

ISO 9001 and certification – Preparing for improvement

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OUTLINE

The impact of ISO 9001 on business performance: A meta-analysis

Abstract

With growing globalization, organizations increasingly implement various management systems. This meta-analysis examines the impact of ISO 9001 on business performance. The results show that ISO 9001 implementation is positively related to business performance, with a stronger relationship in larger organizations and those with higher ISO 9001 maturity.

Antecedents of employee involvement in ISO 9001

Abstract

ISO 9001 has been implemented by more than one million organizations worldwide and it became the most widespread quality management system (QMS) standard. ISO 9001 implementation is a complex process that requires the involvement of employees. This study examines the antecedents of employee involvement in ISO 9001 implementation. The results show that organizational commitment, trust in management, and perceived fairness are positively related to employee involvement in ISO 9001 implementation.

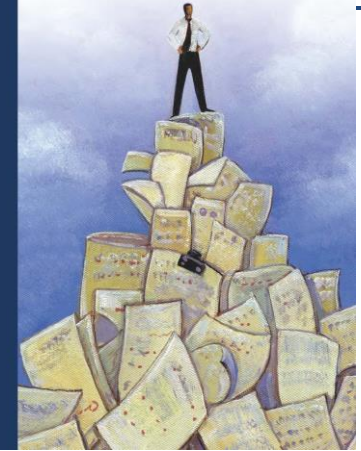
Improving the Reliability of Product and Management System Certificates

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BAŞAK MANDERS
Implementation and Impact of ISO 9001

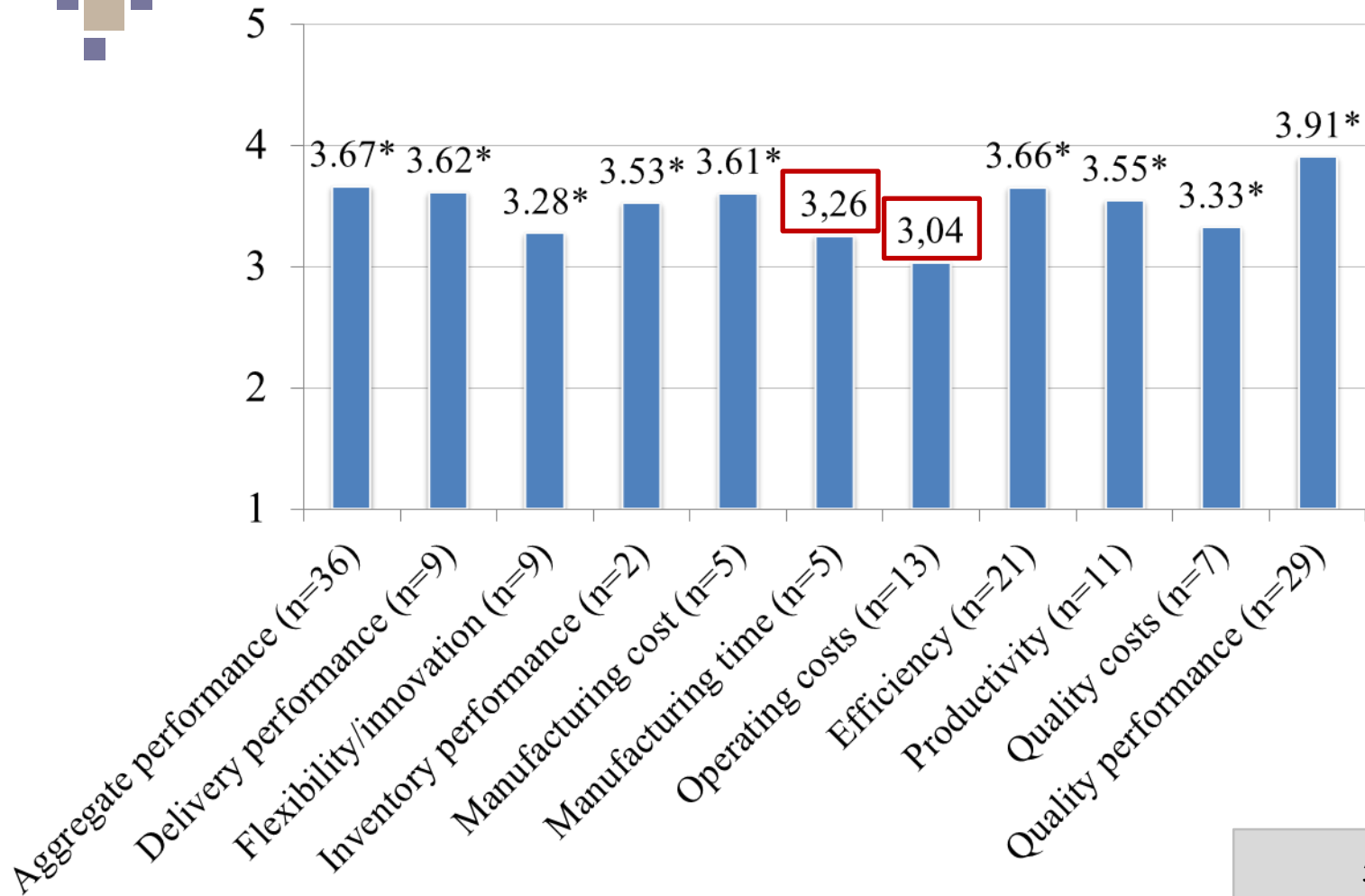


What these might mean for the future of ISO 9001?



IMPACT OF ISO 9001 ON BUSINESS PERFORMANCE

Operational performance

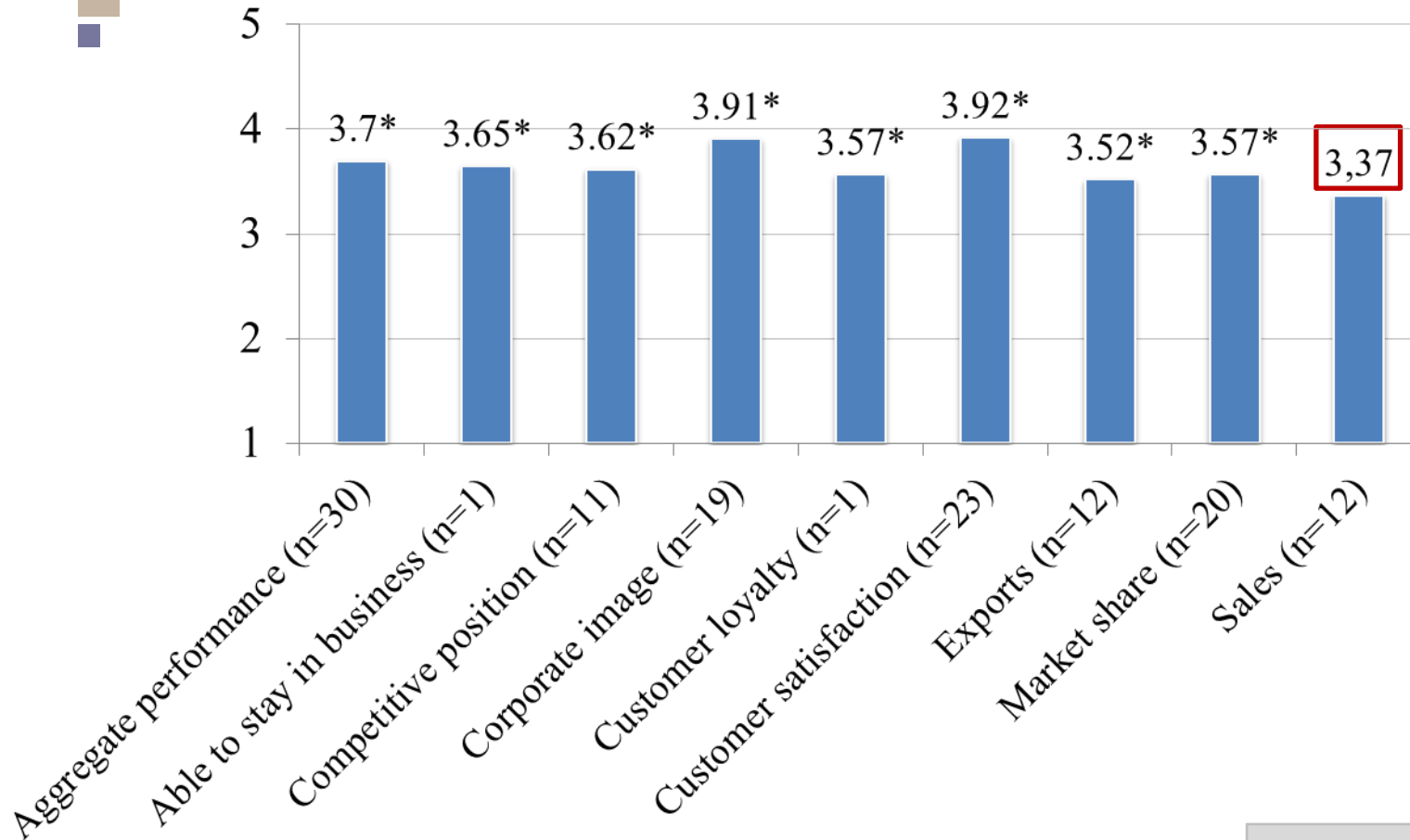


5 point scale
(1=much worse than before,
3=no change,
5=much better than before)



IMPACT OF ISO 9001 ON BUSINESS PERFORMANCE

Market performance

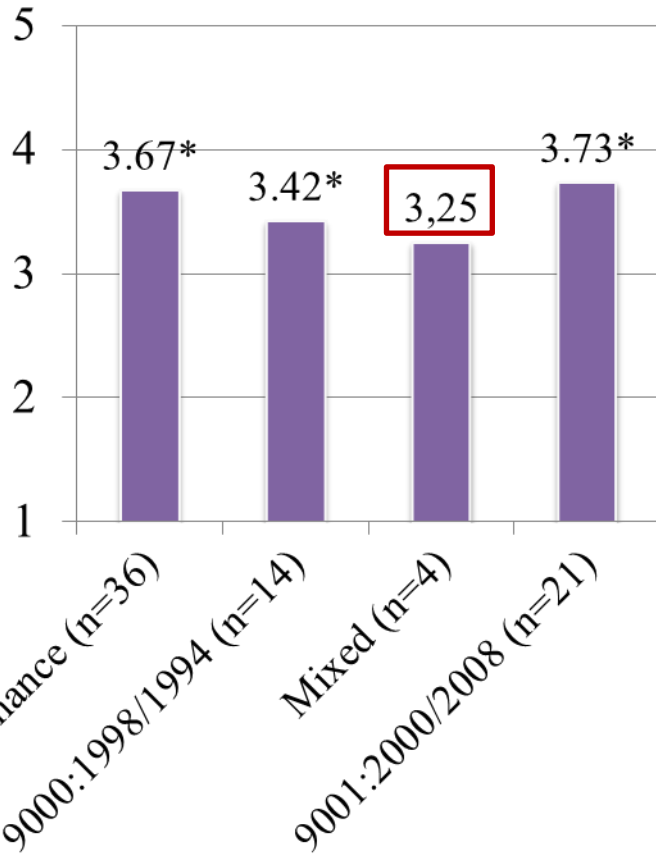


5 point scale
(1=much worse than before,
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5=much better than before)

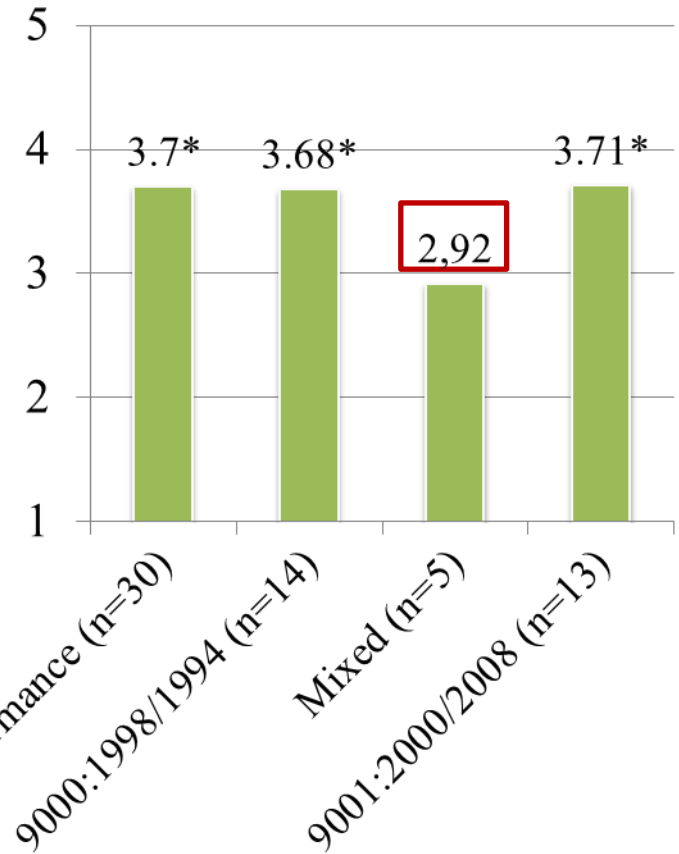
IMPACT OF ISO 9001 ON BUSINESS PERFORMANCE BASED ON STANDARD VERSION



Operational performance



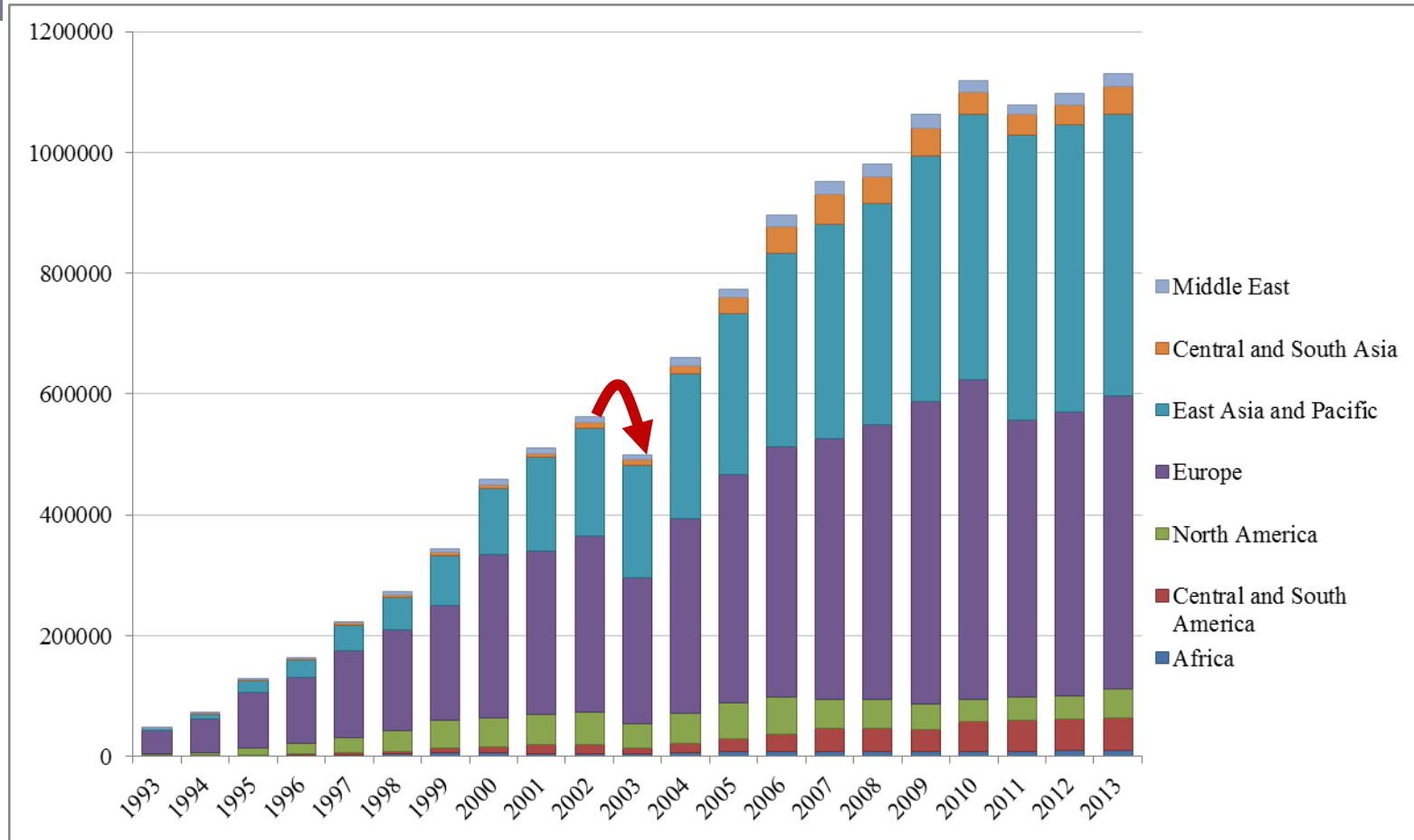
Market performance



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ISO 9001'S DISTRIBUTION





DIFFERENT IMPLEMENTATIONS OF ISO 9001

Reference: Boiral, O.
(2003). ISO 9000: outside
the iron cage. Organization
Science, 14(6), 720-737.

Ceremonial integrators

- Motivated above all by a concern for the organisation's external legitimacy and image, superficial internal support
- Procedural and scholastic preparation, limiting difficult questions and superficially meeting ISO requirements

Quality enthusiasts

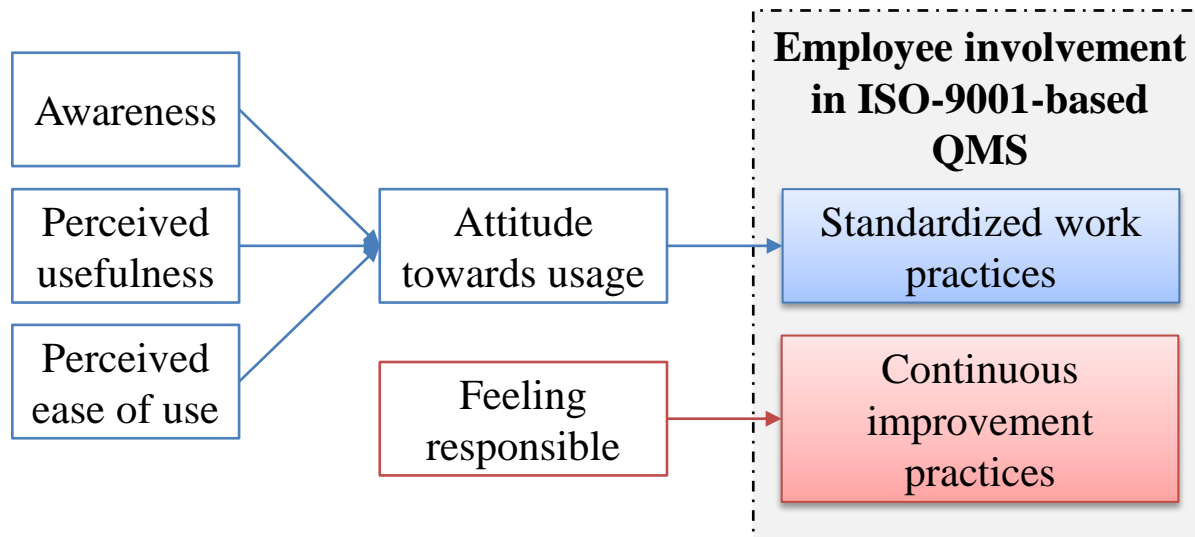
- Active commitment motivated as much by the system's intrinsic qualities as by the obtaining of a "commercial certificate"
- Working continuously to integrate the standard into their organisation's practice

Dissidents

- Opposition to the standard that is seen as an iron cage imposed by the hierarchy
- Resistance to the preparation process, non-conformance with procedures, lack of interest in the standard

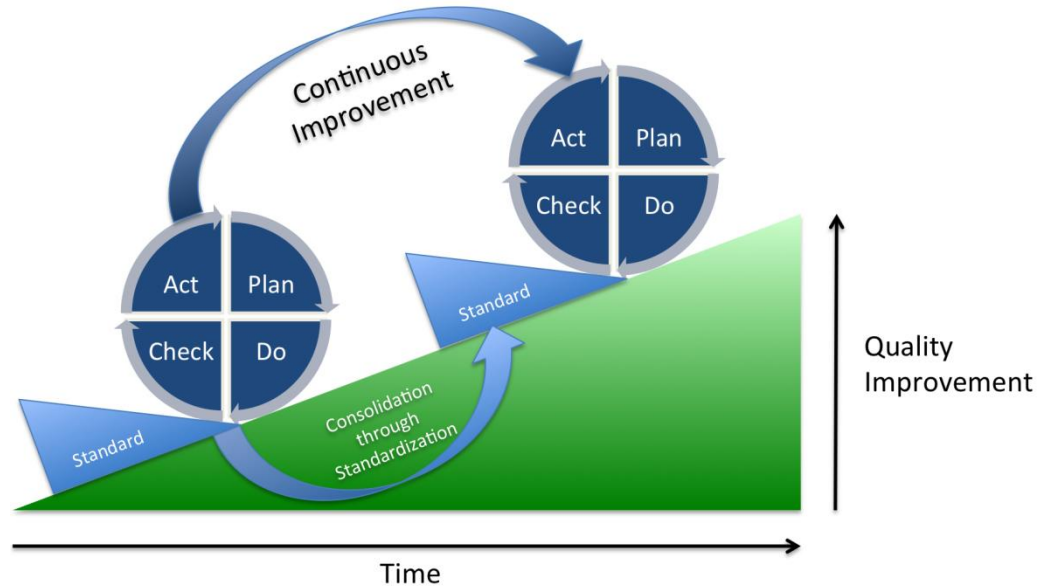


ANTECEDENT OF EMPLOYEE INVOLVEMENT IN ISO 9001





CONTROL VERSUS IMPROVEMENT





DECREASING QUALITY OF CERTIFICATION SERVICES?

- Akerlof (1970): price / quality expectations in intransparent markets
- Price competition

INVESTIGATION OF NON-CONFORMITIES

- # non-conformities
- Non-conformities related to standard's elements
- Corrective actions: structural or ad hoc?
- Re-occurrence of non-conformities

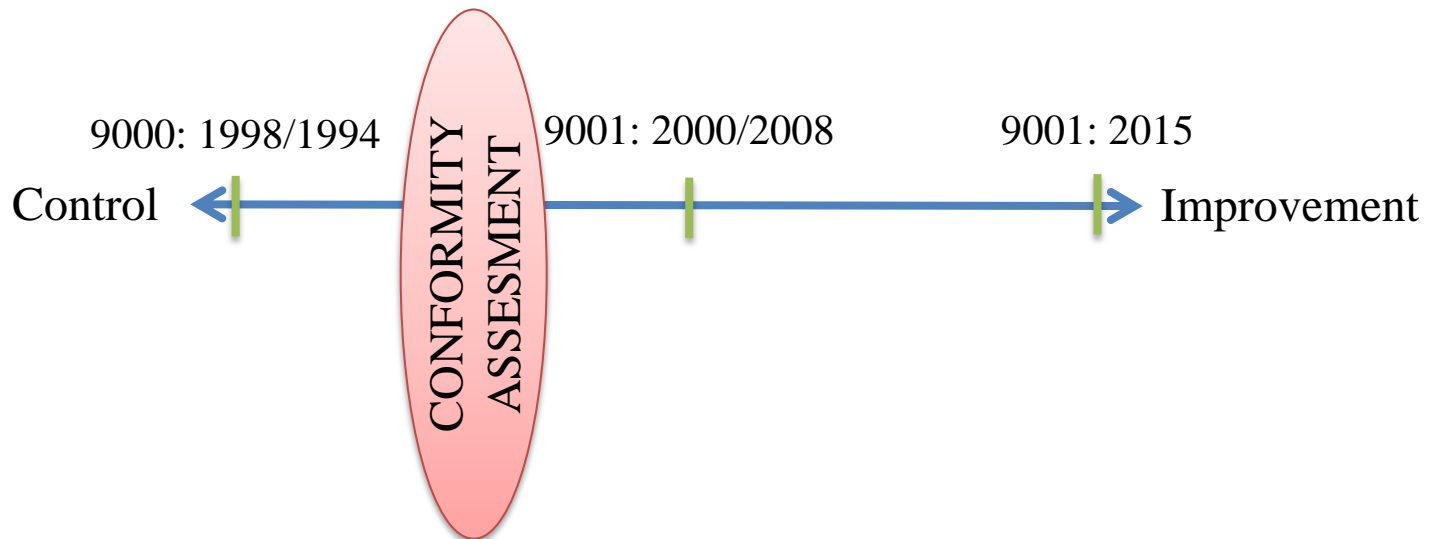
Reference: Akerlof, G.A. (1970). The Market for “Lemons”: Quality Uncertainty and the Market Mechanism. Quarterly Journal of Economics 84 (3): 488-500.

de Vries, H.J., Hardjono, T.W., Vroege, J.F.D. (2006). Improving the Reliability of Product and Management System Certificates. Working paper.



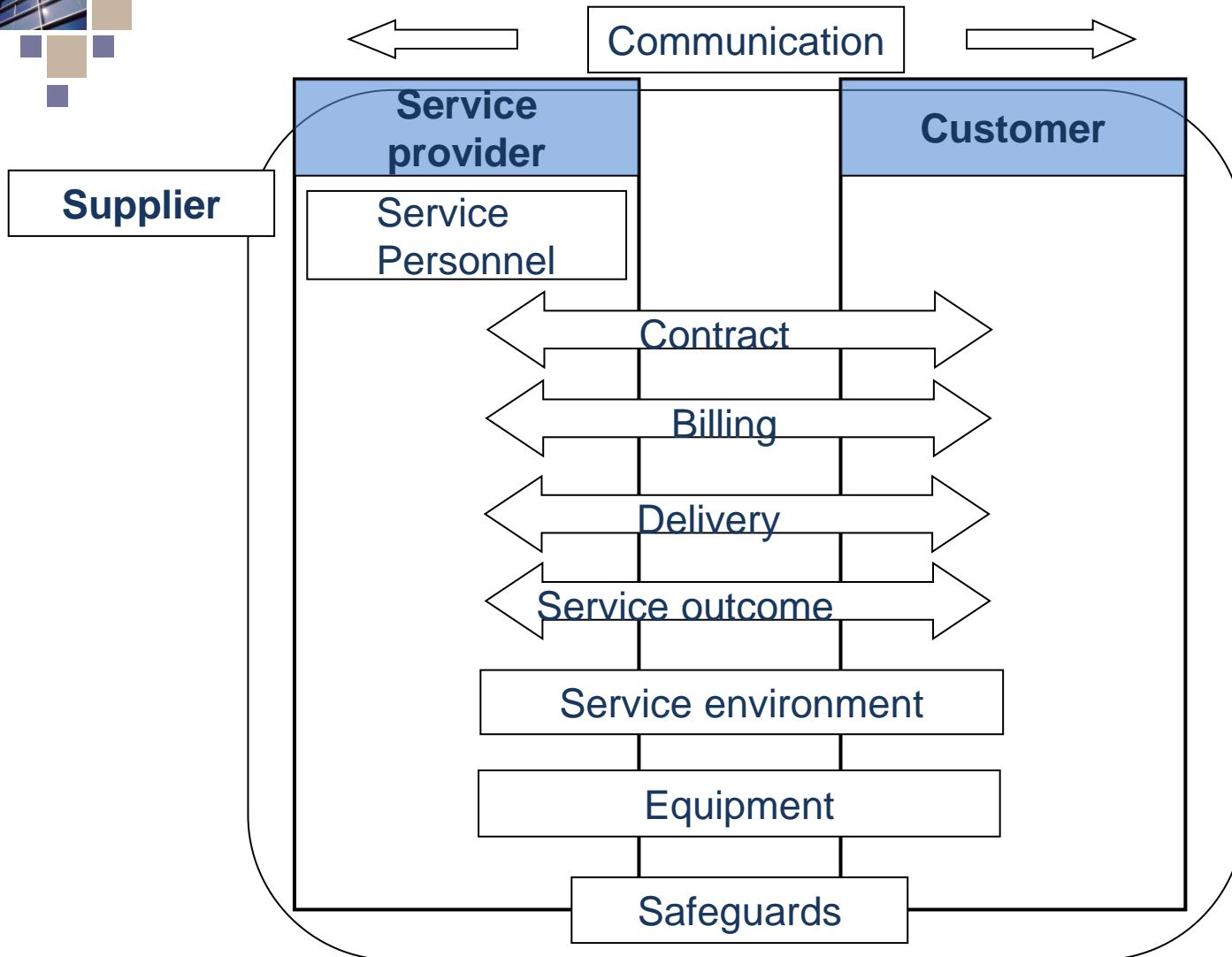
QUESTIONS ABOUT CERTIFICATION BODIES

- Quality management systems
- Improvement attitude





SERVICES MODEL APPLIED TO CERTIFICATION BODIES



Source: ISO/IEC Guide 76:2008 Development of service standards



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