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Quality management — Guidance for people engagement

Management de la qualité — Recommandations pour l'engagement du personnel

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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 of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies,* in collaboration with Technical Committee ISO/TC 260, *Human resource management*.

This second edition cancels and replaces the first edition (ISO 10018:2012), which has been technically revised. The main changes compared with the previous edition are as follows:

— in accordance with the revised ISO quality management principles, "people involvement" has been changed to "people engagement";

— the different clauses have been linked to those in ISO 9001:2015;

— a smaller section has been dedicated to competence as the majority of that text has been transferred to the revised ISO 10015:2019.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

While the term “quality” is defined in ISO 9000:2015, many definitions of the term can be found. Most concur that it is based upon making organizations perform for their interested parties: from improving products, services, systems and processes to making sure the entire organization is fit and effective and what it does is fit for purpose, and not only stays that way but keeps improving.

Quality is pursued in many ways, from informal approaches to a systematic, enterprise level operating under certification to ISO 9001:2015 and other standards. A common challenge is the difficulty in encouraging people to engage with those arrangements within the context of their cultures, traditional work values, perceptions and practices.

In a more general context, people engagement is the emotional commitment that people have to the organization and its goals. This emotional commitment means engaged people actually care about their work and their organization. They don’t work for just a paycheck, or just for the next promotion, but work towards the organization’s goals. When we consider engagement with quality, it is an extension of this emotional commitment.

In the hiring of people, an organization should consider both value alignment and skills.

Practical difficulties to achieve engagement include the following examples:

— quality has a reputation of being linked to compliance rather than a collective pursuit of excellence;

— quality is seen as a technical discipline and not “the best way to get things done” of relevance to all;

— language and tools can be used to make quality seem inaccessible to those not formally trained;

— quality professionals often lack the “softer skills” necessary to change the paradigm.

This document provides guidance on how important changes can be made to the level of people engagement with quality within organizations of all types and sizes to the benefit of all interested parties.

The following concepts are addressed throughout Clauses 4 through 9:

a) considerations;

b) link to ISO 9001 and other quality management standards and systems;

c) potential action steps;

d) potential benefits.

Although this document is intended to address these concepts in relation to quality management standards, they can be applied to other management systems, standards and disciplines.

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Quality management — Guidance for people engagement

1 Scope

This document gives guidelines for engaging people in an organization's quality management system and on enhancing their involvement and competence within it.

This document is applicable to any organization, regardless of its size, type or activity.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements 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 9000:2015, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2015 apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

4 Context of the organization and quality culture

4.1 Considerations

Organizational culture refers to the beliefs and behaviours that determine how employees and management interact and handle beyond-organization transactions. Often, culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people who are involved. In other situations, it can be the result of the personality and philosophy of a powerful and influential leader.

Social media allows those impacted to have a voice far more powerful than traditional marketing activity. For most organizations, quality has never been more important. Customers have a near limitless ability to search for products and services from around the world and to review objective performance data from numerous sources. At the same time, people prefer to be associated with an organization with a positive cultural image.

These pressures and opportunities require new approaches to quality, and the development of quality cultures in which people see quality as central to their workplace identity is one such approach.

A common quality expectation is an integral component to such a quality culture. Leadership and management need to establish unity of purpose and shared values. People should know the relevant quality objectives, commit to the strategic direction, and understand the quality expectations and targets that apply to their specific role.

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