

Porto, 17 March 2010

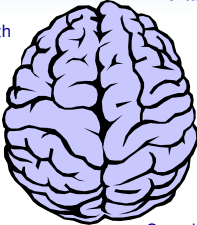
Excellence and Conformity Assessment




Content

- Introduction
- Terms
- Fundamental concepts of Excellence
- ISO/IEC 17025
- Conclusions

Introduction (I)



ISO/IEC 17025 Profitability


Growth Innovation

Adaptability Excellence

Sustainability Technology

Globalisation Speed of change


Competitiveness



Introduction (II)

“Every few years, innovation resurfaces as a prime focus of growth strategies. And when it does, companies repeat the mistakes they made last time”


(Rosabeth Moss Kanter)



Introduction (III)

“You can only manage what you can measure”


(Peter F. Drucker)



Terms (I)

Operational Excellence

is a philosophy of leadership, teamwork and problem solving in continuous improvement throughout the organisation by focussing on the needs of customer, empowering employees and optimizing existing activities in the process.



Terms (II)

Conformity Assessment

any activity concerned with determining directly or indirectly that relevant requirements are fulfilled.

In more tangible terms, conformity assessment refers to a variety of processes whereby goods and/or services are determined to meet voluntary or mandatory standards or specifications.



Terms (III)

Management System

is a proven framework for managing and continually improving your organization's policies, procedures and processes.



Fundamental concepts of Excellence (I)

Achieved Balanced Results

Excellent organisations meet both short and long term needs of their stakeholders through "key results" to achieve the Mission and to evaluate progress towards the Vision

In 4.15 (standard ISO/IEC 17025) relevant stakeholders are identified and some related performance measures exist

Next step: To assess stakeholder needs in a structured way and the degree to which needs are met is measured and the data is used to some extent



Fundamental concepts of Excellence (II)

Adding Value for Customers

Excellent organisations understand and anticipate customer's needs and expectations in order to maximise value for customers through being more valuable for them

In subclause 4.7 customer satisfaction is assessed

Next step: To link customer's needs and expectations to the organisation's goals and to understand to be business drivers



Fundamental concepts of Excellence (III)

Leading with Vision, Inspiration & Integrity

Leaders, in excellent organisations, act as role models for its Values and ethics in a way that they shape the future and they make it happen

In subclause 4.1 is declared the need of staff, organisation and communication

Next step: Leaders address their action in a flexible way and inspiring trust at all times



Fundamental concepts of Excellence (IV)

Managing by Processes

Excellent organisations achieve desired results through structured and strategically aligned processes. For it, they establish the framework of KEY Processes to create balanced and sustained results and end to end processes, within and beyond the organization

In 4.2 (standard ISO/IEC 17025) is focussed on management system, traceability and technical competence

Next step: Process capability is fully understood and used to drive strategy



Fundamental concepts of Excellence (v)

Succeeding through People

Excellent organisations value and empower their people to create a culture of trust and openness where people's dedication, skills, talents and creativity are developed and valued

In subclause 5.2 is declared the need of skilled people to do what organisation declares capability

Next step: To develop a culture of trust and empowerment to release the full potential of people



Fundamental concepts of Excellence (vi)

Nurturing Creativity & Innovation

Excellent organisations continually generate increased value and levels of performance through establish and manage networks to identify opportunities for innovation, that is to say, open mindset and carrying ideas into reality

In subclause 4.10 corrective actions are sources to identify opportunities to improve

Next step: To see innovation as essential to create distinctive value through culture of entrepreneurship



Fundamental concepts of Excellence (vii)

Building Partnerships

Excellent organisations seek, develop and maintain trusting relationships. These sustainable ones with partners are based on mutual trust, respect and openness

In subclause 4.5 is defined the needs for collaboration

Next step: Focus on sustainability and shared goals



Fundamental concepts of Excellence (viii)

Taking Responsibility for a Sustainable Future

Excellent organisations strive for economic, social and ecological sustainability to benefit wider society through vision, values, ethics and corporate behaviour

In 4.9 (standard ISO/IEC 17025) deviations may be seen as profit sources

Next step: Values, ethics and corporate behaviour support the organisation's approaches



ISO/IEC 17025

Relational table

| FUNDAMENTAL CONCEPTS OF EXCELLENCE | ISO/IEC 17025 |
|--|--------------------------|
| Achieving balanced results | 4.15 |
| Adding value for customers | 4.4; 4.7; 4.8; 5.10 |
| Leading with vision, inspiration & integrity | 4.1; 4.15 |
| Managing by processes | 4.2; 4.3; 4.13; 5.6; 5.9 |
| Succeeding through people | 4.1; 5.2 |
| Nurturing creativity & innovation | 4.10; 4.11; 4.12; 5.4 |
| Building partnerships | 4.5; 4.6; 5.3; 5.5; 5.6 |
| Taking responsibility for a sustainable future | 4.9; 4.14; 5.8 |



Conclusions (I)

- ✓ Some words also acquired a new importance for the management of Conformity Assessment entities, innovation and sustainability are key ones for the future of the organisation. Always, they may look at the future in a long term basis
- ✓ Excellent organisations generate continual and systematic innovation
- ✓ Innovation is a strategic imperative, sustainability is the key driver



Conclusions (II)

- ✓ In general, the level of excellence maturity in those accredited organisations, which are focussed on testing and calibration activities, is "on the way". They are not newcomers in this path although there is a long way to go
- ✓ And all of it also is about metrology



Closing



Thank you

