



ISO 9001, 14001 & 45001

The guide to certification

ISO certification is about continuous improvement –
not bureaucracy and documentation!

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Welcome!

The journey to certification starts here.

By downloading this e-book, you have taken the first step towards building a better company.

Whether you're the CEO or part of the project team responsible for certification, this guide will provide you with all the information you need to understand the scope and what it takes to certify according to:

- ISO 9001 (Quality),
- ISO 14001 (Environment)

and/or

- ISO 45001 (Occupational health and safety)

We want to equip you with the knowledge and insights needed to establish a management system that successfully meets these requirements.

The certification project should be about continuous business improvement – not bureaucracy and documentation!

At AmpliFlow, we have worked with management systems and ISO standards for over two decades and have used this experience, project processes, and advice to develop AmpliFlow.

Our web-based software allow us to deliver projects to clients 50% faster compared to a "traditional consultant", and with up to 55% less documentation.

Web link: <https://www.ampliflow.se>

Happy improving!



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Understanding ISO 9001, ISO 14001, and ISO 45001

This chapter provides an overview of key concepts, along with three ISO standards central to this eBook:

- ISO 9001 for Quality Management
- ISO 14001 for Environmental Management
- ISO 45001 for Occupational Health and Safety Management

Introduction

To help you navigate this guide effectively, we will first clarify some fundamental concepts, such as an ISO standard, the meaning of certification, and what constitutes a management system.



What is a “standard”?

In short, a *standard* is a collection of knowledge in a specific field that is locally or internationally recognized. *Certification against a standard* means showing proof (certificate) that you comply with a particular standard.

An independent certification body issues this certificate after an external auditor audits the business.

What is ISO?

When we hear the word standard, we often immediately think of ISO. ISO (International Organization for Standardization) is an independent, non-governmental international organization that collaborates with experts to develop global standards. For example, at AmpliFlow, we are involved in an ISO committee that creates a standard for management systems for artificial intelligence and have been involved in many other such committees over the years for different standards.

What does an auditor do?

An external auditor is a qualified individual from a certification body who is impartial regarding the company to be certified.

Their task is to review the company's management system for compliance with selected standards. They check whether the company has implemented all the necessary processes and controls to meet the requirements of the standard.

What does AmpliFlow do?

AmpliFlow is a partner and IT-software vendor that can support you throughout the entire process, from ideas to certification. After fully implementing AmpliFlow's tools, with or without the help of expert consultants, you will meet all the requirements set out in your chosen standards. Then, it is time to call an auditor to perform **the actual audit**. Vendors and partners like AmpliFlow **are not allowed to carry out the last piece of the puzzle** – issuing the certificate to prevent conflicts of interest.

ISO 9001 – Quality

ISO 9001 is an internationally recognized management system standard that specifies requirements for a quality management system. It is a guide developed to help businesses, and organizations ensure that they meet the needs of customers and other stakeholders while complying with laws and regulations that apply to the product or service.

Implementing ISO 9001 in your organization means engaging in a systematic approach to managing your business.

ISO 9001 is at its core about continuous improvement. This means constantly looking for ways to improve your work, whether you develop your products or services or manage internal processes.

The process orientation within ISO 9001 also means that all parts of the organization are seen as interconnected parts of a whole and not isolated silos. This approach allows for more rapid identification and effective resolution of organizational problems, contributing to overall success.

Combined with risk-based thinking, it gives you a holistic understanding of and a way to manage your business according to best practice when it comes to delivering quality.

With ISO 9001, you get the tools to run your business more structured and efficiently, always focusing on higher quality and greater customer satisfaction.



ISO 14001 – Environment

ISO 14001 is another management system standard, specifically for environmental management systems. The standard aims to help organizations identify, manage, and control their environmental impact.

"Environmental Impact" refers to the components of your business, products, or services that may impact the environment. This can be emissions into the atmosphere, pollution of water, or the use of natural resources.

Getting ready for certification includes identifying relevant legal requirements, assessing the business's performance against these requirements, establishing goals and action plans, and implementing and monitoring measures.



ISO 45001 - Occupational health and safety management

ISO 45001 is the standard that provides guidelines for an effective occupational health and safety management system.

The standard contains requirements for identifying, managing, and continuously improving the safety of the work environment.

This includes everything from assessing risks and opportunities to establishing operational processes and control measures.

ISO 45001 requires the organization to identify and manage potential workplace risks, establish measurable occupational health and safety goals, and develop plans to achieve them.

Operational processes for both routine and non-routine activities shall support this. The standard emphasizes the importance of continuous improvement through regular monitoring and review of the occupational health and safety management system and action in the event of deviations and incidents. All of this must be documented correctly.

In addition, worker participation is critical, with consultation in formulating policies and plans, participation in risk assessments and decision-making processes, and participation in implementing changes.



An overview of management systems

A management system is a practical tool that helps organizations effectively plan, direct, follow up, and improve their activities. It's a collection of processes and procedures that, when applied throughout the organization, ensure continuous improvement and compliance with laws, regulations, and standards, ultimately leading to achieving goals.

Unfortunately, it often describes how you **want the** organization to work – not how it **really** works.

A management system should be a tool for senior management to ensure that the business is conducted according to established procedures and support employees in their daily work—not a collection of documents that no one reads.

All companies consist of a set of processes that work together to ensure that they achieve their set goals and become successful. These processes include project management, resource management, customer relationships, and more.

Aside from the processes, a management system also encompasses policy, goals, environmental impact, and risks. These components, which all companies have in some form, are integrated into the management system to ensure a comprehensive approach to organizational management.

What you include in the management system depends on the areas it is built to cover. A management system may cover areas such as quality, environment, or work environment. What you choose to cover depends on your business's priorities and the requirements of your customers and other stakeholders.

Other areas that management systems commonly cover are information security, energy management, food safety, medical technology, and social responsibility. For most companies, however, the journey usually starts with considerations of quality, the environment, and/or their workplace.

Adopting a management system provides structure and allows you to enhance your business's efficiency in a controlled way, ensuring you achieve your objectives.

Imagine if everyone in the organization operated under the same system, continuously improved, hit their targets, and executed your strategy effectively. A well-implemented management system can make this happen.

Analog and digital management systems

Before we discuss how to build a management system or what standards cover, we need to discuss analog and digital management systems.

Too many people are still stuck with a visualization of their management system as a pile of PDFs, documents, and hard-to-work Excel sheets that are just dusted off from the file server during an audit. It is not used daily by all employees and hardly conveys a feeling of "high quality."

You may think it is wrong to claim that a management system set up in Word, Excel, PowerPoint or Visio stored on a file server is an analog system. And in a way, you're right about that, but **it's**

not the storage that makes it digital or analog, but the **focus on documents** that makes it analog.

If you can print it on paper without losing anything in the daily operations except easy access to the documentation, it is still a very analog system.

If we think digitally when establishing the management system, we can use IT tools to create a system that not only meets the requirements of selected standards but also increases efficiency, provides smart ways to collaborate, and constantly improves the organization.



The management system goes from being a description of how things should work to a tool that makes things work.

> The management system should be a working tool

If everything is where the employees are already working, the things will be used. Logical, right?

Of course, it also has the advantage of being more cost-effective, faster and giving better results.

Transitioning from an analog to a digital management system can feel overwhelming for many, but it is a necessary change to increase productivity and efficiency in the organization.

A digital management system is not a way to store documents; it is a tool used daily by all employees. It provides better insight and understanding of processes, helps identify and resolve issues faster, and provides better opportunities for collaboration and continuous improvement.

Establishing a certifiable management system

Now that we have learnt what a standard is, what certification is and have a basic understanding of what a management system is and how all of these pieces fit together we can start looking at how to establish a certifiable management system.

Building a management system is an exciting process that, when executed correctly, can improve your business's efficiency, quality, and profitability.

However, establishing a management system significantly affects everyone throughout the company. Therefore, take it step by step to ensure that the organization can adapt, understand the importance of each aspect, and start working under the new ways of working.

Before a project

Before we start a project, we need a clear plan, the correct tools, and established communication processes.

Here are a couple of hygiene factors that you need to have in place before the project starts:

- Identify the scope and goals of the project. Why are all the different reasons you are getting certified?
- Identify all project stakeholders, including team members, management, customers, and vendors
- Define the main tasks and activities that are required.
- Appoint a project manager and other key roles in the team
- Establish the timeline and key milestones for the project
- Establish a follow-up and tracking process for the project
- Create a communication plan to engage stakeholders at different stages of the project

If we have these things in place, we can now start our project to establish a certifiable management system.

The sub-projects

Establishing a certifiable management system is a project that consists of many smaller projects. In this section we give a broad overview which is then followed up in later chapters with more detailed information about what each component contains.

Brief overview of what an ISO certification project entails:

Introduction to the ISO project

Introduce the project to all staff. Present the ISO standards, what they mean for the organization and how they will be implemented.

Stakeholder analysis

Perform a stakeholder analysis. This analysis identifies and analyzes stakeholders interests and expectations.

Information and document management

Implement information and document management structure according to ISO requirements.

Process mapping

The management team and all staff map out the organization's important processes, sub-processes, process steps and activities.

Customer Requirements management

The sales manager and sales reps establish processes to effectively manage customer requirements.

Competence management

The HR manager and managers ensure that the requirements for securing, maintaining and developing competence are met.

Deviations, CAPA and improvement suggestions

The management team establishes processes for managing deviations and suggestions for improvement. Establishment of a severity matrix to grade deviations, risks, etc.

Handling of customer feedback and complaints

Sales representatives and all staff establish processes for handling and following up an array of improvement opportunity types. For instance, customer complaints, deviations, risk observations, etc.

Risk management

The CEO and management team identify, classify, and manage operational risks.

Policy

The CEO and the management team establish and revise policies. The types of qualities established will largely be governed by the selected ISO standards. For ISO 9001, quality, you will need a quality policy – for 14001 you will need an environmental policy.

Goal management and KPIs

The CEO and management team set goals and strategies for the company.

Vendor Management

The Supplier Coordinator and Purchasing Department establish the process for managing and suppliers.

Crisis management

The CEO and management team establish a process for managing and preparing for crises if certifying according to a standard that requires this like ISO 14001 or 45001.

Regulatory management and monitoring

The CEO and the management team establish processes for and map current legislation and processes to monitor this continuously.

Environmental aspects – ISO 14001

The CEO and the management team map and establish processes for managing environmental aspects, focusing on significant environmental aspects.

Work environment management – ISO 45001

The CEO and management team, together with relevant managers, establish processes for systematic work to ensure a safe, healthy, and productive workplace.



Yearly calendar

The CEO and management team establish an annual calendar that governs all certification-related and other important company activities. This calendar ensures that you carry out these activities in a timely manner and make it clear to everyone in the organization what will happen when.

Management review

The CEO and the management team conduct the management review and prepare the organization for certification audits.

Internal audit

Internal audits ensure that all ISO requirements are met, and that the organization is ready for external certification audit. This needs to be conducted by a qualified internal auditor.

External certification audit

An external certification body audits the organization and awards certificate if ISO requirements are met.

Parts of the management system

One of the most important steps in achieving ISO certification is understanding and implementing the various components of a management system.

In this section, we'll go over the essential components of a management system and explain how they work.

As a CEO, member of the management team, or quality manager, it's crucial that you have a high-level understanding of how these components interact and what role each one plays in maintaining and improving the organization's performance.

Understanding the components of the management system will equip you to make informed decisions and ensure that your organization meets the requirements for ISO certification.

Let's go!



Document management

Document management describes how documents and information assets are created, changed, controlled and archived.

The more important information a document or information contains, the more important it is that it is managed well.

Design drawings, recipes, references, and code libraries are examples of documents and information assets where careful management is critical.

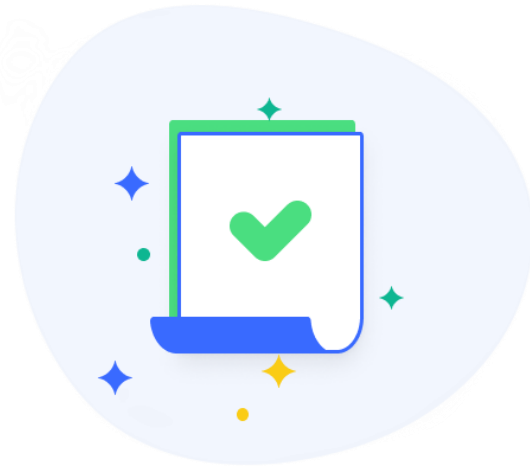
Document management aims to ensure that the correct information is conveyed to the right person so they can do their job correctly and find the accurate information as quickly as possible.

Rules for handling documents and information assets reduce the likelihood of outdated information being used in business and the risk of implementing important things incorrectly.

In the appendixes, you will find an excerpt from a template for a document management routine.

Creating systematics around document management is a central requirement in ISO 9001 and has relatively little to do with technology. From a standard perspective, the most important thing is that systematics work and that we manage our documents correctly.

It might shock you, but it doesn't have to be that complicated - even if you're certified according to ISO 9001.



Stakeholder analysis

A stakeholder analysis identifies, analyzes, and manages stakeholders' interests and expectations.

When we talk about stakeholders, many people immediately think of customers and customer requirements.

But stakeholders are broader than that. Examples of stakeholders include:

- Customers
- Employees
- Owner
- Management team
- CEO
- Board
- Suppliers
- Online forums
- The community/local area
- Society in general

We need to create documentation around which stakeholder groups are relevant, why they are interested, their level of interest, involvement, activities they are affected by, and who is internally responsible for each stakeholder group, as well as which teams are involved/affected within the company.

Since stakeholder analysis should be a natural part of everyday life and leadership within the company, processes need to be established to consider stakeholders' opinions and to encourage their participation and support.

You will also evaluate stakeholder opinions and improve the processes to meet their needs and expectations over time. It is not entirely uncommon that, for example, new technical innovations suddenly make stakeholders place completely new demands on you than before.

As you can imagine, it is valuable for any organization to understand its surroundings to deliver high-quality products and services that customers need.

Process mapping

Process charts is typically the result of a process mapping and is used to visualize the company's processes.

All companies have processes. Management system ISO standards generally requires process mapping to some extent. A process mapping aims to identify, analyze, and improve the processes necessary to achieve the company's goals.

A process is typically defined as several standalone or interacting steps to achieve a goal. This can involve collecting data, analyzing information, making decisions, acting, and following up on the results. Simply a process takes input and converts them to outputs.

More formally, it can be described as SIS does:

A process is a set of interrelated or interacting activities that use inputs to deliver an intended result.

NOTE: Inputs and outputs may be tangible (e.g., materials, components, or equipment) or intangible (e.g., data, information, or knowledge).

We usually say that the processes are what transform your customers' needs and wishes into satisfied customers. Organizations that understand and manage their processes as a complete system can become more efficient and better achieve their goals.

Process alignment is a systematic approach to managing and improving processes to achieve results that align with the organization's policy and strategic direction. With a complete understanding of the company's processes, we can see how they can be improved to reduce costs, increase efficiency, and meet customer expectations.

One thing that is sometimes forgotten is that a process chart is the perfect tool to ensure that everyone can understand, or at least know where to find, how the company works. They are excellent tools for onboarding or when major organizational changes are implemented.

To perform a process mapping and create a process chart you:

- Visualize your processes to get a better understanding of their steps and activities
- Identify which processes are essential/high-risk
- Understand which activities in the processes are critical to achieving the company's goals
- Identify potential risks
- Identify how the processes can be targeted and followed up
- Analyze and work with effective deviation management to find improvement opportunities

It doesn't have to be as complicated as you might first think, but it does require experience to know how to efficiently perform a process mapping exercise.

Our experience tells us that companies often provide too much detail when performing process mapping for ISO 9001 certification.

It is important to identify the steps relevant to meeting the requirements, but at the same time, make sure that you do not add unnecessary information that does not support the company's goals or is at too low a level. You will get audited on what you show, so don't show more than you need to.

Process mapping is often done with tools that create flowcharts and swimlane diagrams to visualize the processes and clarify their steps. AmpliFlow provides robust tools for process mapping to make it easier than ever to do a process mapping and create an ISO compliant process chart.

The choice of tools can sometimes become a headache because we must involve IT, but here's our advice: **think simply** and **don't overdo it**.

Process mapping within ISO 9001 is a good way to ensure that a company's quality management system is effective and that it supports the organization's goals, but don't forget to think about the big picture and simplicity

Customer requirements management

Customer requirements management is the process required to identify, analyze, prioritize, respond to, and monitor customer requirements. It is a system to ensure that your products and/or services meet customer expectations and other requirements placed on you.

A good first step is collecting feedback from customers, business intelligence, or marketing tools.

Depending on the industry you operate in, the requirements can be more formal and often come from standards or legal requirements.

Once the requirements have been identified, they need to be analyzed to determine if it is realistic to meet them. This means investigating what resources are required, whether there are any technical or financial constraints, and whether it is possible to meet the requirements at all.

Then you must develop measures to meet the requirements. This may involve implementing processes, improving the product or service, developing new features, improving customer service, or improving quality.

Finally, you need to document the changes and monitor customer expectations to ensure that they are being met.



An example of how a customer requirement can be formulated

Requirement	Certification 9001:2015 or systematic quality work
Legislation, certification, other areas	CUSTOMER1, CUSTOMER2. Legislation (LOU)
Knowledge	Quality
Relevant to the company?	Yes
Summary of requirements and/or justification of why they are not relevant to the company	That the company and its subcontractors are certified according to ISO 9001:2015 or another equivalent quality standard or work systematically to ensure the quality of the products/services they deliver
Summary of how the company meets the requirement	The company is certified according to ISO 9001:2008 and is in the process of upgrading its management system to ISO 9001:2015 and a supplier survey has been sent out to take this into account
Relevant to processes	Sales, Delivery, Continuous Improvement
Our internal knowledge guru	Joakim Stenström

The question of who benefits from our work with customer claims management is a very relevant question to ask. Below we list a couple of different types of stakeholders and what value is created for them:

Salesperson

Customer requirements management is great for salespeople because it helps them focus on understanding what customers need, want, and most importantly, why they need it.

By understanding the customers' needs, sales reps can create solutions that better suit the customers' needs and get better results.

It also helps to improve customer loyalty by ensuring that even the requirements that customers don't directly talk about are met.

Product Developer

Product developers can take advantage of the customer requirements management process to understand and define the requirements to create a product that will meet customer needs.

By managing customer requirements, product developers can also ensure that their products and services meet all the requirements set by customers.

Customer Service Personnel

Customer service needs to understand the customers' needs and expectations to provide the best service based on the customer's conditions.

Understanding customer requirements enables high-quality service that meets customer expectations.

Marketer

Marketers can take advantage of customer requirements management to understand customer needs and expectations and to create marketing that meets customer requirements.

By managing customer requirements and demands, marketers can ensure that their marketing is aligned with the actual needs of customers and that we are marketing the right things.

CEO

The CEO needs to understand the needs and expectations of the customers and to ensure that the company's products and services are cost-effective and meet the customers' requirements.

Competence management

One of the critical factors in becoming a successful company is having the right people with the right skills in the right place.

Competency management involves identifying, developing, and retaining key competencies that are necessary to meet the organization's goals.

The ISO standards emphasize the importance of ensuring that the organization has access to sufficient expertise. This applies to both existing and future needs.

To achieve this, the standards set specific requirements for how competence management should be handled within the organization.

These requirements include the following aspects:

Identify the necessary skills

The organization must identify the competencies needed to meet the requirements of the management system. This includes considering both technical and leadership competencies.

Assessment of competence

The organization must assess the existing skills of its employees and identify any skills gaps that need to be filled.

Training and skills development

If the organization identifies skills gaps, it must take steps to train and develop employees so that they achieve the required skills.

Documentation and follow-up

The organization must document and follow up on the results of skills assessment and training measures to ensure that they achieve the desired impacts.

In the following sections, we will delve into a couple of tools to use to establish effective talent management in your organization and how this can help improve your business's performance.

Competence matrix

A competency matrix is a tool used to identify, organize, and communicate competencies within a company.

It usually consists of a tool (Excel, web tools such as AmpliFlow, etc.) with columns listing the competencies required in different areas of the organization and a row for every employee.

Each column represents a specific competency, and the ability to meet the competency is assessed with a number.

Leaders can use the competency matrices to identify which people are best suited to tackle specific tasks. They can also help them make more informed decisions about which people/skills need to be recruited, gain a better understanding of the types of competencies necessary to achieve a particular goal and plan for future development work.

Competence matrixes can be more efficient when used in smart IT systems where they are integrated into a digital management system with permission handling, visualization, etc.

Training Plans

Training plans ensure that your organization develops and retains the necessary skills.

Training plans serve as a systematic and structured method for planning, implementing, and following up on employee training activities.

When creating a learning plan, you should include the following information:

1. **Training:** Describe the type of training that is planned, including the purpose, goals, and content.
2. **Responsible manager:** Specify who organizes and implements the training.
3. **Resources:** Specify what resources are needed to complete the training, such as training materials, space, and equipment.
4. **People to train:** Based on their existing skills and training needs, choose which employees will participate in the training.
5. **Deadline:** Specify a date for when the training is to be completed.
6. **Status:** Indicate the status of the training, such as planned, in progress, or completed.
7. **Log completed:** After completing the training, record the date and any comments on how the training went.
8. **Evaluation:** Describe how the effectiveness of the training will be evaluated, for example, by measuring changes in skill levels or job performance.
9. **Evaluation Date:** Enter a date for when the evaluation was conducted.
10. **Comments:** Add additional comments about the training and its implementation.
11. **Performance evaluation:** After completing the review, record the results and any actions that need to be taken to improve future training efforts.

By using training plans, you can ensure that skills development occurs in a structured and efficient way. This will help your organization meet the requirements of ISO standards and continuously improve its performance.

Staff appraisals

A staff appraisal aims to create an open dialogue between employer and employee, allowing them to discuss their work situation undisturbed.

It's a platform for both parties to discuss employee performance, both positive and negative. When we talk about performance, we must remember to take a holistic approach. Evaluating the work environment, what supports the employee's needs, skills development, and the employee's motivation are all components that directly or indirectly contribute to performance.

Additionally, a staff appraisal allows the employer to show employees that they are essential to the organization and that their performance is appreciated.

It is important for employees to actively participate in appraisals, as they provide opportunities to receive valuable feedback and support.

Appraisals should not be one-way communication. It should discuss issues affecting the company and discuss personal goals and action plans to achieve them, at least as necessary.

The appraisals give the employer essential feedback while allowing employees to ask questions and obtain support.

An appraisal begins with the employer and employee discussing goals and the employee's and the company's responsibility for achieving them. It can also include discussing the challenges that the employee is facing and strategies for dealing with them.

The employer should also ask questions about employees' personal goals and help achieve them.

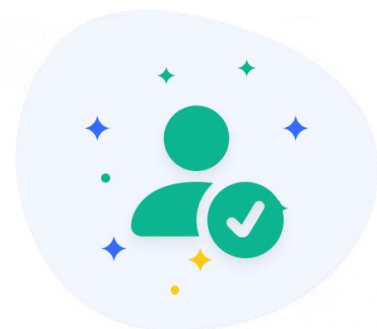
An agreement between the union and the employers' organization often states how often staff appraisals and salary reviews should be conducted. The manager or employee can also request a spontaneous appraisal.

A trend to watch is that more and more companies are abandoning annual performance reviews. One common reason is that the company thinks it is better to use other, more time-efficient, and cost-effective follow-up methods. The company may also feel that annual performance appraisals do not produce the expected results and that tighter feedback loops provide better results.

Remember that all companies are different, so deciding which review method works best for you and keeping track of what is agreed upon in the area are essential.

Regardless of cadence, making it easy to prepare, conduct, and follow up on appraisals is vital so that they are not seen as a cost that can be cut but as an investment that gives results.

IT tools with built-in access control and the ability to easily view the employee's competence matrix and other information about the employee with the performance appraisal become extra important.



Deviation management, improvement proposals, and customer complaints

Deviation management is a process used to handle deviations and customer feedback.

Quite logical.

The point is that when we handle events like deviations and customer feedback effectively, we can improve our products and services while improving customer experience.

When we can't follow our working methods, something goes wrong, or we discover that we can improve our work, a deviation arises - a product or service does not meet our requirements.

Deviations and suggestions for improvement have slightly different perspectives but are essentially the same thing – an opportunity to improve. Either by minimizing something negative or maximizing something positive.



Now that you are moving towards certification, the concept of "continuous improvement" will come up repeatedly, and deviation management is a process for just that: constantly improving by proactively and reactively acting on events, observations, and ideas within the organization.

With the right tools, training, and culture, this can contribute to increased quality, efficiency, and customer satisfaction.

Below is a quick guide to get started with deviation management.

1. Define what a deviation or non-conformance looks like for your organization: It's essential to have a clear definition so that everyone understands what to look for and report.
2. Create a process for reporting and handling deviations: The process should be clear and easy to follow and include how information about deviations should be documented and tracked.
3. Train staff: Make sure everyone in the organization understands what a deviation is, how to report it, and what happens when they do it.
4. Implement a system to manage deviations. It can be an IT tool or a manual system depending on your needs.
5. Follow up and evaluate the process regularly: Make sure the process is working correctly and adjust as needed.
6. Communicate effectively: Communicate regularly about how the process works, what results you see, and what actions are being taken to fix issues.
7. Customize the process to your needs: Every organization is unique, so ensure your process is tailored to your needs and challenges.

Risk management

Working with systematic risk management helps you identify, analyze, quantify, manage, and reduce risks that may affect the company. It is an effective way to prevent problems and improve results.

Risk management is like the brakes on a car. The function is to slow down, but the purpose is to let us drive fast. In short, a risk is a threat that, with a certain degree of probability, can lead to potential consequences.



By anticipating, identifying, and managing risks, you can prevent problems before they occur.

To succeed with risk management, you need to identify potential risks, evaluate them, develop action plans to manage them, and, of course, follow up on them regularly.

You also need to ensure that the necessary resources are in place to manage risk, protect customer interests, and adapt processes to changing market conditions and customer needs.

At the same time, we need to consider the company's benefits of risk management. Remember to think from the perspectives of "we as a company," "me as a leader," and "me as an individual." If we cannot link the work to these three areas, achieving significant effects won't be easy.

If we have learned anything from Covid, everything can change overnight - then it is good to be prepared.

ISO 9001 is based on a concept called risk-based thinking. In short, risk-based thinking means planning and taking measures to manage risks and opportunities - i.e., working systematically with risk management.

When you identify a risk, you need to properly assess it by following the checklist below. If you repeat this and find a systematic approach to the work, you will be well-equipped to succeed.

1. Define the risk scenario
2. Identify potential consequences
3. Determine if the risk is realistic
4. Grade the risk according to a severity or impact matrix
5. Calculate a risk number
6. Identify measures and set an action plan to reduce the risk
7. Assign responsible
8. Set a deadline for managing the risk
9. Calculate an up-to-date risk number so that you can compare the risk in its current form against the risk in its managed form

Policy

A policy is a statement of intent and guidance developed by senior management to guide decisions and achieve the organization's desired goals.

Policies should be developed for the subject areas that top management has identified as particularly important for the organization to comply with to achieve its strategy. Common subject areas are, for example, quality, environment, information security, and work environment.

Having multiple policies is not uncommon, but creating a “company policy” covering all these areas is a good option.



The policy is the guiding star that we are directing the compass towards us to set the direction to achieve our vision.

It is also described as the framework within which the organization has the freedom to act in the subject area. We establish a policy so that we understand which subject areas and associated overarching rules are essential for our business's future and further development. It provides general information about what applies and what is expected of us.

All companies certified to ISO management standards must establish and update their policy regularly to ensure that they remain relevant and compliant with the organization's requirements. At the same time, the organization must ensure that the policy is consistent, clear, and valuable to everyone involved in the company's processes and activities.

There is no requirement that a policy must be long and tedious. On the contrary - a policy that is easy to understand and follow is good.

A good *quality* policy describes, for example:

- Who we are
- What we do
- How we live up to the requirements of the subject area

More often, organizations have requirements or areas that are important to the company based on more than just ISO 9001 and quality. In order for employees not to drown in different policies, it is appropriate to create an operational policy that addresses all or at least several of these subject areas.

A good *company* policy describes, for example:

- Who we are
- What we do
- What makes us unique and leads to our success

- How we act in our relationship with our customers
- How we who lead and work within the organization are expected to act
- How we work systematically with issues important to our customers, us, and the world around us.

For example, for ISO 14001 and 45001, you need to address work environment requirements, environmental requirements, and other vital requirements from the company's different stakeholders.

There are many ways to make a policy. It can be long or short, as well as a document or a printed poster. Creating a policy can be creative, and there's no one-size-fits-all template. What matters is that the policy reflects the organization's values, goals, and expectations.

However, a policy is only as good as its implementation. Therefore, it is important to formulate a policy and ensure that everyone within the organization knows and understands it.

Internal Audit

To be certified the company must undergo a certification audit conducted by an independent and accredited organization. Before this happens, it is important that the company conducts internal audits to ensure that it meets all the standards' requirements.

Internal auditors play a central role in this work. They need to be knowledgeable of the current standards and how they are applied in practice, as well as able to analyze and evaluate the company's processes and systems objectively.

To become an internal auditor, one must possess the appropriate qualifications and the proper training and experience in the field. This requires a solid understanding of financial principles, auditing standards, and regulatory requirements. Therefore, aspiring internal auditors should seek formal education, acquire relevant certifications, and gain practical experience.

Example two-day internal audit for ISO 9001, 14001 and 45001:

Day 1

- An introductory meeting with a presentation of participants, a review of the program, and a review of the company's background and operations.
- Review the handling of complaints, deviations, and suggestions for improvement, including internal audits and external and internal communication within the company.
- Review of sourcing, supplier follow-up, and purchasing processes within the company, with a focus on environmental management and supplier monitoring.
- Review of marketing and sales processes, including identification of customer requirements and expectations and transfer and reporting of information to the downstream.
- Review of delivery processes, focusing on work environment management, including planning, execution, risk assessment, and invoicing of assignments.
- Summary of results and time available to the internal auditor.

Day 2

- Review of HR, including hiring, induction, requirements for and verification of the staff's competence, and planning and follow-up of competence development.
- Review of leadership and commitment within the company, including business intelligence, strategy, business development, long-term and short-term goals, management meetings and communication, as well as management of operational risks.
- Summary of results and time available to the internal auditor.
- Conclusion of the audit with a review of results and discussion of possible improvement measures, as well as adaptation to the requirements of the ISO standards.

Goal management

Having well-defined and measurable goals is crucial for success, whether you're a CEO, management team member, or want to do your best at work.

Objectives and goals create a basis for decision-making, resource allocation, and determining whether we succeed. It ensures that everyone in the organization is working towards the same overall purpose and that everyone's work is coordinated and efficient. Good goals are also linked to the company's vision and mission.

Goal management is a powerful system for driving your organization towards continuous improvement and success. By following these simple steps, you can create a culture of responsibility, commitment, and results while meeting the requirements of ISO 9001 and 14001.

In addition to including how goals are set, the goal management process should consist of a review and evaluation system to ensure that the objectives are met and that the company is on the right track to achieve its desired goals.

Goals should be SMART – specific, measurable, accepted, realistic, and time-bound. This will help you clearly define what you want to achieve and how you will know when you have done it.

Each of the management system standards we talk about in this e-book requires that your organization sets clear, measurable objectives aligned with its policies:

- **ISO 9001 (Quality Management):** Quality objectives must be established, documented, and consistent with the quality policy. These objectives should cover essential aspects like customer satisfaction, process improvement, and product conformity.
- **ISO 14001 (Environmental Management):** The organization must establish environmental objectives and targets. These should address environmental performance issues, risk reduction, and compliance with environmental regulations.
- **ISO 45001 (Occupational Health and Safety Management):** Calls for establishing health and safety objectives that contribute to risk reduction, continuous improvement in occupational health and safety, and compliance with legal, regulatory, and other requirements.

Below is an example step-by-step approach to achieve compliant goal management:

1. Align goals with strategy

Begin by articulating your company's strategic vision, mission, and commitments to quality, environmental responsibility, and employee safety. This alignment is essential because ISO standards require that objectives are consistent with your company's overall policy.

2. Set SMART goals

Specific, Measurable, Accepted, Realistic, Time-Bound (SMART). Ensure every unambiguous goal sets a clear target. For example:

- *Quality:* Improve customer satisfaction scores by 10% within 12 months.
- *Environmental:* Reduce energy consumption by 15% over the next three years.

- *Health & Safety:* Reduce workplace incidents of severity grading three or higher by 20% within the next 12 months.

3. Action plans

Assign clear responsibilities to teams and individuals. Your documented action plans should specify who is responsible for each goal, what resources are required, and the timeline for achieving them.

Confirm that necessary resources (financial, human, and technological) are allocated to support achieving these objectives. This is often examined during audits to ensure the goals are aspirational and actionable within the set timeframe.

Define how each goal will be measured. This allows the organization to quantitatively measure progress and determine how close you are to achieving your goals. A good practice is to set up multiple measurements that counterbalance each other.

Set up systems to collect the necessary data. Depending on your organization's size and maturity, this may involve automated dashboards, periodic surveys, or manual data collection.

Schedule regular internal audits and management reviews to ensure continuous compliance with ISO standards. These reviews should assess progress against the set objectives and determine if further action is required.

4. Celebrate achievements

When an objective is met, celebrate these achievements. Recognition helps reinforce the goal-driven culture and motivates teams.

A culture of continuous improvement not only boosts compliance with the standards but fosters an environment where employees are engaged and committed to the organization's mission.

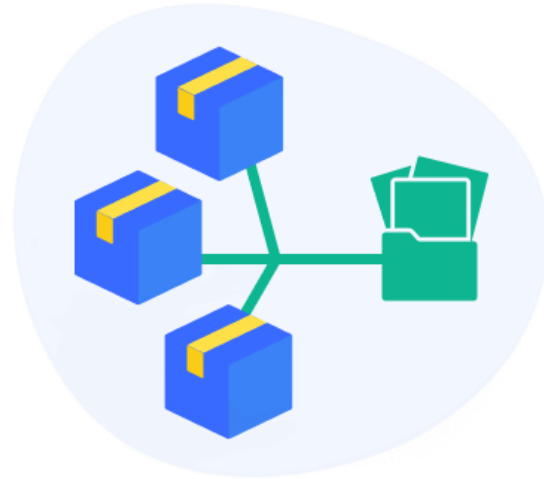
Once objectives are achieved, review the lessons learned and set new, more ambitious goals to drive further improvements across quality, environmental performance, and health and safety.

By integrating goal setting, monitoring, and review practices into the daily operations, you create an environment where everyone knows what is expected and where you can objectively measure and improve over time.

Supplier Management

Supplier & vendor management is a fundamental part of a company's governance and directly impacts the company's performance, quality, and environmental responsibility.

Effective supplier management helps to ensure quality and environmental performance, maintain good business relationships, and build trust between companies and their suppliers.



ISO 9001 and ISO 14001 set requirements for controlling external suppliers, their processes, products, services, and environmental risks.

Supplier management is not just about ensuring product or service deliveries. It is also about managing risks, creating value, and contributing to the company's strategic goals.

By conducting risk assessments, creating clear evaluation criteria, integrating environmental requirements into the procurement process, maintaining good communication, and documenting and following up on supplier performance, you can build strong relationships with your suppliers.

Here is how you can do it:

1. Create a straightforward process for evaluating and selecting suppliers based on risk assessment, considering how they may affect your business regarding quality and the external environment.
2. Establish criteria for monitoring supplier performance and follow up through surveys and site visits
3. Work with suppliers to achieve continuous improvement and encourage certification to relevant standards such as ISO 9001 and ISO 14001.
4. Document and follow up on supplier assessments and supplier performance regularly.

Start by identifying the suppliers that are most critical to your business. Think about suppliers of raw materials, services, equipment, and other vital resources.

Then, assess each vendor's risk. This may include factors such as their ability to meet your needs, their geographical location, their financial stability, and their possible impact on the external environment (i.e., everything around us, including nature and built-up areas).

Create a list of criteria to assess each vendor's performance.

Examples of criteria can be:

- The quality of the products or services they deliver
- How quickly and efficiently they can deliver
- How well do they handle any issues or complaints
- Their ability to understand and meet your specific needs and requirements
- Their environmental performance, including energy efficiency, waste management, and the use of renewable resources

When doing business with suppliers, you should always include environmental requirements in your procurement processes. This could mean requiring them to adhere to specific environmental standards, such as ISO 14001, or reducing their energy consumption and carbon emissions.

Integrate climate and environmental requirements into procurement processes and work with suppliers to reduce energy consumption and carbon emissions.

Supplier monitoring is a critical part of effective supplier management. It allows you to follow up and evaluate suppliers' performance, which in turn helps ensure that they meet your requirements for quality, timelines, and environmental considerations.

To monitor your suppliers effectively, you can use the following methods:

1. Regular audits

Establish a timetable that reflects the importance of each vendor. Use a standardized checklist to evaluate the supplier's performance against agreed quality criteria such as delivery times and quality controls. The results are then discussed with the supplier to identify areas for improvement and ensure continuous development.

2. Supplier reports

Request regular submissions of reports from suppliers highlighting key performance metrics, such as production volumes and environmental impact. This will become a tool to measure the supplier's actual performance and provide immediate feedback for areas that require improvement.

3. Site visits

Conduct regular visits to your suppliers to see their operations in action. This gives you first-hand experience of how well they manage production and allows you to identify any issues or inefficiencies.

4. Supplier surveys

Send surveys to your suppliers for their views on how effectively the collaboration works. This will give you further insight into their business and offer an opportunity to identify any areas that could be improved.

5. Customer feedback

Customer feedback can provide invaluable information about the supplier's performance. If customers regularly complain about the quality of the products or services being delivered, it's a sign that you may need to review your supplier relationships.

By regularly monitoring your suppliers' performance, you can ensure that they meet your expectations and requirements. Monitoring suppliers also means acting on the insights you gain. If a supplier is not performing as expected, it is important to address the issue with them and work together to find a solution. If the problems persist after measures have been taken, it may be necessary to consider changing suppliers.

Supplier management is not just about ensuring product or service deliveries. It is also about managing risks, creating value, and contributing to the company's strategic goals.

It's crucial to maintain open and regular communication with your suppliers. This helps to build strong relationships, encourages continuous improvement, and ensures that any issues can be resolved quickly and efficiently.

Documentation and follow-up are crucial for effective supplier management. They help to ensure that the expectations and requirements of all parties are met and that any issues or shortcomings are addressed promptly and efficiently. Here are some ways that you can use documentation and follow-up in your supplier management:

1. Supplier agreement

These should document all critical aspects of your relationship with the supplier, including specific requirements for products or services, delivery times, pricing information, payment terms, and any environmental requirements.

2. Performance reports

By regularly documenting a supplier's performance, you can monitor it over time, identify trends or patterns, and act quickly if performance starts to drop.

3. Meeting notes

Document all meetings with your suppliers, including what was discussed, what actions were decided, and what questions or issues arose.

4. Follow-up actions

If there are any issues or shortcomings in a vendor's performance, you should follow them regularly until the issue is resolved. Document these actions to track progress and ensure no information is lost.

5. Supplier changes

If you decide to switch suppliers, you should document the entire process, including the reasons for the switch, the selection process for the new provider, and any steps to ensure a smooth transition.

Crisis management and emergency preparedness

Crisis management is crucial for companies and organizations that want to ensure high quality, environmental responsibility, and safety.

This chapter reviews crisis management, focusing on emergency preparedness and practical examples.

ISO 9001 focuses on quality management, while ISO 14001 focuses on environmental management. Both standards require:

1. **Risk-based thinking:** Organizations must identify and analyze risks affecting quality and the environment.
2. **Planning for crisis management:** A crisis management plan should include measures to prevent, manage, and recover from crises. It needs to cover quality, environmental, and safety risks.
3. **Contingency plan:** A plan to prevent, manage, and recover from incidents that may affect the work environment should be developed and practiced regularly.
4. **Follow-up and evaluation:** Organizations must regularly monitor and improve their quality and environmental management systems.

ISO 45001, which focuses on occupational health and safety, requires organizations to have an emergency preparedness plan. This plan shall include:

1. **Identification of potential emergencies:** The organization should identify all possible scenarios that could lead to an emergency.
2. **Preparation and response:** The organization should prepare to handle these situations and have a plan for responding quickly.
3. **Recovery plan:** After a crisis, the organization needs a plan for recovering and returning to normal operations.
4. **Training and training:** All staff should be trained in emergency procedures and practiced regularly to ensure that everyone knows what to do in a crisis.

Practical examples of crisis include natural disasters, technical failures, and cyberattacks. Regardless of the situation, organizations must have clear procedures and plans in place to effectively manage crises, minimize damage, and protect staff and operations.

For example, suppose a company is experiencing a significant data breach. In that case, their crisis management plan should include steps to isolate the issue, inform stakeholders, conduct an investigation to identify the cause of the breach, resolve the problem, and then implement measures to avoid future breaches.



Legislation management and monitoring

Companies must comply with applicable laws and regulations.

Regulatory management means that you must identify and document all laws and regulations that affect their business. You must also ensure that effective processes are in place to monitor and meet legal requirements.

You must understand and identify which laws and regulations are relevant to your operations and effectively integrate regulatory management into your management systems. This may involve collaborating with legal experts, government agencies, or industry associations.

Steps to ensure effective legislative management:

1. Mapping of laws and regulations that are relevant to the business
2. Create a process to monitor changes in legislation
3. Develop a procedure for communicating legal requirements and updates to all stakeholders
4. Ensure that staff are trained and aware of the legal requirements that apply to their duties
5. Conduct regular internal and external audits to ensure that the company complies with the legal requirements that apply

To achieve this, organizations should invest in internal resources and external expertise to stay current on legislation and implement effective systems to comply with requirements.

The management team

The management team is an important part of an organization. It overviews what is happening in the outside world, analyze challenges, and prioritize based on the organization's goals and vision.

The management team makes decisions and implements the organization's goals and strategy. It also plays an essential role in learning and developing the organization and is often expected to innovate and drive results.

The management team's focus is always on the company's success, which means that every decision should be based on true and credible information about how the business works.

The management team is responsible to the organization's board and employees, jointly driving the business in the right direction in relation to the organization's strategy, policies, risks, and goals. The group is comprised of competent people with different knowledge and experience who work together to develop the business.

Much of the management team's work involves decision-making, and management team meetings are the most often used tool for this.

Management team meetings should be an effective forum where goals, visions, and follow-ups are made in a structured way.

ISO 9001, 14001, and 45001 require management to regularly review the organization's management system to ensure its suitability, adequacy, and effectiveness.

Management team meetings are usually held monthly but at least four times a year as a special quarterly meetings, one of which constitutes **the Management Review**.

At monthly management team meetings, the management team focuses on the following:

- Events in the outside world, for example, linked to customer industries
- Events within the business, such as registered customer comments and deviations with an impact rating of 3 or higher
- Monthly financial statements
- Action plans linked to the organization's goals

On the other hand, the management review is a special type of management team meeting that must be held at least once a year.

The management review typically includes an overview of the company's strategy, budget, financial goals, product development, marketing, customer relations, human resources, and other related topics.

It can also include a discussion about current projects or challenges that the company is facing. Management will also review the company's long-term plans to achieve the financial targets.

Examples of the agenda for the management review may include:

- Presentation of the company's strategy

- Presentation of budget for the coming year
- Update on product development and marketing
- Update on customer relations and customer service
- Update on personnel and recruitment
- Update on the company's financial targets
- Discussion of current projects or challenges
- Update on long-term plans.

It is a good forum for management to discuss and give other leaders and employees feedback about the company's strategy and plans.

It is also important for management to constantly review the organization's management system to ensure its suitability, adequacy, and effectiveness. This is done naturally during management team meetings and especially during the management review.

Environmental aspects

Environmental aspects are a fundamental part of ISO 14001. In this section, we will explore what is required regarding environmental aspects within ISO 14001 and how organizations can implement these principles in their operations.

According to ISO 14001, an environmental aspect is defined as part of an organization's activities, products, or services that interact with the environment. Although the standard focuses on identifying and addressing negative consequences, these aspects can have both positive and negative environmental impacts.



Examples of environmental aspects can be:

- Greenhouse gas emissions and air pollution
- Consumption of energy and water
- Waste management and recycling
- Use of hazardous chemicals and materials
- Impact on biodiversity and ecosystems

ISO 14001 requires that organizations implement a systematic process to identify their environmental aspects. This means mapping and analyzing all activities, products, and services to identify their environmental impact. The process may include:

- Review of existing documents and procedures
- Interviews with key people within the organization
- Observations of workplaces and processes
- Analysis of data on resource consumption and emissions

After identifying the environmental aspects, the organization must assess their importance and prioritize them. This can involve assessing each aspect based on its potential impact on the environment, how much control your organization has over it, and the extent to which legal requirements or other external factors affect its management.

Once the most critical environmental aspects have been identified and prioritized, you must develop and implement control measures to minimize your negative environmental impact.

This can involve:

- Changes in processes and technology
- Training and awareness raising for employees
- Development of environmental policies and goals
- Implementation of monitoring and measuring environmental performance
- Establishment of emergency and contingency plans to deal with any environmental incidents
- Integrates environmental aspects into the organization's strategy and decision-making processes

- Establishes roles and responsibilities for the management of environmental aspects at all levels of the organization
- Communicates environmental aspects and performance to stakeholders, such as employees, customers, suppliers, and government agencies
- Conduct regular internal and external audits to ensure that environmental aspects are effectively addressed and that opportunities for improvement are identified

But the work doesn't end here, as you might think. An important principle of ISO 14001 is continuous improvement.

The organization should always strive to improve its environmental performance by:

- Set measurable goals and follow-up routines to evaluate progress
- Conducting regular reviews of environmental aspects and their management
- Identify and implement improvement actions based on results from monitoring, measurement, and audits
- Update and adapt the environmental management system to meet changing conditions, such as new legal requirements, technological innovations, or changing market requirements

Work environment management

Work environment management's primary purpose is to create and maintain a work environment that is both safe and healthy for all employees. ISO 45001, provide organizations with tools to systematically identify, manage, and control risks in the work environment. When implemented correctly, an effective occupational health and safety management system can help reduce the number of work-related injuries and illnesses while also improving the well-being and productivity of employees.

To establish an effective system according to ISO 4500 you should manage:

Involve staff

Consult with the staff. Employees have the best insight into any risks in their work environment, so they must be allowed to contribute their opinions and suggestions.

Risk assessments

Risk assessments should be carried out regularly to identify any risk factors linked to the work. These can include physical risks (such as ergonomic problems or noise), chemical risks (such as exposure to dangerous substances), psychosocial risks (such as stress or bullying in the workplace), and biological risks (such as exposure to infectious diseases).

Goals

Clear goals for the work should be set, and performance should be evaluated continuously for continuous development.

Training

All employees should undergo relevant training regarding their responsibilities at work.

Documentation

All processes, procedures, and measures must be documented, including incident reports of accidents and near misses.

Review

The system needs to be regularly reviewed and updated to ensure its effectiveness.

Communication

Establish communication processes with employees on work-related issues and encourage active participation in the area.

Legislation

The organization must also be familiar with all legal requirements related to the work, including, for instance, the Swedish Work Environment Act and the protection of personal data under GDPR.

External Certification Audit

Now that we know what we need to do to get ready it's time to go through the certification process. This covers a few different activities from choosing a certification body to preparing for and undergoing audits.

We'll also cover what it takes to maintain certification and how you can ensure that your management system continues to evolve and improve over time.

Plan for the audit

Let's start by looking at the key steps and considerations in the audit process and how you can ensure that your business is ready to meet these challenges.

If all goes well, you will be rewarded with an ISO certificate at the end of the process as proof of your organization's conformance to ISO requirements.

If everything is in order, your organization will be ISO-certified and receive the right to use the certification mark in its marketing and communications.

How an ISO audit works:

- **Document review:** Examination of the organization's documentation to ensure compliance with ISO requirements.
- **Initial meeting:** Presentation of the company, its staff, and the scope of the certification.
- **Review of operations:** Investigation and review of the company's processes, systems, and equipment.
- **Supplementary document review:** In-depth analysis of core processes such as business development, marketing, delivery, and sales.
- **Formulation of non-conformities, observations, and recommendations:** Identification and documentation of any issues or deficiencies.
- **Closing meeting and report writing:** Review of audit results with the organization. The auditor prepares a detailed audit report.
- **Reporting of actions:** The client reports implemented actions based on the audit results.
- **Obtaining ISO certificate:** If everything goes well, an ISO certificate is awarded as proof of the organization's quality and efficiency.

Conclusion

In this eBook, we've outlined the benefits of ISO certification and how it can help improve business efficiency, reduce risk, and increase customer satisfaction.

We have also presented information for building and maintaining an effective management system.

Our team at AmpliFlow is ready to help your organization navigate the ISO certification process.

With over 20 years of experience in the field and our proprietary innovative IT tool that can reduce project time by 50% and documentation by up to 55%. With us you can start your project already 80% completed.

Our processes and tools mean you don't have to understand the requirements of ISO standards in areas like customer requirements management, stakeholder analysis, environmental aspects, and legislation. We ensure that you work compliantly. Our vision is to achieve certification, create a solid foundation for continuous improvement in your business, and increase employee motivation.

Don't hesitate to book a meeting with us today to learn how we can help you on your path to ISO certification. Let's create a culture of continuous improvement in your organization together.

We look forward to the opportunity to work with you toward your goals.

Web link: <https://www.ampliflow.se/en/contact>



Appendix A - Common Misconceptions About Management Systems

In this chapter, we will address some common misconceptions about management systems. Many people mistakenly believe that implementing a management system only involves creating a large amount of documentation or that ISO certification is a one-time activity. In fact, an effective management system can help reduce documentation, and ISO certification demonstrates a continuous commitment to improvement and quality in all aspects of the business.

"It's basically about creating lots of documents."

Management systems are used to control and manage operations.

It's not uncommon for organizations to be able to reduce the amount of documentation by working on these issues.

"Management systems are only for large companies."

Management systems can be adapted for companies of all sizes and types, from small startups to multinational corporations. Smaller businesses often benefit significantly from implementing a management system because it can help them become more organized, efficient, and competitive.

"Management systems are difficult to implement."

While implementing a completely new management system can be challenging, it is not necessarily difficult. With the right tools and guidance, the process can be smooth and manageable. Additionally, many resources are available for businesses looking to implement a management system, including consultants, online courses, and tutoring programs.

"Management systems are expensive."

The costs of implementing a management system vary depending on the company's size, complexity, and specific needs. However, investing in an effective management system can save money through increased efficiency, reduced errors, and fewer quality issues.

"Management systems are not flexible."

Another common misconception is that management systems cannot be adapted to a company's unique needs and circumstances. In fact, most management systems are designed to be highly flexible and can be customized to suit any type of business.

"ISO certification is a one-time activity."

Complying with ISO standards is a process, not an event. It is a way for you to demonstrate your commitment to the highest standards of product and service quality, employee competence and efficiency, continuous improvement and innovation, environmental awareness, and overall operational efficiency. It also requires that the company works and has an effect in the way the standard requires. A standard in itself, such as ISO 9001 for quality management, requires you to improve constantly and prove that you are continuously improving.

"Management systems are only for production industries."

A management system can be applied to any industry, including the service sector, the public sector, non-profit organizations, and more. Any organization can benefit from structured processes and clear guidelines for managing different aspects of the business.

"Management systems limit innovation & lead to bureaucracy."

On the contrary, the proper management system can foster innovation by creating a structured process for ideation and encouraging continuous improvement.

An effective management system should help reduce bureaucracy by making processes more efficient and streamlined. If a management system leads to increased bureaucracy, it may be a sign that it needs to be reviewed and adapted.

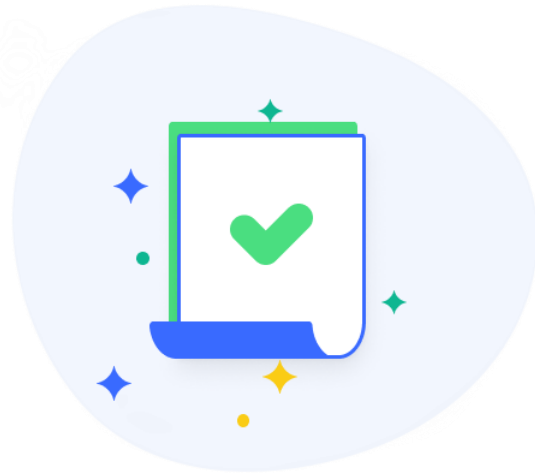
Conclusion

The bottom line is that there are many misconceptions about management systems, but with the proper insight and understanding, these systems can become powerful tools for running businesses. Businesses can become more efficient, productive, and successful by choosing the right system and implementing it correctly.

Appendix B - Document Management Procedure Example

This procedure describes how our company uses Office 365 to manage our documents and ensure that relevant and up-to-date information is available to all employees. This helps us keep our information organized, traceable, and under control, contributing to efficiency, productivity, and regulatory compliance.

Note that this example needs to be adapted to your company and industry. For instance, a pharmaceutical company will have much stricter requirements regarding document management than a gardener.



Information management

The company's published and approved information, which is valid and current and available to everyone, shall be published on the intranet.

The material on the intranet precedes all other material you may find within the company.

When we publish a page on the intranet, we distinguish between primary and supporting information.

Primary / supporting information

The primary information should be as concise as possible, covering 80% of what the average visitor might need.

The remaining 20% and other reference/supporting information are published as supporting information by being published in the library, as shown at the bottom of the main page or as links.

The purpose of the primary information is to be a gateway to everything related to the subject area.

Supporting information may be needed to fully understand the primary information, but not all visitors to the area use it. Examples include specific legal texts, accumulated knowledge in the field, forms, or other related material.

When a supporting material is ready for publication, the PDF version of the document is copied to the correct folder under a primary page on the intranet and is then published.

Documents that are subject to audit, such as our QMS documentation, are sent for approval when published on the intranet. The system automatically handles the approval flow based on the type of document, which means that the document must be marked with "type" before it can be sent for approval; otherwise, the system will tell you.

Document templates

We have linked all our current templates in the most common Office 365 tools, such as Word, Excel, and PowerPoint.

When creating a new document:

1. Click "File" in the top left corner of the Office 365 tool's menu and select "New."
2. Click on the tab for your company-specific templates ("Company name," to the right of the default Office tab) and choose the template based on what you need to do
3. Save the document under "Files" in the correct Team, channel, and folder according to our rules for "Naming of documents."

Example. To produce a quote in Word for a customer, click on the templates under the folder "Business Develop" and select a quote template for the product/service you are going to quote. Make sure to save the quote in the Teams group "Sales" in the channel folder "Quotes." If a folder for the customer does not already exist, create one and name it with the customer's full name.

Development of templates

New templates are created from the general template in the respective Office 365 tools.

Take an existing template and save it under the heading Files in Team "Development" and channel "New templates" under "Naming of documents." Make suggestions for changes in the template and ping the KMA coordinator to the template via Teams.

Other relevant things to describe

The basic principle is that a user should be able to understand how to handle company information by reading about intranet document management.

Supporting information

Examples of things you need to describe:

- Microsoft Teams Structure
- Microsoft Teams life cycle
- Communicating changes when updating information
- Archiving outdated information
- Your folder and file structure
- Rules for naming documents
- Project Management
- Document management in OneDrive

Depending on the company, other specific parts may, of course, be needed, such as

- CAD file management
- InDesign file management
- Process for approval of governing documents

Guide to more efficient working methods

This document management routine is not just a set of rules but rather a guide to help us work more efficiently, securely, and productively. By following this procedure, we can ensure that all information is easily accessible, up-to-date, and in accordance with our company policies, laws, and regulations.