

DQS somos la primera certificadora de CEPA Certified: EN 16636

En **DQS** fuimos la primera entidad certificadora en entregar un certificado de la nueva norma **EN 16636: CEPA Certified**, el cual fue otorgado a la empresa Treuer GmbH (Alemania). Actualmente, con más de 40 clientes en el mundo el grupo **DQS somos líderes en la certificación CEPA Certified**. DQS somos la entidad certificadora de las empresas líderes en el sector como son **Rentokil, Mortalin o Desinfecta AG**.

Andaluza de Tratamientos de Higiene SA (ATHISA) fue una de las primeras empresas españolas certificadas con CEPA Certified y la primera por DQS España lo que fue una gran experiencia. Durante el presente año en España hemos tenido el placer de auditar a más empresas referentes en el control de plagas, estas fueron **PLAGUEFIT (Servicios Agroambiental BFM)** y **American Pest Control**, empresas con muchos años de experiencia y conocimientos en el tratamiento y eliminación de plagas.

En estos momentos, además, tenemos programadas otras dos auditorías para certificación CEPA, la primera para **CIFOOD** y la segunda para **ARTROPS**, empresas a las que agradecemos la confianza que han depositado en DQS por nuestra exigencia con la calidad y personalización del servicio.



TECNOVE consigue el certificado ISO 28000 de manos de DQS España



En **DQS** hemos hecho entrega del certificado **ISO 28000 de Seguridad en la Cadena de Suministro a la empresa Tecnove** dedicada a la Logística de Alimentos para Catering. Estamos muy satisfechos de los resultados de la auditoría que demuestra la gran calidad del servicio que proporciona Tecnove y la madurez de su sistema de gestión.



En **Tecnove Servicios** son expertos en logística alimentaria y en mantener la calidad de los productos desde el origen hasta su destino. Su experiencia y capacidad logística permiten garantizar la excelencia en el servicio de catering que ofrecen en cualquier país. **DQS hemos certificado su gran labor otorgando a Tecnove el certificado ISO 28000 y el sello de calidad GC Mark Verified Supply Chain Security Management.**

La empresa **Tecnove** además también ha sido certificada por **DQS** bajo las normas **ISO 14001 Sistema de Gestión Medioambiental, ISO 22000 Sistema de Seguridad Alimentaria y OHSAS 18001 Salud y Seguridad Laboral.**

ISO 45001, ya disponible como Proyecto de Norma Internacional (DIS)

Diseñado para organizaciones de todos los tamaños y sectores, el nuevo estándar internacional para la salud y seguridad ocupacional (OHS) está destinado a reducir los accidentes de trabajo y crear condiciones de trabajo mejores y más seguras en todo el mundo. El comité internacional que ha desarrollado el estándar cuenta con expertos en salud y seguridad en el trabajo de 70 países, entre ellos la Organización Internacional del Trabajo.

En el mes de febrero, **ISO 45001 fue aprobado como Proyecto de Norma Internacional (DIS) para su revisión pública**. En esta etapa, se ha invitado a los organismos nacionales miembros de ISO para revisar y comentar el texto de la norma. Después de la etapa Final Draft (FDIS) a finales de este año, incluyendo un período de comentarios para su resolución, la fecha de publicación de la norma ISO 45001 se espera hacia principios de 2017.



Nuestras formaciones de 2016

Auditor Interno ISO 9001:2015

El pasado mes de febrero en Pamplona tuvimos el placer de formar a nuevos Auditores Internos según los nuevos requisitos de ISO 9001:2015. Al curso participaron empresas como **Volkswagen Navarra, Woco Técnica, Smurfit Kappa Navarra y Lanpesa Ingeniería.**

Recientemente en Barcelona hemos repetido la experiencia y agradecemos a las empresas **DENSO Barcelona, HAGER y CATPLASTIC** que contaron con nuestro experto formador Juan Carlos Avendaño para proporcionarles todos los conocimientos y herramientas para saber auditar.



Auditor Interno VDA 6.3

El referencial VDA 6.3 está cada vez más demandado por la industria automotriz por lo que DQS hemos organizado diferentes cursos para formar a profesionales en diferentes ciudades, en Barcelona, Pamplona y ahora también en Valencia.

Hemos contado con asistentes de **Volkswagen Navarra, Chassis Brakes International Spain, Elay, Woco Técnica, Autovision Servicios, Plásticos de Palencia, Robert Bosch, Kautex Textron Ibérica, Altcam Valls, Reydel Automotive Spain, SRG Global, Estamp, Precision Turning Ixpa, Gergonne España, Metaldyne International, Maxion Wheels, CATPLASTIC y KDPOF.**



Auditor Interno ISO 22716

Las buenas prácticas de fabricación de cosméticos son esenciales para cumplir con la normativa y la norma ISO 22716 es la herramienta ideal. En DQS hemos impartido diversas formaciones de Auditor Interno ISO 22716 a fin de proporcionar los conocimientos necesarios de la norma y saber cómo debe ser auditada.

En nuestras formaciones de Madrid y Barcelona contamos con la presencia de empresas como **Laboratorios Verkos, Laboratorios Chantelet, Laboratorio Español de Investigación Cosmética, Bellssan Healthcare, Lakmé Cosmetics, Ceys (Grupo AC Marca), Dermofarm, AFI Laboratories, Cosmewax, Lascaray, y Korott.**



Core Tools

La industria de la automoción es un sector exigente con la calidad y tiene una necesidad continua de mejora. Las Core Tools son herramientas muy útiles y por ello en DQS organizamos diferentes formaciones que ayudan a las empresas a entender estos métodos y saber usarlos de forma práctica y útil.

En nuestra última formación tuvimos el placer de contar con asistentes de **BROSE, Altcam y Elring Klinger**, empresas las cuales ya habían participado en otras formaciones de DQS.

Nuestras formaciones de 2016



► Auditor de procesos FIEV

18-19 de Julio en Barcelona

► Cambios nueva ISO 13485:2016

27 de septiembre en Barcelona

► Auditor Interno ISO 9001:2015

29-30 de Septiembre en Barcelona

► Auditor Interno AS/EN 9100 (english)

22-23 de Noviembre en Madrid

► Auditor Líder ISO 9001:2015

Barcelona (Noviembre 2016)

► Auditor Interno ISO 14001:2015

Barcelona (Noviembre 2016)

Otros cursos pendientes:

- Nueva ISO 45001
- Auditor Interno ISO/TS 16949
- Core Tools
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Nuevos clientes y nuevas certificaciones

El presente año lo comenzamos con nuevas certificaciones y nuevos clientes a los que agradecemos que hayan confiado en DQS. Clientes como **Borgers (ISO 50001)**, **Zetes (ISO 27001)** o **BRS Relocation (ISO 14001)** han decidido dar un paso más en sus sistemas de gestión realizando nuevas certificaciones que ponen de manifiesto el compromiso por la mejora continua de estas empresas.

Además, en este primer semestre contamos también con nuevos clientes y estamos muy orgullosos que confíen en la calidad y exigencia de nuestras auditorías. Así, **Montajes Electrónicos Escuder, SAC-REC, BCN Inmediato (Urbex Expres) y Consumedic** han decidido certificarse en **ISO 9001 con DQS**, **Carbrimo** realizó el pasado mes de marzo una auditoría integrada de **ISO 14001 y OHSAS 18001**, de igual forma hará Walraven que certificará su sistema de gestión con ISO 9001 e ISO 14001. Y más recientemente hemos planificado una nueva auditoría de **SEDEX-SMETA** con la empresa **Recursos de Contratación ETT (RECO)** a la cual le recomendamos DQS por nuestra profesionalidad y adaptación a las necesidades de nuestros clientes.



Auditorías internas y a proveedores

Las empresas **Roche Diabetes Care y Emminens del Grupo ROCHE** han elegido los servicios de DQS por su profesionalidad y sus más de 25 años de experiencia en realizar auditorías. **Roche Diabetes Care**, de reciente creación, nace apostando por la salud digital y la innovación en la gestión y tratamiento de las enfermedades crónicas, especialmente la diabetes. DQS hemos tenido el placer de realizar la auditoría interna de su sistema de gestión según las normas **ISO 9001 e ISO 14001**. Además, también hemos realizado la auditoría interna según **ISO 13485 para software** a la empresa **Emminens**, también del Grupo ROCHE, que lleva más de 10 años desarrollando soluciones de salud digital en más de 170 hospitales.



Por otra parte, la empresa **Frit Ravich**, líder en el sector alimentario de chips, snacks y frutos secos, está en proceso de ampliación de su fábrica y almacén en Maçanet de la Selva, por lo que ha contado con nuestros auditores para realizar una **auditoría interna en IFS Food** que refuerce y actualice su sistema de gestión según la nueva versión de la norma. Agradecemos a Frit Ravich que nos haya elegido para su proyecto y estamos seguros de que DQS le aportará la mejora necesaria y un valor añadido a su actual sistema de gestión.

Otro de los servicios requeridos ha sido la auditoría a proveedor que **Hortofrutícola Costa de Almería** nos solicitó para **auditar a su proveedor Diasa Industrial bajo el estándar BRC Food 7**. Diasa Industrial se centra en la fabricación y comercialización de aditivos, aromas e ingredientes para la industria alimentaria y DQS hemos llevado a cabo una auditoría interna a fin de garantizar al cliente final, Hortofrutícola Costa de Almería, que su proveedor aún sin estar certificado en BRC cumple con los requisitos necesarios que exige la norma.



Auditorías internas y a proveedores



ISO 13485 establece los requisitos para un sistema de gestión de calidad específico para la industria de dispositivos médicos. Recientemente dicho estándar ha sido revisado para responder a los últimos avances en la gestión de la calidad, la tecnología y los requisitos reglamentarios que se relacionan con la industria.

Las mejoras de la nueva versión de la norma incluyen la ampliación de su aplicabilidad para incluir todas las organizaciones que participan en el ciclo de vida del producto, desde su concepto hasta el final de la vida útil, una mayor alineación con los requisitos reglamentarios y un mayor énfasis en el seguimiento post-venta, incluyendo la gestión de quejas. También hay un mayor énfasis en tener la infraestructura adecuada, en particular para la producción de dispositivos médicos estériles, y un mayor enfoque en la gestión de riesgos.

Changing your perspective

“I have a million things to juggle, and I don’t have time to re-work our manual”

Nazih Moukadde is the owner and General Manager of Perla (Perla Converting Hygienic Tissue Paper Co. s.a.r.l.) in Lebanon. His daughter, Sana Moukaddem, is the Strategic Marketing Director as well as the Quality Representative of Perla. Nazih aspires to greater growth with his family-owned SME. He appreciates the benefits that come with ISO certification; however, he was not convinced that he would actually benefit from having to update his QMS in order to comply with the new standard. So Edward Grissom, MD of DQS Lebanon, spoke to him about it.

Edward: “His mood did change as we began to discuss some of the details in the actual standard. The real value for him and his company began to become clearer: The new standard provides understanding, tools and vocabulary that move his decision-making process and his company’s control of its work from the intuitive to the analytical.

Nazih started to understand the point of “Understanding the Context of the Organization” when he realized that he had already considered external and internal issues when he took over as General Manager from his father. Office and factory space are found only at a premium in our area. Inevitably, the most practical location for his business is the one that he inherited from his dad. He would have preferred to have rented a new space and built a factory from scratch, but given the company’s history, that was not possible. He said that the company name goes back a long time, and customers feel comfortable knowing that his products and service have a long history. He added that had he moved to a new space, he also

would have faced unwanted issues with his top managers’ commitment to the company. We expanded this discussion to incorporate other internal issues that Nazih had thought relevant, but had never considered, such as updating equipment, the role of tradition regarding his brand and the challenge of increasing his work force with younger, more open-minded employees. Suddenly, understanding the context of his understanding by realizing internal issues he had already considered wasn’t so foreign. We experienced the same pattern regarding external issues.

As he mentioned his problems with municipalities, we naturally began talking about interested parties. When he looked over the standard himself, he admitted that he didn’t see any value in marking his interested parties. “I already know them. Of course, the municipalities would be one, and I know what they want”, he said. However, after considering external issues, a light went on in his thinking. “But that does make me think about a big problem we have. Invoices – and not just from the municipalities. Sometimes



we have outstanding invoices for months now. Folks are slower to pay, because it is taking time for them to get paid. They pay, but we need to nudge them a little.

Truthfully, sometimes we do the same thing. We have to put payment off for a week or two. Then we kind of forget. We will pay, but other things come up”. He barely finished the sentence when he looked at the QMR in his office, “We really

do need a new procedure for tracking and assuring timely payment of invoices. We really didn't need a strong procedure before. But, honestly, now we do".

Nazih was beginning to lead part of the conversation now and even laughed when I moved on to Risk Based Thinking. Due to the unsteady security situation, he told me that he had bought an additional phone, and hired a driver to take his kids to school instead of the bus. He just felt safer having more direct contact with his kids on their way to and from school. He laughed because he realized he had employed "Risk Based Thinking" in his home. He wondered if there may be some possible applications regarding the security and invoice situation in his business.

I then continued with the requirement of employing a process approach, and in particular, the requirement to measure whether these processes are achieving the desired results. Of course, Nazih was familiar with the process approach, so rather than explain that KPIs were needed for each process, I simply asked him what were the three most challenging decisions he had to make last year. Without thinking, he said, "Whether I bring on more drivers for delivery, expand our sales location into a partial production site as well, and whether I should replace one of my site managers. I'm still thinking about them, actually." As he told me the information he was considering in



order to take action of these decisions, it was clear some of the needed input would naturally be part of KPIs for certain processes. He began to appreciate that the value of the KPIs was not just making sure everything was going as planned. They could also provide helpful information that leads to smarter and quicker decisions.

We wrapped up our forty-minute meeting. Nazih had always been convinced that he would go forward with certification to 9001:2015, but now he is convinced that it provides specific advantages for him and his company. He no longer sees the transition from the old standard to the new as one more thing that he has to juggle, but a tool – in fact a strategic decision – to help him juggle all the things that inevitably are thrown his way.

Meet some pioneers

UK: A GREAT START TO 2016 FOR ALL AT CCP GROUP

Champagne corks were popping as the start to 2016 just got even better for the CCP Group of Companies.

The group consisting of Cheshire Concrete Products, Clwyd Concrete Products and Country Concrete Products are one of the UK's leading manufacturers of concrete block product supplying many major building projects in the UK from its facilities in Lancashire, Cheshire and North Wales.



Smiles all round as CCP Group Production Director Paul Blanchard and Commercial Director Jim Woodyer proudly display their 9001 and 14001 certification.

Starting the year with recertification to the ISO 9001 Quality standard, a major achievement in itself the group followed it up three weeks later with accreditation to the new Environmental Standard ISO 14001:2015 which had only been released by the accreditation bodies some four months earlier.

Commercial Director Jim Woodyer stated 'What a fantastic achievement for all concerned, this is excellent news for all our business partners who can now be totally assured that CCP Group are committed to working with our customers and suppliers alike in reducing our impact on the Environment as we continue to ethically expand our role in the marketplace as one of the leading independent manufacturers of concrete block and pre cast product.



The 1st ISO 9001 revision audit by DQS AP in China was carried out in Dec 2015 at **Linde Hydraulics (China) Co., Ltd.**, the joint venture of Linde Hydraulics GmbH & Co., and Weichai Power Co.,Ltd

LS Cable & System is both the number one in **Korea** and the global top 3 player in manufacturing electric wire and cable products. They have been our most loyal customer since 1993, and the first customer of DQS Korea to have successfully completed the transition to ISO 9001:2015. Throughout that time, DQS Korea has consistently maintained a close relationship with LS Cable & System, which is also registered for ISO/TS 16949 and TL 9000 programs.



LS Cable & System had planned and prepared for the transition to ISO 9001:2015 since Jan 2015. The transition assessment was conducted for the 3 sites in the 2 cities in Gumi and Donghae, and the head office in Anayng City in Korea.



Meet some pioneers

ISO 9001:2015 and ISO 14001:2015 in Serbia

When long-time partner of DQS Serbia, the company **Victoria Consulting**, announced interest to be certified according to **ISO 9001:2015** and **ISO 14001:2015**, immediately after new standards issuing, DQS Serbia and DQS Hellas found it as a chance to prove high DQS expertise and auditors' competences and to readily answer to customer's requests and needs.

Victoria consulting

By having experience working in Serbian standardization committees for QMS and EMS and early implementing of new standards requirements in own management system, the company Victoria Consulting has been ideal partner for the 1st certification of new QMS and EMS in Serbia.

After positive readiness review, successful certification of Victoria Consulting was performed in early December 2015 by audit team lead by Ms Biljana Bjelic. The integrated QMS&EMS has been fully implemented, maintained and continuously improved by efforts of the top management and employees of Victoria Consulting.

By this certification, Victoria Consulting has additionally encouraged own customers for dealing with new standards challenges while DQS Serbia has proved readiness for providing of high quality and innovative services to local market.

DQS Maghreb is proud to present their pioneers:

Electronics Manufacturing Services with the scope "Assembly of electronic cards" for ISO 14001:2015, and **Laboratoire d'analyses de biologie médicale Mongi Ayari** with the scope "Biomedical analysis" for ISO 9001:2015.



DQS USA is proud to present Extron Inc. certified to ISO 13485 & ISO 9001:2015

Extron, Inc. is a leading high-tech manufacturer offering solutions designed to improve supply chain cost, flexibility and risk exposure. We are proud and excited to be the first DQS customer in the US to be certified to the new ISO 9001:2015 Standard. This would not have been possible without the effort of all Extron employees and the auditing staff provided by DQS-US.

Our ISO 9001:2015 certification updates the company's ISO certification and extends the company's position as a leader within the high-tech manufacturing industry, as it demonstrates our high levels of quality management and operational excellence. Across the wide range of industries that Extron supports, the certification inspires confidence in Extron's ability to consistently meet customer, statutory, and regulatory requirements.

Credits and further information:

DQS ZAF, article by Jeff Hollingdale (staff writer)
About Technoswitch: www.technoswitch.co.za

DQS LBN, article by Edward Grissom
About Perla: <http://www.perla.com.lb>

DQS UK, article submitted by Peter Whalley (Group MRQEH)
About CCP Group: <http://cheshireconcrete.co.uk/>

DQS China, article by Anne Ding
About Linde Hydraulics: www.linde-hydraulics.cn/en-us/company

DQS Korea, article by Moon, Seokho
(lead assessor & regional lead reviewer QMS)
About LS Cable & System: www.lscns.com

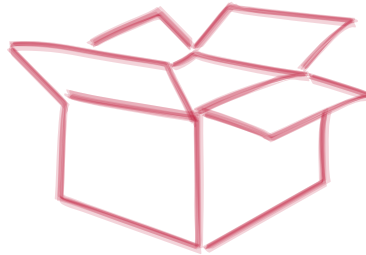
DQS Serbia, article by Dragana Radenkovic (Director DQS doo and audit team member)
About Victoria Consulting: www.victoriaconsulting.co.rs

DQS USA, article by Sara Gulo (staff writer)
About Extron Inc.: www.extroninc.com

Links to all offices of DQS Group can be found on the group website at www.dqs-holding.com



THINK
OUTSIDE
THE
BOX



Innovation: lots of risk and even more opportunities with ISO 9001:2015

Or, why should innovation not be considered a part of quality management?

At first glance, there seems to be a rather small intersection of ISO 9001:2015 with the widely propagated, almost omnipresent and never underestimated topic: "Innovation". At second glance then, even that small amount seems to disappear completely. And that is just how it is supposed to be.

The most important reason for this is probably because the previous issues of ISO 9001 focused heavily on customer satisfaction and therefore the fulfillment of customer expectations and requirements. This is tried and true, of course: the organization identifies the customer's desire, both explicit and implied, and then applies their resources in controlled processes to implement just that.

If the target is not achieved, suitable monitoring tools immanent to the processes will be used to establish if expectations were fulfilled. If so, continue as before. If not, changes, improvements or refunds will be initiated. This happens ideally before dispatch to the customer, but at the latest by systematic customer surveys.

"Innovation" has a hard time finding its way into this rough construct of a management system. Quality management systems are designed to actually prevent "experimentation"; while for innovation, experiments are not only allowed, but a daily necessity. This has nothing to do with being arbitrary; it is simply a different self-image within an organization. Quality management systems are designed to prevent errors and the unexpected, but organizations focused on innovation need to allow for exactly that. That is a classic Catch-22 that many organizations simply do not want to face – or maybe they just don't dare to.

ISO 9001, a vehicle of innovation?

Now that ISO 9001:2015 has been published, we may ask: can it help organizations promote innovation? The answer is: yes it can. Followed by the shocking afterthought: the predecessors did, too.

Can ISO 9001:2015 help organizations promote innovation? The answer is: yes it can.

An example from daily business: when customers use the goods they purchased, we may normally assume they use them as intended. However, people often have a tendency to actually not do so. And when these goods break down, they file a complaint – without realizing their own actions were the cause of it. The German tool manufacturer Wera had exactly that problem with their ratchets, which were intended for tightening screws. Craftsmen using them, however, also liked to use them as hammers to hit things with. This first resulted in damage to the ratchets, sometimes even destroying the ratcheting mechanism, and then in complaints.

Wera quickly realized after some analysis that the ratchets were being misused as hammers. But now what? Apply a sticker stating “Don’t use for hammering!”. That would have been true to the principles of quality management. Wera, however, did the opposite and took advantage of the idea to use a ratchet for hammering. This

was no longer a problem to be avoided, but an opportunity for something new. Wasn’t it possible to merge the two expectations? The organization realized, saw and won. For some time now, the Wera tool called “Coloss” has been on the market, ratchet and hammer in one. Now that is innovation!

A new culture with ISO 9001:2015

This kind of approach is totally in line with ISO 9001, both the 2008 and 2015 versions. The focus is always on the organization’s self-image, and along with it, established corporate culture. Is the organization more likely to see the risks, or the opportunities? This is exactly where ISO 9001:2015 offers much more maneuvering room, while also requiring – in your own framework – more self-commitment. This is particularly clear in the handling of opportunities, the “side effects” of risk.

That which EXCITES your customers today will SATISFY them tomorrow, and BORE them the day after. That is what makes innovation so necessary!

Innovation, whether it is a new product, service, process or even business model, never appears out of thin air and is never easy. On the other hand,



innovation cannot be coerced, planned or implemented in advance, either. This may work for improvements, but not for something completely new – that being the distinguishing characteristic for innovation. It is all about things for which there are no experiences to fall back upon. But there is always the opportunity for success – that is when we speak of innovation. But we also need to be aware that most of them will not work out. That is the characteristic of experiments: there is definite intent and planned approach – but the outcome can never be known. It may be turn out to be a success, or not. This approach may and should find its way into the quality management systems of organizations now, through the handling of risks and opportunities. On another level, however, this is simply a different way of thinking and therefore an opportunity to establish a new corporate culture.

ISO 9001:2015 now offers the opportunity to overcome this idea of “voluntary innovation”. Don’t miss it.

*Dr. Markus Reimer
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The deeper meaning of Interested Parties

The new version of ISO 9001 brought a lot of changes and new requirements. Among them, the introduction of the concept of 'interested parties' is particularly fascinating.

So far in the evolution of this standard through the years and its different stages of development, the customer has been almost the sole focus, mentioning suppliers, employees and regulators as carriers of key requirements but not specifically involving any other entity that could have had an impact on the actual results achieved. Not even owners of the organization.

While the customer remains the star of the new version of ISO 9001 as usual, they are not by themselves any longer: now the standard brings around the need of considering other stakeholders that could impact final results and customer satisfaction as an important part of the quality management system. These stakeholders are called interested parties

Why did ISO introduce this new concept?

ISO 9001 is and it has always been a 'supplier standard'. That means that its main concern is to make crystal clear that customers receive products and services as specified, ensuring and enhancing customer satisfaction.

The concept of assuring customer satisfaction just by meeting specifications has been considered obsolete for many years so now ISO 9001 is going much further: it requires to ensure that any potentially negative situation that could arise and impact on the outcome, and consequently on customer satisfaction, shall be avoided. The explicit concept of risk was born to ISO 9001:2015. Moreover, this new approach also brings the other side of the coin: the positive aspect of risks, i.e. opportunities.



The organization shall identify any risks and opportunities that could affect the effectiveness of the quality management system, preventing customers from not receiving products in a timely manner. Likewise, the organization shall identify any opportunity to make the management system even more effective and reliable.

While the intent of risk analysis has been somehow implicit in ISO 9001 since the very beginning, it is just now that it is openly and explicitly included.

As an example, ISO 9001:2008 requires that 'the type and extent of control applied to the supplier and the purchased product shall be dependent upon the effect of the purchased product on subsequent product realization or the final

product'. In other words, it is a requirement to control suppliers and products according to potential risks.

Pointing to ensure that customers are kept safe, the new standard drills deeper in the risk based thinking widening the view for all probable actors that could pose any risk to the customer. This is how interested parties came around. That is why interested parties were included in the new standard: they are probable sources for risks for customers. Consequently they matter and their requirements shall be considered.

While the concept of interested parties is no news for ISO 14001, it is new for ISO 9001. The advantage is for current users of the environmental management system

standards that could extend the concept to be included in quality management systems.

For the rest of the users it is required to face this as a new challenge.

Who could be an interested party?

The key to consider a stakeholder as an interested party is to evaluate how they could probably influence the outcome of the organizations. It is not about 'possibilities' but it is clearly about 'probabilities'. That means that in the wide field of possibilities, anything could happen, but it is very important here to differentiate 'contingencies' from 'acts of God' in order not to open a door highly unlikely to be closed. The eventual consideration of any possible interested party could lead to an endless analysis of situations that might never happen in this life, adding complexity, costs and waste of time to the organization, while not adding any actual value to customers.

In fact, the aim of this requirement is just the opposite: avoid waste of resources by an early identification of threats to customer satisfaction, enabling the organization to direct resources to key facts that could negatively impact on customer satisfaction.

So those stakeholders, who actually are able to support or stay on the way to customer satisfaction, shall be considered as interested parties.

If any stakeholder has requirements for the organization, and those requirements and all interfaces with this stakeholder affect operations, projects, products, processes, or outcomes and results from the organization so it is to be considered as an interested party and resources and efforts shall be devoted to attend their requirements in order to prevent risks to customers.

Interested parties could be split into three different groups:

- **Obligatory interested parties:** this group includes those stakeholders that could seldom be disregarded because of their usual impact on outcome and customer satisfaction such as customers (obvious), employees, suppliers, owners, and regulators, all them in different shapes and modalities.
- **Possible interested parties:** this group includes those stakeholders that could or could not affect the outcome and customer satisfaction such as unions, banks, neighbors, etc. but it could be valid to analyze their eventual impact.
- **Openly interested parties:** this group includes those stakeholders that for some reason the organization believes they are important to assure the outcome and customer satisfaction, even though its relationship is not that obvious.

It is for the organization to define who the interested parties are and what requirements of those interested parties are to actually be considered in its quality management system. Naturally, this definition of the organization shall be consistent with context, products, processes, projects, developments, operations, etc.

The definition of what interested parties are is not a simple one. In some organizations, links with stakeholders are multiple and complex. As an example, let us consider the case of a hospital, where physicians, nurses, different regulators, several unions, technology and equipment providers, drugs providers, medical and scientific institutions, communities, etc. could be considered as interested parties, making risk analysis highly cumbersome. In some other cases, such as small organizations with no critical products or processes, the definition of interested parties is pretty simple and even obvious.



Additionally, this is not a permanent definition either: interested parties as well as their requirements are not always the same and their identification needs to be reviewed on a regular basis to ensure adequacy, since the context of the organization is a living thing, posing new challenges and new situations constantly. This situation forces the organization to continually monitor context, operations, market, requirements, customer expectations, technology, regulations, etc. in order to make sure that the quality management system keeps focusing on risks and opportunities, keeping customers safe.

So, this is not a one in a lifetime job but it is a new way of thinking.

ISO 9001:2015 makes us go much deeper, working hard to ensure customer satisfaction, which should also be added value for the organization when using it as a strategic tool for survival.

Good luck!

Article by Rafael Griffi, Managing Director, DQS MSS Argentina s.r.l.

ISO revisions – DQS transitioned safely already

Processes have been revised. Auditors have been trained. Accreditations have been achieved.

Following three years of intense revision work, the International Organization for Standardization (ISO) published the internationally accepted standards ISO 9001 and ISO 14001 on 15 September, 2015 in their new versions. But not only our customers have to transition their management systems to the revised standards – DQS also had to achieve a new accreditation by DAkkS.

About 25 years ago, when quality management was still in its infancy, DQS was the first certification body in Germany to receive an authorization by what was then TGA

for ISO 9001, which was published in 1987 for the first time. Since then, we have gained much experience in standard revisions and accreditations. Accordingly, there were no problems when the accreditation auditors returned and on 30 October 2015, we received the new accreditation certificates.

DQS auditors are well prepared

We have already written much about the changes in ISO 9001 and ISO 14001, so while you and your organization now get busy with the implementation of minor and major changes, DQS auditors have already scrutinized the new requirements in every detail and from every angle. They do this so you, our customer, can rely on them from the start.

Looking at the expected number of changes, DQS started in 2013 already to supplement our classroom training with e-learning modules placed before and after. All of our appointed auditors are required to attend these trainings, where their know-how of the current revision was updated and verified. A multi-stage,

international professional development program was developed in order to ensure uniform understanding of new requirements, as well as their implementation. To achieve approval for ISO 9001:2015, for example, an auditor had to pass the following qualification stages:

1st step: e-learning

All auditors had to pass an online qualification task to be admitted to the classroom session.

2nd step: classroom session

One focus of classroom training was on selected items designed to achieve a uniform understanding among auditors in regards to question such as: when do we consider a requirement to be fulfilled, what constitutes a non-conformity? The discussions over what we can or have to expect during a certification audit showed just how varied the maturity level of management systems can be. Auditors have to be able to adjust to each individually. Key subjects in 2015 were “interested parties” (or context of the organization), “risk-based thinking”, “leadership”, and “documented information”.

3rd step: e-learning

The FDIS was published just between the times of classroom training and the 3rd step, working through a case study. So

in addition to the case study, the differences to the DIS had to be identified and included in the training.

4th step: witness audit

After passing the three stages above, the auditor became authorized for the standard in question. A witness audit on site is the final step to confirm that the expertise for the revised standards has indeed been achieved effectively.

In conclusion, all of these trainings were designed with one goal in mind: to ensure our auditors are well prepared to achieve a safe transition for you, our customer.

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Current ISO/TS 16949:2008 certificates to expire on 14 September 2018.

The International Automotive Task Force (IATF) has published the timeline for the new ISO/ TS: the new ISO/ TS 16949 will be expected in Mid-December 2016. As per IAF Guide ID9, certificates issued to ISO/TS 16949 during the transition time of ISO 9001 will lose their validity simultaneously with those for ISO 9001:2008, at the end of the transition time on 14 September 2018.

Prior to this, the IATF revision working group had surveyed stakeholders (manufacturers, suppliers, CBs, etc.) and received 1759 replies, which have been reviewed and made available. The respective committee then added the customer-specific requirements of the OEMs and prepared a first Committee Working Draft. The draft adopts the structure of ISO 9001:2015; its contents have been added in text boxes.

The transition can take place at any time after publication of the new ISO/TS and until the 14th of September 2018. IATF has defined two options on how to transition:

Option 1: transition within their current ISO/TS16949:2009 audit cycle i.e. at the next planned surveillance or recertification audit

Option 2: transition at any time i.e. outside the normal surveillance and recertification audit cycle. The transition audit shall be completed prior to the recertification audit timing.

Audit duration: according to IATF, the transition audit shall be the duration of a recertification audit plus an additional 0.5 – 1.0 day on site.

Attention: even though the deadline is September 14, 2018, the Transition Audit should be finished by June 14, 2018, in order to allow the passing of a certification decision as well as issuance of the new certificate well before the current certificate expires.

Next Steps: we will be glad to support you in your efforts to secure a timely and safe transition to the new ISO/TS 16949. Keeping in mind the short timeline, we recommend that you define the time period for the Transition Audit by the end of September 2016 at the latest. The „Transition plan to the revised automotive QMS“ by IATF, on which the previous information is based, can be found on our website about ISO/TS 16949.

Your local DQS office will be glad to answer any further questions you may have.

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