## Culture Change - Improving Your People

There are many techniques available to support business and quality improvement and these include six sigma and LEAN. The success of these programmes is dependent on the committed support of senior management and the knowledge and motivation of the people who are involved in them. The results of these programmes are only as sustainable as the people involved want them to be. These programmes usually require senior management to identify a vision for the organisation and then to invest considerable effort providing the leadership required for the programmes to succeed. This must be an on-going commitment and it can strain management resource. An alternative approach is to empower the whole organisation and use management resource to change the culture so that everybody shares the ›burden‹ of leading improvement.

How often have you heard the phrase Αour people are our greatest asset@? Countless times no doubt. However the number of organisations actively improving their people are few and far between. Often ›training‹ is seen as an expense with very little benefit. However, by cultivating the right culture in the company, it is possible to greatly increase the rate and the effectiveness of any business improvement programme, and ensure that the results are sustained. Cost and time savings, improvements to process and service, waste reduction etc., can be delivered earlier, with significant benefits to the organisation, by first investing in the training and development of the people in that organisation. It will also improve staff morale and should decrease staff turnover.

One of the innovative differences with this approach, compared to other business improvement initiatives, is that the organisation=s senior management do not need to spend vast amounts of time developing visions and values and then attempting to communicate these to their staff. Instead, each team or department work through a process to create their own agreed set of behaviours, designed to improve the way they work both within the team/department and with other teams or departments. The process itself is designed to be enjoyable and motivational, with some aspects being very structured and others conducted as an open forum. The end result is a focused, motivated team with clear goals and a desire to take part in further continuous improvement activities, using their own ideas and skills, to improve every aspect of their work.

If you would like to learn more about ›culture-change‹ and the role it has in supporting business improvement programmes, please visit www.qmt.co.uk

## ISO 14001:2004 and ISO 14004:2004

November 15 2004, saw the publication of the latest revision of the Environmental Management standard ISO 14001:2004. The revised standard more closely aligns with the ISO 9001:2000 standard and should make

integrated management systems easier to operate. ISO 14004:2004 provides guidelines on the elements of an EMS, its implementation and the principal issues involved.

Oswald Dodds, who chaired the ISO group that developed the standards, has provided an executive summary of the improvements. AThese revised versions take account of the considerable body of user experience sine the standards were first published in 1996. ISO 14001:2004 is easier to understand and easier to use. The intent of its requirements has been made clearer, which will facilitate its translation and consistent implementation around the world. In addition, its compatibility with e ISO9001:200 standard for quality management systems, which is also used worldwide, has increased. In turn, ISO14004:2004 is more consistent and compatible with ISO 9004:2004, which will encourage their joint use and so enrich understanding of EMS. The language of ISO 14004 has also been made more accessible to small and medium sized enterprises. As these make up the vast majority of businesses in the world, it is very much in everybody=s interest that the two implement the good environmental practices distilled in ISO 14001:2004 and ISO 14004:2004". (www.iso.ch

Summary of key changes: -

There are changes in many of the requirements that used to read >establish and maintain=; these now read >establish, implement and maintain=. Also the word >personnel= has been replaced with >persons working for or on behalf of the organisation=; this means that external contractors are included in some clauses.

$ Introduction - this has been expanded to clarify the focus of the standard and now includes an explanation of the Plan-Do-Check-Act model.

$ Scope - this has been expanded and include options to demonstrate

conformity e.g. self declaration, customer conformation, external registration

$ Terms and Definitions - new terms and definitions have been added including auditor, corrective action, document, internal audit, nonconformity, preventive action, procedure and record. Other terms have been revised, including continual improvement, environmental impact, environmental management system, environmental objective, environmental performance, environmental policy, environmental target and prevention of pollution.

$ EMS Requirements - The standard now requires continual improvement for the EMS and a clear scope. The environmental policy must be communicated to all persons working for or on behalf of the organisation. Environmental aspects must be defined in the scope and these must be taken into account within the EMS. Legal and other requirements must be linked to the environmental aspects. Objectives and targets must be combined with the environmental management programme. There is a requirement for management representative to provide top management with recommendations for improvement. Evaluation of compliance now affects other requirements in addition to regular legal compliance evaluations. Internal auditors must be independent of processes being audited. Specific input and output requirements have been added to the management review.

There is a transition timetable that has been agreed between the ISO and the IAF. This is a 18 month transition period to allow organisations to move from the ISO 14001:1996 standard to the new standard. This means that accredited ISO 14001:1996 certificates will no longer be valid after May 15th 2006.

Between November 15th 2004 and May 15th 2005, all assessments can be carried out to

either the new or the old version of the standard.

Between May 16th 2005 and May 15th 2006, all certificates must have moved to the new standard and any previous observations to the new standard will become non conformances.

For more information please visit www.bso-global.com or contact your external assessor.

### Phishing losses

According to a recent survey, fraud losses from email phishing will have risen to $137m globally in 2004. This is less that previous estimates and the TowerGroup, who carried out the survey said that this is because phishing attacks only fool a very small fraction of the online population and most people treat them as a nuisance like spam. A senior analyst at TowerGroup and co-author of the research has said APhishing attacks can allow criminals to fraudulently obtain consumer data, but they do not as commonly result in an actual fraud event in which accounts are accessed or funds are stolen@. They believe that the cost of managing phishing losses will be >far greater= than the cost of direct fraud. AOne of the greatest liabilities is the potential loss of customer conference in the internet as a channel for provisioning financial services, not to mention loss of trust in financial institutions themselves@. For more information on this report visit
www.theregister.co.uk.

### Care home standards

When the National Minimum Standards for care homes came into force in April 2002, the ministers promised that they would be assessed in three years. The National Care Homes Association has asked for reform as they say that the 247 rules are too bureaucratic. The standards cover areas such

as meals, quality of rooms and level of care, although some of the tougher measures covering infrastructure were dropped last year as it would have caused the closure of too many homes.

The community care minister, Stephen Ladyman says that the review would introduce more clarify in the standards and that it would be completed by 2006. For further information see BBC News.

### ISO and Conformity Assessment.

The ISO and IEC have recently released a range of standards and guides that should help harmonise conformity assessment and lead to increased world trade.

*ISO/IEC 17011:2004 Conformity assessment - general requirements for accreditation bodies accrediting conformity assessment bodies.* This covers areas such as testing, inspection, management systems certification, personnel certification, product certification and calibration.

*ISO/IEC Guide 67:2004 Conformity assessment - Fundamentals of products certification.* This should help those wishing to develop product certification for a particular purpose and those with responsibility for evaluating such systems.

*ISO/IEC Guide 28:2004, Conformity assessment - Guidance on third party certification for products.* This gives guidelines for >third party conformity assessment= and includes sampling, testing evaluation, surveillance, and responsibility for the certification decision.

*ISO/IEC 17000:2004 Conformity assessment - vocabulary and general principles.* This includes all terms and definitions applicable to conformity assessment in English, French and Russian.

*ISO/IEC Guide 60:2004 Conformity assessment - Code of Good Practice.* Is aimed at individuals and bodies who want to give ethical and reliable conformity assessment services that are characterised by the WTO principles like openness, transparency and coherence.

Details on all these standards and guides can be found at www.iso.ch.

**Medical Devices Directorate**

A new technical report has been published by the BSI that aims to provide guidance and support on the application of ISO 13485:2003 Medical devices . Quality Management Systems. PD ISO/TR 14969:2004 Medical Devices should help organisations understand the ISO 13485 requirements and illustrates some of the methods and approaches that can be used to meet the guidelines. For further information visit www.bsi-global.com.