Management System Objectives

ISO 9001:2015

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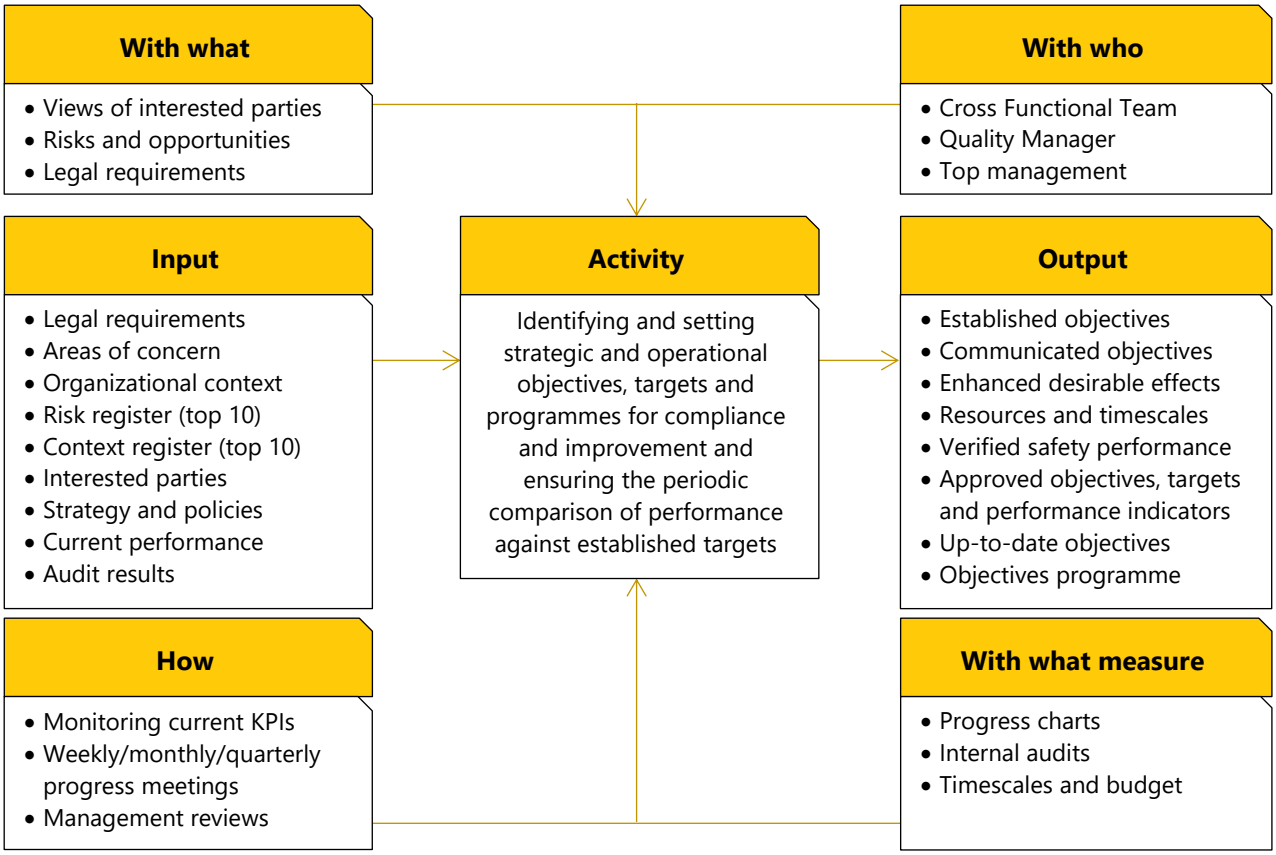
1 Procedure

1.1 Introduction & Purpose

The purpose of this procedure is to establish how your organization implements and maintains quality objectives, targets, and programmes that are consistent with our quality policy, and whose achievement demonstrates continual improvement of our quality management system. For each significant risk, your organization establishes an appropriate objective and target.

1.1.1 Process Overview

The process overview (turtle diagram) provides internal and external auditors, process owners, and participants an overview of the elements that are required by the quality management system objectives process:



1.1.2 References

Standard	Title	Description
BS EN ISO 9000:2015	Quality management systems	Fundamentals and vocabulary
BS EN ISO 9001:2015	Quality management systems	Requirements
BS EN ISO 9001:2024	Quality management systems	Amendment 1 Climate action changes 2024-02
BS EN ISO 9004:2018	Quality management	Guidance to achieve sustained success
BS EN ISO 19011:2018	Auditing management systems	Guidelines for auditing

1.1.3 Terms & Definitions

Term	Definition
Objective	An overall goal arising from the quality policy
Target	Performance requirements, applicable to the organization that arise from the objectives
Strategy	Planning to achieve a long-term or overall objective

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1.4.4 Schedule of Objectives

Using aspirational statements from our quality policy, we link the statements to related quality objective(s). The table below also provides ideas for KPIs and targets that in turn may be used to measure the achievement of each objective.

Policy Statement	Objective	Types of Indicator/KPI	Possible Targets
'We will achieve customer satisfaction'	Achieve a high level of service user satisfaction	Survey results	Achieve an overall rating of > 5.5 this year
		No. of customer complaints	Less than 2 complaints submitted in during period
'By providing reliable systems'	Maintain a high level of system reliability	Time system is down during regular work hours	Systems downtime < 5% during working hours
'That meet customer requirements'	Ensure systems provided are fit for purpose	Survey results	Achieve "fit for purpose" rating of > 5 on survey
		User agreement after completion that the request meets original specification	100% of completed requests signed off to show customer agreement
'We will respond as quickly as possible when contacted by a customer and we will work to meet agreed deadlines for all data requests'	Provide a responsive customer service	Compare actual request completions against the targets agreed with users	95% of work requests completed within deadline
'In the event of a serious incident, we will restore full system operation in the quickest possible time'	Maintain the ability to recover the systems in the event of a disaster	Time taken to recover from disaster (conduct annual or bi-annual test)	Recover system operation within 6 hours of a disaster
'Reduce usage of hazardous chemicals'	Increase use of non-hazardous chemicals	Amount of hazardous chemicals used versus usage of non-hazardous chemicals	Reduce use of high-VOC paints by 25% by January 2026
'Reduce energy usage'	Reduce electricity use	Electricity billing BMS monitoring output	Reduce usage by 10% annually
'Zero harm to workers'	No serious incidents	Incident rates and trends Efficiency of emergency response procedures	Incident rate 2.5% below industry average

1.4.5 Targets & Programmes

The Cross Functional Team (CFT) or its designee will identify quality management system objectives and targets that Top management reviews and approves. The objectives and targets for each process are recorded using the last column of the *Legal Requirements Register* and the *Hazard Identification Register* for each process.

There are three types of action associated with each objective and target which are represented as follows:

1. **C** = Control or maintain
2. **I** = Improve
3. **S** = Study or investigate

C = Control or maintain is an appropriate objective for significant hazards that are subject to regulations, because our quality policy states that your organization will comply with the law. In these cases, the objective

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is to maintain conformance with operational controls, such as procedures and work instructions that apply to those significant impacts. The target will be ongoing.

I - Improve is appropriate for significant hazards that our organizational goals commit us to improve on. Improvement objectives also can be used for significant hazards that have regulatory drivers and improvement goals. For example, if we have regulatory requirements for emission reduction targets, the objective for these will be C and I (that is, maintain compliance and reduce emissions).

S - Study or investigate is appropriate in cases where the CFT thinks improvement is feasible and beneficial, but further study is needed to determine how much improvement can be achieved and the timeframes that are feasible.

The objective will be to study the alternatives by a target date in preparation for later setting an improvement objective, or dropping the objective if the study reveals that the changes are not financially, technologically, or logistically feasible.

1.4.6 Plans to Achieve Objectives

Using the *Objectives Management Programme*, programmes are established that list the specific tasks or means by which to achieve the desired objective and target. For each quality objective and target, one or more tasks provide a step-by-step description of how the objective and target is to be achieved.

- The objectives, targets, and programmes are documented;
- Each quality management plans designate the responsible position or authority for each task listed;
- Timescales for achieving objectives are documented e.g., stepped achievement (weekly, monthly, quarterly), specific milestones (defined dates or periods), annual achievement;
- Relevant functions and levels of the organization necessary to complete tasks are addressed;
- Responsibility for achieving objectives at the various levels within the organization e.g., top management, functional leadership, department leadership, process owners, teams, individuals;
- Methods used to evaluate the results e.g., periodic comparison of performance against established targets or expectations during management review, functional reviews, process councils, departmental reviews, personal development reviews (appraisals), team meetings.
- Each quality plan includes the time frame for completion of each task;
- The quality plans are developed and maintained by the Quality Manager.

The programmes are completed and documented in a logical sequence, with objectives, targets, and tasks building upon each other to reach all the identified objectives and targets. The objectives, targets, and programmes are documented and retained.

1.5 Monitoring Quality Objectives

1.5.1 General

The performance of our organization is measured, including performance indicators and targets linked to our quality management system objectives. The performance of our organization is measured, and the KPIs are continuously monitored and analyzed for trends.

KPIs demonstrate the performance of our organization and the effectiveness of risk controls based on reliable data. KPIs are reviewed and regularly updated to ensure they remain relevant when:

1. An indicator shows that risk control is not effective;
2. When performance indicators are reviewed;
3. Defining KPIs and targets appropriate to our organization's activities, risks, aspects, and objectives;

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