



## THE ROAD TO IMPLEMENTATION



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# 1

## Learn about the Standard

**Selection of the most appropriate standard for your business requirements: there is a vast array of ISO standards available but the most commonly adopted is ISO 9001: 2008 Quality Management Systems.**

Other ISO standards cover more specific areas of your business such as the Environment (ISO 14001), Information Security (ISO 27001) and Business Continuity (ISO 22301).

Click on the tab below to read more about the particular standards offered by IMSM:

ISO 9001: 2008	Quality Management System
ISO 14001: 2004	Environmental Management System
OHSAS 18001: 2007	Health & Safety Management System
ISO/IEC 27001: 2005	Information Security Management System
ISO/IEC 20000-1: 2011	Information Security Service Management System
ISO 22301: 2012	Business Continuity Management System
ISO 22000: 2005	Food Safety Management System
AS 9100 Rev-C 2009	QMS Requirements for Aviation, Space & Defence Organisations
ISO/IEC 17025: 2005	QMS Requirements for Testing & Calibration Laboratories
ISO 13485: 2003	QMS Requirements for Medical Devices
ISO/TS 16949: 2009	QMS Requirements for the Automotive Industry
ISO 50001: 2011	Energy Management System

For more information on which one would best suit your organisation please [contact IMSM](#).

# 2

## Perform a GAP Analysis

**One of the first steps that would be performed by your IMSM Consultant is to compare your current 'management system' to that of the requirements of the applicable management system standard, this process is most commonly called 'performing a GAP Analysis'.**

The GAP Analysis investigatory series of questions and examples covers all the requirements of the particular standard; the IMSM Consultant will note your current position as it relates to each of these

requirements, making recommendations on where improvements need to be made or additional information provided, to meet the standard.

This GAP Analysis can then be used by both Consultant and Organisation to plan the work schedule involved in proceeding with implementation; it can provide a basis on which potential costs can be calculated and give the Consultant and Organisation an idea of suitable timescales for implementation.



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### Prepare a Project Plan

**In order to start planning you will need to determine your goals in relation to the project outcomes; you'll need to be able to answer such questions as when to start the project, when do you need/want to complete it, how are you to communicate this to your organisation and/or the wider community.**

One way to determine the starting point of your project is when you complete a GAP Analysis of your current business operation. This will give you a greater understanding of where your company is in relation to the requirements of the management system standard you're wishing to implement.

Your IMSM Consultant will help to guide you through this process to make the impact on your business as minimal as possible. Your IMSM Consultant can also assist you in communicating your intentions to your employees so they feel as comfortable as possible with answering their questions.

How long you take to complete the implementation is entirely down to your own business needs, IMSM will assist you in that process. How long you could expect ISO implementation to take would firstly depend on the resources you make available to aid in the implementation process, secondly the size and complexity of your operation, and finally the management system standard selected for implementation. Your IMSM Consultant will be able to give you more of an understanding once they have the relevant information.

An important part of project planning is to identify the responsibilities of members of your organisation. Who will be Project Leader? Who will be on the 'Project Team'? Identifying the Management Representative at this point would enable them to start to work with your IMSM Consultant in putting together the project plan and to identify those areas where they have to focus available resources.

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### Train your Employees

**All management systems have a requirement that all employees understand their role within the organisation and how that role relates to the effective performance of the management system. To achieve this level of understanding, the provision of awareness training is necessary for each employee.**

Some employees will have a more direct effect than others on your organisation's management system. Your IMSM Consultant can assist you in categorising these employees and then in providing the relevant training and instruction required. They can assist in training your Management

Representatives, Internal Auditors, Project Team members and if necessary, all other employees to the level required by the management system standard.

Records of such training will be required to confirm compliance to the particular clause of the selected management system standard; your IMSM Consultant can assist you in this task.

IMSM can also assist you in your future training requirements, for more information on the training packages available please contact [IMSM Training](#).



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### Document your Management System

Begin by outlining broad categories or departments such as purchasing, production control, marketing, transport, storage etc. Then describe the processes that operate in these departments and how they inter-relate to one another; your IMSM Consultant would be able to assist you in this task. A simple way of demonstrating this would be through the use of diagrams or process flow charts.

All management systems require a certain level of documentation to enable an organisation to conform to the requirements of the particular standard. Certain management systems require a set of documented procedures, others require a manual detailing how compliance to the clause requirements are met and most, if not all, require a number of other documents, records and forms to enable an organisation to demonstrate compliance to the standard.

During the implementation process, your IMSM Consultant will work with you to produce the manuals, procedures, documents, records and forms necessary to enable you to operate and maintain the management system as required by the particular standard and so providing most benefit to your organisation.

Part of the clause requirements of most management system standards is to control your organisation's records; your IMSM Consultant can assist you in understanding these requirements in more detail and how to put the requirements into day-to-day practise.

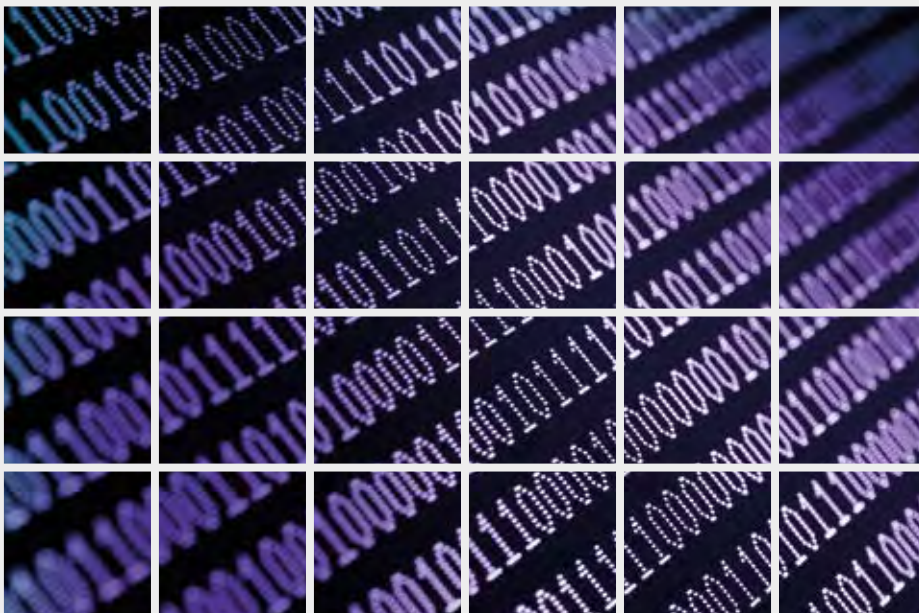
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### Implement your Management System

Now you have created the documentation and trained your employees, you are in a position to start to implement your management system in full. Everyone in your organisation should be working to your documented procedures and work instructions. Many of these procedures and instructions will be new and may require improvement over time to ensure they meet with your business requirements. **Involve your Management Representatives, Internal Auditors and other members of your organisation in reviewing these procedures and instructions; where necessary document any such improvements or changes.**

This is the time when you can hold your first Management Review meeting and review information collected from your Internal Audit Program (see step 7), from any current corrective and preventive action reports and from results of any monitoring and measuring activities. Initiate corrective and preventive actions to fix problems and make improvements to your management system.

Again, most management systems require records to be kept of such meetings and these should be controlled using the relevant clause procedure; your IMSM Consultant will guide you through these requirements.





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### Audit your Management System

**Part of the requirements of any management system standard is to assess conformity, evaluate effectiveness and identify opportunities for improvement; this is achieved by conducting Internal Audits. Internal Audits involve the organisation carrying out a series of audits on its own operations over a given period of time and is often called an Audit Program. It should be conducted by trained individuals employed by the organisation but who are independent of the process or system being audited.**

When selecting your Internal Auditors or your Audit Team, ensure that you have enough to cover all areas of your operation; you require enough to be able to cover all areas without asking an Auditor to audit their own area. Look for employees that have an enquiring mind and that are good communicators; the better the people skills, the better the audits will be performed.

Before you are able to apply for an external audit, you will need to have demonstrated that you have conducted a number of Internal Audits in line with the requirements of the management system standard.

Using trained Internal Auditors ensures that your organisation can fully comply with the requirements of the standard, as well as gain the benefit of reviewing the effectiveness of the management system and in highlighting those areas of the system that could be improved.

IMSM offer Internal Auditor awareness training to your selected Internal Audits as part of your implementation package or if you require a more prescribed course through IMSM Training.

More details can be obtained by contacting [IMSM Training](#). Alternatively, utilise IMSM to undertake your internal audits for you. For more information on how IMSM can ensure your company Internal Audits are completed, please contact [IMSM](#).

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### Prepare for Certification

**If your organisation has taken the decision to formalise its management system and obtain third party certification it is at this point, if you haven't already done so, that you'll need to select a Certification Body to carry out an external assessment on your management system.**

Your IMSM Consultant can provide you with further information on the types of Certification Body available to enable you to select the most appropriate to your business needs.

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### Preparing for your Certification Audit

**Before the audit, ensure that all your employees are aware that the audit is to take place and the purpose of the audit. You need to ensure that your employees respond honestly and openly to the Auditors questions.**

You need to ensure that all of your system documentation, records, reports and forms are readily available and up-to-date; those that need to be signed and dated are and those that need to be displayed have been.

Your premises should be neat and tidy, check bulletin boards, counters, cupboards etc. for un-controlled documents, un-calibrated measuring equipment or un-identified parts or supplies.

Your IMSM Consultant can provide you with further helpful hints and solutions to prepare you for your certification audit.

