

17th November, 2006

**ISO GUIDANCE DOCUMENT ON PEOPLES INVOLVEMENT
DESIGN SPECIFICATION**

(preliminary draft)

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1. Introduction

ISO 9000:2000, *Quality management systems – Fundamentals and vocabulary*, contains eight quality management principles which are the basis of the ISO 9000:2000 series. Four of these principles are about “people”, but the ISO 9001:2000 standard does not develop these principles to any extent. ISO/TC 176 clearly needs to address the “people issues” of quality management more effectively. Much attention to the people aspects is paid in national standards, in award schemes, and in several ISO standards, but the overall context is missing and the information remains scattered in “islands”.

Therefore ISO TC176/SC3 resolved, in its annual meeting in Kuala Lumpur in November 2004, to establish a Study Group to address the need, desirability and feasibility of guidance documents to help organizations to develop competencies and people aspects for quality management. See the Report of the Study Group for outcome of market research, feasibility study, and justification following the guidance of ISO Guide 72.

2. User needs

Surveys by “human capital” consultants (eg. Hewitt, Waterstone, etc.) show high correlation between people involvement and business performance. Surveys carried out by the Study Group itself in various regions of the world (Canada, Mexico, Brazil, Europe, China) show a keen interest in ISO 9001 certified companies to have more guidance on peoples aspects, especially amongst Small and Medium Enterprises. Large organizations may have ‘in house’ capabilities but this document guides which capabilities to use when implementing the MSS.

The survey shows need exists in both developed and developing countries around the world.

Users are:

Primary affected party

Managers & supervisors, not just quality managers.

The Primary system addressed is the QMS but this is also beneficial to parties operating in other MSS's

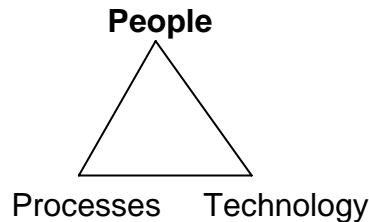
Secondary affected party

EFQM, Baldrige, etc. Consultants, Customers & suppliers, ie. groups interested in sustainability (there is a correlation between sustainability & people involvement)

Benefits to users:

- Easier implementation of QMS.
- Reduced risk in implementation (spread over more people)
- Easier transition from 9001 to excellence models/awards, excellence mentality
- Confidence in doing business with organization, healthy workplace. Customers & suppliers – transactions will be more ethical; identification of peer businesses that have similar ethical “standards”.
- ISO 9000 and the ISO 10000 series are both intended to improve communication – This does not always happen and this document focuses on that intended improvement in communication.
- ‘Value added’ auditing shows the criticality of people involvement (after registration)

- Service industry – cannot rely on just process and technology ('people' is a vital factor)
- Social responsibility and better culture – direct correlation between strong culture and business performance
- The Balance between People, Process and Technology is vital for an effective Management System (ref. S.E.I.)



3. Purpose of the document

The purpose of the document is to help organizations develop the competence and people aspects for a sustainable quality management system. Much of the offered guidance may also be of value when implementing and maintaining other management systems. The guidance will address people aspects at the levels of the individual, the group/ team and the level of the total organization. The guidance will concern values, attitudes, behavior, and competence.

4. Purpose, scope, title, field of application and format of the document

Purpose

The proposed document will provide guidance that helps organizations to develop competence and people involvement for (quality) management.

Scope

This international standard gives guidelines for enhancing the competence and involvement of people, so they can use their abilities for mutual benefit of the organisation and its people.

This can be accomplished by providing a process model for identifying and managing people aspects of a management system.

This international standard provides guidelines to top management, and also to those who are responsible for managing people in an organisation.

The proposed document is not intended for certification purposes.

Title

Quality Management - Guidelines on People Involvement and Competences

Field of application

All Organizations

Format:

The proposed document will be an ISO standard

5. Compatibility

Is there a potential overlap with other ISO or Non-ISO Standards?

Not yet – It is intended to cooperate with others such as TC 207 and OHSAS

- Will it affect activities of the above?
Establish link in WG's within TC176 to connect this document to existing documents; should establish similar linkages with other committees (activity for JTCCG).

- Will the MSS promote or stem proliferation?
This proposed IS will minimize the need for proliferation of regional or national initiatives. There is a wide body of knowledge that seeks to address the need, but it is not in a form that is readily accessible to users of ISO standards.

This document aims to provide linkage between the 9000 family and people involvement. The bodies of knowledge will be reference documents. The document will serve all quality management system standards from ISO TC176 and will link with TC207 (Peoples aspects should be an important element in a to-be-developed Vision 2015 of TC176.)

6. Consistency

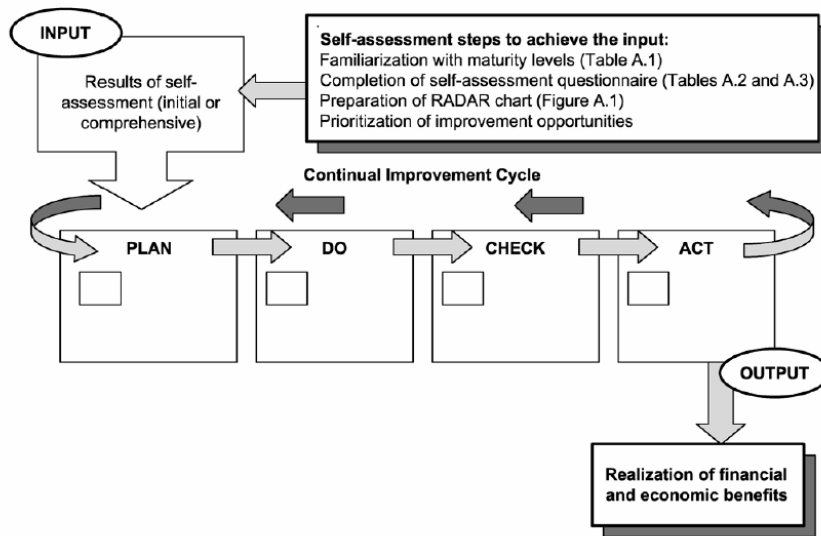
The document will be consistent with ISO 9001:2000 and ISO 9004:2000 and during development the WG for this document will tune the content with the WG 18 Tasks Groups for the 2009 versions of ISO 9001 and 9004 to ensure continuing consistency in terminology and content.

7. Structure of the document

The document should:

- be based on the PDCA model
- use diagrams similar to the 10014 and 10006
- be supported by text like 10015 and 10006
- be structured with simplicity
- include a self assessment model

The model in 10014 is shown below



The model of the Swedish standard of competence management SS 624070 is shown below

The model of a process-based competence management system shown in Figure 1 illustrates the process linkages as presented in clauses 5 to 8.

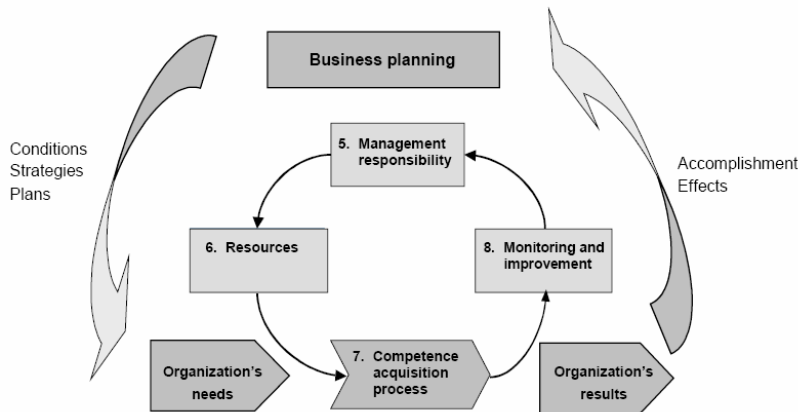


Figure 1 – Model of a competence management system

8. Subjects to be addressed

Subjects would potentially be e.g.

- Competence
- Communication
- Recognition
- Change
- Empowerment
- Feedback
- Culture
- Values
- Teamwork

For each subject the document could give guidance, tools, examples how to achieve a certain outcome or how to avoid certain unwanted effects.

Feedback of potential subjects received from the People Aspects workshop at the TC 176 meeting in Busan is shown in Annex A.

9. Liaisons

TC207
OHSAS
SC2 WG18
CASCO

10. Guidance on drafting

Writing style will be suitable to provide guidance to top management, and also to those who are responsible for managing people in an organisation.

Language and terminology will be adapted for general use, avoiding quality jargon. The document will be compatible with TC176 documents and Excellence models.

Consideration will be given to the possibility and desirability of providing accompanying information to the document to be made in the form of website information, and links.

Parallel output of the work producing the document will be input information to other Working Groups within TC176 that they can use in their drafting work in order to strengthen the coherence on people's aspects. e.g. proposals for texts in relevant paragraphs of ISO 9004 and other standards.

Appendix A: List of reference input documents

ISO 9000:2005	Quality management systems –fundamentals and vocabulary
ISO 9001:2000	Quality management systems -requirements
ISO 9004:2000:	Quality management systems – Guidelines for performance improvements,
ISO 10015:	Quality management – Guidelines for training
ISO 19011	Guidelines for auditing
ISO 10019	Guidelines for the selection for quality management system consultants and the use of their services
ISO 10002:	Quality management – Customer satisfaction – Guidelines for complaints handling in organizations,
SS 62 40 70	Competence Management (Swedish)
AS 5037	Knowledge Management
EFQM	ExcellenceOne Toolbook
IIP	Standard and scheme
Malcolm Baldrige Award	Application criteria
Int'l Atomic Energy Auth.	Draft Standard DS 338

Appendix A

People Aspects Study Group
14-17 November 2006
Busan, South Korea

Affinity Grouping of Workshop Results

What are the issues YOU have experienced through NOT involving people in the management system?		
Affinity Groups		Issue
Work System	Organization And Management Of Work	Lack of integration engagement Waste of human capital Communications Bureaucracy
	Employee Performance Management System	Recognition Inefficient system Layers of management Dissatisfied customers Low productivity
	Hiring And Career Progression	High turnover
Employee Learning & Motivation	Employee Training, Education And Development	SOP
	Motivation And Career Development	Motivation Negative attitude towards QMS Resistance to change Mindset
Employee Well-Being & Satisfaction	Work Environment	Rumors
	Employee Support & Satisfaction	Acceptance/ "buy in" Lack of responsibility for acceptance Low morale/ health/ stress Lack of commitment Low trust Mistakes Absenteeism Lack of loyalty Negotiation

ISO/TC 176/SC 3 N224 NWIP outline

What topics would you like to see in a Guideline on “People Aspects” of a MSS?	
Affinity Groups	Topics
Structure	real examples of how companies do things guidance on how to deploy the people principle PDCA approach alignment to QMS
Planning; HR management	change management manpower planning competence and skills strategic HR planning learning and development recruitment and personnel selection people operating environment: balance people & process human resource management rewarding rather than punishing theory of knowledge, knowledge management km model maximizing capability management retention of skills responsibility leveraging skills
Implementing; communication	internal communication understanding roles and responsibilities
Checking: organizational culture	cultural fit aspect of the company, internal environment a way to assess progress recognition of what is done leading by example (role modeling) basic values and mutual respect visible leadership company pride rewards and recognition autonomous working
Improving	