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Guidelines on the application of ISO 9001:2008 in policing organizations

Lignes directrices relatives à l'application de l'ISO 9001:2008 dans les organismes de contrôle

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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).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the WTO principles in the Technical Barriers to Trade (TBT) see the following URL: Foreword - Supplementary information

International Workshop Agreement IWA 12 was approved at a workshop held in Abu Dhabi, United Arab Emirates, in September 2013, which was hosted and organized by Abu Dhabi Police GHQ, in association with the Emirates Authority for Standardization and Metrology (ESMA).

Introduction

0.1 General

The task of maintaining citizens' confidence in their policing organizations is of major importance in all societies, due to the vital role of these organizations in maintaining societal stability and in creating a healthy environment for development and investment.

The decision of a policing organization to adopt and implement a quality management system is a strategic choice, where quality is emphasized through the delivery of policing services. Consistent and harmonized services will be delivered to the society to support basic elements of development and investment, fulfilment of customer (citizen) needs and achieving strategies and desired objectives.

Irrespective of the differing needs of citizens around the world, it is essential that policing organizations demonstrate their ability to consistently satisfy the needs of their customers (citizens).

A quality management system can help to direct and control the activities, processes and resources of a policing organization, in order to satisfy its internal and external customers. A quality management system can provide the structure, resources and documentation needed by the policing organization, as well as the processes that the organization follows.

This International Workshop Agreement is based on guidelines developed by the Abu Dhabi police force. It is intended to clarify and explain the requirements of ISO 9001:2008 in the context of policing organizations, in order to establish a unified approach for the implementation of ISO 9001:2008 in policing organizations.

In this International Workshop Agreement, the text reproduced from ISO 9001:2008 is placed in boxes, in order to distinguish it from the sector-specific guidance given for each clause.

ISO 9001:2008, Quality management systems — Requirements

Introduction

0.1 General

The adoption of a quality management system should be a strategic decision of an organization. The design and implementation of an organization's quality management system is influenced by

a) its organizational environment, changes in that environment, and the risks associated with that environment,

b) its varying needs,

c) its particular objectives,

d) the products it provides,

e) the processes it employs,

f) its size and organizational structure.

It is not the intent of this International Standard to imply uniformity in the structure of quality management systems or uniformity of documentation.

The quality management system requirements specified in this International Standard are complementary to requirements for products. Information marked "NOTE" is for guidance in understanding or clarifying the associated requirement.

This International Standard can be used by internal and external parties, including certification bodies, to assess the organization's ability to meet customer, statutory and regulatory requirements applicable to the product, and the organization's own requirements.

The quality management principles stated in ISO 9000 and ISO 9004 have been taken into consideration during the development of this International Standard.

This International Workshop Agreement provides guidelines on the application of ISO 9001:2008 in policing organizations. These guidelines do not constitute additional requirements to ISO 9001:2008;

instead, they are intended to help policing organizations implement ISO 9001:2008 effectively, by complementing its clauses with clarifications and providing examples of effective practices used by policing organizations. There are also annexes containing additional information.

In view of the importance of security and its role in preserving the stability of communities, it has become a strategic decision for policing organizations seeking to provide high quality services to adopt a quality management system, in order to achieve their strategies and objectives, to continually consolidate the feeling of being safe and secure, to prevent and reduce crime and to provide a secure environment for all.

The design and application of a policing organization quality management system is affected by:

a) the work environment, with the changes that might affect it and the associated security and non-security risks;

b) changes in its needs for resources, thus affecting policing operations, which might necessitate redesigning the quality management system to ensure alignment with these changes;

c) specific objectives, which can be short-, medium- or long-term, derived from the vision and security priorities;

d) the nature of the security and non-security services and products;

e) the nature, type and linkage of policing operations and the resources required to operate them;

f) the structure and size of the policing organization compared with the type of services, products, jurisdiction areas or number of personnel.

The application of the quality management system in a policing organization is also affected by changes that occur locally, regionally and internationally.

0.2 Process approach

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **Introduction**
>
> **0.2 Process approach**
>
> 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.
>
> For an organization to function effectively, it has to determine and manage numerous linked activities. An activity or set of activities using resources, and managed in order to enable the transformation of inputs into outputs, can be considered as a process. Often the output from one process directly forms the input to the next.
>
> The application of a system of processes within an organization, together with the identification and interactions of these processes, and their management to produce the desired outcome, can be referred to as the "process approach".
>
> An advantage of the process approach is the ongoing control that it provides over the linkage between the individual processes within the system of processes, as well as over their combination and interaction.
>
> When used within a quality management system, such an approach emphasizes the importance of
>
> a) understanding and meeting requirements,
>
> b) the need to consider processes in terms of added value,
>
> c) obtaining results of process performance and effectiveness, and
>
> d) continual improvement of processes based on objective measurement.
>
> The model of a process-based quality management system shown in Figure 1 illustrates the process linkages presented in Clauses 4 to 8. This illustration shows that customers play a significant role in defining requirements as inputs. Monitoring of customer satisfaction requires the evaluation of information relating to customer perception as to whether the organization has met the customer requirements. The model shown in Figure 1 covers all the requirements of this International Standard, but does not show processes at a detailed level.
>
> NOTE In addition, the methodology known as "Plan-Do-Check-Act" (PDCA) can be applied to all processes. PDCA can be briefly described as follows.
>
> Plan: establish the objectives and processes necessary to deliver results in accordance with customer requirements and the organization's policies.
>
> Do: implement the processes.
>
> Check: monitor and measure processes and product against policies, objectives and requirements for the product and report the results.
>
> Act: take actions to continually improve process performance.

In policing organizations, the adoption of a process approach is intended to assist in the realization of the required outputs. The key elements in the process can be defined as follows:

a) the customer (the beneficiary of a service/product): any person or party receiving, either directly or indirectly, a service or product, in accordance with laws, regulations and legislations, e.g.

    1) citizens, residents, visitors, victims, or persons who have come under the adverse notice of the police;

    2) public or private organizations;

    3) regional or international policing organizations;

b) process inputs: information, data, output of other processes, or persons, e.g.

    1) information, such as reports received from the control room;

    2) data, such as data (pertaining to individuals or entities) required to issue cards and documents;

3) output of other processes, such as the evidential report (the output of an inquiry process), which is the input of the criminal investigation process;

4) persons, such as inmates of corrective and rehabilitation establishments, or casualties of accidents;

c) procedures/activities: the sequential phases and steps required to transform inputs into required outputs, e.g. procedures of the report taking process, in which they start by filling a report of somebody's account, transferring relevant information and data to the appropriate authority, then moving to the incident scene;

d) process outputs: the required service or product, which can become an input at the following stages;

e) process controls: the standards which govern and control how activities are undertaken, e.g. regulations, laws and legislations; local, regional and international policies; traditions and customs.

The effectiveness and success of the quality management system in a policing organization depends on how much its individual processes are clear, linked, interacting and integrated. Such processes can belong to a party other than the policing organization applying this system.

The model of a process-based quality management system in Figure 1 illustrates the process linkages presented in Clauses 4 to 8. It shows that customers play a significant role in defining requirements as inputs. Laws and regulations also play a major role in regulating and governing these requirements. Consequently, the policing organization can face difficulties in measuring its customers' satisfaction if it does not focus on its process outputs and indicators, and on enforcing laws and legislations.
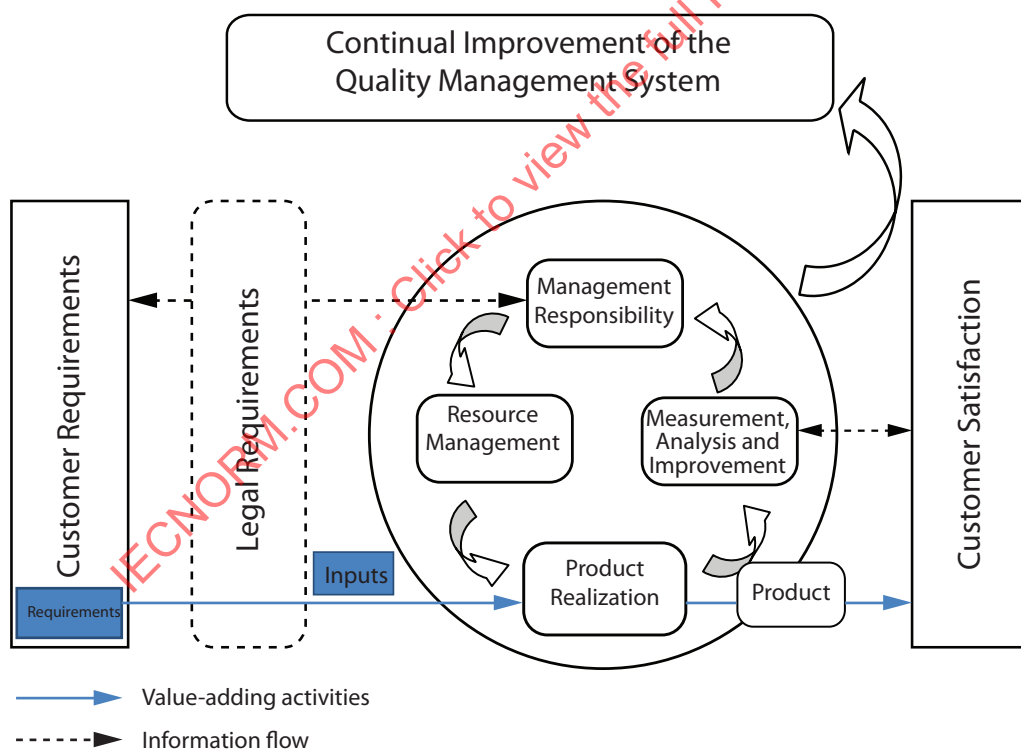

Figure 1 — Model of a process-based quality management system in policing organizations

0.3 Relationship with ISO 9004

ISO 9001:2008, Quality management systems — Requirements

Introduction

0.3 Relationship with ISO 9004

ISO 9001 and ISO 9004 are quality management system standards which have been designed to complement each other, but can also be used independently.

ISO 9001 specifies requirements for a quality management system that can be used for internal application by organizations, or for certification, or for contractual purposes. It focuses on the effectiveness of the quality management system in meeting customer requirements.

At the time of publication of this International Standard, ISO 9004 is under revision. The revised edition of ISO 9004 will provide guidance to management for achieving sustained success for any organization in a complex, demanding, and ever changing, environment. ISO 9004 provides a wider focus on quality management than ISO 9001; it addresses the needs and expectations of all interested parties and their satisfaction, by the systematic and continual improvement of the organization's performance. However, it is not intended for certification, regulatory or contractual use.

NOTE   Since the publication of ISO 9001:2008, and at the time of publication of this International Workshop Agreement, the revision of ISO 9004 has been completed and ISO 9004:2009 has been published.

There is no sector-specific guidance.

0.4 Compatibility with other management systems

ISO 9001:2008, Quality management systems — Requirements

Introduction

0.4 Compatibility with other management systems

During the development of this International Standard, due consideration was given to the provisions of ISO 14001:2004 to enhance the compatibility of the two standards for the benefit of the user community.

Annex A shows the correspondence between ISO 9001:2008 and ISO 14001:2004.

This International Standard does not include requirements specific to other management systems, such as those particular to environmental management, occupational health and safety management, financial management or risk management. However, this International Standard enables an organization to align or integrate its own quality management system with related management system requirements. It is possible for an organization to adapt its existing management system(s) in order to establish a quality management system that complies with the requirements of this International Standard.

There is no sector-specific guidance.

Guidelines on the application of ISO 9001:2008 in policing organizations

1 Scope

1.1 General

ISO 9001:2008, Quality management systems — Requirements

1 Scope

1.1 General

This International Standard specifies requirements for a quality management system where an organization

a) needs to demonstrate its ability to consistently provide product that meets customer and applicable statutory and regulatory requirements, and

b) aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

NOTE 1 In this International Standard, the term "product" only applies to

a) product intended for, or required by, a customer,

b) any intended output resulting from the product realization processes.

NOTE 2 Statutory and regulatory requirements can be expressed as legal requirements.

This International Workshop Agreement provides guidelines to help policing organizations apply the requirements of ISO 9001:2008.

This International Workshop Agreement explains how ISO 9001:2008 applies to policing organizations, and how it supports the objectives of enhancing customer satisfaction and maintaining security and safety, by providing products and services that are consistent with the needs of customers, as well as with applicable regulatory requirements.

NOTE 1   Examples of statutory and regulatory requirements include local laws, regulations, compulsory human rights declarations, and regional and international conventions.

NOTE 2   With respect to ISO 9001:2008, 1.1, Note 1, in this International Workshop Agreement, the term "product" also applies in policing organizations in the context where the police carry out their key activity of making their customers feel safe and secure, through the provision of many products and services which can differ from one policing organization to another.

1.2 Application

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **1 Scope**
>
> **1.2 Application**
>
> All requirements of this International Standard are generic and are intended to be applicable to all organizations, regardless of type, size and product provided.
>
> Where any requirement(s) of this International Standard cannot be applied due to the nature of an organization and its product, this can be considered for exclusion.
>
> Where exclusions are made, claims of conformity to this International Standard are not acceptable unless these exclusions are limited to requirements within Clause 7, and such exclusions do not affect the organization's ability, or responsibility, to provide product that meets customer and applicable statutory and regulatory requirements.

All guidelines of this International Workshop Agreement are generic and are intended to be applicable to all policing organizations, regardless of their type (e.g. police stations, border crossings, correctional establishments, civil defence) size, nature, diversity of services, or range of security or non-security products.

2 Normative references

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **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 9000:2005, *Quality management systems — Fundamentals and vocabulary*

There is no sector-specific guidance.

3 Terms and definitions

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **3 Terms and definitions**
>
> For the purposes of this document, the terms and definitions given in ISO 9000 apply.
>
> Throughout the text of this International Standard, wherever the term "product" occurs, it can also mean "service".

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

3.1
policing
activities carried out for the preservation of law and order

Note 1 to entry: Preservation of law and order can include safety and security services, traffic services, social services, victim-assistance services, first-responder services, investigative services, support services and community policing services.

3.2
policing organization
organization for the provision of *policing* (3.1)

Note 1 to entry: The term "organization" is defined in ISO 9000:2005, 3.3.1.

3.3
police process
process performed by *police personnel* (3.5) that defines the core *policing services* (3.4) of a *policing organization* (3.2) or unit of a policing organization

Note 1 to entry: The term "process" is defined in ISO 9000:2005, 3.4.1.

3.4
policing services
services provided by a *policing organization* (3.2)

Note 1 to entry: Policing services can include safety and security services, traffic services, social services, victim-assistance services, first-responder services, investigative services, support services and community policing services.

3.5
police personnel
people employed by a *policing organization* (3.2)

Note 1 to entry: A policing organization generally employs a variety of people who are responsible for the performance of all *policing services* (3.4).

3.6
police officer
member of the *police personnel* (3.5) who is legally empowered to enforce and uphold the law

4 Quality management system

4.1 General requirements

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **4 Quality management system**
>
> **4.1 General requirements**
>
> The organization shall establish, document, implement and maintain a quality management system and continually improve its effectiveness in accordance with the requirements of this International Standard.
>
> The organization shall
>
> a) determine the processes needed for quality management system and their application throughout the organization (see 1.2),
>
> b) determine the sequence and interaction of these processes,
>
> c) determine criteria and methods needed to ensure that both the operation and control of these processes are effective,
>
> d) ensure the availability of resources and information necessary to support the operation and monitoring of these processes,
>
> e) monitor, measure where applicable, and analyse these processes, and
>
> f) implement actions necessary to achieve planned results and continual improvement of these processes.
>
> These processes shall be managed by the organization in accordance with the requirements of this International Standard.
>
> Where an organization chooses to outsource any process that affects product conformity to requirements, the organization shall ensure control over such processes. The type and extent of control to be applied to these outsourced processes shall be identified within the quality management system.
>
> NOTE 1 Processes needed for the quality management system referred to above include processes for management activities, provision of resources, product realization, measurement, analysis and improvement.
>
> NOTE 2 An "outsourced process" is a process that the organization needs for its quality management system and which the organization chooses to have performed by an external party.
>
> NOTE 3 Ensuring control over outsourced processes does not absolve the organization of the responsibility of conformity to all customer, statutory and regulatory requirements. The type and extent of control to be applied to the outsourced process may be influenced by factors such as
>
> a) the potential impact of the outsourced process on the organization's capability to provide product that conforms to requirements,
>
> b) the degree to which the control for the process is shared,
>
> c) the capability of achieving the necessary control through the application of 7.4.

Annex B provides a schematic representation of a quality management system based on ISO 9001.

The policing organization should establish and document its quality management system using any recognized means of documentation. This system should be maintained and continuously improved.

The policing organization should establish the structure of the quality management system, which can include a quality policy, quality objectives, work governing policies, work standard manuals, workbooks, work instructions, electronic programmes and all associated templates, forms and records.

The policing organization should:

a) define and document these processes in the quality management system in association with police policy;

b) determine the integrity and interconnectivity of all police processes inside and outside the policing organization;

NOTE 1   Examples of other entities include other public bodies and international bodies.

c) determine the approval and rejection criteria, as well as methods and means required to implement the processes, to ensure that they are:

1) effectively operated and achieving required outputs;

2) monitored against plans to ensure adequate process control;

d) determine required inputs and outputs and approval criteria;

e) monitor, measure and analyse the police process and system performance;

f) take necessary actions (corrective and preventive) to ensure the achievement of planned outcomes and the accomplishment of policing organization mission objectives;

g) continually improve the system.

The policing organization can choose to outsource the application of one or more processes.

NOTE 2   Examples of processes that can be outsourced include vehicle checking, examining and licensing, rescue and ambulance, and protection of critical infrastructure.

In such cases, the policing organization should be responsible for:

— establishing the requirements for the policing service;

— designing the policing service and establishing how it will be provided;

— defining and documenting these processes in the quality management system;

— determining required outputs and their approval criteria;

— monitoring and measuring the performance of external parties providing the agreed service(s);

— ensuring the quality of policing services.

5

4.2 Documentation requirements

4.2.1 General

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **4 Quality management system**
>
> **4.2 Documentation requirements**
>
> **4.2.1 General**
>
> The quality management system documentation shall include
>
> a) documented statements of a quality policy and quality objectives,
>
> b) a quality manual,
>
> c) documented procedures and records required by this International Standard, and
>
> d) documents, including records, determined by the organization to be necessary to ensure the effective planning, operation and control of its processes.
>
> NOTE 1 Where the term "documented procedures" appears within this International Standard, this means that the procedure is established, documented, implemented and maintained. A single document may address the requirements for one or more procedures. A requirement for a documented procedure may be covered by more than one document.
>
> NOTE 2 The extent of the quality management system documentation can differ from one organization to another due to
>
> a) the size of organization and type of activities,
>
> b) the complexity of processes and their interactions, and
>
> c) the competence of personnel.
>
> NOTE 3 The documentation can be in any form or type of medium.

When developing and documenting a quality policy and quality objectives, the policing organization should consider the following clauses of ISO 9001:2008 and associated guidance:

— quality manual (4.2.2);

— quality policy (5.3);

— quality objectives (5.4.1).

ISO 9001:2008 requires the documentation of the following procedures:

a) control of documents (see 4.2.3);

b) control of records (see 4.2.4);

c) internal audit (see 8.2.2);

d) control of nonconforming products (services) (see 8.3);

e) corrective action (see 8.5.2);

f) preventive action (see 8.5.3).

The policing organization may include one or more processes in the same document.

To ensure consistency in providing services to internal/external customers at their required service level, at a minimum, the policing organization should document the following police processes.

At a minimum, the policing organization should document the following main police processes:

— response to service request;

— pursuit;

— use of force;

— receipt and issue of weapons;

— arrest, search and seizure;

— raiding premises;

— investigation, information collection and information sharing;

— detention;

— evidence and property collection, packaging, recording, storage and disposal;

— explosives transport;

— riot combat.

NOTE   See Annex D for additional examples of policing services and processes.

4.2.2   Quality manual

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **4 Quality management system**
>
> **4.2 Documentation requirements**
>
> **4.2.2 Quality manual**
>
> The organization shall establish and maintain a quality manual that includes
>
> a) the scope of the quality management system, including details of and justification for any exclusions (see 1.2),
>
> b) the documented procedures established for the quality management system, or reference to them, and
>
> c) a description of the interaction between the processes of the quality management system.

The quality manual is a generic and key reference document to the quality management system of the policing organization, which clearly identifies the scope of the quality management system, its contents and the method used to meet the requirements of ISO 9001:2008.

With reference to the documentation structure presented in 4.2.1, the volume of the quality manual content should be less than other quality procedures. The quality manual should indicate the approach used by the policing organization to meet the requirements of a specific clause, with no need to provide details about the phases, steps, forms and registers required to meet the requirements. Reference should be made to the documented procedures in the quality manual by listing them in an annex.

The policing organization should present the scope of the quality management system in the quality manual and should cite the processes, departments or geographical areas subject to the requirements of the quality management system.

If the policing organization decides to exclude the application of any clauses of 9001:2008 (see 1.2), such exclusions should be clearly stated and justified.

The quality manual should provide a clear description of the interaction and dependency between different quality management processes.

NOTE   Interactions can be described by using schematics, graphical illustrations, or text descriptions within the quality manual.

4.2.3 Control of documents

ISO 9001:2008, Quality management systems — Requirements

4 Quality management system

4.2 Documentation requirements

4.2.3 Control of documents

Documents required by the quality management system shall be controlled. Records are a special type of document and shall be controlled according to the requirements given in 4.2.4.

A documented procedure shall be established to define the controls needed

a) to approve documents for adequacy prior to issue,

b) to review and update as necessary and re-approve documents,

c) to ensure that changes and the current revision status of documents are identified,

d) to ensure that relevant versions of applicable documents are available at points of use,

e) to ensure that documents remain legible and readily identifiable,

f) to ensure that documents of external origin determined by the organization to be necessary for the planning and operation of the quality management system are identified and their distribution controlled, and

g) to prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

The policing organization should identify all external documents (e.g. laws, legislation, regulations, other external documents required for quality management system application).

Confidentiality should be observed regarding the distribution, maintenance and disposal of quality management system documents, as required, taking into account the nature of police activities.

Regardless of the type or method of documents developed and/or maintained within the quality management system, documents should be controlled to ensure the ready availability of only the most current information and to restrict the availability of obsolete documents. The control of documents spans the control both of internally generated documents and externally generated documents. The policing organization should develop and document a procedure that ensures the inclusion of the required elements as they relate to internal and external document control, specifically approval, update, identification of changes, identification of the current revision, availability where used, legible and identifiable, and purging or marking to prevent unintended use.

Documents should be reviewed to ensure compliance with police policies, police accreditation bodies, statutory and regulatory requirements and international agreements or accords.

The policing organization can meet the requirements for document control by using the flow chart in Figure 2.
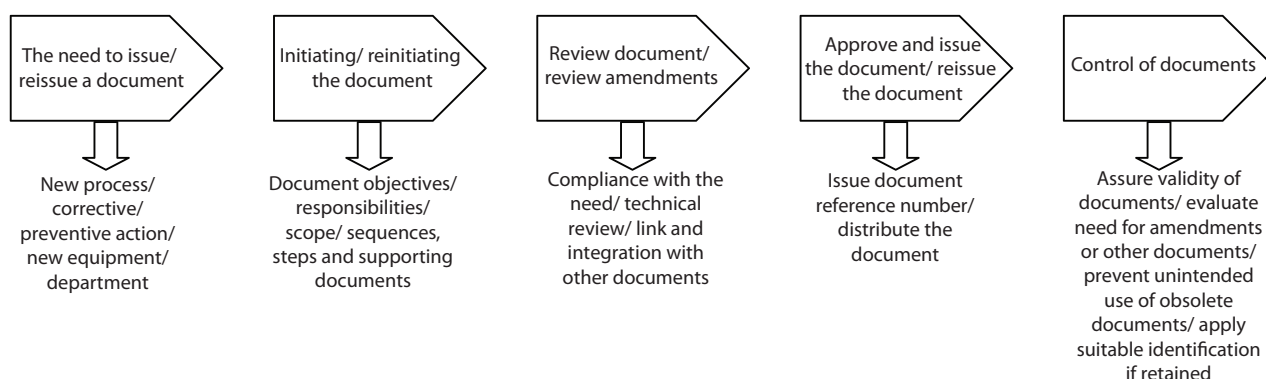
The need to issue/ reissue a document

New process/ corrective/ preventive action/ new equipment/ department

Initiating/ reinitiating the document

Document objectives/ responsibilities/ scope/ sequences, steps and supporting documents

Review document/ review amendments

Compliance with the need/ technical review/ link and integration with other documents

Approve and issue the document/ reissue the document

Issue document reference number/ distribute the document

Control of documents

Assure validity of documents/ evaluate need for amendments or other documents/ prevent unintended use of obsolete documents/ apply suitable identification if retained

Figure 2 — Quality management system document life cycle

4.2.4 Control of records

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **4 Quality management system**
>
> **4.2 Documentation requirements**
>
> **4.2.4 Control of records**
>
> Records established to provide evidence of conformity to requirements and of the effective operation of the quality management system shall be controlled.
>
> The organization shall establish a documented procedure to define the controls needed for the identification, storage, protection, retrieval, retention and disposition of records.
>
> Records shall remain legible, readily identifiable and retrievable.

A record is a special type of document generated from filling work forms with information obtained by implementing the quality management system. A record can be, for example, a hard or soft copy, or a sample.

Quality management system documents should be given a distinctive number, and should be stored under appropriate conditions to protect them from loss or damage and in a manner that ensures their accessibility and retrievability. For the destruction of documents, the policing organization should follow all applicable instructions and laws and should use appropriate and approved means to destroy them in such a way as to prevent their misuse.

The period for maintaining quality management system documents should be determined according to applicable laws and regulations and the work needs of the policing organization.

Information security and confidentiality should be maintained in the collection, storage, maintenance, dissemination and disposal of police records, including incident reporting, criminal history, forensic reporting, property tracking, and evidence management.

For the approval of electronic records, the policing organization should clearly identify the mechanism to be used to maintain and retrieve the backup, as part of the procedure to control records or any other documents, as it considers appropriate.

5 Management responsibility

5.1 Management commitment

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **5 Management responsibility**
>
> **5.1 Management commitment**
>
> Top management shall provide evidence of its commitment to the development and implementation of the quality management system and continually improving its effectiveness by
>
> a) communicating to the organization the importance of meeting customer as well as statutory and regulatory requirements,
>
> b) establishing the quality policy,
>
> c) ensuring that quality objectives are established,
>
> d) conducting management reviews, and
>
> e) ensuring the availability of resources.

It is important to emphasise the value of top management commitment to providing the necessary resources to implement the quality management system effectively and ensure its continuity.

To ensure the effectiveness and continuity of the quality management system, a policing organization should consider establishing a centralized governance capability at the top level of management.

5.2 Customer focus

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **5 Management responsibility**
>
> **5.2 Customer focus**
>
> Top management shall ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction (see 7.2.1 and 8.2.1).

Customers of the policing organization are identified in the Introduction (Clause 0.2).

The top management of the policing organization should identify current and future customer requirements, both explicit and implicit, and should subject them to continuous review in order to ensure that they are met and to enhance customer safety and security and the stability of the community, according to laws, legislation, and available resources. The policing organization should document these requirements by using the method it considers appropriate.

The guidelines in 7.2.1 and 8.2.1 should be followed when ensuring that customer requirements are met and customer satisfaction is enhanced.

5.3 Quality policy

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **5 Management responsibility**
>
> **5.3 Quality policy**
>
> Top management shall ensure that the quality policy
>
> a) is appropriate to the purpose of the organization,
>
> b) includes a commitment to comply with requirements and continually improve the effectiveness of the quality management system,
>
> c) provides a framework for establishing and reviewing quality objectives,
>
> d) is communicated and understood within the organization, and
>
> e) is reviewed for continuing suitability.

The quality policy should reflect the policing organization's commitment to enhancing customer satisfaction, implementing laws and regulations, meeting customer requirements, achieving quality objectives and seeking to improve and enhance the sustainability and effectiveness of the policing organization. The quality policy should stem from governmental high-level policy and should be consistent with the nature and purpose of the policing organization's work. The policing organization should identify external and internal customers to ensure that service requirements are determined and regularly met and that police quality management system connectivity is maintained.

The quality policy should be considered as the main framework for developing the policing organization's quality management system and for making decisions related to it.

The top management of the policing organization should be committed to ensuring that employees understand the quality management system and their role in implementing the quality policy. The quality policy may be published outside the policing organization in order to secure community support for the policing organization's objectives.

5.4 Planning

5.4.1 Quality objectives

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **5 Management responsibility**
>
> **5.4 Planning**
>
> **5.4.1 Quality objectives**
>
> Top management shall ensure that quality objectives, including those needed to meet requirements for product [see 7.1 a)], are established at relevant functions and levels within the organization. The quality objectives shall be measurable and consistent with the quality policy.

The policing organization's objectives may be short-, medium- and long-term, and should be derived from its quality policy and strategic goals. Quality objectives should be specified, measureable and achievable, and relevant to the processes and services provided within specified timelines by the policing organization as a whole and by individual work units. Quality objectives should be approved and regularly reviewed by top management.

To effectively achieve the quality objectives, plans and work programmes should be developed covering at least the following:

a) steps to achieve the objectives;

b) responsibilities for implementing these steps;

c)   all relevant laws and regulations;

d)   required resources;

e)   plan application timeline;

f)   performance indicators to measure the extent to which objectives are being met and to identify reasons for deviations, if any.

NOTE   When establishing the performance indicators, it is important to take into consideration their interactions, if any.

5.4.2   Quality management system planning

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **5 Management responsibility**
>
> **5.4 Planning**
>
> **5.4.2 Quality management system planning**
>
> Top management shall ensure that
>
> a) the planning of the quality management system is carried out in order to meet the requirements given in 4.1, as well as the quality objectives, and
>
> b) the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

When planning the quality management system, top management should take into consideration the following:

a)   processes to be established within the quality management system (see 4.1);

b)   high-level policies of the government;

c)   the performance of the policing organization with respect to its strategic plans and goals;

d)   a centralized quality management system planning capability;

e)   changes in the local, regional and international environment;

f)   risk analysis findings.

NOTE 1   It is important that amendments or enhancements to the quality management system are carried out without compromising the integrity of the quality management system's integrated components.

NOTE 2   See ISO 31000 for guidance on risk management.

5.5   Responsibility, authority and communication

5.5.1   Responsibility and authority

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **5 Management responsibility**
>
> **5.5 Responsibility, authority and communication**
>
> **5.5.1 Responsibility and authority**
>
> Top management shall ensure that responsibilities and authorities are defined and communicated within the organization.

Top management should acknowledge and clearly communicate responsibilities and authorities for police personnel.

To ensure identification of responsibilities and authorities within the policing organization, at a minimum, the following should be documented:

a)   the structure of the policing organization;

b)   job descriptions;

c)   authority matrices;

d)   a centralized quality management system approach throughout the policing organization.

The police rank system, orders and instructions should be taken into consideration when developing roles, responsibilities and authorities.

NOTE 1   If computer software or electronic databases are used to carry out tasks in the policing organization, the authority to use the software and databases needs to be added to the list of responsibilities and authorities.

NOTE 2   Upon delegation of authority, it is important to take into account the competences of the staff and the enablement policy of the policing organization.

5.5.2   Management representative

ISO 9001:2008, Quality management systems — Requirements

5 Management responsibility

5.5 Responsibility, authority and communication

5.5.2 Management representative

Top management shall appoint a member of the organization's management who, irrespective of other responsibilities, shall have responsibility and authority that includes

a) ensuring that processes needed for the quality management system are established, implemented and maintained,

b) reporting to top management on the performance of the quality management system and any need for improvement, and

c) ensuring the promotion of awareness of customer requirements throughout the organization.

NOTE The responsibility of a management representative can include liaison with external parties on matters relating to the quality management system.

In accordance with the nature of the policing organization's activities, the management representative should be someone with appropriate knowledge, skills and abilities and sufficient seniority to facilitate the development and continual improvement of the quality management system.

5.5.3   Internal communication

ISO 9001:2008, Quality management systems — Requirements

5 Management responsibility

5.5 Responsibility, authority and communication

5.5.3 Internal communication

Top management shall ensure that appropriate communication processes are established within the organization and that communication takes place regarding the effectiveness of the quality management system.

The policing organization should establish and maintain adequate internal communications to ensure dissemination of information regarding the effectiveness of the police quality management system to all parties concerned. This system should ensure quick, accurate, clear and confidential transfer of

information, including during periods of emergencies, crises or disasters, in order to ensure business continuity.

5.6 Management review

5.6.1 General

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **5 Management responsibility**
>
> **5.6 Management review**
>
> **5.6.1 General**
>
> Top management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives.
>
> Records from management reviews shall be maintained (see 4.2.4).

There is no sector-specific guidance.

5.6.2 Review input

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **5 Management responsibility**
>
> **5.6 Management review**
>
> **5.6.2 Review input**
>
> The input to management review shall include information on
>
> a) results of audits,
>
> b) customer feedback,
>
> c) process performance and product conformity,
>
> d) status of preventive and corrective actions,
>
> e) follow-up actions from previous management reviews,
>
> f) changes that could affect the quality management system, and
>
> g) recommendations for improvement.

For the policing organization, the following management review inputs should be provided:

a) previous audit findings and the level of commitment of all organizational units to implementing corrective and preventive actions;

b) feedback through customer complaints, suggestions and responses to customer satisfaction surveys;

c) evidence of process performance and the level of service provided, through performance reports, monitoring, measurement, examination, testing and inspections;

d) progress in carrying out preventive and corrective actions resulting from monitoring, measurement, examination, testing, inspection, internal and external activities, prior management reviews, customer feedback or other relevant activity;

e) technical, organizational, technological, legal and other changes;

f) proposals submitted to top management from any entity, either internal or external to the policing organization;

g) the impact of the quality management system on crime reduction and prevention objectives of the policing organization.

5.6.3   Review output

ISO 9001:2008, Quality management systems — Requirements

5 Management responsibility

5.6 Management review

5.6.3   Review output

The output from the management review shall include any decisions and actions related to

a) improvement of the effectiveness of the quality management system and its processes,

b) improvement of product related to customer requirements, and

c) resource needs.

There is no sector-specific guidance.

6   Resource management

6.1   Provision of resources

ISO 9001:2008, Quality management systems — Requirements

6 Resource management

6.1 Provision for resources

The organization shall determine and provide the resources needed

a) to implement and maintain the quality management system and continually improve its effectiveness, and

b) to enhance customer satisfaction by meeting customer requirements.

The policing organization should develop appropriate mechanisms for planning current and future resource requirements, in order to ensure effective application of the quality management system, to enhance customer satisfaction, and to meet customer requirements, subject to the statutory and legislative requirements framework, including human, financial and material resources, in addition to the required infrastructure.

6.2   Human resources

6.2.1   General

ISO 9001:2008, Quality management systems — Requirements

6 Resource management

6.2 Human resources

6.2.1 General

Personnel performing work affecting conformity to product requirements shall be competent on the basis of appropriate education, training, skills and experience.

NOTE Conformity to product requirements can be affected directly or indirectly by personnel performing any task within the quality management system.

The policing organization's activities are affected by the levels of competence of its personnel and the education and skills of its workers.

The policing organization should determine the appropriate and necessary skills, experience, training, academic qualifications and personal integrity for each function. The organization should conduct sufficient background checks to satisfy its hiring requirements.

NOTE 1   Training programmes can be operational, administrative or technical in nature.

NOTE 2   Physical fitness, health and mental capabilities constitute a significant factor in the selection and appointment of police officers.

Temporary human resources should meet all the competence requirements of the policing organization.

6.2.2   Competence, training and awareness

ISO 9001:2008, Quality management systems — Requirements

6 Resource management

6.2 Human resources

6.2.2 Competence, training and awareness

The organization shall

a) determine the necessary competence for personnel performing work affecting conformity to product requirements,

b) where applicable, provide training or take other actions to achieve the necessary competence,

c) evaluate the effectiveness of the actions taken,

d) ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives, and

e) maintain appropriate records of education, training, skills and experience (see 4.2.4).

All police personnel should have the competence required to enable them to perform work to achieve product quality. If a gap exists between the competence required and competence available, it should be addressed through the provision of adequate training and other appropriate actions (such as the provision of supervision for a period of time, the provision of assistance, and substitution) to reach the required level of competence.

The policing organization should hold workshops and launch awareness campaigns and training programmes, and should use any means it considers necessary to provide the appropriate level of awareness of its quality policy and quality objectives, and to enhance the understanding of the police personnel of their role in achieving them.

The effectiveness of training processes should be assessed against the provisions of the training plan. This can be performed by monitoring personnel performance, key performance indicators and policing processes, or through any other appropriate training assessment methods. It is not necessary to assess training impact immediately after completion of a training programme, since it may be performed after waiting for an appropriate length of time to ensure that the impact of the training is apparent.

For policing activities that require the use of force (e.g. weapons, stun guns, canisters, police dogs) or special vehicles or equipment (e.g. command vehicles, riot fighting vehicles), the policing organization should ensure that the affected personnel maintain a level of competence appropriate to perform these duties with effectiveness and efficiency. The policing organization should establish and maintain appropriate mechanisms and controls to ensure the effectiveness of related training.

The policing organization should provide and maintain records to demonstrate competency for the following, as applicable:

a)   initial orientation;

b)   initial traning and competence;

c)   ongoing training and professional development;

d)   continuing education requirements;

e)   annual qualifications, if required by work assignment;

f)   periodic proficiency examinations and assessments.

6.3   Infrastructure

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **6   Resource management**
>
> **6.3   Infrastructure**
>
> The organization shall determine, provide and maintain the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable,
>
> a)   buildings, workspace and associated utilities,
>
> b)   process equipment (both hardware and software), and
>
> c)   supporting services (such as transport, communication or information systems).

The policing organization should devise and implement adequate plans to identify its current and future infrastructure with respect to:

a)   control rooms;

b)   correctional and rehabilitation establishments;

c)   weapons and explosives warehouses;

d)   global positioning system programmes;

e)   laboratories;

f)   patrols;

g)   radios;

h)   helicopters.

To ensure that the appropriate infrastructure is maintained, preventive and corrective maintenance processes should be planned and implemented, including inspection and maintenance of weapons and ammunition.

The policing organization should set up the appropriate asset care system to acquire, operate, maintain or otherwise support the following, as appropriate:

— facilities management;

— equipment management (hardware and software);

— information security management systems;

— vehicle management systems;

— laboratory information management systems;

— property/evidence tracking systems;

— all air support devices;

— information sharing interface capabilities across jurisdictional boundaries.

6.4   Work environment

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **6 Resource management**
>
> **6.4   Work environment**
>
> The organization shall determine and manage the work environment needed to achieve conformity to product requirements.
>
> NOTE The term "work environment" relates to those conditions under which work is performed including physical, environmental and other factors (such as noise, temperature, humidity, lighting or weather).

The policing organization should ensure the provision of a safe and healthy work environment which takes into account the special circumstances and activities that are characteristic of policing activities.

NOTE   Special circumstances and activities can include harsh weather conditions, dangerous activities (e.g. detection and neutralization of explosives, raiding and storming operations) and health hazards (e.g. exposure to detainees carrying contagious diseases).

As far as possible, the policing organization should ensure that the work environment meets health and safety standards.

In establishing the policing work environment, the following issues should be taken into consideration:

a)   the shift system under which police officers work;

b)   the need for extended work shifts;

c)   psychological and human factors;

d)   feedback from policing personnel related to the work environment;

e)   post-critical incident assistance to ensure the mental well-being of all police personnel.

7 Product realization

7.1 Planning of product realization

ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.1 Planning of product realization

The organization shall plan and develop the processes needed for product realization. Planning of product realization shall be consistent with the requirements of the other processes of the quality management system (see 4.1).

In planning product realization, the organization shall determine the following, as appropriate:

a) quality objectives and requirements for the product;

b) the need to establish processes and documents, and to provide resources specific to the product;

c) required verification, validation, monitoring, measurement inspection and test activities specific to the product and the criteria for product acceptance;

d) records needed to provide evidence that the realization processes and resulting product meet requirements (see 4.2.4).

The output of this planning shall be in a form suitable for the organization's method of operations.

NOTE 1 A document specifying the processes of the quality management system (including the product realization processes) and the resources to be applied to a specific product, project or contract, can be referred to as a quality plan.

NOTE 2 The organization may also apply the requirements given in 7.3 to the development of product realization processes.

The policing organization should establish and maintain the processes required to deliver policing products that are consistent with the quality policy and quality objectives of the quality management system. In particular, it should establish and maintain:

a) methods used to determine the policing product requirements, taking into consideration the organization's quality objectives;

b) processes required to provide the policing product;

c) documents required to implement the policing processes effectively;

> NOTE   This documentation can include policies, regulations, instructions, procedures, forms and records (see 4.1).

d) responsibilities and authorities necessary to implement the policing processes;

e) resources required to provide the policing product (see Clause 6);

f) any limitations imposed on the policing product, including criteria for approving or rejecting policing products;

g) methods for monitoring and measuring the policing processes to verify their effectiveness;

h) methods for inspection, checking, testing and verification of product quality;

i) alternative processes to be used on a contingency basis;

j) process differentiation for juveniles and others;

k) process consistency with other standards.

NOTE 1   Documented information produced by the policing organization's product planning processes can include policies, work procedures and quality plans such as:

— a matrix of responsibilities and authorities;

— work instructions;

— process illustrations or models;

— audio recordings or visual imaging;

— checklists.

NOTE 2   Documentation can be in electronic form.

NOTE 3   Examples of other standards include ISO/IEC 17020 and ISO/IEC 17025.

Due to the nature of policing activities, unplanned emergencies can occur that may require immediate and special handling outside the scope of the main processes. To deal with such cases, a highly qualified emergency team should be formed with clear responsibilities and the authority to deal with the emergency situation.

Taking into account such emergencies, the policing organization should review its main processes and emergency plans and assess the need to amend them, if required.

7.2   Customer-related processes

7.2.1   Determination of requirements related to the product

ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.2 Customer-related processes

7.2.1 Determination of requirements related to the product

The organization shall determine

a) requirements specified by the customer, including the requirements for delivery and post-delivery activities,

b) requirements not stated by the customer but necessary for specified or intended use, where known,

c) statutory and regulatory requirements applicable to the product, and

d) any additional requirements considered necessary by the organization.

NOTE Post-delivery activities include, for example, actions under warranty provisions, contractual obligations such as maintenance services and supplementary services such as recycling or final disposal.

The policing organization should determine customer requirements consistent with the legal framework and prevailing local cultures. Subject to the legal framework, the policing organization may use multiple means to determine its customers' complementary requirements. In some cases, the customer may participate in determining customer requirements. In cases where customer participation cannot be obtained, the policing organization should be responsible for determining customer requirements.

NOTE   Examples of the means used to determine customer requirements include focus groups that contain internal/external customers/groups, questionnaires, statistical information, complaint volume and type, and suggestions.

7.2.2 Review of requirements related to the product

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **7 Product realization**
>
> **7.2 Customer-related processes**
>
> **7.2.2 Review of requirements related to the product**
>
> The organization shall review the requirements related to the product. This review shall be conducted prior to the organization's commitment to supply a product to the customer (e.g. submission of tenders, acceptance of contracts or orders, acceptance of changes to contracts or orders) and shall ensure that
>
> a) product requirements are defined,
>
> b) contract or order requirements differing from those previously expressed are resolved, and
>
> c) the organization has the ability to meet the defined requirements.
>
> Records of the results of the review and actions arising from the review shall be maintained (see 4.2.4).
>
> Where the customer provides no documented statement of requirement, the customer requirements shall be confirmed by the organization before acceptance.
>
> Where product requirements are changed, the organization shall ensure that relevant documents are amended and that relevant personnel are made aware of the changed requirements.
>
> NOTE In some situations, such as internet sales, a formal review is impractical for each order. Instead the review can cover relevant product information such as catalogues or advertising material.

The following circumstances should be taken into account when reviewing requirements related to the policing product:

a) the review of product-related requirements may be confined to reviewing customer requests for specific policing services, with special emphasis on verifying the completeness and validity of customer requests when they are received;

b) the policing organization may receive undocumented requests for service, which require it to take the necessary measures to verify such requests and document them appropriately (e.g. calls for help through the control room);

c) for policing services that are delivered online, all data and information related to the provided product should be regularly updated and verified;

d) the policing organization should ensure a complete understanding of customer requirements and should confirm that solutions (products and services) meet those requirements.

7.2.3 Customer communication

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **7 Product realization**
>
> **7.2 Customer-related processes**
>
> **7.2.3 Customer communication**
>
> The organization shall determine and implement effective arrangements for communicating with customers in relation to
>
> a) product information,
>
> b) enquiries, contracts or order handling, including amendments, and
>
> c) customer feedback, including customer complaints.

The policing organization should state clearly the information related to the product, and any amendments to it, which should be communicated to the customer, including the conditions for the provision of the required information, associated data and documents, and available means of communication.

NOTE   Available means of communication can include direct communication, dissemination through the media, email, the web portal and sign boards.

The policing organization should clearly identify each organizational unit or should have a security role in the location where its products are provided, e.g. by the provision of all security services in police stations. The ambulance and emergency services can be provided through ambulance points if the policing organization is responsible for delivering such operations.

The policing organization should clearly communicate to its customers the location(s) from which specific security services may be obtained.

The policing organization should develop an appropriate mechanism for effectively receiving, reviewing, handling and responding to customer complaints and suggestions in a timely manner.

As appropriate, the policing organization should ensure the confidentiality of private customer communications.

7.3   Design and development

7.3.1   Design and development planning

ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.3 Design and development

7.3.1 Design and development planning

The organization shall plan and control the design and development of product.

During the design and development planning, the organization shall determine

a) the design and development stages,

b) the review, verification and validation that are appropriate to each design and development stage, and

c) the responsibilities and authorities for design and development.

The organization shall manage the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility.

Planning output shall be updated, as appropriate, as the design and development progresses.

NOTE Design and development review, verification and validation have distinct purposes. They can be conducted and recorded separately or in any combination, as suitable for the product and the organization.

When the policing organization needs to introduce a new product, or needs to amend or upgrade an existing product due to an amendment or change in the relevant laws or legislations, or due to an urgent security requirement or customer requirement, etc., it should apply ISO 9001:2008, 7.3, in order to implement and monitor the design process throughout all its stages.

The design and development process in the policing organization should begin with an action plan that includes the following:

a) identification of all design, development or amendment stages, starting with gathering the information required to initiate the process and ending with the issue of the required product and its specifications, in conformity with the legal framework throughout all design stages;

b) specification of how the outputs of each design and development stage should be reviewed, verified and validated, including the approved approaches for performing review, verification and validation;

c) identification of the responsibilities for executing each stage of design and development in the action plan, as well as designation of the authorities to approve or reject the outputs of any of the design or development stage;

d) identification and inclusion of additional work units and/or processes that may be impacted by police product/service design and development planning.

The collaborative nature of design and development activities benefits from the interaction of multiple, cooperating work groups. The policing organization should provide a clear statement of the nature of these collaborative relationships and should promote proactive communication among the work groups.

If new requirements are identified during design or development, the policing organization should update the action plan accordingly.

7.3.2   Design and development inputs

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **7 Product realization**
>
> **7.3 Design and development**
>
> **7.3.2 Design and development inputs**
>
> Inputs relating to product requirements shall be determined and records maintained (see 4.2.4). These inputs shall include
>
> a) functional and performance requirements,
>
> b) applicable statutory and regulatory requirements,
>
> c) where applicable, information derived from previous similar designs, and
>
> d) other requirements essential for design and development.
>
> The inputs shall be reviewed for adequacy. Requirements shall be complete, unambiguous and not in conflict with each other.

The policing organization should identify the inputs related to policing product requirements in a clear and complete manner, without ambiguity or conflicts between requirements. Such inputs should include:

a) functional and performance requirements that specify the characteristics of the policing product and how it is provided to the customer, including functional characteristics and requirements for providing the product quickly and accurately;

b) the legal framework within which the policing product will be provided to customers;

c) comparison with the results of similar design and development activities, within the policing organization or from an external organization;

d) results of research or information gathering carried out by the policing organization or other parties;

e) the competence of personnel performing the design and development activities;

f) staffing and resource requirements necessary to adequately provide products/services that meet customer requirements.

NOTE   It is important that the policing organization takes into consideration risk assessment against new design outputs.

7.3.3 Design and development outputs

ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.3 Design and development

7.3.3 Design and development outputs

The outputs of design and development shall be in a form suitable for verification against the design and development input and shall be approved prior to release.

Design and development outputs shall

a) meet the input requirements for design and development,

b) provide appropriate information for purchasing, production and for service provision,

c) contain or reference product acceptance criteria, and

d) specify the characteristics of the product that are essential for its safe and proper use.

NOTE Information for production and service provision can include details for the preservation of product.

Design and development outputs in the policing organization are characterized by being of a special nature which affects the security system. The policing organization should assess the impact of design and development outputs on the security and non-security services it provides.

7.3.4 Design and development review

ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.3 Design and development

7.3.4 Design and development review

At suitable stages, systematic reviews of design and development shall be performed in accordance with planned arrangements (see 7.3.1)

a) to evaluate the ability of the results of design and development to meet requirements, and

b) to identify any problems and propose necessary actions.

Participants in such reviews shall include representatives of functions concerned with the design and development stages(s) being reviewed. Records of the results of the reviews and any necessary actions shall be maintained (see 4.2.4).

The policing organization should regularly review the design and development programme according to the action plan, in order to ensure the effectiveness of the design and development processes and the ability of the resulting products and services to meet customer and other requirements. The policing organization should correct deviations from the action plan and determine whether further corrective actions should be implemented. The policing organization should ensure that all participants in design and development activities have the opportunity to participate in reviews.

NOTE It is important that the policing organization takes into consideration risk assessment against new design outputs.

7.3.5 Design and development verification

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ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.3 Design and development

7.3.5 Design and development verification

Verification shall be performed in accordance with planned arrangements (see 7.3.1) to ensure that the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions shall be maintained (see 4.2.4).

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Verification of design and development outputs can be performed through one of the following methods:

a)   use of simulation programmes;

b)   comparison with similar products and services;

c)   review of design outputs against customer requirements.

7.3.6 Design and development validation

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ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.3 Design and development

7.3.6 Design and development validation

Design and development validation shall be performed in accordance with planned arrangements (see 7.3.1) to ensure that the resulting product is capable of meeting the requirements for the specified application or intended use, where known. Wherever practicable, validation shall be completed prior to the delivery or implementation of the product. Records of the results of validation and any necessary actions shall be maintained (see 4.2.4).

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To ensure the effectiveness of the validation at different design and development stages, the policing organization should engage customers in the validation process.

NOTE   Validation can be conducted using sampling techniques.

The design should be considered successful if the validation process succeeds in ensuring that the requirements of the specific application or the intended use are met, prior to approving the provision of the new products to their recipients.

If the design is not validated before product provision (e.g. in securing events and official convoys), the policing organization should be aware of the mechanisms that should be used in design validation.

7.3.7 Control of design and development changes

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ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.3 Design and development

7.3.7 Control of design and development changes

Design and development changes shall be identified and records maintained. The changes shall be reviewed, verified and validated, as appropriate, and approved before implementation. The review of design and development changes shall include evaluation of the effect of the changes on constituent parts and product already delivered. Records of the results of the review of changes and any necessary actions shall be maintained (see 4.2.4).

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There is no sector-specific guidance.

7.4   Purchasing

7.4.1   Purchasing process

ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.4 Purchasing

7.4.1 Purchasing process

The organization shall ensure that purchased product conforms to specified purchase requirements. 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 realization or the final product.

The organization shall evaluate and select suppliers based on their ability to supply product in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation shall be established. Records of the results of evaluations and any necessary actions arising from the evaluation shall be maintained (see 4.2.4).

Purchasing of products needed by the policing organization to perform its activities should be conducted within the existing legal framework, and according to the policing organization's approved security and technical standards and criteria.

The policing organization should ensure effective purchasing processes by:

a)   clearly and accurately identifying purchasing requirements and maintaining clarity and accuracy throughout the purchasing process;

b)   establishing criteria for the selection, approval, assessment and monitoring of suppliers throughout all stages of the purchasing process;

   NOTE 1   The level of monitoring and type of selection, approval and assessment criteria can vary according to the type, cost and intended use of the purchased product.

c)   reassessing supplier performance at the end of the the purchasing process, or systematically at predetermined intervals;

   NOTE 2   Assessment of suppliers can be performed during the purchasing process, especially if the purchasing process extends over multiple stages. The assessment process can also be performed during the service provision, e.g. in cases of construction work carried out over a long period of time.

d)   correcting deficiencies identified in the purchasing process (i.e. supplier performance problems), and determining whether follow-on corrective actions are needed to ensure non-recurrence.

NOTE 3   Depending on the specifics of the policing activities and the sensitivity of its purchases, the policing organization can benefit from testing approved samples of the product to be purchased as part of the purchasing process. Examples of such products include weapons, communication devices and military equipment.

The policing organization should set up appropriate mechanisms to ensure that suppliers maintain the confidentiality of purchasing transactions.

7.4.2 Purchasing information

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **7 Product realization**
>
> **7.4 Purchasing**
>
> **7.4.2 Purchasing information**
>
> Purchasing information shall describe the product to be purchased, including, where appropriate,
>
> a) requirements for approval of product, procedures, processes and equipment,
>
> b) requirements for qualification of personnel, and
>
> c) quality management system requirements.
>
> The organization shall ensure the adequacy of specified purchase requirements prior to their communication to the supplier.

The policing organization should identify all applicable technical and security standards and criteria for the materials or services to be purchased, including, at a minimum, the following:

a) technical and security standards and criteria for the requested product;

> NOTE 1   Technical requirements can include dates related to when the personal protective equipment expires or the date of chemical expiration.

b) standards for the processes or methods for providing the requested product or service;

c) requirements pertaining to machinery, equipment and apparatus to be used to provide the required product or service;

d) any specific requirements to be met by individuals responsible for receiving the requested product or service;

> NOTE 2   Requirements to be met by individuals can include specific skills, training, experience or qualifications.

e) requirements for protecting and securing the delivery of hazardous or sensitive purchased materials to the policing organization.

NOTE   The nature of police activities and the sensitivity of the purchased materials can necessitate maintaining the confidentiality of information related to purchasing.

7.4.3   Verification of purchased product

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **7 Product realization**
>
> **7.4 Purchasing**
>
> **7.4.3 Verification of purchased product**
>
> The organization shall establish and implement the inspection or other activities necessary for ensuring that purchased product meets specified purchase requirements.
>
> Where the organization or its customer intends to perform verification at the supplier's premises, the organization shall state the intended verification arrangements and method of product release in the purchasing information.

In order to be able to verify the compliance of purchased products with technical standards and criteria, the policing organization may:

a) form technical committees of experts to observe the purchased materials prior to acceptance and before accepting them;

b) conduct an unbiased assessment of the quality system and technical standards of the product supplier in accordance with the purchasing with the supplier, according to the contract;

c) compare items received with items requested, and only accept items that were ordered or an approved substitute.

7.5 Production and service provision

7.5.1 Control of production and service provision

ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.5 Production and service provision

7.5.1 Control of production and service provision

The organization shall plan and carry out production and service provision under controlled conditions. Controlled conditions shall include, as applicable,

a) the availability of information that describes the characteristics of the product,

b) the availability of work instructions, as necessary,

c) the use of suitable equipment,

d) the availability and use of monitoring and measuring equipment,

e) the implementation of monitoring and measuring, and

f) the implementation of product release, delivery and post-delivery activities.

The policing organization should establish the means to classify its policing products according to their nature and characteristics.

NOTE   Examples of products of the policing organization include:

— security policing products (e.g. good conduct letters and opening reports);

— vehicle- and driver-licensing policing products (e.g. the issuing of driver licenses);

— community policing products (e.g. neighbourhood watch programmes);

— emergency and public safety policing products (e.g. ambulance, rescue and civil defence);

— suppliers' products (e.g. assessment of suppliers offers; delivery orders by suppliers; registration of companies in the suppliers system);

— traffic services (e.g. truck circulation permits and accident investigation).

7.5.2 Validation of processes for production and service provision

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ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.5 Production and service provision

7.5.2 Validation of processes for production and service provision

The organization shall validate any processes for production and service provision where the resulting output cannot be verified by subsequent monitoring or measurement and, as a consequence, deficiencies become apparent only after the product is in use or the service has been delivered.

Validation shall demonstrate the ability of these processes to achieve planned results.

The organization shall establish arrangements for these processes including, as applicable,

a) defined criteria for review and approval of the processes,

b) approval of equipment and qualifications of personnel,

c) use of specific methods and procedures,

d) requirements for records (see 4.2.4), and

e) revalidation.

Depending on the nature of some policing products, the validity of the product cannot be proved by applying the monitoring and examination processes during the application of the process, simply in order to confirm the validity of the product after providing it as an end product (e.g. the securing operations of convoys and events).

Using the established process classifications (see 7.5.1), the policing organization should identify all policing processes that cannot be validated until provision of the end product. The policing organization should meet all the requirements stipulated in ISO 9001:2008, 7.5.2.

7.5.3 Identification and traceability

ISO 9001:2008, Quality management systems — Requirements

7 Product realization

7.5 Production and service provision

7.5.3 Identification and traceability

Where appropriate, the organization shall identify the product by suitable means throughout product realization.

The organization shall identify the product status with respect to monitoring and measurement requirements throughout product realization.

Where traceability is a requirement, the organization shall control the unique identification of the product and maintain records (see 4.2.4).

NOTE In some industry sectors, configuration management is a means by which identification and traceability are maintained.

The policing organization should comply with all relevant laws and legislations that govern and regulate the identification process, e.g. security report numbers, passport numbers, exhibit numbers and driving license numbers.

Identification involves granting a product a unique code in order to be able to identify the product and all associated documents, sample and, reports throughout all the service provision stages. Traceability involves providing the appropriate means to identify the stages undergone by products.

7.5.4   Customer property

ISO 9001:2008, Quality management systems — Requirements
7   Product realization
7.5   Production and service provision
7.5.4   Customer property
The organization shall exercise care with customer property while it is under the organization's control or being used by the organization. The organization shall identify, verify, protect and safeguard customer property provided for use or incorporation into a product. If any customer property is lost, damaged or otherwise found to be unsuitable for use, the organization shall report this to the customer and maintain records (see 4.2.4).
NOTE   Customer property can include intellectual property and personal data.

The policing organization should take into consideration the significance of customer property such as:

a)   customer-related personal information and data;

b)   customer property at a crime scene;

c)   personal property of inmates or detainees at corrective and rehabilitation establishments and police stations;

d)   impounded property (e.g. motor vehicles);

e)   property under examination for licensing purposes (e.g. firearms and motor vehicles).

The policing organization should ensure that customer property under its custodianship is preserved from loss, damage and misuse, and is returned to its owner(s) in the same condition as it was received. This can be performed through:

— checking the status of the vehicle ownership upon receipt and registering any observations;

— establishing and applying appropriate introduction and identification methods (see 7.5.3) throughout all work stages during which the policing organization has control of the customer property;

— protecting the property from loss, damage and misuse while it is being processed, used, preserved or stored by the policing organization;

— establishing appropriate procedures for returning the property to the customer, excluding cases where returning the property is prohibited by law.

7.5.5   Preservation of product

ISO 9001:2008, Quality management systems — Requirements
7   Product realization
7.5   Production and service provision
7.5.5   Preservation of product
The organization shall preserve the product during internal processing and delivery to the intended destination in order to maintain conformity to requirements. As applicable, preservation shall include identification, handling, packaging, storage and protection. Preservation shall also apply to the constituent parts of a product.

The policing organization should establish processes for handling policing products that require preservation throughout all work stages, as well as while handling, transporting and storing them. Such policing products include:

a)   evidence;

b) lawsuit files;

c) confidential security reports;

d) weapons and explosives;

e) travel documents and personal identification documents;

f) implementing adequate safeguards for handling, packaging, labelling, storing, returning, and/or disposing of property;

g) ensuring evidence integrity and security through adequate storage mechanisms.

NOTE   Examples of adequate storage mechanisms include refrigerators, freezers, safes, separate rooms and limited access, as required.

In preserving these policing products, the policing organization should comply with the technical, statutory and legislative requirements related to their handling, transportation, exchange and disposal.

7.6   Control of monitoring and measurement equipment

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **7 Product realization**
>
> **7.6 Control of monitoring and measuring equipment**
>
> The organization shall determine the monitoring and measurement to be undertaken and the monitoring and measuring equipment needed to provide evidence of conformity of product to determined requirements.
>
> The organization shall establish processes to ensure that monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements.
>
> Where necessary to ensure valid results, measuring equipment shall
>
> a) be calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded (see 4.2.4);
>
> b) be adjusted or re-adjusted as necessary;
>
> c) have identification in order to determine its calibration status;
>
> d) be safeguarded from adjustments that would invalidate the measurement result;
>
> e) be protected from damage and deterioration during handling, maintenance and storage.
>
> In addition, the organization shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. The organization shall take appropriate action on the equipment and any product affected.
>
> Records of the results of calibration and verification shall be maintained (see 4.2.4).
>
> When used in the monitoring and measurement of specified requirements, the ability of computer software to satisfy the intended application shall be confirmed. This shall be undertaken prior to initial use and recon-firmed as necessary.
>
> NOTE Confirmation of the ability of computer software to satisfy the intended application would typically include its verification and configuration management to maintain its suitability for use.

Equipment that should be controlled includes the following:

a) devices for measuring carbon emissions, for licensing purposes;

b) speed measurement devices;

c) equipment used in forensic laboratories;

d) closed-circuit television equipment;

e) scanning devices for explosives;

f) fingerprinting equipment.

8 Measurement, analysis and improvement

8.1 General

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **8 Measurement, analysis and improvement**
>
> **8.1 General**
>
> The organization shall plan and implement the monitoring, measurement, analysis and improvement processes needed
>
> a) to demonstrate conformity to product requirements,
>
> b) to ensure conformity of the quality management system, and
>
> c) to continually improve the effectiveness of the quality management system.
>
> This shall include determination of applicable methods, including statistical techniques, and the extent of their use.

Policing organizations should develop performance measures, as appropriate, that have a relationship with crime reduction and prevention, and should also incorporate more traditional business process performance measures beyond crime reduction and prevention measures.

NOTE   Examples of more traditional business measures include cycle time, deadlines, input failure, output failure, volume and data quality.

8.2 Monitoring and measurement

8.2.1 Customer satisfaction

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **8 Measurement, analysis and improvement**
>
> **8.2 Monitoring and measurement**
>
> **8.2.1 Customer satisfaction**
>
> As one of the measurements of the performance of the quality management system, the organization shall monitor information relating to customer perception as to whether the organization has met customer require-ments. The methods for obtaining and using this information shall be determined.
>
> NOTE Monitoring customer perception can include obtaining input from sources such as customer satisfaction surveys, customer data on delivered product quality, user opinion surveys, lost business analysis, compliments, warranty claims and dealer reports.

The policing organization should identify and use appropriate tools to measure customer satisfaction, in order to ensure that existing customer requirements are being met and to identify current and future requirements (see 7.2.1).

The policing organization should develop and maintain a formal professional standards function that operates to respond to customer complaints, to conduct internal administrative and criminal investigations, and to resolve customer complaints.

The policing organization should determine the tools used to measure customer satisfaction according to ISO 9001:2008, 8.2.1. Measurement of customer satisfaction can also be outsourced to an unbiased and specialized body.

8.2.2   Internal audit

ISO 9001:2008, Quality management systems — Requirements

8 Measurement, analysis and improvement

8.2 Monitoring and measurement

8.2.2 Internal audit

The organization shall conduct internal audits at planned intervals to determine whether the quality management system

a) conforms to the planned arrangements (see 7.1), to the requirements of this International Standard and to the quality management system requirements established by the organization, and

b) is effectively implemented and maintained.

An audit programme shall be planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods shall be defined. The selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work.

A documented procedure shall be established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results.

Records of the audits and their results shall be maintained (see 4.2.4).

The management responsible for the area being audited shall ensure that any necessary corrections and corrective actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities shall include the verification of the actions taken and the reporting of verification results (see 8.5.2).

NOTE See ISO 19011 for guidance.

The policing organization should clarify the differences between the internal audits performed under the auspices of quality management and the other official audits, such as administrative inspections. The organization should also identify similarities in order to reduce duplication.

To increase auditing effectiveness, the policing organization should provide sufficient internal audit training of police personnel assigned to function as internal auditors, in order to ensure that internal audits are conducted within the audit programme guidelines, including ISO 19011.

The sensitivity and confidentiality of audited processes and activities should be maintained.

8.2.3   Monitoring and measurement of processes

ISO 9001:2008, Quality management systems — Requirements

8 Measurement, analysis and improvement

8.2 Monitoring and measurement

8.2.3 Monitoring and measurement of processes

The organization shall apply suitable methods for monitoring and, where applicable, measurement of the quality management system processes. These methods shall demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action shall be taken, as appropriate.

NOTE When determining suitable methods, it is important that the organization considers the type and extent of monitoring or measurement appropriate to each of its processes, in relation to their impact on the conformity to product requirements and on the effectiveness of the quality management system.

The policing organization should identify the performance indicators of its policing processes and monitor them as one of the measurement tools mentioned in this clause.

Performance indicators should encompass outsourced processes.

8.2.4 Monitoring and measurement of product

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **8 Measurement, analysis and improvement**
>
> **8.2 Monitoring and measurement**
>
> **8.2.4 Monitoring and measurement of product**
>
> The organization shall monitor and measure the characteristics of the product to verify that product requirements have been met. This shall be carried out at appropriate stages of the product realization process in accordance with the planned arrangements (see 7.1). Evidence of conformity with the acceptance criteria shall be maintained.
>
> Records shall indicate the person(s) authorizing release of product for delivery to the customer (see 4.2.4).
>
> The release of product and delivery of service to the customer shall not proceed until the planned arrangements (see 7.1) have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer.

The products of some processes in the policing organization cannot be directly measured, but their impact is measurable through the measurement of customer satisfaction (8.2.1) or through the outputs of information analysis processes.

NOTE   Examples include customers' feelings of being safe and secure in their communities as an outcome of the crime prevention process.

8.3   Control of nonconforming product

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **8 Measurement, analysis and improvement**
>
> **8.3 Control of nonconforming product**
>
> The organization shall ensure that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. A documented procedure shall be established to define the controls and related responsibilities and authorities for dealing with nonconforming product.
>
> Where practicable, the organization shall deal with nonconforming product by one or more of the following ways;
>
> a) by taking action to eliminate the detected nonconformity;
>
> b) by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer;
>
> c) by taking action to preclude its original intended use or application.
>
> d) by taking action appropriate to the effects, or potential effects, of the nonconformity when nonconforming product is detected after delivery or use has started.
>
> When nonconforming product is corrected it shall be subject to re-verification to demonstrate conformity to the requirements.
>
> Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, shall be maintained (see 4.2.4).

In cases where the product does not conform to requirements, or where the nonconforming product has an effect on the security of the community, the policing organization should take appropriate corrective actions to prevent recurrence.

NOTE 1   The control of nonconforming products/services can be addressed effectively within each process to ensure that nonconforming products/services are identified quickly, and segregated and/or resolved before they are delivered to the customer.

NOTE 2   The control of nonconforming product, corrective actions and preventive actions processes can be implemented as one or more processes.

8.4   Analysis of data

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **8 Measurement, analysis and improvement**
>
> **8.4 Analysis of data**
>
> The organization shall determine, collect and analyse appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the effectiveness of the quality management system can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources.
>
> The analysis of data shall provide information relating to
>
> a) customer satisfaction (see 8.2.1),
>
> b) conformity to product requirements (see 8.2.4),
>
> c) characteristics and trends of processes and products, including opportunities for preventive action (see 8.2.3 and 8.2.4), and
>
> d) suppliers (see 7.4).

In the policing organization, analysis is one of the key tools available to measure the performance of the quality management system, process performance, and conformity of policing products to requirements. The policing organization should use data for short- and long-term planning, resource deployment, and for responding to critical crime suppression needs.

Information analysis should cover the information pertaining to, or issued by, the policing organization and should extend to the analysis of data, reports and studies produced by other local, regional and international bodies.

To check the soundness of the analysis process, the policing organization should investigate the quality of data by verifying their sources and the integrity of these sources, and by reviewing the appropriateness of these sources prior to using them.

The policing organization should establish the method and frequency of data analysis based on the significance of the information submitted for analysis.

8.5   Improvement

8.5.1   Continual improvement

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **8 Measurement, analysis and improvement**
>
> **8.5 Improvement**
>
> **8.5.1 Continual improvement**
>
> The organization shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

The policing organization should enhance and improve the effectiveness of its quality management system with respect to:

a)   policies and objectives;

b)   process results;

c)   internal audit results;

d)   analysis of internal and external data;

e) feedback from customers, including complaints and suggestions;

f) changes in the community characteristics and surrounding environment, especially over the long term;

g) changes in laws, regulations and legislations;

h) corrective and preventive actions;

i) the proficiency of individuals;

j) management review.

8.5.2   Corrective action

> **ISO 9001:2008, Quality management systems — Requirements**
>
> **8 Measurement, analysis and improvement**
>
> **8.5 Improvement**
>
> **8.5.2 Corrective action**
>
> The organization shall take action to eliminate the causes of nonconformities in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities encountered.
>
> A documented procedure shall be established to define requirements for
>
> a) reviewing nonconformities (including customer complaints),
>
> b) determining the causes of nonconformities,
>
> c) evaluating the need for action to ensure that nonconformities do not recur,
>
> d) determining and implementing action needed,
>
> e) records of the results of action taken (see 4.2.4), and
>
> f) reviewing the effectiveness of the corrective action taken.

The policing organization should use recognized tools (e.g. root cause analysis) to analyse nonconformities and address them to prevent recurrence.

NOTE 1   An example of a nonconformity is when a firearm is discharged accidentally.

NOTE 2   An example of a corrective action is identifying the root cause of why a firearm was discharged accidentally, and identifying, implementing and evaluating the effectiveness of the solution for preventing the firearm from discharging accidentally in the future.

The character of a corrective action should be based on an analysis of the severity of the nonconformity and the risk of recurrence.

NOTE 3   The SARA (Scanning, Analysis, Response and Assessment) model (see Annex E) can be used for problem solving and addressing root causes.

8.5.3 Preventive action

ISO 9001:2008, Quality management systems — Requirements

8 Measurement, analysis and improvement

8.5 Improvement

8.5.3 Preventive action

The organization shall determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions shall be appropriate to the effects of the potential problems.

A documented procedure shall be established to define requirements for

a) determining potential nonconformities and their causes,

b) evaluating the need for action to prevent occurrence of nonconformities,

c) determining and implementing action needed,

d) records of results of action taken (see 4.2.4), and

e) reviewing the effectiveness preventive action taken.

The policing organization should use the results of data analysis, risk principles, management and analysis, as well as results of corrective actions, to determine and define potential preventive actions.

NOTE   An example of a preventive action is identifying the potential for a firearm to discharge accidentally, developing an action plan to prevent the firearm from discharging accidentally, implementing the action plan, and evaluating the effectiveness of the action plan in preventing the firearm from discharging accidentally in the future.

Annex A
(informative)

Concept diagrams

Figure A.1 illustrates the thematic grouping of the terms and definitions in Clause 3 in a concept diagram.

NOTE   The definitions in Figure A.1 are reproduced without their related Notes. See Clause 3 for the complete definitions.

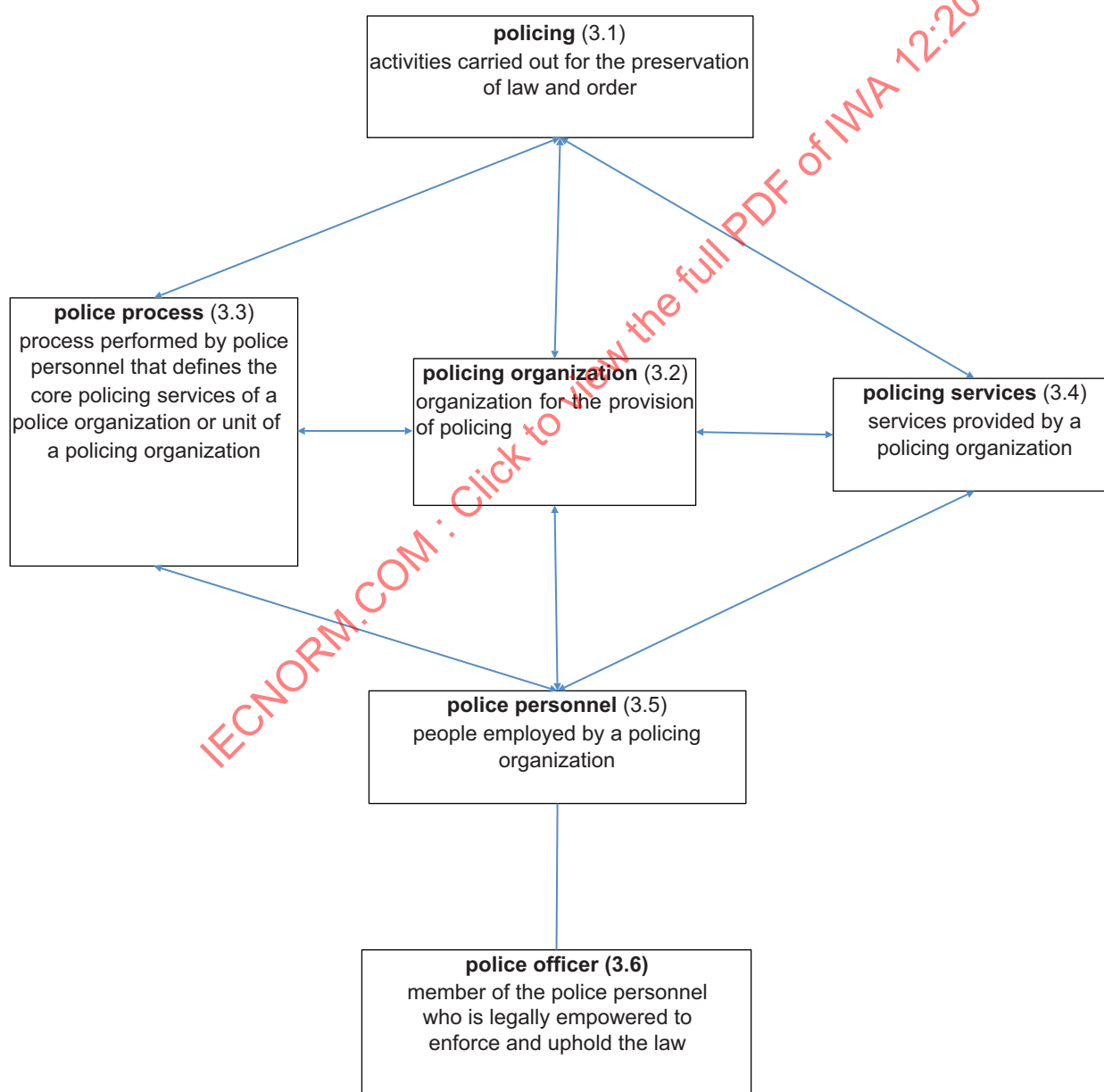For further information on the methodology used in the development of the terms and definitions in Clause 3 of this International Standard, see ISO 9001:2008, Annex A.

Figure A.1 — Concept diagram