ISSA
QUALITY
STANDARD
2015

Committed
to providing a
quality-driven
service at all
times around
the world
ISSA Quality Standard 2015
President’s Foreword

The ISSA Quality Standard 2015 has been fully revised and updated and it gives me great pleasure to introduce it and commend it to you.

Since its inception a decade and more ago the ISSA Quality Standard has become recognised as the ship supply industry's benchmark when it comes to operational efficiency and storing ships on time, at the right price and with top quality goods and services.

ISSA Members have embraced the ISSA Quality Standard as enthusiastically as we had hoped and more than 500 now proudly display the ISSA Quality logo to demonstrate their commitment to the Standard – and to their customers, the world's ship owners and ship managers.

For Associate Members who join ISSA direct because their country has no national association of ship suppliers, audit and certification under the ISSA Quality Standard remains mandatory. Many national association members of ISSA have adopted this policy for their member companies as well.

This revision of the ISSA Quality Standard has been brought about by the advent of the ISO 9001:2015 Standard which is now coming in to force.

I am delighted to say that the ISSA Secretariat has already been certified by Bureau Veritas under the ISO 9001:2015 Standard so we are very definitely practising what we preach!

It is of particular pride to the ISSA Assembly and me that our good friends at the World Customs Organisation (WCO), Intermanager and the Federation of National Associations of Ship Brokers and Agents (FONASBA) have all kindly endorsed our revised ISSA Quality Standard 2015. You can read their views on the following pages. This means a great deal to ISSA and I thank them all for their kind words and support.

Along with ISSA's Green Initiative to reduce packaging and to take care when handling waste products from ships, together with our recently fully revised ISSA Conditions, it is my belief Members have an unrivalled collection of tools to protect and enhance their daily ship supply operations.

ISSA keeps its publications under regular review and is presently working on its up-dated guidance to ship suppliers on the ISPS Code.

For now I commend to you our ISSA Quality Standard 2015 and urge any who are not ISSA Quality Members as yet to rise to the challenge and become so.

Abdul Hameed Hajah
ISSA President
15 June 2016

Mr. Abdul Hameed Hajah
ISSA President
The Baltic Exchange
St. Mary Axe
London EC3A 8BH
15.06.2016 Douglas, Isle of Man

Reference: ISSA Quality Standard 2015

Dear Abdul Hameed,

Thank you very much for sending us ISSA updated Quality Standard.

Members of InterManager are very pleased to see ISSA continuing to improve your already high standards in both: provided product and services.

We are very pleased to see that our recommendations are being “taken on board” and are now part of your Quality Standard.

It gives us also great pleasure to see ISSA participating in works of our organization, where we all pool together to improve shipping industry. ISSA plays particularly important role of the organization representing ship suppliers, people without whom ship management would not be possible.

Taking this opportunity, I would like to thank you and applaud you for all your continuous efforts to refine your organization but also for great co-operation our organisations enjoy.

Yours faithfully,

C. Kuba Szymanski
Secretary General
InterManager

15.06.2016 Douglas, Isle of Man
Message
from Dr. Kunio Mikuriya,
Secretary General of the World
Customs Organization

I very much welcome the progress made towards the completion of the ISSA Quality Standard 2015.

Firmly-established complementarities and synergies exist between the International Ship Suppliers & Services Association (ISSA) and the World Customs Organization (WCO) that reinforce the relationship between the two Organizations. The ship supply industry, a 5,000-year-old tradition which precipitated the creation of Customs networks, requires a robust regulatory framework to ensure full compliance by all parties. ISSA has over seven decades of experience and the requisite expertise to assist its Members in navigating the complex regulatory landscape surrounding the ship supply industry.

The upgraded and updated ISSA Quality Standard will serve to educate Members on, and ensure consistency with, the new ISO 9000:2015 Standard. The application of this Standard by ISSA Members, with its emphasis on the introduction of a quality management system, could potentially benefit WCO Members.

The ship supply business model is predicated on the idea of creating and fostering relationships, and ISSA Members enjoy a privileged relationship with Customs administrations; they are exempted from the payment of Customs charges and they move in and around Customs-controlled areas unhindered. In return, Customs expect high levels of voluntary compliance, and the introduction of the ISSA Quality Standard 2015, compatible with the ISO 9000:2015 Standard, is further proof of ISSA Members’ willingness to ensure that their internal systems are at an optimum level, thereby simplifying the role of Customs with respect to the ship supply industry.

I am grateful for the constructive role that ISSA plays in guiding and leading its Members to ensure full compliance with regulatory and Customs requirements, and I am certain that the ISSA Quality Standard 2015 will further underscore the positive relationship that exists between the WCO and ISSA.

Kunio Mikuriya,
Secretary General,
World Customs Organization.
Thursday, 18 August 2016

Mr Abdul Hameed Hajah
President
The International Shipsuppliers and Services Association
The Baltic Exchange
St. Mary Axe
LONDON
EC3A 8BH

Dear Mr. Hajah,

The Federation of National Associations of Ship Brokers and Agents (FONASBA) congratulates the International Shipsuppliers and Services Association on this latest version of its internationally recognised Quality Standard. As an organisation that also administers a quality programme, we fully understand the reasons behind its establishment and for this latest upgrade.

Ship suppliers and ship agents are similar in that they both work in an intensely competitive environment, where there is often little to distinguish the well-founded, professionally run company that invests in the latest technology, education and training from those that do not. The similarities between ship suppliers and ship agents do not end there, however. Our member companies share an obligation to ensure that the needs of our principals are attended to diligently, effectively and as efficiently as possible, often with little advance notice and 24/7, which requires appropriate investment, operational and supporting resources, in addition to dedication, commitment and, above all, an overwhelming desire to provide the highest possible levels of service delivery.

Quality Standards such as those established by both ISSA and FONASBA therefore have a major role to play in assisting ship owners and operators to identify those companies that have “gone the extra mile” to encourage and maintain the highest level of competence and professionalism.

Given the close cooperation between ship agents and ship suppliers at port level, the bond ensured by the common issues we face and the close working relationship between ISSA and FONASBA, we are pleased to be able to have this opportunity of endorsing this latest version of ISSA’s Quality Standard.

GLEN GORDON FINDLAY
PRESIDENT
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ISSA QUALITY STANDARD

1. OVERVIEW

1.1 General

The adoption of a quality management system must be a strategic management decision by individual ISSA members.

The compliance of the quality management system requirements specified in this ISSA Quality Standard is complementary to providing an excellent service to Customers.

This Standard will be used to assess each Company’s ability to meet Customer, regulatory and ISSA’s own requirements and in due course the full implementation and certification process.

The quality management principles stated in ISO 9001, ISO 14001, ISO 22000, ISO 45001, ISM and the ISPS Codes have been taken into account during the development of this unique ISSA Quality Standard.

1.2 Certification

An initial audit assessment will be carried out on each ISSA Member based on this Quality Standard using the unique control document. This assessment may be carried out by or through the Quality Executive appointed by the ISSA Board and may be carried out directly, or by self audit by the ISSA Member. Each member’s completed assessment will be checked by the ISSA Quality Executive against this Standard Control Document. Subject to the ISSA Member achieving the minimum level of 70%, the member will be awarded the ISSA Quality Certificate and a unique logo will be entered against his name in the ISSA Register and on the ISSA website. This logo will demonstrate to any third party that the individual ISSA Member has met the minimum Quality Standard approved by the ISSA Board.

The Quality Certificates are individually numbered, last for five years and are subject to an annual surveillance audit. The certificate at all times remains the property of ISSA and in the event of sub-standard performance by the ISSA Member, it may be withdrawn.

All returns are highly confidential and are not disclosed to any third party. In the event that an ISSA member does not meet the minimum level on the Control Document, he will be advised where shortcomings have been identified in order that he can improve this area. He may then be subject to a re-audit once the improvements have been implemented.

SCHEMATIC QUALITY PROGRAM
The figure above is similar to that used in the ISO 9001 standard and should be adopted as a principal by all ISSA members. It has been somewhat simplified to meet the requirements of the Ship Supplier and the ship supply industry.

This ISSA STANDARD has taken into account the key requirements of the ISO 9001:2015 covering Quality, ISO 14001-2015 covering Environmental Aspects, 45001 covering Occupational Health and Safety Management and ISO 22000-2005 covering the Food Supply Industry. In addition the ISM Code and ISPS Code have been taken into account. Only the key parts of these Codes and Standards, which are directly applicable to the ship supply industry, have been taken into account, ensuring that such requirements are part of the routine operations of the applicable ISSA member. The requirements applicable to the Food Supply Industry will be identified on the audit control document and highlighted in relevant sections in “red”. ISSA members, who have applied for the Quality certification, but are not involved substantially in the food supply business, will not have to conform to these requirements and this will have no effect on their overall assessment score.

In addition, the guideline requirements of an Authorised Economic Operator (AEO), as identified by the World Customs Organization (WCO) and the agreement at the Kyoto Convention, have been taken into account where applicable.

1.3 Relationship with ISPS Code

The ability of the Ship Supplier to follow the security requirements required directly by the ISPS Code will have an increased benefit to the Supplier’s operations on the Quality front and members should consult the separate document covering the ISPS Guidelines, as published by ISSA.

1.4 Relationship with ISM Code

The ISM Code does not make any direct reference to the ship supply industry and is primarily involved in “safety aspects”. However “safety” goes hand in hand with “quality” and the overall purpose of the ISM Code has been taken into account when drafting these guidelines.

1.5 Other ISO Standards 9001-2015, 14001-2015, 45001 and 22000-2005

The requirements of the ISO Standards have been identified where they have a direct bearing on the ship supply industry and have been covered in the ISSA Quality Standard for members to follow. Quality standards as applicable to the food industry, covered in ISO 22000-2005, have been highlighted in “red” in both the Standard and on the audit control document.

2. GENERAL

The ISSA Standard lays down specific requirements for a quality management system whereby an ISSA Member must meet these minimum levels as identified in this Standard in order to qualify. The key aspects are:

a) To demonstrate the Company’s ability to provide the goods and services that the Customer requested.

b) To provide where possible a level of service or standard of service that at least meets the Customer’s requirements and preferably at a higher level than that requested by the Customer.

c) To ensure that the regulatory requirements of the ISPS Code are complied with.

d) To ensure that regulations laid down in the country of origin and the country of supply are followed.

e) Many of the requirements in the various ISO Standards are similar in context and where this applies, a single statement or requirement is laid down. Sometimes, the wording may be slightly different in separate ISO standards but providing the goal is similar, a common phrase is used to cover more than one standard.
f) Each Company shall draw up, implement and monitor a policy covering “Quality, Environmental Aspects, Safe & Secure procedures” in all aspects of the business.

2.1 Food Supply Industry

The following requirements are specifically identified for companies involved in the supplying the cruise industry with provisions:

a) To plan, implement, operate, maintain and update a food safety management system aimed at providing products that, according to their intended use, are safe for the consumer.

b) To demonstrate compliance with applicable statutory and regulatory food safety requirements.

c) To evaluate and assess customer requirements and demonstrate conformity with those mutually agreed customer requirements that relate to food safety, in order to enhance customer satisfaction.

d) To effectively communicate food safety issues to their suppliers, customers and relevant interested parties in the food chain.

e) To ensure that the organization conforms to its stated food safety policy.

f) To demonstrate such conformity to relevant interested parties.

g) Companies who deal extensively in the food supply business should seriously consider meeting the full requirements of ISO 22000:2005 and to implement a HACCP plan

3. APPLICATION & DEFINITIONS

3.1 Application

All requirements of this ISSA Standard are applicable and must be met by all Companies, regardless of size and location and no exclusions are permitted.

However, companies who are not involved substantially in the supply of provisions, need not conform to the specific areas marked in “red” throughout this standard.

3.2 Definitions

Company means the ISSA member regardless of his status as a “Full” or “Associate” member.

Customer means the client who has requested the service either directly or indirectly to the Company. This could be the Owner, Manager, Charterer, Ship, Agent or any other body representing the ship.

Goods and Services covers the goods and/or services being provided to the Customer by the Company.

Environment covers the surroundings, air, water, land, natural resources, flora, fauna, humans and their interrelation.

Environmental Aspects covers any element, activity, products or services that interact with the Environment.

Environmental Performance is a measure of the results of the management of the “Environmental Aspects.”

Improvement is applicable in all industries and standards and will be a key area to be identified at each audit schedule.

Food Chain is the stages involved in production, processing, distribution, storage and handling of food from production through to consumption.

Food Safety to ensure that food will not cause harm to the consumer when prepared or eaten according to its intended use.
Control Measure is the action taken to prevent or eliminate a food safety hazard or reduce it to an acceptable level.

4. QUALITY SYSTEM

4.1 General Requirements

The Company shall establish, implement and maintain a quality system and continually monitor its effectiveness to meet the requirements of this ISSA Standard and wherever possible to improve their service, operation and systems. The Company shall:

a) Follow the laid down procedures and ensure that their system is continually meeting as a minimum the ISSA guidelines.
b) Maintain records so that the system can be checked for accuracy.
c) Identify key personnel who maintain contact with Customers.
d) Have an internal checking system to identify all product or service being supplied for any particular order.
e) Ensure that all staff employed are aware of the need to comply with customer requirements.
f) In the event of any deficiencies of goods or services, to institute a review to determine the shortcomings and to implement corrective action.
g) Maintain communication with the Customer throughout the delivery period.
h) If any part of the service or supply is passed on to a third party, to ensure that such third party follows the same standard as the Company.
i) To ensure that full and proper documentation is provided to the Customer for each item being supplied and in the event that legal documentation (such as certificates etc) are required, that such documents are sent in a secure method to the Customer.
j) To at all times work on the basis of “PLAN, DO, CHECK, ACT”. This will ensure a constant simple operational procedure will always be followed leading to a quality operation.
k) to ensure that the organization conforms to its stated food safety policy,
l) to plan, implement, operate, maintain and update a food safety management system aimed at providing products that, according to their intended use, are safe for the consumer.

4.2 Control of Records

Records shall be identified and maintained to ensure the efficient operation of the quality system. Records shall be maintained for a period as determined by the Company or by legal requirements.

Sufficient records as determined by the Company shall be maintained in order to demonstrate conformity with all 10 sections of this Standard and to meet requirements of the various Codes and Standards identified in this document.

5. LEADERSHIP COMMITMENT

5.1 Responsibility

The key aspect of having a well-run quality system is by demonstrating to all staff and to Customers that Senior Management is committed to running a system with a strong quality emphasis. In order to demonstrate this, it is important to:-

a) Have a written Quality/Security/Environmental Policy, signed by top management and followed by all staff.
b) Ensure that all supplies and services provided meets as a minimum the requirements of this standard.
which covers quality, security, and environmental procedures in addition to customer requirements.

c) Have a transparent and effective communication link to Customers.
d) To ensure that food will not cause harm to the consumer when it is prepared and/or eaten according to its intended use.
e) Sequence of the stages and operations involved in the production, processing, distribution, storage and handling of food and its ingredients, from primary production to consumption.
f) The food safety policy, with the overall intentions and direction of the organization, is strictly followed.
g) Consideration should be given to include in the Company’s Quality Policy their commitment to “Food Hygiene” and associated quality aspects.

One of the prime considerations is for all staff to have the Customer’s needs at the top of their priorities bearing in mind the requirements under the ISPS and ISM Codes and the relevant ISO Standards 9001, 14001, 22000 and 45001.

5.2 Customer Focus

The structure of the Company should be such that responsibilities for operational aspects are clearly defined and communicated within the Company and that each individual is aware of their relative areas of responsibility. In this aspect again it is important to ensure that the Customer is always at the top of each aspect of the delivery chain.

5.3 Communication

Open communications are a vital aspect for success to ensure that the correct goods are supplied and that they are received on time, in good condition, of the correct type, correct quality and accompanied by the correct documentation.

5.3.1 Food Industry

To ensure that communications, both internally and externally, are implemented and understood on all issues covering food safety and that a food safety team is set up to implement this.

6. PLANNING

In order to operate an effective quality program, it is essential that all individual supply orders are planned and co-ordinated following a standard pattern with checklists as required.

The “PLAN – DO – CHECK – ACT” philosophy is to be strictly enforced.

No orders should be processed without an official order and all goods leaving the premises must be accompanied with the correct paperwork. This will also be a strong requisite for ISPS compliance and in particular if the port of supply is operating at a higher level of security than the normal Level 1.

6.1 Actions to address Risks and Opportunities

When planning for the quality management system, the company shall consider the risks and opportunities that need to be addressed, including the need to manage potential emergency situations and accidents that can impact on the system and to look towards improvement of the system.

6.2 Opportunities for Improvement (Planning of Changes)

When problems are found within the system, then the reasons for the problem should be identified and
corrective action implemented. These actions should lead to “Improvements” within the system as identified in 6.0 of this standard. All employees should be encouraged to come forward with corrective actions or improvements, which in many cases could be identified and implemented before any corrective action is required and this in turn will automatically implement “Improvements to the system”. Such changes must be consistent with the Quality Policy.

7.0 SUPPORT

The company shall determine and provide the resources needed for the establishment, implementation, maintenance and improvement of the quality management system.

Sufficient personnel shall be employed to ensure that the resources are sufficient to meet the requirements of the business.

7.1 Human Resources

Depending on the size of the business and number of employees will also depend on the skills that are required for each individual. Some of the smaller Companies may only employ three or four persons while the largest Companies may well have over a hundred employees.

If the Company has a significant part of its business dealing with the supply of provisions, especially to cruise liners, then a specific person should be designated as the Food Safety Team Leader who should be adequately trained in all aspects of food management. The Company could well consider being certified to ISO 22000-2005 and/or HACCP.

The smaller Companies will then have to ensure that each individual is multi trained to cope with many different aspects of the business, while the largest Companies will have departments, with managers, supervisors, clerical, financial and other skills. However, regardless of size, the main requirement is to give the Customer what they require and provide the service to ensure a safe, secure and satisfactory supply.

With smaller Companies, they may well sub-contract certain activities such as transportation and supply but it is inherent that they maintain communication and control until the delivery has been affected and the Customer is satisfied.

Regardless of the size of the Company it is essential that all personnel be trained to understand the requirements of ship supply in all its aspects. New personnel should be well briefed on the particular business activity and especially if representing the Company on board ship or in the Customers place of work.

7.2 Building Resources

To meet the ISSA Quality Standard, the Company must have as the Head Office, its own facility in terms of building, storage and dispatch. There are many different ways to conduct business and in some cases this depends on the country, port, legislation, custom and practice. However as a minimum the following are an essential part of any Company’s operations to meet the ISSA Quality Standard and adhere to the philosophies of the ISO Standards. Such locations and facilities must be kept at a high standard of repair and cleanliness and in particular special attention must be paid to freezer and chillers and similar spaces.

a) Office location fitted with communications and documentation facilities including storage for filing records.
b) Storage space for food and or hardware, which may or may not be attached to the office.
c) Transportation, which may be owned or sub-contracted.

In the case of food storage and containment, including the transportation to the ship, the highest levels of food hygiene must be followed and all national and international rules where applicable must be followed.
8.0 OPERATION

8.1 Customers

The Company shall ensure that:

a) Requirements specified by the Customer are fully understood.
b) Where requirements are not specified by the Customer but are known to the Company, then these are communicated to the Customer.
c) Any statutory regulatory requirements applicable to the product are known and advised to the Customer.
d) Customer complaints are dealt with firmly, speedily and in an unbiased aspect.

8.2 Purchasing

Perhaps the single most important part of the Ship Supplier’s activity and success could be identified as his purchasing ability. However there are two parts to the purchasing that have to be taken into account when conducting sales to a Customer. These are “price and quality”. Price of course is uppermost in every one’s mind, but Quality will depend on the Customer requirements. Some Customers may require the cheapest product regardless of quality while most will require an acceptable quality based on their interpretation. It is therefore of paramount importance for the Ship Supplier to know and understand his Customer and to ensure that the product quoted for and supplied meets the Customer minimum requirements.

8.2.1 Purchasing Procedure

The Company shall ensure that all product purchased meets the purchase order as sent to the supplier. The amount of control exercised in this procedure will depend on the nature of the product being purchased and the requirements of quality required by the Customer.

8.2.2 Suppliers

The Company shall keep a list of suppliers and the purchasing manager in conjunction will approve these with the Owner or Managing Director of the Organisation. Such lists shall be regularly updated and shall be dated with the last approved list.

Suppliers not on the approved list may be used in the event of problems with supply of individual items but greater control shall be implemented at the time of delivery to ensure that the quality of the product is acceptable.

8.2.3 Purchase Orders

Purchase orders shall clearly state requirements to the supplier in sufficient detail so that there can be no confusion at the time of delivery. Minor items for general use may be purchased by a verbal order but these verbal orders shall be kept to a minimum and a handwritten record made.

8.2.4 Checking of Supplied Goods

All ordered goods shall be checked on or soon after delivery to ensure it meets the requirements of the purchased order. Any deficiencies should be communicated to the supplier at the first opportunity.

8.2.5 Environmental Issues

Goods being supplied to meet the requirements of an order must also conform to environmental standards especially in relation to packaging and carriage. Certain products such as paints, oils and chemicals must be
especially carefully handled and generally separated from other products being supplied. Certain packaging may also be of concern and the requirements of the customer must be taken into account. Should any such packaging be removed prior to delivery, it must be disposed of in an environmentally safe procedure. This is especially important with certain plastic type materials used in packaging.

8.3 Delivery of Goods

8.3.1 Documentation

In order to satisfy a quality program, all products being supplied or delivered to a ship MUST have full documentation. This as a minimum should cover:-

a) Invoice that may be priced or left blank depending on the requirements of the Customer.
b) Packing lists/Delivery notes for all items.
c) Customs forms depending on the supply and requirements of the port.
d) Certificates required for specialised products.
e) Delivery notes for 3rd party goods.

8.3.2 Customer Property

Many Shipping Companies utilise the services of the Ship Supplier to hold and deliver to their ships 3rd party goods, which may be delivered directly to the Ship Supplier’s premises.

Bearing in mind the problems associated with delivery to ports to meet the requirements of the ISPS Code, no goods should be taken into storage until full documentation is produced and authenticated by the ship owner.

Such goods must be maintained under good storage conditions and when final delivery is being affected, full paperwork must be supplied. If any such goods are damaged, a full report must be made to the Owner and if necessary the supplier.

8.3.3 Storage of Goods

Goods that have been purchased for stock or for a specific delivery must be stowed in conditions where the goods are maintained in good condition. Frozen product under refrigeration, chilled goods in a chiller and other goods under well-ventilated and dry conditions.

8.3.4 Delivery of Goods

Goods being delivered to ships should also be protected and supplied so that they arrive in the same condition as when dispatched from the Ship Supplier’s location. If freezer trucks are not available then the frozen goods should be dispatched using protective systems and these will depend on the length of time from dispatch until delivery. Insulated containers may be sufficient but they may need to be supplemented by the use of dry ice. If a third party is being used for delivery purposes then it is the responsibility of the Ship Supplier to ensure that he has verified the delivery method. In many cases there are country or port rules laying down minimum transportation requirements. Much greater care needs to be employed when delivery by launch to an offshore location.

8.4 Customer Satisfaction

This is one of the most important aspects to ensure the integrity and image of ISSA is maintained and all ISSA members must implement particular emphasis in this area. It is the responsibility of each ISSA member to have in place a system, including records, of monitoring Customer satisfaction. Such records should be maintained of any dissatisfaction and action taken to resolve the issue.
9.0 PERFORMANCE EVALUATION

9.1 Internal Checking and Evaluation

The senior management of the Company must implement a regular system of checking that their system is meeting the requirements of this Industry Standard in all areas.

While it is normal practice to have daily checks of parts of the system, a more formal, systematic and total checklist should be completed on a yearly basis.

A standard checklist will be supplied by ISSA and this should be completed and submitted back to ISSA on completion. A maximum of three weeks delay will be accepted. This will be in electronic format for those Companies with a computerised system or may be submitted by facsimile for those without a computerised system.

This should not require more than 6 hours to complete. Checklists will be monitored by ISSA and those members, who have been certified, as meeting the ISSA Quality Standard, will lose their certification if such lists are not completed and submitted within the time frame allocated.

9.2 Internal Audits

Internal audits will identify areas that may lead to corrective action required and should be carried out at planned intervals. Results from such audit should be passed to the relevant management in order that any corrective action will be implemented without delay. Details contained in this Standard should be the minimum requirements to be achieved and at the same time, other publications referred to in this standard should also be taken into account.

9.3 Management Review

To ensure that the Organisation is operating at the highest level, it is important for the senior management to have a regular Management Review meeting at planned intervals. This may form part of other meetings but will spend time discussing any Nonconformity reports that have been issued, especially if they have been raised by outside personnel. It will also cover Continual Improvement as covered in 10.3 of this standard. The requirements of ISO 45001 will be discussed at each Management Review.

10.0 IMPROVEMENT

10.1 General

In line with the ISO Standards it must be an objective of each ISSA member to establish ways of at least maintaining his quality level but at the same time identifying ways of implementing improvements on a yearly basis.

10.2 Nonconformity and Corrective Action

Where a nonconformity occurs the Organisation shall

(a) Take action to control and correct it.
(b) Review and determine the root cause.
(c) Implement action required.
(d) Review the effectiveness of any action taken.
(e) Maintain written action of the occurrence and action taken.
10.3 Continual Improvement

It is the responsibility of each ISSA Member to identify areas within the business where improvements can be made and for this to be measured it will be necessary for targets to be set and given to key persons to implement. This should form the basis of an annual plan that can be measured during a Quality audit. These will be monitored by ISSA on an annual basis.