

# ISO 9000: RI-VALORIZZARE IL RUOLO DELLE RU

Arrivata al livello di Committe Draft la proposta di una Guida per le RU nella Iso 9001, futura Iso 10. 018

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Già nel 2004, nell'ambito del Comitato Iso preposto ai Sistemi di gestione per la qualità e alla famiglia Iso 9000, trovava consenso l'opinione che l'attuale versione della Iso 9001 non sviluppasse a sufficienza quattro degli otto principi di gestione per la qualità, sui quali la norma stessa è basata e dichiara di essere basata.

Ci si riferiva ai seguenti aspetti:

- *Capire le necessità ed aspettative dei clienti (Principio 1- Orientamento al cliente-* Le organizzazioni dipendono dai propri clienti e dovrebbero pertanto capire le loro esigenze presenti e future, soddisfare i loro requisiti e mirare a superare le loro stesse aspettative.)
- *Creare l'ambiente (Principio 2-Leadership -I leader stabiliscono unità di intenti e di indirizzo dell'organizzazione. Essi dovrebbero creare e mantenere un ambiente interno che coinvolga pienamente le persone nel conseguimento degli obiettivi dell'organizzazione.)*
- *Coinvolgimento delle persone (Principio 3-Coinvolgimento delle persone - Le persone, a tutti i livelli, costituiscono l'essenza dell'organizzazione ed il loro pieno coinvolgimento permette di porre le loro capacità al servizio dell'organizzazione.)*
- *Relazioni di reciproco beneficio con i fornitori.(Principio 8-Rapporti di reciproco beneficio con i fornitori - Un'organizzazione ed i suoi fornitori sono interdipendenti ed un rapporto di reciproco beneficio migliora, per entrambi, la capacità di creare valore.)*

Si è così commentata la situazione della ISO 9001: *"Esiste un vuoto. Stiamo perdendo qualcosa per la strada". "Le organizzazioni che hanno maggiormente usato i principi relativi alle persone hanno messo in atto la 9001 in modo più efficace".*

Partì di qui la proposta di avviare una norma *'maggiormente rivolta alle persone'*, partendo da quei quattro principi e da uno sviluppo delle loro implicazioni.

Veniva inizialmente sviluppato un interessante questionario sulla situazione vigente nelle aziende e nei vari Paesi e su varie prassi in atto. Veniva avviato il lavoro preliminare entro il gruppo di lavoro . È circolato da alcuni mesi, con votazione chiusa il 31.3.2010, il secondo Committe Draft, che potrà essere anche ampiamente modificato a seguito dei commenti inviati; se approvato, potrà passare allo stadio, quasi finale, di Dis per la nuova Iso 10018.

Scopo di questo articolo è dare un'informazione sui contenuti di questa futura norma e raccogliere interesse e contributi nella fase finale di preparazione della stessa.

## Titolo

Quality management systems — Guidance — **People Involvement and Competence** – Futura Iso 10018.

*Questa norma internazionale descrive I fattori umani associati con il coinvolgimento delle persone e la loro competenza, seguendo il ciclo PDCA. Questa norma internazionale collega tali aree con la ISO 9001 per assicurare una loro efficace integrazione entro un sistema di gestione per la qualità .*

La struttura proposta, nelle sue linee essenziali, è, al momento, la seguente.

Introduction.

### 1 Scope

2 Normative reference

3 Terms and definitions

### 4 Management of People Involvement and Competence

4.2 Management of the competence acquisition process

4.3 Management of People Involvement

### 5 Management responsibility actions to achieve people involvement and competence

- 5.1 Management commitment.
- 5.2 Customer focus
- 5.3 Quality policy
- 5.4 Planning.
- 5.5 Responsibility, authority and communication
  - 5.5.1 Responsibility and authority
  - 5.5.2 Management representative.
  - 5.5.3 Communication
- 5.6 Management review
  - 5.6.1 General
  - 5.6.2 Review input.
  - 5.6.3 Review output

## **6 Resource Management actions to achieve people involvement and competence**

- 6.1 Provision of resources
- 6.2 Human Resources
  - 6.2.1 General
  - 6.2.2 Competence, awareness and training
- 6.3 Infrastructure
- 6.4 Work environment .

## **7 Product Realization actions to achieve people involvement and competence**

- 7.1 Planning of product realization.
- 7.2 Customer-related processes
  - 7.2.1 Determination of requirements related to the product.
  - 7.2.2 Review of requirements related to the product
  - 7.2.3 Customer communication
- 7.3 Design and development
  - 7.3.1 Design and development planning
  - 7.3.2 Design and development inputs
  - 7.3.3 Design and development outputs
  - 7.3.4 Design and development review.
  - 7.3.5 Design and development verification.
  - 7.3.6 Design and development validation
  - 7.3.7 Control of design and development changes
- 7.4 Purchasing
  - 7.4.1 Purchasing process
  - 7.4.2 Purchasing information
  - 7.4.3 Verification of purchased product
- 7.5 Production and service provision.
  - 7.5.1 Control of production and service provision
  - 7.5.2 Validation of processes for production and service provision
  - 7.5.3 Identification and traceability.
  - 7.5.4 Customer property
  - 7.5.5 Preservation of product..
- 7.6 Control of monitoring and measuring devices

## **8 Measurement, analysis and improvement actions to achieve people involvement and competence.**

- 8.1 General
- 8.2 Monitoring and measurement
  - 8.2.1 Customer satisfaction
  - 8.2.2 Internal audit
  - 8.2.3 Monitoring and measurement of processes

- 8.2.4 Monitoring and measurement of product
- 8.3 Control of nonconforming product
- 8.4 Analysis of data
- 8.5 Improvement
  - 8.5.1 Continual improvement
  - 8.5.2 Corrective action
  - 8.5.3 Preventive action

#### **Annex A .**

- A.1 General
- A.2 Change management
- A.3 Communication
- A.4 Competence
- A.5 Creativity and innovation
- A.6 Organizational Culture
- A.7 Networking and Collaboration
- A.8 Education and learning
- A.9 Responsibility and authority (Empowerment)
- A.10 Exploration – Experimentation – Learning from Failure
- A.11 Recognition and rewards
- A.12 Recruitment
- A.13 Self discipline
- A.14 Teamwork
- A.15 Knowledge management
- A.16 Leadership

#### **Annex B**

- B.1 Principle 1 – Customer focus
- B.2 Principle 2 – Leadership
- B.3 Principle 3 – Involvement of people
- B.4 Principle 4 – Process approach
- B.5 Principle 5 – System approach to management
- B.6 Principle 6 – Continual improvement
- B.7 Principle 7 – Factual approach to decision making
- B.8 Principle 8 – Mutually beneficial supplier relationships

#### **Annex C**

Self Assessment Table C.1 Self-assessment of competence

**Il ciclo PDCA può essere rappresentato nelle figure che seguono**

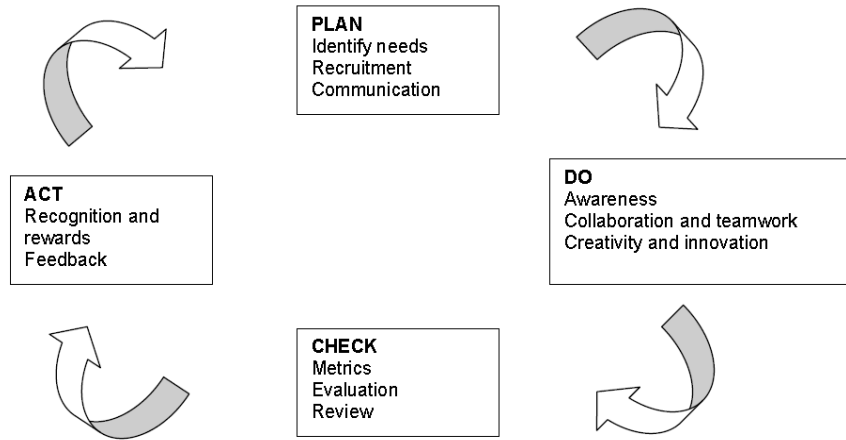


Fig.1 PDCA

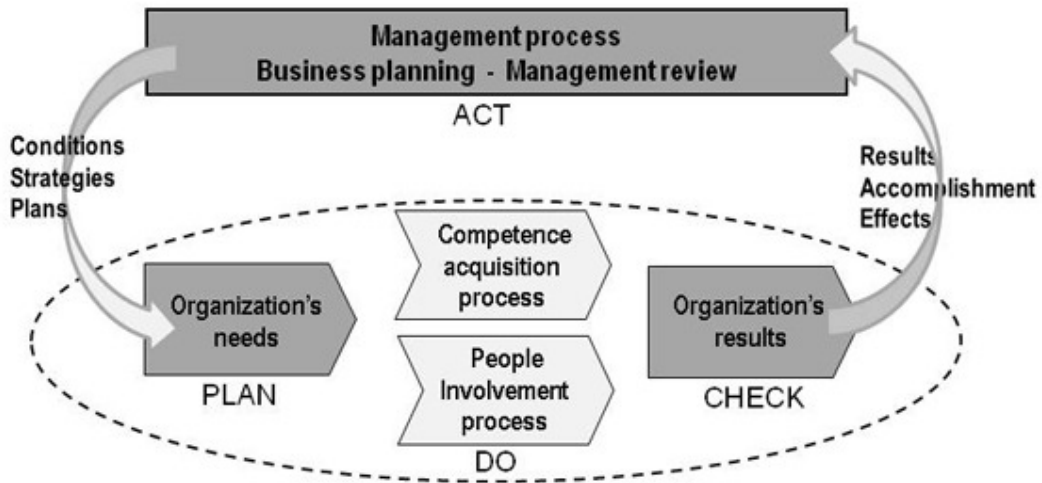


Fig.2 PDCA

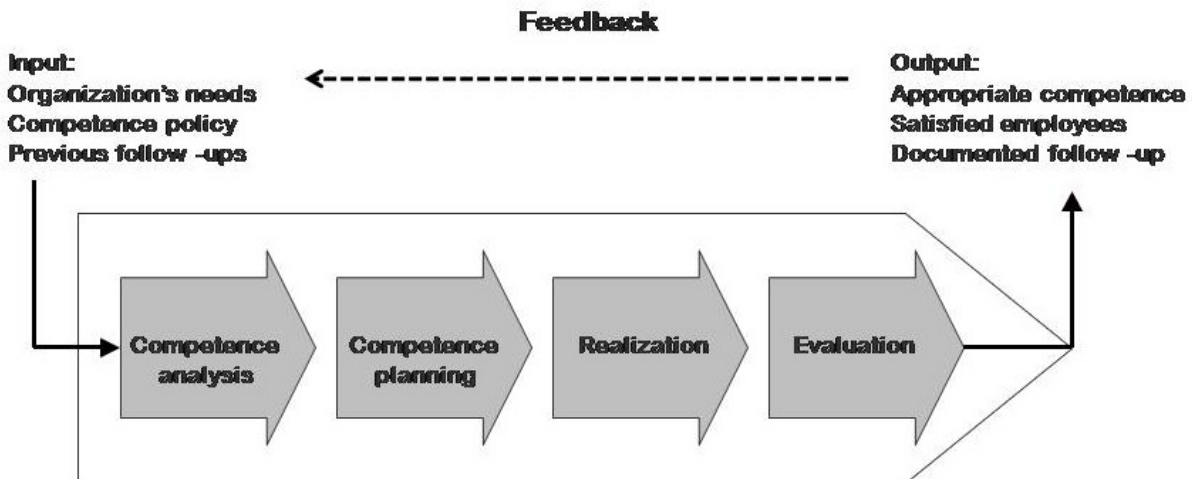


Fig.3 PDCA

## Annex A

Come si è visto dall'indice, la norma è arricchita da molti appendici; ne mostriamo qualche esempio. Interessante la tabella A.1 che mostra il legame tra una data tecnica (asse verticale) ed i punti della norma 9001 (asse orizzontale)

	4.1	4.2	5.1	5.2	5.3	5.4	5.5	5.6	6.1	6.2	6.3	6.4	7.1	7.2	7.3	7.4	7.5	7.6	8.1	8.2	8.3	8.4	8.5	
Change						■																	■	
Communication														■		■					■			
Competence										■														
Creativity		■													■									■
Culture							■					■												
Education			■				■				■													
Empowerment							■																	
Exploration			■												■									■
Involvement	■						■			■														
Recognition																								■
Recruitment	■		■							■														
Self Discipline		■			■		■											■						
Teamwork																								■
More HF							■																	■

Tab. A1

This matrix shows the linkage between a given technique (vertical axis) and an ISO 9001 element (horizontal axis). It can be argued that every technique affects every element of the standard. However this matrix shows the two or three techniques that should be primarily considered when addressing a given element of the standard.

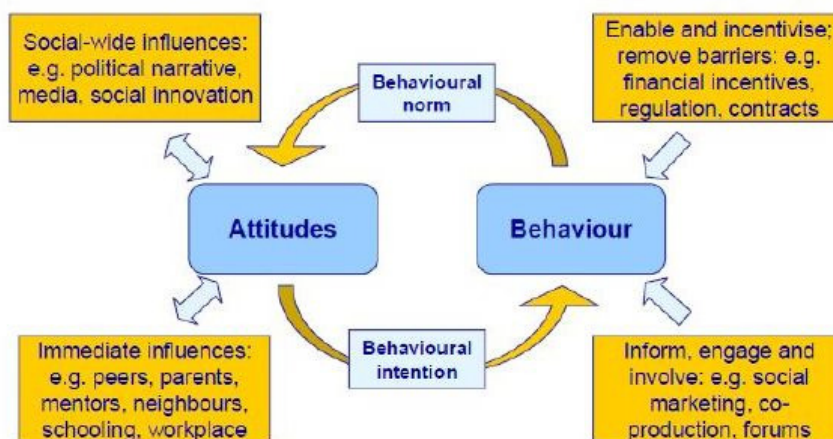


Fig. A1 – Feedback loop from behavior to underlying attitudes, values and aspirations

## A.2 Change management

Change management involves moving from one organizational state to another. For every change, there is need to effectively manage the process.

The ability to make a change in an organization is influenced by the attitudes, values and behaviors of those affected by the change.

The way in which attitudes affect behavior depend on the influence of factors such as incentives, barriers, information and awareness about different courses of action.

The feedback loop from behavior to underlying attitudes, values and aspirations is illustrated in figure A1

## A.5 Creativity and innovation

Creativity is the process of producing new ideas, while innovation is the process of both creating and applying such creative ideas. In the context of an organization, the term innovation refers to the entire process by which persons or groups generate creative new ideas and convert them into commercial products, services, and business practices. Creation of ideas by persons and teams is the starting point for innovation; Creativity is a necessary but not a sufficient factor to enable Innovation."

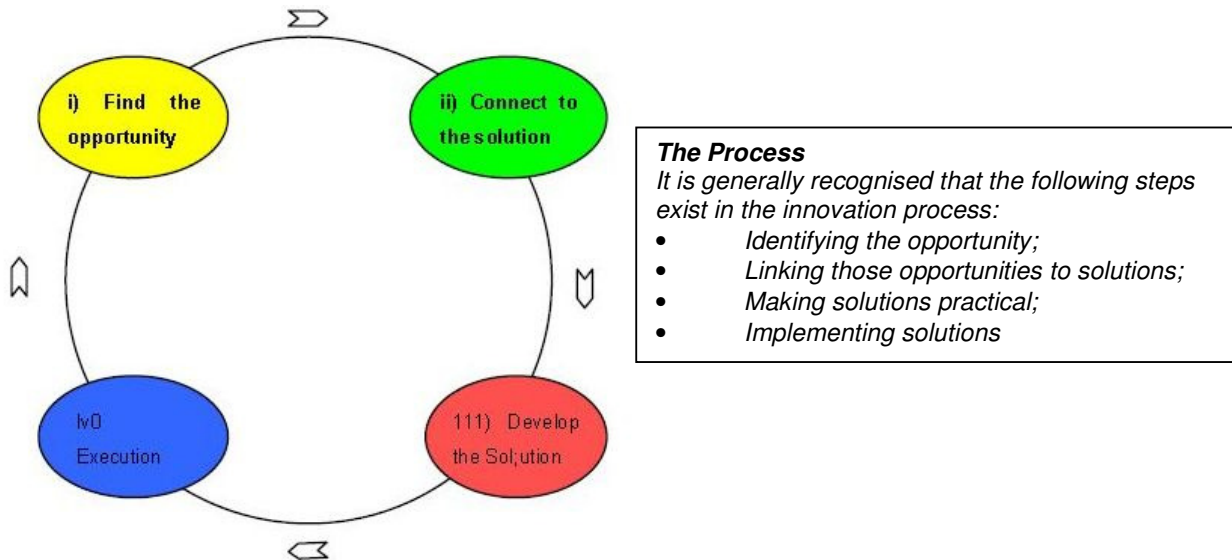


Figura A.3 - People in the Innovation Process

## A.10 -Exploration – Experimentation – Learning from Failure

‘Exploration is often the victim of a focus on process efficiency. The best ideas will come when they are allowed to emerge instead of forcing them.

Allowing teams, to step out of the box and explore new experiences broaden their perspective and enables new opportunities to be seen. Allow also time to step back from experiences and learn from them.

Organizations frequently keep peoples in a well defined area where they have proven capability and operate effectively. There is often a reluctance to move people to a place where they are not immediately fully competent. This leads people to do the same job for a long time and reduce their creativity.

Experiential learning requires no teacher and is based on the person's direct experience. For successful experiential learning:

1. The learner must be willing to be actively involved;
2. The learner must be able to afterwards reflect on the experience;
3. The learner must be able to conceptualize the experience; and
4. The learner must decide to use the new ideas gained from the experience.

*Experiences do not automatically lead to learning.*

**Key Benefits**

*Good judgement comes from experience which comes from bad judgement.'*

È anche interessante notare che la tabella C1 per l'autovalutazione delle competenze, è suddivisa in tre livelli: quello per gli Individui, quello per i Team, e quello per le Persone nell'organizzazione; quest'ultima coincide con la tabella di autovalutazione **A.4, 6.3 della ISO 9004:2009**. Riportiamo quella per gli individui.

Element	Maturity level				
	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Individuals</b>	Individuals have knowledge and skills to perform assigned routine tasks without supervision of instructor. Other assigned tasks need such supervision. Individuals sometimes ask for training within their area of work.	Individuals have knowledge and skills to perform all tasks assigned to them without supervision of instructor. They request inhouse and/or external training for development of their competence. They give ideas for improvement.	Individuals have knowledge and skills to act as instructors in their work area. They take responsibility for the processes where they are active. They develop and implement ideas for improvement. They ask for mentoring or coaching to get qualification for other assignments or positions.	Individuals have knowledge and skills to act as mentors and coaches. They are eager to share their knowledge and skills for improvement of the organization. They take part in internal and external benchmarking activities. They give background for the organization's strategic development. They are active in implementing new processes. They request a well defined carrier plan.	Individuals have knowledge and skills to take responsibility for some major part of the organization. They are active in the development of the organization's strategy, policy and objectives. They initiate and are active in the development of new processes. They have an extended network and act as important representatives externally.