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Sistemi vodenja kakovosti - Smernice za uporabo ISO 9001 v policijskih organizacijah

Quality management systems - Guidelines for the application of ISO 9001 in police organizations

Titre manque

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03.100.70	Sistemi vodenja	Management systems
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Quality management systems - Guidelines for the application of ISO 9001 in police organizations

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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 of 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 www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*.

This edition cancels and replaces a previous standard (ISO IWA 12:2013). This edition has new technical revisions. The main changes are:

— the guidelines of technical content for policing in ISO 9001:2015 has been updated;

— the structure has been changed to the ISO harmonized structure for management system standards;

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

0.1 General

In this document, exact replication of the text reproduced from ISO 9001:2015 is placed in boxes to distinguish it from guidance given for each clause.

NOTE Reference to ISO 54002 may be used in conjunction with reference to ISO 9001, for police organizations.

ISO 9001:2015, *Quality management systems — Requirements*

Introduction

0.1 General

The adoption of a quality management system is a strategic decision for an organization that can help to improve its overall performance and provide a sound basis for sustainable development initiatives.

The potential benefits to an organization of implementing a quality management system based on this International Standard are:

a) the ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements;

b) facilitating opportunities to enhance customer satisfaction;

c) addressing risks and opportunities associated with its context and objectives;

d) the ability to demonstrate conformity to specified quality management system requirements.

This International Standard can be used by internal and external parties.

It is not the intent of this International Standard to imply the need for:

— uniformity in the structure of different quality management systems;

— alignment of documentation to the clause structure of this International Standard;

— the use of the specific terminology of this International Standard within the organization.

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The quality management system requirements specified in this International Standard are complementary to requirements for products and services.

This International Standard employs the process approach, which incorporates the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking.

The process approach enables an organization to plan its processes and their interactions.

The PDCA cycle enables an organization to ensure that its processes are adequately resourced and managed, and that opportunities for improvement are determined and acted on.

Risk-based thinking enables an organization to determine the factors that could cause its processes and its quality management system to deviate from the planned results, to put in place preventive controls to minimize negative effects and to make maximum use of opportunities as they arise.

Consistently meeting requirements and addressing future needs and expectations poses a challenge for organizations in an increasingly dynamic and complex environment. To achieve this objective, the organization might find it necessary to adopt various forms of improvement in addition to correction and continual improvement, such as breakthrough change, innovation and re-organization.

In this International Standard, the following verbal forms are used:

— "shall" indicates a requirement;

— "should" indicates a recommendation;

— "may" indicates a permission;

— "can" indicates a possibility or a capability.

Information marked as "NOTE" is for guidance in understanding or clarifying the associated requirement.

Ensuring that citizens have trust in their police organizations is very important. Police organizations have a vital role in maintaining social stability and creating a healthy economic environment for development and investment.

The aim of implementing this document is to be beneficial for police organizations who are seeking to provide coherent and harmonized policing services. The implementation of the document supports the development of the police organization for the achievement of the strategies and goals desired. Governments will see the cost benefit analysis of a policing organization adopting this document when interested parties begin to show high levels of satisfaction and confidence. Police organizations benefit when they demonstrate their ability to logically and consistently meet the needs of their customers (citizens, users, beneficiaries).

A quality management system can help direct and control a police organization's activities, processes, and resources to satisfy the interested parties.

A quality management system help provides the structure, resources, and documentation needed by the police organization and the processes followed by the organization.

It is important in society for citizens to feel secure and for communities to have stability. It is a strategic decision for police organizations seeking to provide high-quality services to adopt a quality management system. This helps organizations:

— to achieve their strategies and objectives;

— to promote ongoing feelings of safety and protection;

— to prevent and reduce crime;

— to provide a safe environment for all.

This document provides guidelines for police organizations on understanding and implementing a quality management system.

This document does not prescribe mandatory approaches to implementation. This document does not provide any preferred method of interpretation. Finally, this document does not add, reduce or modify in any way the requirements of ISO 9001:2015. A principle of this document is to help to make align police organization essential services with quality management. This can be achieved by establishing links between organizations and by facing the needs of the customers/citizens in an integrated manner (see Annex A).

The guidelines refer to ISO 9000, ISO 9001, ISO TS/9002, and associated standards, with the practice and terminology commonly deployed in the context of policing systems.

NOTE The use of the terms and definitions presented in this document can vary. Variation can be in accordance with the culture, practices and customs of each location and region in which the police organization is located.

The quality management system in a police organization may be influenced by the following:

— policies;

— objectives;

— diverse wok methods;

— resource availability;

— administrative practices that are specific for the context.

Therefore, with so many variables to consider, it can be expected that the details of one policing organization's quality management system can vary from another. The minutia may vary significantly but the overall framework this document provides will provide standardization of adopters with attainable goals to meet the needs of their interested parties and for continuous improvement of the police organization. Some police organizations may require detailed procedures, and some may not. What matters is that the quality management system yields effective, consistent, and reliable results. It is important that the quality management system is as simple as possible to function properly. The quality management system should also be sufficiently understandable so that the police organization can meet its particular policies and quality objectives.

It is not intended that conformity to ISO 9001 be regarded as a final objective. Once a police organization is providing consistent and conforming products and services to the local community it can still improve. It is important that it looks beyond conformance to requirements. An organization can consider using ISO 9004 and/or other excellence models to improve its overall effectiveness and efficiency.

According to ISO 9001, for an organization to be successful, it must be guided and controlled in a systematic and transparent way. This is particularly true for police organizations, where transparency and accountability to its customers/citizens are vital to gain their trust and confidence. Sustainable success will only result from the implementation of a comprehensive quality management system that addresses the needs and expectations of all interested parties.

The quality management system of a reliable and successful police organization covers all activities and processes. These activities and processes can affect a police organization ability to satisfy requirements. Requirements can be from:

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— its customers/citizens;

— the statutory and regulatory requirements and compliance commitments applicable to the products and services;

— the organization's own requirements;

— all other relevant interested parties, e.g. regional or national governments.

All requirements from ISO 9001 are considered applicable unless they do not affect the capability of the police organization. In determining the applicability of ISO 9001, the police organization should consider each requirement to be integrated within the police organizations business processes and documented information (see 5.1). The police organization should not simply decide that an entire clause is not applicable. Sometimes some of the requirements may be applicable in a clause/subclause while in others, some of the requirements in a clause/subclause are not applicable.

Annex A should be used by police organizations initially evaluating their organization. Annex A evaluates the scope and maturity of their processes and products and services. Annex B defines the quality system processes necessary to provide reliable services and products to customers/citizens. Annex C provides information on terminology within a police organization. Annex D provides other documents that may be of use to police.

However, how a police organization applies guidance can vary. This variance depends on factors such as:

— the size or complexity of the organization;

— the model of management it adopts;

— the range of activities and services provided by the organization;

— the nature of risks and opportunities it encounters.

In this document, the following verbal forms are used:

— "shall" indicates a requirement;

— "should" indicates a recommendation;

— "may" indicates a permission;

— "can" indicates a possibility or a capability.

Information marked as "NOTE" is for additional guidance in understanding or clarifying the associated topic. A "NOTE" is never to be used as evidence of a conformity nor a nonconformity.

0.2 Quality management principles

ISO 9001:2015, *Quality management systems — Requirements*

0.2 Quality management principles

This International Standard is based on the quality management principles described in ISO 9000. The descriptions include a statement of each principle, a rationale of why the principle is important for the organization, some examples of benefits associated with the principle and examples of typical actions to improve the organization's performance when applying the principle.

The quality management principles are:

— customer focus;

— leadership;

— engagement of people;

— process approach;

— improvement;

— evidence-based decision making;

— relationship management.

This document supports the application of the seven quality management principles from ISO 9001 to a police organization.

The relevance of the seven quality management principles to police organizations are as follows.

— Customer/citizen focus: Police organizations exists to serve its customers, i.e., its citizens. Therefore, the needs and expectations of citizens should be of priority in the plans and programmes of the police organization. For a police organization, the needs and expectations of the citizens are primarily expressed by the relevant authorities and by the law.

— Leadership: Top management is the head of police organization and supervise senior leaders. Top management should create a vision and provide direction to all concerned (e.g., police staff, police officers or volunteers with the organization) with regard to applicable laws and legislations to achieve objectives and targets that meet the needs and expectations of the customers/citizens.

— Engagement of people: All people, who have an interest, should be involved in police organization processes. This includes users of the police service, beneficiaries of the police service and citizen security. This principle envisages ensuring a high level of motivation on an ongoing basis.

— Process approach: Adoption of a logical framework and the approach to achieving results in a police organization. The process approach should be based on processes that describe policing elements such the daily activities of policing areas. Processes do not describe the vision and long-term plans, but instead are used to achieve them.

— Improvement: It is essential for a police organization to maintain its performance. Additionally, the police organization is to search for new opportunities to improve its processes and enhance the satisfaction of its customers/citizens.

— Evidence-based decision making: Use of evidence and data analysis should provide the basis for improving the quality management system and its processes.

— Relationship management: A police organization should be attentive to how it relates to customers/citizens, external providers, and partners, and to its horizontal and vertical relationships.

0.3 Process approach

0.3.1 General

ISO 9001:**2015**, *Quality management systems — Requirements*

0.3 Process approach

0.3.1 General

This International Standard promotes the adoption of a process approach when developing, implementing and improving the effectiveness of a quality management system, to enhance customer satisfaction by meeting customer requirements. Specific requirements considered essential to the adoption of a process approach are included in 4.4.

Understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its intended results. This approach enables the organization to control the interrelationships and interdependencies among the processes of the system, so that the overall performance of the organization can be enhanced.

The process approach involves the systematic definition and management of processes, and their interactions, so as to achieve the intended results in accordance with the quality policy and strategic direction of the organization. Management of the processes and the system as a whole can be achieved using the PDCA cycle (see 0.3.2) with an overall focus on risk-based thinking (see 0.3.3) aimed at taking advantage of opportunities and preventing undesirable results.

The application of the process approach in a quality management system enables:

a) understanding and consistency in meeting requirements;

b) the consideration of processes in terms of added value;

c) the achievement of effective process performance;

d) improvement of processes based on evaluation of data and information.

Figure 1 gives a schematic representation of any process and shows the interaction of its elements. The monitoring and measuring check points, which are necessary for control, are specific to each process and will vary depending on the related risks.