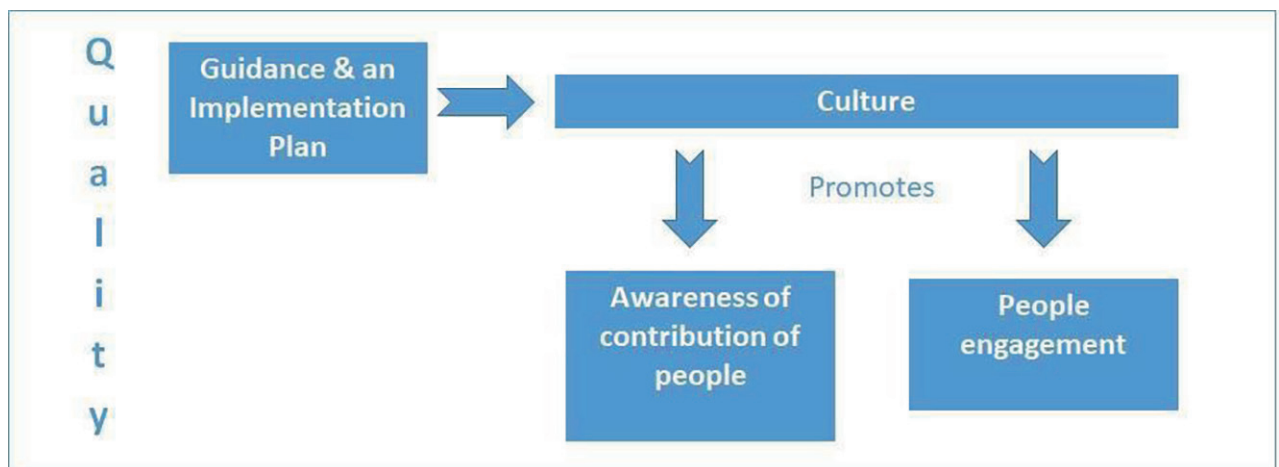


Figure 1 — Relationships within an organization

An organization's vision should be an over-riding idea of what it aspires to be. It should provide a destination that can be used to guide actions and decision making. A vision is often the dream of a

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founder, leader, or leadership team and can range in ambition from dramatic to more modest. “We aim to be the world’s soft drink of choice” or “Our dream is to be the finest confectioner in our community” are equally valid.

To be effective, a vision requires courage, as it needs to describe a future state, and an acknowledgement that while the organization may understand its destination, it is not there yet. It also requires measurement. How will the organization know when it is the finest confectioner in the community? To track the journey, what position does the organization hold now? Where does it need to be?

A simple review of websites will reveal that while some organizations have addressed these two key attributes, many others have not. Common failings include visions that celebrate the “now” rather than guide the future, visions that are so vague in aspiration that attainment and measurement are equally unlikely and visions that are much closer to being statements of values or ethos. These do not lack value but are not visions.

With its vision established, an organization is ready to develop its strategy, which is the road map for achieving its vision.

In practical terms, it is unlikely that the full strategy will be defined at an initial stage. More likely is that the very broadest structure will be in place with increasing content developing over time. For example, becoming “the finest confectioner in the community” may be based on a 10 year program of acquisition and product range enlargement but is unlikely that every target and new product will be defined at the outset. What is important is that the end destination remains clear and that operational actions remain strategically aligned. It should also be noted that vision and associated strategy can change over time in response to internal and external factors but if effectiveness is to be maintained, these are changes that should be carefully considered at appropriate organizational levels.

4.2 Link to ISO 9001 and other quality management standards and systems

ISO 9001:2015 places enhanced responsibility on “top management” to demonstrate leadership, commitment and accountability with respect to the effectiveness of the quality management system. In particular, it is noted that the quality policy and objectives, which in turn support the quality management system, are compatible with the strategic direction of the organization.

It is clear that if vision and strategy are not properly constituted and aligned, key principles of leadership and management are undermined and the overall effectiveness of the quality management system is compromised.

4.3 Potential action steps

At the simplest level, for basic conformance with ISO 9001:2015, it is necessary for people to align systems with organizational vision and strategy although this falls short of what can be achieved. People should not be required to follow visions to which they do not subscribe or to ineffective strategies.

Engagement with quality of products and services and the quality management system has many facets. Without genuine alignment, quality remains a disconnected component of the organization. Alignment transforms this situation and shows the high level value that can be contributed.

Engagement with those at operational levels is also key. The actions described previously should serve to provide far more relevance to the activities of people and the requirements of the quality management system. Many challenges with people engagement arise from the lack of relevance. There are many examples of the quality management system being “those files in the office” and people being in charge of audits and correcting “people” when things go wrong.

Some methods using people engagement to develop and manage the strategy include:

- a) greater involvement and contributions of interested parties;
- b) greater clarity in understanding their individual roles in implementing the strategy;