

Success through Partnership

President:
Kyoto Protocol -
IQNet is ready for
CDM

**Secretary
General:**
Auditing Food
Companies and Food
Safety Schemes



Successful IQNet Partners

IQNet Forum in
Beijing, Septem-
ber 2004



CQC+CQM:
Hosts of IQNet
Forum and Gen-
eral Assembly
2004

APCER:
Certification Mar-
ket Leadership

SAI Global:
Printing Industry
goes green

SRAC:
100 years An-
niversary of J.M.
Juran in Romania



Certification services:

AENOR:
Information Security
Management Systems
Certification (E+S version
available)



AENOR:
Global Accessibility
Management System

KEMA:
E-based Auditing

TEST:
Quality Management
in Higher Education
Certification Services

Global acceptance
of Management System Certificates
and world-wide excellence assessments
through the International Network

**ENHANCE
YOUR REPUTATION
WORLDWIDE**



Successful IQNet customers:

IRAM:
Success of Argentinian
Liners Production, Pierre
Auger Observatory

SAI Global:
Quality is more than
Skindeep of L'Oréal

SQS:
Observatory certified
according to ISO 9001:
2000

No.09
04/2005

Kyoto Protocol enters into force on 16 February 2005: IQNet, through its partners, is ready to provide validation and verification services of Kyoto mechanisms

16 February 2005 represents an important date and a fundamental step forward in the direction of safeguarding the world's environment. The 127 countries which have ratified the Kyoto protocol, commit to reduce their emissions of carbon dioxide and five other greenhouse gases, or engage in emissions trading if they maintain or increase emissions of these gases, which have been linked to global warming. According to the Intergovernmental Panel on Climate Change, the most up-to-date scientific research suggests that humanity's emission of carbon dioxide and other greenhouse gases will raise global average temperatures by 1.4 to 5.8 °C by the end of the century. They will also affect weather patterns, water resources, the cycling of the season, ecosystems and extreme climate events.

If the Kyoto protocol will be fully implemented and successful, it is expected to reduce the average global temperature by 0.02 °C to 0.28 °C by the year 2050.

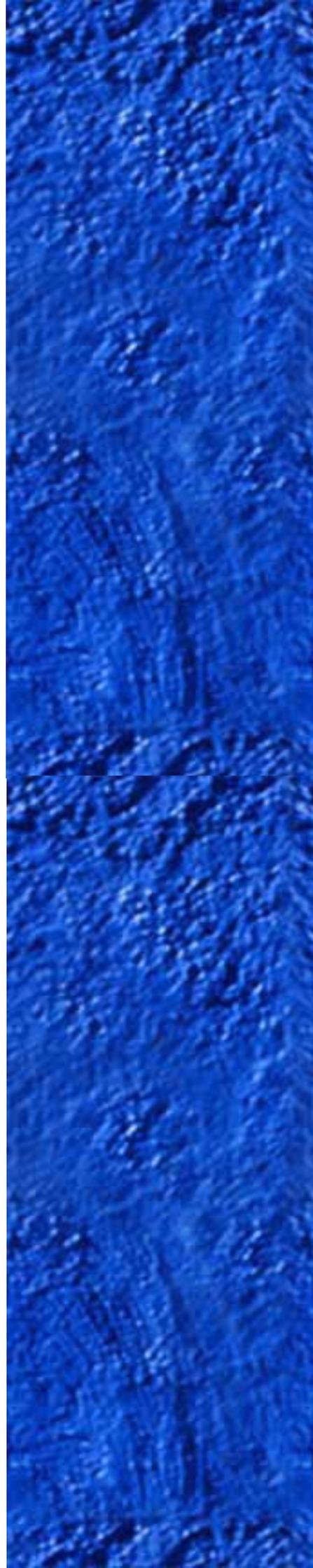
The Kyoto Protocol mechanisms can be summarised as follow:

- 1) Clean Development Mechanism (CDM):** Industrialised countries pay for projects that cut or avoid emissions in poorer nations and are awarded credits that can be applied to meeting their own emission targets. The recipient countries benefit from free infusions of advanced technology that allow their factories or electrical generating plants to operate more efficiently and hence at lower costs and higher profits. The CDM will be overseen by an executive board. In order to be certified, a project must be approved by all involved parties, demonstrating a measurable and long term ability to reduce emissions and promise reductions that would be additional to the ones occurring otherwise.
- 2) Joint Implementation (JI):** Industrialised countries pay for projects that reduce the emission in other industrialised countries in order to meet part of their required cuts in greenhouse gas. The sponsoring governments will receive credits that may be applied to their emission targets; the recipient nations will gain foreign investment and advanced technology but not credit toward meeting their own emissions caps as they have to do that by themselves. If industrialised countries have not yet set up approved registries and greenhouse gas inventory systems, they can involve an international oversight - which could also be a private company - able to certify that emissions are reduced by a certain amount.
- 3) Emission Trading (ET):** Industrialised countries have agreed to limit emissions to the levels described in the protocol, but many countries have limits that are set above their current production. These "extra amounts" can be purchased by other countries on the open market. A country which currently easily meets its targets can sell off its credits to countries that do not yet meet their targets. This rewards countries that meet their targets and provides financial incentives to others to do so as soon as possible. In many countries the monitoring and reporting of the emission is assigned to verifiers who are competent, independent and accredited through the national authority.

The CDM and JI project proposals must be validated and the related greenhouse gas emission reductions must be verified and certified by a body accredited by the CDM International Executive Board of the UNFCCC (United Nation Framework Convention on Climate Change) and by the Supervisory Committee of UNFCCC.

IQNet is proud to have among its partners the first accredited Body for CDM: JQA. Many other partners are in progress to be accredited at national level for the Emission Trading and at international level for the CDM and JI mechanisms. Once again IQNet, through its partners present in more than 150 countries, is ready to provide validation and verification services on worldwide basis being also a unique reference point for all the Environmental Certification issues.

Dr. Fabio Roversi
IQNet President



IQNet - Auditing Food Companies and Food Safety Schemes

Third party audits and assessments help organisations to enhance the safety and quality of their products, processes and services. Regarding the possible impact of such audits, the food auditors and the certification bodies take over a high responsibility. Therefore, food auditors must fulfil the requirements, which are set up by standards, standards owners, certification and accreditation bodies.

Food safety standards will be further developed and will be applied by new groups of customers, with increased perception, for new products and under new constellations. A good example for this is ISO 22000. As a consequence, the number of third party certificates will continue to grow.

The result of a survey conducted among certification bodies shows major elements for improvement in food companies. Through the enlarged focus on the entire food chain ("From Farm to Fork"), new elements like interface assessments will become more and more important.

1. Introduction

Today, we count more than 100 accreditation bodies, more than 700 certification/registration bodies, and more than 700.000 management system certificates (mainly based on ISO 9001 and 14001).

The main target of all these organisations and their activities is to serve the industry and other interested organisations by reducing risks, costs (less supplier's audits, less waste of products, higher efficiency of internal processes, better quality of products and services, increased safety of products etc.), and by improving customer satisfaction.

Auditing food companies is very demanding, which made it necessary to develop different standards with different approaches and reporting formats; examples are BRC, IFS, SQF 2000, SQF 1000, Dutch HACCP, China Retailer Specification, etc. In addition, ISO is currently developing a standard for food safety management systems (ISO 22000), which sets up "Requirements for organisations throughout the food chain" in a food safety management system.

An important element in the chain certification is the interface auditing. Therefore, ISO 22000 requests specifically an interactive communication along the food chain. Since the "Food Chain" is becoming more and more global (several products are sent almost around the world in several steps, before they reach the consumer), food chain audits with successful interface

2. IQNet-Impact on Food Auditing

IQNet partners have certified more than 200.000 organisations in 150 countries, representing 30% of all ISO 9001 and ISO 14001 certificates issued worldwide.

Thanks to this worldwide representation, IQNet partners have a vast experience in auditing food companies based on ISO 9001, ISO 14001, as well as on HACCP and other food safety standards, like BRC, BRC-IOP, IFS, HACCP 9000, Dutch HACCP, SQF 2000, SQF 1000, DS 3027, ELOT 1416:2000, FSMS, IRAM 14104, Irish Standard 343, UNI EN ISO 10854:1999, GOST R 51705, 1-2001, etc.. The number of food safety certificates issued by the IQNet partners grew within two years (from January 2003 – January 2005) by 170% up to 2.860 certificates.

IQNet is a member of CIES (The Food Business Forum). The latest annual congress, called "The World Food Business Summit", was held in Rome, June 2004. CIES is the only independent global food business network. It serves



Mr Hans Buser, Secretary General of IQNet, participating in the CIES World Food Business Summit, Rome, June 2004.



Plenary ready to welcome 420 food specialists, GFSI Food Safety Conference, Rome, 2-3 February 2005

the CEOs and senior management of 175 retailer and 175 supplier member companies in over 150 countries. The CIES retailer members alone operate 600'000 stores and generate with 4.5 million employees a turnover of more than USD 2.000 billion. IQNet upholds a participation in this important event.

In addition, IQNet is represented in the Stakeholder Group of the Global Food Safety Initiative (GFSI). GFSI was founded by a group of international retailers (members of CIES), in April 2000. The target of this group is to enhance food safety, ensure consumer protection, strengthen consumer confidence, to set requirements for food safety schemes, and to improve cost efficiency throughout the food chain. The 4th CIES International Food Safety Conference was held in Rome on 3-4 February 2005. More than 400 food experts participated in this event, where IQNet was a main sponsor. The executive summary of this conference can be downloaded from the CIES website (www.ciesnet.org, Food Safety, GFSI).

3. Auditing Food Companies

3.1. Food Standards

For each audit, a standard or a specification is requested, based on which the audit result can demonstrate conformity. Examples for specific international food standards are: ISO 15161:2001 "Guidelines on the application of ISO 9001:2000 for the food and drink industry" ISO/Committee Draft ISO/DIS 22000 "Food safety management systems – Requirements for organizations throughout the food chain".

In addition, many national standards organisations issued their own food safety standards, like Argentina (IRAM 14104), Canada (FSMS), China (more than 20, e.g. GB17403-1998), Columbia (ICONTEC 0104-0027), Denmark (DS 3027), Greece (ELOT 1416:2000), Hungary (1-2-18/1993), Ireland (I.S.343:2000), Italy (UNI EN 10854:1999), Russia (GOST R 51705. 1-2001), USA (HACCP 9000).

Professional organisations like wholesalers use their own standards and requirements. In order to avoid the issuance of an own standard, GFSI (The Global Food Safety Initiative) created a process to approve existing standards. In spring 2005, the GFSI approval process was at the following stage:

- Approved: BRC, IFS, SQF 2000, SQF 1000
- Under consideration: Dutch HACCP, China Retail Standard, New Zealand
- Fresh Produce Program

For comparison: Eurepgap Additional food related requirements are set up by:

- Legal prescriptions
- Codex Alimentarius (Guidance on HACCP)
- BRC/IOP "Food Packaging"
- BRC/FDF "Genetically Modified Food Ingredients"
- BRC Product Recall Guidelines
- QS Charta of Q+S GmbH
- PBAF QC
- COCERAL etc.

3.2. Food Auditors

Auditors in general must be competent for the function they perform (ISO/IEC Guide 62), which means that qualified food auditors are required to audit food companies.

ISO 9001:2000 for example requires that the audited "organisation shall determine statutory and regulatory requirements related to the product". This means that the auditor must be able to qualify the conduct of legal and other

requirements of this organisation. Without adequate experience, knowledge and training in food technology and food law, this task cannot be fulfilled.

The general requirements for auditors are mainly stated in ISO 19001:2002 “Guidelines for quality and/or environmental management systems auditing”. Among others, this standard gives examples for “audit objectives” and “auditor’s competence and evaluation”.

Following the audit objectives, the auditor must qualify the organisation regarding the “compliance of the audited company with legal and other requirements”. Auditor’s competence requests that the auditor knows the sector specific terminology, processes and practices. In addition, the auditors must know the characteristics of the processes, products and services in the companies they audit. This again asks for adequate experience, knowledge and training in food technology and food law.

3.3. Food Safety Audits

Auditors, who assess food companies based on standards like ISO 9001, must be experienced in food issues and in the relevant food safety schemes and requirements. Therefore, why do we need specific food safety audits? Food has always been a risky business. And the food safety audit is a perfect tool to reduce risks with limited costs. In general, we can say: Auditor’s competence = Customer’s benefit!

What makes food safety audits being successful? Some of the facts are:

- Four eyes see more than two
- Auditors are not wearing professional blinkers
- Food safety auditors are specialists
- Good checklists lead to good questions with new findings, but in some cases, no checklists lead to open questions, which provide good results
- A second opinion usually supports the internal development process, since external decisions are mostly better accepted than internal advice

The main results of third party food safety audits are:

- Detect deviations
- Requests for corrective and preventive actions
- Recommendations for improvement
- Overall management report
- Benchmark possibilities
- Customer recognition through certificates

The result of a survey shows specific training needs for food auditors:

- Food legislation (national and international food law)
- Sector specific training
- Food technology and analysis methods
- Calibration of testing equipment
- Food security and food safety concepts and trends
- Combined auditing: ISO 9001, ISO 14001, OHSAS 18001, food safety, and product related labels

Since many food companies are confronted with a growing number of certification schemes, they are looking for “all in one” solutions, which ask for combined auditing like ISO 9001, 14001, OHSAS, food safety schemes (ISO 22000, BRC, IFS, SQF 2000, SQF 1000, EurepGap etc.), and product related label schemes (organic food, Max Havelaar, free from GMO, etc.).

4. Conclusion

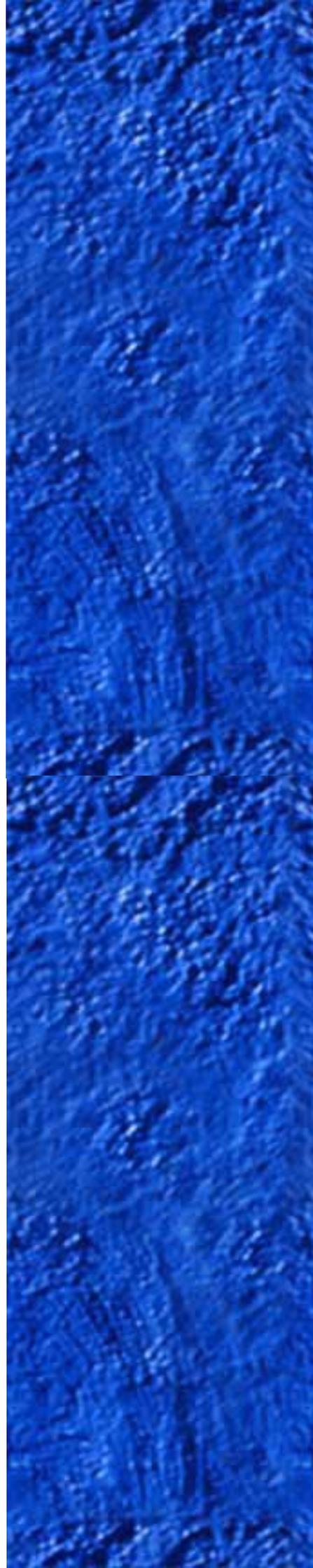
Today, a growing number of standards and specifications are applied worldwide to demonstrate food safety and food consciousness. On the other hand, the main target of many interested organisations remains unchanged: “One standard, one audit, one certificate”.

For food companies, the wholesaler is an important driver, which requests specific standards like BRC and IFS to a larger extent. The customer is an additional driver, asking for values like organic food, GMO free, natural production methods, etc., to be proved by special labels and certificates.

Certification is based on confidence, competence, knowledge and experience of certification bodies, auditors, trainers, standards owners, and accreditation bodies. IQNet together with its partners form an important group in this community. Therefore, IQNet has the professional knowledge to comply with the requirements in the food area.

Besides assessments, labels and certificates, the real target of all these activities should never be forgotten: to provide the customers all over the world with safe and healthy food, sufficient in quantity, affordable in price, produced by using sustainable methods and procedures, and under safe and healthy working conditions.

Hans Buser
Secretary General of IQNet



Information security management systems certification

Information security management

An essential requirement

Information, one of the main assets of organizations, requires suitable protection systems in the face of any risk that can put in jeopardy the continuity of the business.

At the present time companies face more and more risks and insecurities coming from a wide range of sources that can cause a considerable damage to their information systems:

- **physical risks**, like fires, floods, acts of sabotage, vandalisms, and illegal and undesired access.
- **logic risks**, like the computer fraud, the computer espionage, damages by virus, attacks of intrusion or denial of services.

According to these circumstances it is essential for companies to evaluate the associated risks and to establish the suitable strategies and controls that ensure a permanent protection and safeguard of the information.

An effective information security management allows to guarantee:

- its **confidentiality**, ensuring that only the authorized persons can have access to the information,
- its **integrity**, ensuring that the information and its process methods are exact and complete, and
- its **availability**, ensuring that the authorized users have access to the information and its associated assets when required.

The availability, integrity and confidentiality of the information are essential aspects so that the organization maintains the level of competitiveness, yield, fulfilment of the legality and corporate image.

Information Security Management System certification

The Information Security Management System certification of AENOR contributes to promote the activities of protection of the information in organizations, improving their image and generating confidence in view of other companies.

AENOR carries out this certification according to the Spanish Standard: **UNE 71502:2004**, which establishes the requirements to implement, to document and to evaluate an Information Security Management System, within the risks identified by organizations according to **UNE-ISO/IEC 17799:2002** standard, which develops a code of good practices for the information security management.

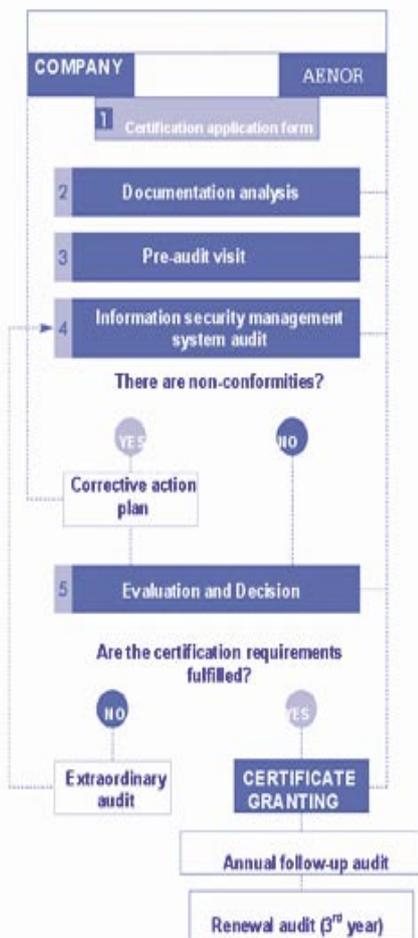
The requirements of UNE 71502:2004 Standard are complementary to those of any other implemented management system, as ISO 9001 quality management, or ISO 14001 environmental management.

The AENOR Certification allows the company to demonstrate that a suitable set of controls to ensure the confidentiality, integrity and availability of its information system has been implemented.

Benefits of the implementation of the system

The Information Security Management System implementation according to UNE 71502:2004 standard allows organizations, regardless of their size or economic sector in which they carry out their activities:

- To **know** and to analyse its risks, identifying threats, vulnerabilities and impacts in the enterprise activity
- To **prevent**, to eliminate or to reduce, in an effective way, the level of risk by means of the implementation of appropriate controls, getting prepared for possible emergencies and guaranteeing the continuity of the business.
- To **ensure** their commitment by the fulfilment of the legislation in force on personal data protection, the information society services, electronic commerce, intellectual property and, in general, that related to the information security.
- To **plan**, to organize and to structure the assigned resources to information security.
- To **define** objectives and goals that allow to increase the degree of confidence in the security
- To **establish** processes and activities of revision, continuous improvement and audit of the management and data processing.
- To **integrate** the information security management with the rest of implemented management systems in the company.
- To **contribute** an additional added value regarding information protection, thus improving its image in view of other organizations and becoming a remarkable spotlight compared with competitors.



Certificación de sistemas de gestión de la seguridad de la información

La gestión de la seguridad de la información

Un requisito esencial

La información, uno de los principales activos de las organizaciones, requiere de sistemas de protección adecuados ante cualquier amenaza que pueda poner en peligro la continuidad del negocio.

En la actualidad las empresas se enfrentan cada vez más con riesgos e inseguridades procedentes de una amplia variedad de fuentes que pueden dañar de forma importante sus sistemas de información: riesgos físicos, como incendios, inundaciones, sabotajes, vandalismos, accesos indebidos e indeseados, y riesgos lógicos, como el fraude informático, el espionaje, daños por virus informáticos, ataques de intrusión o denegación de servicios. Ante estas circunstancias es imprescindible que las empresas evalúen los riesgos asociados y establezcan las estrategias y controles adecuados que aseguren una permanente protección y salvaguarda de la información.

Una gestión eficaz de la seguridad de la información permite garantizar:

- su **confidencialidad**, asegurando que sólo quienes estén autorizados puedan acceder a la información,
- su **integridad**, asegurando que la información y sus métodos de proceso son exactos y completos, y
- su **disponibilidad**, asegurando que los usuarios autorizados tienen acceso a la información y a sus activos asociados cuando lo requieran.

La disponibilidad, integridad y confidencialidad de la información son aspectos esenciales para que la organización mantenga su nivel de competitividad, rentabilidad, cumplimiento de la legalidad e imagen comercial.

Certificación del sistema de gestión de la seguridad de la información

La Certificación del Sistema de Gestión de la Seguridad de la Información de AENOR contribuye a fomentar las actividades de protección de la información en las organizaciones, mejorando su imagen y generando confianza frente a terceros.

AENOR lleva a cabo esta certificación conforme con la Norma **UNE 71502:2004**, que establece los requisitos para implantar, documentar y evaluar un Sistema de Gestión de la Seguridad de la Información, dentro de los riesgos identificados por las organizaciones de acuerdo con la Norma **UNE-ISO/IEC 17799:2002**, que desarrolla un código de buenas prácticas para la gestión de la seguridad de la información.

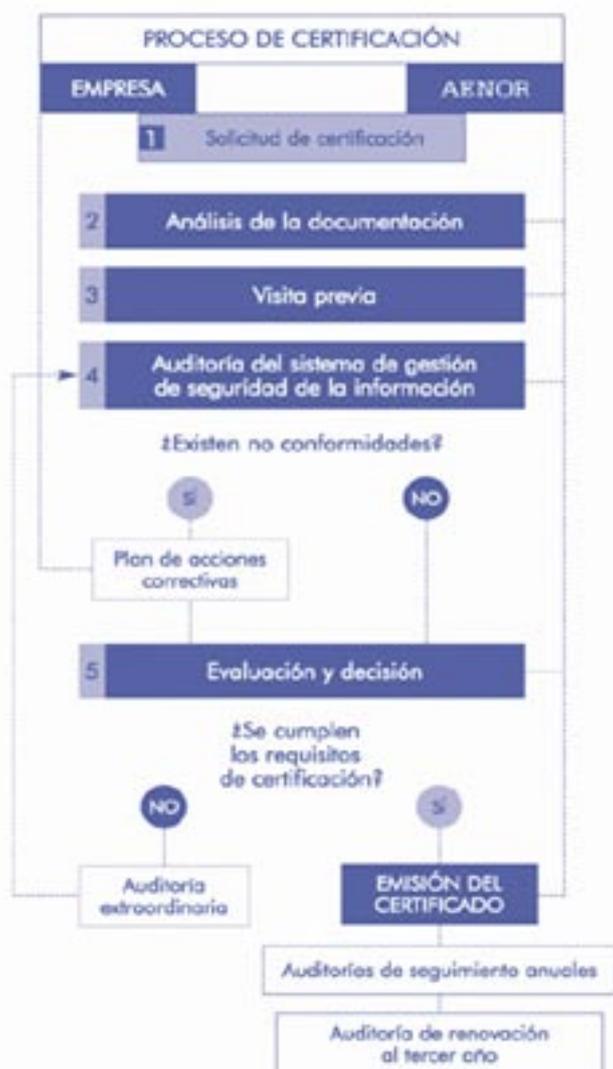
Los requisitos de la Norma UNE 71502:2004 son complementarios a los de cualquier otro sistema de gestión implantado, tal como gestión de la calidad ISO 9001 o gestión medioambiental ISO 14001.

La Certificación de AENOR permite a la empresa demostrar que ha implantado el conjunto de controles adecuados para asegurar la confidencialidad, integridad y disponibilidad de su sistema de información.

Beneficios de la implantación del sistema

La implantación de un Sistema de Gestión de Seguridad de la Información según la Norma UNE 71502:2004 permite a las organizaciones, independientemente de su tamaño o sector económico en el que realicen su actividad:

- **Conocer** y analizar sus riesgos, identificando amenazas, vulnerabilidades e impactos en la actividad empresarial.
- **Prevenir**, eliminar o reducir eficazmente el nivel de riesgo mediante la implantación de los controles adecuados, preparándose ante posibles emergencias y garantizando la continuidad del negocio.
- **Asegurar** su compromiso con el cumplimiento de la legislación vigente sobre protección de datos de carácter personal, servicios de la sociedad de la información, comercio electrónico, propiedad intelectual y, en general, aquella relacionada con la seguridad de la información.
- **Planificar**, organizar y estructurar los recursos asignados a seguridad de la información.
- **Definir** objetivos y metas que permitan aumentar el grado de confianza en la seguridad.
- **Establecer** procesos y actividades de revisión, mejora continua y auditoría de la gestión y tratamiento de la información.
- **Integrar** la gestión de la seguridad de la información con el resto de sistemas de gestión implantados en la empresa.
- **Aportar** un valor añadido de confianza en la protección de la información, mejorando su imagen de cara a otras empresas y convirtiéndose en un factor de distinción frente a la competencia.



GLOBAL ACCESSIBILITY MANAGEMENT SYSTEM



In the world as it is designed today, lack of accessibility to the physical environment - including housing, buildings, streets and other outdoor environments, public transport services and other means of transportation - is still a major barrier for persons with disabilities. The experience suggests that a focus on accessibility is an effective approach to reversing exclusion and enhancing equalization of opportunities in a positive and sustainable way. Supporting citizens with disabilities to become an effective part of the economy and society as a whole means participation in the mainstream for everyone for whom this is possible and in every area where this is possible. One of the first steps was given by General

Assembly resolution 48/96 of 20 December 1993, Rule 5 "accessibility" of the Standard Rules on the Equalization of Opportunities for Persons with Disabilities, where it is established "States should recognize the overall importance of accessibility in the process of the equalization of opportunities in all spheres of society. For persons with disabilities of any kind, States should (a) introduce programmes of action to make the physical environment accessible; and (b) undertake measures to provide access to information and communication". On the other hand, the EU's long-standing commitment towards its disabled citizens has been made evident by different initiatives:

- Article 13 of the EC Treaty, which enables the Community to take initiatives to combat discrimination on the grounds of disability
- Charter of Fundamental Rights. Its Articles 21 and 26 set out the rights of people with disabilities. Article 26 in particular recognises as a fundamental right "the right of persons with disabilities to benefit from measures designed to ensure their independence, social and occupational integration and participation in the life of the community".
- Directive 2000/78/EC, "establishing a general framework for equal treatment in employment and occupation". The Directive prohibits any discrimination, be it direct or indirect, on the grounds of religion or belief, disability, age or sexual orientation.

Nevertheless, the definitions and the criteria for determining disability are currently laid down in national legislation and administrative practices and differ across the different countries according to their perceptions of, and approaches to, disability.

Apart from regulations, there are other tools to promote accessibility. Among others, it is necessary to mention Standardisation and Certification; concepts like quality, environment, occupational health and safety have had important drivers in standardisation and certification, as the success of ISO 9001, ISO 14001 standards and the OHSAS 18001 specification show.

The Spanish Association for Certification and Standardisation, AENOR, has been working for a long time in accessibility standardisation, although in the last five years these activities have dramatically increased.

Among more than 50 accessibility related standards and projects, it could be emphasized:

- UNE 41500:2001 IN "Accessibility in building and urbanism. Design general criteria"
- UNE 41501:2002 "Symbol of accessibility for mobility. Rules and grades of use"

- UNE 45510:2001 “Accessibility in the urbanism”
- UNE 45512:2001 “Accessibility in beaches and its environs”
- UNE 41520:2002 “Accessibility in building. Horizontal communications elements”
- UNE 41522:2001 “Accessibility in building. Accesses to the buildings”
- UNE 41523:2001 “Accessibility in building. Sanitary spaces”
- UNE 139801:2003 “Computer applications for people with disabilities. Computer accessibility requirements. Hardware”
- UNE 139802:2003 “Computer applications for people with disabilities. Computer accessibility requirements. Software”

In 1998 it was created a Standardization Technical Committee AEN/CTN 170 “Needs and requirements for persons with disabilities”

One of the results of this Committee work was the issuance in 2001, of the UNE 170.001 “Global Accessibility. Criteria to facilitate accessibility to the environment” standard, which consists of two parts:

- Part 1: RALCO requirements (Roaming, Apprehension, Location and Communication)
- Part 2: Global accessibility management system

The standard shows three new concepts:

RALCO requirements explain the disability from a point of view of its effects and not from the kind of disability.

It establishes an accessibility management system and accordingly the accessibility continual improvement in a built environment.

Global accessibility management system based on this standard may be certified

a) Part 1: RALCO requirements (Roaming, Apprehension, Location and Communication)

This standard establishes the requirements that must be complied by an environment (places, establishments, buildings and installations) in order that users can go beyond accessibility limitations.

The standard defines the RALCO requirements as “set of requirements related with roaming, apprehension, location and communication activities that must be fulfilled in order to ensure the global accessibility to the built environment”.

b) Part 2: Global accessibility management system



This part of the Standard specifies requirements for a global accessibility management system where an organisation:

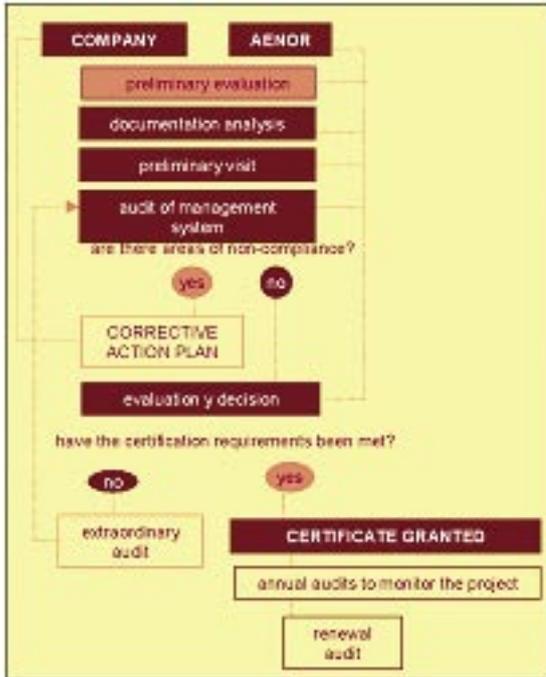
- needs to demonstrate its ability to provide an environment that meets RALCO accessibility requirements specified in part 1 of this Standard and applicable

regulatory requirements, and

- aims to enhance the environment global accessibility and with it, the customer satisfaction through the effective application of the system, including processes for continual improvement.

All requirements of this part are generic and are intended to be applicable to all organisations, regardless of their type or size. The standard specifies requirements for a global accessibility management system that can be used for internal application by organisations or for certification or contractual purposes. It focuses on the effectiveness of the global accessibility management system in meeting RALCO requirements.

c) Global accessibility management system can be certified



The ONCE Foundation and AENOR signed a collaboration agreement in January 2004, with the objective, among others, to promote the global accessibility management system implementation and certification. In this framework, AENOR developed the Accessibility Registered Mark whose property is shared with the ONCE Foundation. This mark is granted to any environment global whose accessibility management system meets the stated requirements.

The use and enjoyment of goods and services necessarily goes through the obligation of all of them being accessible for all citizens independently of their age or possible disabilities. For

this reason the global accessibility management system has to be considered as another system integrated inside the organisation overall system, mainly for those firms that try to offer excellent services.

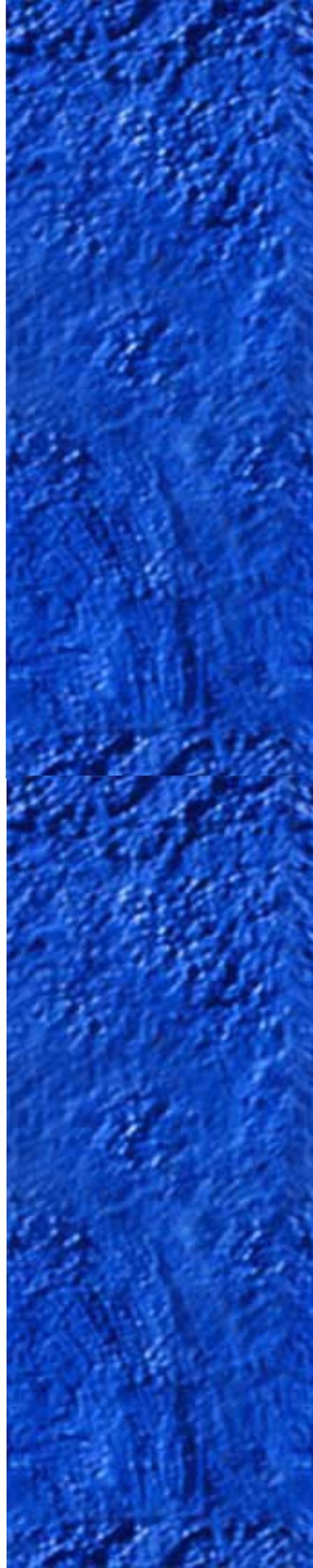
In Spain, two organisations have achieved the Global Accessibility Management System Certification:

- FUNDACION DEL MUSEO GUGGENHEIM BILBAO
- PROYECTO SHOPPING 2001, S.A. (Joint Venture of Grupo SONAE and EROSKI)

Luis Miguel SANZ VILLOREJO
Development Assistant Manager
Division of System Certification Quality, Safety and Environment
AENOR

E-based auditing

Together with a software development organisation, KEMA developed an internet based quality system for small organisations. The initial audit takes place on site while all surveillance audits afterwards take place online from the KEMA office. The quality system is paperless, internet based and process oriented. All measuring results of the quality system and improvements are registered in the same system and can be monitored remotely. On a statistical basis unannounced extra monitoring takes place. Periodically, a customer satisfaction survey is performed via Internet. The results are online available for the applicable company and can be compared (bench-marked) with the (anonymous) results of comparable companies in the same branch. The minimum level of the score of the customer satisfaction programme is decided by all stakeholders of the branch. When the results of an online monitoring are negative an additional visit could take place by an auditor to verify the results of the online monitoring and to judge the corrective actions. The system is suitable for a branch organisation with a larger number of participants to make the bench mark successful. This way of auditing saves a lot of travel time and paper interruption of the day by day business of auditors.



Quality management in higher education

Today the main aim of the Russian educational system is to provide a high quality education on the basis of preserving its fundamental character in accordance with the current and perspective needs of the individuals, the society and the state. First of all, it is connected with Russia's recognition of the Bologna Declaration and with the processes of integration of Russian higher schools into the world educational area.

There is a belief that a huge number of educational institutions in Russia has led to change the quality of education for the worse. It mainly concerns institutions of higher education.

In order to solve questions of increasing competitiveness of the educational services, among modern concepts in the field of quality management, standardisation and certification, Russian higher educational institutions choose the quality management system (QMS) in correspondence with the standard requirements GOST R ISO 9001-2001 (ISO 9001:2003), which is closely associated with the resolution of the above-stated problems.

Aiming to increase the quality and competitiveness of the educational services, the Management Systems Certification Body "Test - St. Petersburg Co. Ltd." in cooperation with the "Institute of Quality Management" has scheduled a number of seminars referring to the quality management methods in the educational field for specialists of the high schools, the institutes of higher education and the institutes of qualification improvement.

In November 2004 the experts of Test – St. Petersburg Co. Ltd. together with the representatives of the Certification Institute ICIM (Italy) and specialists of Federal State Enterprise "Test-St-Petersburg" organised the first seminar according to the schedule "The Quality Management System in the educational field. The standard requirements ISO 9001:2000 in the educational institutions". The practical questions on the system of quality management application (the methods of achieving goals in the quality sphere; defining the requirements to the given services, monitoring and measuring the educational processes) in the educational institutions were considered, and also an experience of QMS certification in Italian educational institutions was presented. It was noted that this approach is based on strengthening the function of business administration and serve as the guarantee that the given educational service will meet the consumer's demands and will provide the necessary level of trust to the educational institutions in the international market.

The seminar showed the interest of a great number of educational institutions in the QMS development. By now, a serious work on the creation of the quality management system is being carried out in the Saint-Petersburg State University of Economics and Finance, the Saint-Petersburg State Polytechnic University, the Ghertsen Russian State Pedagogical University and the Saint-Petersburg Technical College of Management and Commerce. In February 2005 the "Nevskiy Institute of Language and Culture" was the first to be certified by the auditors of the quality management systems certification body Test – St. Petersburg Co. Ltd.

As a result, the main benefits of the QMS functioning were marked out:

- Systematisation of the approach of improving the work on the basis of unified international requirements
- Getting unbiased evaluations, based on facts
- Introduction principles and up-to-date methods of quality management
- Possibility of being recognised and stimulation of the achievements of subdivisions, teachers and colleagues

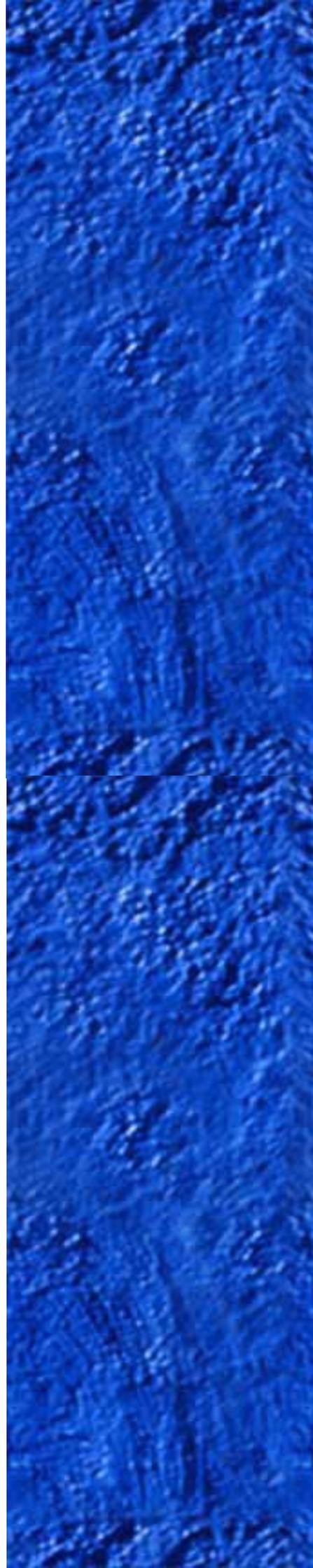


Experts of Test – St. Petersburg Co. Ltd., representatives of ICIM and specialists of the Federal State Enterprise "Test-St-Petersburg"

- Basis for the constant improvement of the work owing to controllability of the processes
- Performing the necessary conditions for licensing, certification and accreditation
- Providing competitive benefits for participation in tenders, contests, etc.
- Increasing the level of satisfaction of the interested parties
- Raising the number of customers
- Recognition of the educational services and the scientific-research elaboration in the European market

By now, 10 institutes out of presently 700 institutes of higher education have received the certificate of the standard requirements ISO 9001:2000; among them the Siberian State Technological University, the Tomskiy Polytechnic University, the Moscow State University of Economics, the Statistics and Informatics and the Stavropolskiy State Agricultural University.

Thus, we realise that the quality of education is a very important part of the quality of life in Russia in general and that introducing the quality management systems, taking into account peculiarity and specifics of the educational institutions, is a necessary step in modernising and increasing the competitiveness of the Russian educational system.



P.R. China: IQNet Forum and General Assembly 2004

On 17 September 2004, an IQNet Forum was conducted in Beijing, P.R. China, which was hosted jointly by the IQNet partners CQM (China Certification Center for Quality Mark) and CQC (China Quality Certification Center). 400 delegates from the Chinese government, IQNet partners and customers attended the IQNet Forum. The key topic of the Forum was providing added value services to Chinese customers.

The IQNet Forum started with the opening address of Mme. Wang Fengqing, Chief Administrator of CNCA (Certification and Accreditation Administration of P.R. China). Mr. Li Zhonghai, Administrator of SAC (Standardization Administration of P.R. China) made a welcome speech, and Dr. Fabio Roversi, President of IQNet, spoke on behalf of IQNet. At the end of the opening part, an awarding ceremony was conducted. Almost 400 certified companies received the IQNet acknowledgement for Excellent Management System.



Mr Zhang Wei, CEO of CQM

During the IQNet Forum, Dr. Fabio Roversi indicated the importance of international mutual recognition in growth of global economy. Mr. Hans Buser, Secretary General of IQNet, made a general introduction of IQNet's recent operations and activities. Mrs. Eeva Parviainen (SFS, IQNet Partner from Finland) presented the topics of operation and experience of integrated/combined audits and Dr. Fabio Roversi introduced the important certification scheme SA8000 (Social Accountability). Other participants presented papers on ISO 9004 and IQNet 9004, a company evaluation model, which aims to increase business success through effective and efficient process management. This IQNet Forum received a far-reaching attention and captured the headlines of relevant newspapers and newscasts of China.



IQNet Forum in Beijing, September 2004



Customers receiving IQNet acknowledgements for Excellent Management Systems



IQNet Forum in Beijing, September 2004



From left to right: Mr Zhang Wei (CEO of CQM), Mr Li Zhonghai (Administrator of SAC), Mr Hans Buser (Secretary General of IQNet), Mme Wang Fengqing (Chief Administrator of CNCA), Dr Fabio Roversi (President of IQNet), Mr Li Huailin (President of CQC)



From left to right: Dr Fabio Roversi (President of IQNet), Mme Wang Fengqing (Chief Administrator of CNCA), Mr Li Zhonghai (Administrator of SAC), Mr Hans Buser (Secretary General of IQNet), Mr Li Huailin (President of CQC)

After the IQNet Forum, more than fifty IQNet delegates attended the 13th IQNet General Assembly, which took place in Xi'an from 20 - 24 September 2004. The

General Assembly was accompanied by meetings of the Board of Directors and technical IQNet committees.

During the five-day's meeting, the delegates discussed issues referring to cooperation among IQNet partners, IQNet certification harmonization, IQNet promotion, IQNet development, etc. A number of targets have now been spelled out in the action plan based upon the General Assembly in China. This includes formulating strategies for IQNet development. IQNet has a great influence on global certification, including the development of Chinese certification activities and policies. Dr. Fabio Roversi underlined that IQNet will continuously provide excellent services to their Chinese clients. They will also help strengthening the mutual trust between the Chinese enterprises and their international counterparts and put them on the "Fast-Track" to the international market. On the evening of 20 September 2004, the mayor of Xi'an chaired the welcome cocktail for the IQNet delegates and expressed good aspiration of promoting IQNet certification in China.

It was the first time for CQM and CQC to host the IQNet Forum and General Assembly meeting in China, and the meeting proved a great success. The delegates now have a much deeper understanding of the development of certification in China. Through IQNet partners' joint efforts, IQNet business will have a bright future in the Chinese market.

Ye Xiaopeng
Administration Department, CQM, P. R. China

CERTIFICATION MARKET LEADERSHIP = SIMPLE

Stakeholders Care
Innovation Management
Mission, vision and culture
Partnership building
Linear Communication
Ethics and Credibility

APCER improved its certification market leadership in Portugal in 2004. With a market share well over 50% for the majority of its services, APCER is proud of its achievements and aware of the path to follow in today's highly competitive and demanding business environment.

And this path is "SIMPLE", since it is coherent and clear for us.

Certification business, like any other business, is characterised by a number of internal and external factors to be managed in order to be successful. Many of these factors are stressed in the management systems standards that support certification processes (e.g. process approach, staff competence, internal audit, management review, etc.). Other factors are specific and business oriented but, obviously, associated with the previous. Let's analyse some.

Stakeholders Care: A certification body has many stakeholders: Clients, consumers, auditors, consultants, accreditation bodies, managers and internal personnel, etc. A careful satisfaction balance must be achieved regarding each stakeholder needs and expectations. This involves:

- Different stakeholders' views identified and incorporated into products and service
- Social responsibility as part of the certification body is continuous improvement
- Adequate price

Innovation Management: Competitive advantages of new or existing products and effective added value for clients can only be accomplished with a clear strategic definition of product portfolio and service characteristics, such as:

- Definition and implementation of product marketing plans
- Risk analysis
- "WOW" elements incorporated into products

Mission, Vision and Culture: Only if all personnel, including auditors, act according a high standard service mentality, can a certification body aim at sustainable market leadership. This involves, as examples:

- Awareness building takes place regarding the identified stakeholder needs
- Management is actively involved and committed to act accordingly
- Everybody "wears the organisational shirt" (as we say in Portugal)

Partnership Building: In a global market, strong partnerships are essential and must be seen as a strategic issue, promoting:

- Active Networking with national / international organisations
- The recognition of 3rd party audits & assessments
- Wider range of products and services offered to clients

Linear Communication: Effective communication channels must be established with all stakeholders, both internal and external. A leading certification body should accomplish a status of knowledge provider as well as facilitate communication (to and from). Some examples:

- Involvement of stakeholders in the certification body activities
- Regular newsletter is published and user friendly web site in place
- Availability of technical information

Ethics and Credibility:

- Existence and permanent application of code of ethics or conduct
- Strict adherence to accreditation requirements
- Non-discriminating, independent and impartial conduct at all times

These examples demonstrate how APCER worked in the past rules the present and will face the future. These are signs of the proactive and professional posture in place.

And, fortunately, APCER is not alone in this quest. IQNet plays an essential part in the construction of a better business scenario and in the accomplishment of added value for all our stakeholders.

Not only is IQNet a global certification market leader but, as a matter of fact, all mentioned success factors are strongly promoted within the network (e.g. Best Practice Evaluation - BPE).

This is essential for confidence and credibility building among all interested parties and a real breath of fresh air in the international certification business panorama.

APCER and IQNet partners are committed to work towards trustworthy products and services and to drive certification activities worldwide according to excellence criteria. This is our responsibility as certification market leaders.

Pedro Castro Alves
Marketing and Development Director
APCER - Portugal

Printing industry goes green

The printing industry is feeling the shock of the new. The very mainstays of the traditional printing operation – paper and ink – are subject to increasingly stringent environmental scrutiny and controls; while the underlying mechanics of the industry, virtually unchanged for centuries, have in the past 20 years or so been literally revolutionised by the advent of computer and digital technology.

Australia's fourth largest manufacturing sector, employing some 115,000, the \$18 billion dollar-a-year printing industry is comprised almost entirely of small to medium sized enterprises. These small, often family-owned, businesses work in an environment of knife-edge competition, in which every new requirement – whether it's a regulation relating to environmental performance, or the adoption of yet another a new technology – contains the potential for disaster.

For some of them, however, the challenges posed in recent years have proven more opportunity than threat. Supported and encouraged by the pro-active Printing Industries Association of Australia (PIAA), these outfits have made it their business to embrace change – and are now reaping the rewards.

“We have been involved in various environmental initiatives in the broader context of developing an action agenda to carry the industry forward in the 21st century,” said Hagop Tchamkertenian, the PIAA's Manager, Industry and Commercial Policy.

In addition to signatory status to major environmental initiatives such as the Packaging Covenant, a national agreement across industries, state and federal governments to take action to reduce packaging in all its forms, and the Greenhouse Challenge, environmental commitments remain an important element in the PIAA's work. The PIAA has also recently released a second edition of its 'Printing Industry Environmental Management Manual,' which provides an overview of federal and state requirements along with guidelines and benchmarks to help move the industry toward greener practices.

“The PIAA is committed to ensuring that the printing industry becomes a green industry in terms of its impact on the environment, and it is imperative that we take a leading role and foster the awareness that can make this impact a positive one, through reduced waste and resource usage, elimination or safer disposal of toxic or harmful by-products and so on,” said Mr Tchamkertenian.

“We are trying to help industry members understand that as well as environmental and marketing advantages there are tangible bottom line benefits flowing from good environmental practices.” In the year ahead, the PIAA will be focusing on preparing more detailed industry-wide environmental information, drawn from a number of sources, including the internationally recognised ISO 14001 series of environmental management Standards.

“Certainly we will be looking at ISO 14001, which is an effective option to improve environmental performance, especially due to the external accreditation component.”

A number of successful printing companies share this view of ISO 14001 and the benefits it offers.

“Without the benchmark provided by our ISO 14001 environmental management certification, it would be virtually impossible for a business to accurately assess whether or not they are being environmentally responsible or even to improve their standards in this area,” explains David Fuller, Managing Director of Focus Press, a Sydney-based 35-person operation that is rapidly making its name as one of the greenest printers in the business.

Focus Press's environmental achievements are significant enough to have been recognised in several arenas. The company won the Endeavour Award for the Best Environmental Solution, a prestigious annual award presented by

Manufacturer's Monthly magazine. It also received the PrintNSW Business Achievement Award for 'Best Environmental Initiatives'.

The company is also recognised by the Department of Environment and Conservation NSW's Cleaner Industries Unit, in a Cleaner Production Case Study. This can be found at www.environment.nsw.gov.au/resources/focus.pdf and is one of a series featuring companies that participated in Department of Environment and Conservation (NSW) \$5 million 'Profiting from Cleaner Production' Industry Partnership Program.

'Winners' were selected from a number of organisations, which demonstrated not only cleaner production practices, but also reduced waste and operating expenses as part of a Department-funded initiative to encourage cleaner industry.

Certainly, that has been the experience at Focus Press.

"When we first set up our ISO 9000 quality management and ISO 14001 environmental management systems – both certified by SAI Global – I believe the general thought in the industry was, why bother?" explains Mr Fuller. "Within only a few months, we had picked up over \$5 million worth of work as a result of our certification and environmental credentials. And that does not take into account the various savings made," (see box headed: 'Achievement in Focus').

Mr Fuller is the first to stress that, far from leading to compromises in quality, the environmental management practices have enhanced it – as business growth.

"Our clients are getting many benefits from our environmental practices. This includes better quality work through use of highly pigmented, non-toxic, soy-based inks and microdot technology, as well as the speed and convenience of digital workflow with our customers, which allows files to be transferred via ftp and remote proofing," he said.

He also identifies various internal benefits flowing from the environmental management system.

"It gives a focus point to all the staff and is a project in which they can all be involved as equal partners. No one has a monopoly on good ideas and the framework of the 14001 management system allows for these ideas to be heard and incorporated into the system for the benefit of all".

Another rapidly growing printing company to have found significant benefits from its certified ISO 14001 management system is Colourtrue Labels Pty. Ltd.

Colourtrue's specialty is printing adhesive labels on an enormous variety of products, from wine through to pharmaceuticals, cosmetics, food packages, hardware products and more. A family business that has been running for close to 20 years, the company employs more than 40 people at its purpose-built Sydney plant.

According to Aiden Lyons, Quality Assurance Manager at Colourtrue, there were a number of motivations for choosing an ISO 14001 certified environmental management system.

"There is a growing push for better environmental performance both from within the industry, driven and supported by the Printing Industry Association, and from outside it, particularly from our customers," explains Mr Lyons. "Many were asking if we'd signed the Packaging Covenant, for example, so in early 2003 we began investigating the various options for environmental management."

As Mr Lyons explained, the company already had a long-term commitment to, and familiarity with, quality management principles as articulated in the ISO 9000 quality management Standards, to which Colourtrue has been certified since 1994.

“Our experience with ISO 9000, especially the flexible approach of the more easily tailored ISO 9000:2000 series naturally led us toward ISO 14001, especially after we’d looked into the alternatives, which we felt were too broad and general for our specific needs. It enabled us to develop a more structured, tailored system that focused on areas of need. The fact that we could integrate with our existing ISO 9000 system so easily was also a plus.”

Mr Lyons said that, some months after achieving ISO 14001 certification with SAI Global, the benefits are being felt.

“We physically wanted to get something out of it and certainly the structure of the Standard and the requirement that we break down all our activities and look at them one by one has been very conducive to this.”

Mr Lyons cites a number of areas in which great gains have been made at Colourtrue, from safer disposal of solvent-impregnated rags, which are now recycled and the solvents re-used, to baling waste rolls for use as fuel and maintaining stricter controls on print cartridge disposal.

“We have also adjusted work processes, resulting in measurable improvements in efficiency across the board, which means everyone is a winner: our customers, the environment and our company.”

The ‘everyone’s a winner’ refrain is one for which David Fuller is a firm advocate.

“If every printing company achieved the same level of environmental responsibility as Focus Press, toxic printing waste would be almost eliminated, waste to landfill would be reduced by hundreds of thousands of tonnes every year, water consumption equal to that used by 60,000 homes every year would be saved and strain on the electricity grid would reduce. Any one of these aspects would seriously assist the environment to recover after centuries of neglect. The best thing about this is that any printing company can do it and every printing company and client will benefit.”

Achievement in Focus

Some of the environmental achievements of Focus Press include:

- water savings 62.5%
- 60% reduction in alcohol used for processing
- Waste sent to landfill reduced by 67%
- 30% reduction of ink use through use of soy inks, which are also non-toxic
- more efficient print process through development of micro-dot technology
- reduced use of hazardous materials
- use of paper for setting up and running print jobs reduced by 58%
- annual savings of \$65,000

Sudden impact according to the Printing Industry Association:

Based on data from the 2002-2003 financial year, total paper usage in newsprint, printing and writing papers and packaging was 3,752 kilotonnes or more than 3.7 billion kilograms.

On a per capita basis each person in Australia consumes the equivalent of 187.6 kg of newsprint, printing and writing papers and packaging papers annually.

It is estimated that the printing industry uses more than 36,000 tonnes (36 million kg) of inks annually.

100 YEARS ANNIVERSARY OF J. M. JURAN IN ROMANIA

At the end of last year the 100 years anniversary of **Dr. Joseph Moses Juran** was celebrated by most of the Romanian organisations acting in the field of quality, by different events, being a great pride an honour for the Romanian people that the “**father**” of quality has Romanian origins. He was born in Braila – a harbour city to the Danube river, in Romania – on 24 of December 1904. Although Dr. Juran left his native country as a child he was always proud of his roots.

One of the major events meant to pay homage to Juran’s Anniversary was the publication of the reference work Juran’s Quality Handbook in Romanian language on September 2004, based on the translation rights granted to SRAC by McGraw Hill Companies, New York. The publication was carried out by a group of Romanian experts in the field and supervised by the Romanian Society for Quality Assurance.

The release of the Romanian version took place in the opening of the **9th International Conference “Quality and Dependability – CCF 2004”**, organized by SRAC in the period of 29 September – 1 October 2004, in the most beautiful mountain resort on the Prahova Valley – Sinaia



CCF 2004 – Release of Juran’s Quality Control Handbook

The conference represented, without any doubt, the most important event of the year in the field of quality and conformity assessment. This opinion was unanimously expressed by the well-known Romanian and foreign experts and the entire public, from the country and abroad (Albania, Belgium, Brasil, France, Greece, Italy, The Netherlands, Portugal, Spain, Republic of Moldavia, UK).

The series of events dedicated to Juran’s Anniversary was ended by the **Symposium organised by the Romanian Academy**, on 10 of December, when the President and the Members of the Academy and other personalities of the conformity assessment world – Presidents and CEOs from standardisation, accreditation, certification etc. – joined together to celebrate the man and the specialist Juran – Honorary Member of the Romanian Academy. Special messages of the Romanian President and of the Romanian Prime Minister marked this special session dedicated to the centenary of Dr. Juran.



Governor of the Romanian National Bank – Homage to Juran

It is also important to be mentioned that the **Romanian National Quality Award** – granted every year by the President of Romania – bears the name of the great quality ‘Guru’. The winner of the award this year was ELECTRICA BANAT – a branch of the national power operator – certified by SRAC against ISO 9001, ISO 14001 and OHSAS 18001.



Romanian Quality Award JURAN – Award winners ELECTRICA BANAT and SRAC representatives

For additional information on the above-mentioned subject, please visit www.srac.ro



SUCCESS OF ARGENTINIAN LINERS PRODUCTION, FOR THE PIERRE AUGER OBSERVATORY, USING ISO 9001:2000

A. De Grande, N. Smetniansky-De Grande, B. García and A. Etchegoyen

INTRODUCTION

The Pierre Auger Project (www.auger.org) is an international endeavour to design, construct and operate two giant ultra high energy cosmic ray detectors in Southern and Northern Hemispheres (Refs.1, 2). The two detectors, to be located in Argentina and the United States, will operate as a single instrument: the Pierre Auger Cosmic Ray Observatory with the goal of detecting fluxes of cosmic rays greater than 10¹⁹ eV. The existence of these extraordinarily energetic cosmic rays is a puzzle, the solution of which must lead to new discoveries in astrophysics, fundamental physics, or both.

The Auger Observatory is a hybrid detector: a surface detector array and a set of fluorescence detectors, being the first one of interest for the present work.

The first stage of the project is the construction of the Southern Observatory in Malargüe, province of Mendoza, Argentina, which is in progress and which will be briefly described in below.

The surface detector array consists of 1600 detectors covering an area of 3000 km². The basic feature of a surface detector is a rotomolded polyethylene tank, which holds 12000 liters of purified water contained in a liner, and as such liners are a critical component of the system.

Liners are cylindrical bags of 3.60 m in diameter and 1.20 m height. They are made of Tyvek® (Tyvek is a DuPont Trade Mark) fibrous polyolefin sheets laminated with black low-density polyethylene films. Liners must be completely opaque in order to both prevent any small amounts of light from entering the tank, and any contamination from entering the water volume, for a period of approximately 20 years.

Liners were designed at the Colorado State University (CSU) in USA (Ref.3) and the first pre-production liners were manufactured at CSU. Afterwards, a private supplier manufactured liners in Mendoza, Argentina. When pre-production finished, the Argentinian groups within the Auger Collaboration, took charge of liners manufacture and decided to identify more suppliers for the production stage in Argentina. Two private suppliers were carefully evaluated and compared to the alternative option of mounting an ad-hoc facility at the National Technological University (UTN) in Mendoza. We performed a bidding among them and the UTN bidding was the best from both the point of view of the technical training involved to advanced University students to be in charge of production, and from the economical standpoint. In short, UTN was selected for liners fabrication on a production-scale.

The liners project includes: the building construction, with adequate infrastructure and equipment, the manufacture and testing of liners and their delivery and transport to the Observatory in Malargüe.

All these processes must comply with the technical and Quality Assurance (QA) requirements established by the Auger Project. The technical requirements for liners manufacture were established by CSU and constitute the bases for the infrastructure, the manufacture and the testing processes.



Success of Argentinian Liners Production, Pierre Auger Observatory



Project group of the Pierre Auger Observatory

PRODUCTION PLANNING AND PRODUCTION PROCESS

The aim of the liners project is to manufacture 1500 liners over a period of two years, strictly following technical and Quality Assurance requirements.

In order to achieve it, we decided to implement a Quality Management System (QMS) on the basis of the Standard ISO 9001:2000, establishing for the project a quality policy and associated objectives.

The policy consists in establishing and maintaining a QMS in order to obtain the customer satisfaction, with increasing process efficiency and as a tool to ensure continuous improvement. We have only one customer: the Pierre Auger Observatory in Malargüe.

At the beginning, all activities were performed by the Top Management, two physics and one astronomer with a wide experience in research and development activities, together with a young engineer, as the future plant head, and a staff consultant in Quality Management Systems.

Since the liners plant technical requirements called for a Cleanroom Class 100000, such a room was built following the "U.S. Federal Standard 209 E". Upon finishing construction, the cleanroom was successfully certified by an independent organisation in March 2003, in order to ensure its compliance with the above mentioned standard.

After the processes' identification and their interactions, we defined the need of human resources to start production. We selected 14 engineering students to work daily shifts of four hours. We did it with an external consultant and based on the skill requirement for each task.

A training programme was defined with the idea that all personnel must be trained and qualified for his/her particular job function. This program included two plans:

- A technical training plan, to ensure that an appropriate level of technical knowledge and skills were available, which means:
 - The training of the liners plant head, at CSU-USA
 - The training of the employees in UTN-Mendoza, Argentina; this training was in charge of native and foreign (CSU technical staff) experts
- A QMS training plan, to ensure that all personnel in the plant knows the necessity of finding the root causes for any Nonconformity (NC) either solved with corrective actions (or prevented with preventive actions) and to eliminate these causes, so that the NC does not happen again (or it does not even occur).

Finally, before beginning with the production and during the validation process, we defined a quality plan for products and process. Products, process, production system and testing methods were validated to ensure that they were able to achieve the desired results.

We started the production process with a lot of work quite satisfactorily performed. In order to guide the production to continuous improvement, we continuously monitored it by means of:

- Control plans for products and process
- Control of documentation and records
- Production and QMS indicators
- Nonconformity treatment plans

■ A Plan of continuous improvement

The project assesses the effectiveness of the QMS by means of an Audit Plan. Three internal audits were performed during the first year of production, with satisfactory results.

The top management is actively involved from the beginning and performs a close monitoring of all activities.

In order to consolidate the quality management system, we decided to ask for a third-party audit with an external organisation to certify it. The certification was performed by IRAM-IQNet on October 29, 2004 confirming the level of maturity of the organisation's quality culture, and the maturity of the QMS with respect to the requirements of ISO 9001:2000.

RESULTS

Concerning the lot of benefits we obtained with the implementation of the QMS, according to the Standard ISO 9001:2000, we consider the following items as the most remarkable ones:

a) Both a close follow-up of productivity indicators and a team work by top management, plant head and all employees allowed to obtain a great improvement in productivity effectiveness, as shown in figure 1.

Figure 1 represents the daily mean liners produced per month. We see the non-stability of daily production during the first production year and the increasing production tendency afterwards. As a consequence, during the first year the total production values were quite below the planned ones. The increasing production from May 2004 onwards, and the engagement of the personnel with the continuous improvement will allow us to fulfill our commitment with the Observatory of finishing the production of 1500 liners in time.

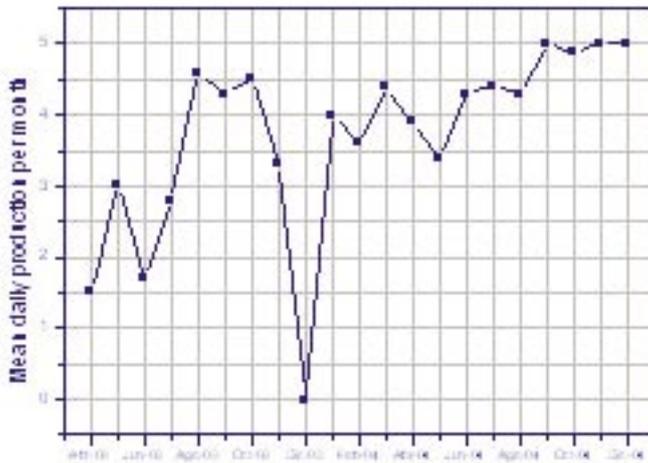


Fig. 1. Liners mean daily production per month

b) Monitoring both performing and testing results we identified the need of doing a repetitively and reproducibility study. A retraining on testing techniques was implemented and the result was an improvement of failure detection capability and a validation of testing techniques.

c) A systematic training in the procedure of completing records allowed us to guarantee liners traceability, which is one of the most important requirements from our client, the Pierre Auger Observatory.

d) Working with a system allowed us to have a very low scrap level.

- e) The students working in the plant are continuously suggesting improvement opportunities in their jobs and are actively contributing with the study of root causes for all Nonconformities.
- f) The development and implementation of the QMS in the project allowed us to adjust objectives and to determine different indicators to find the most adequate ones to follow production evolution.
- g) The certification audit performed by IRAM was a remarkable “value added audit” for all of us: the management and the students working team, which is not a typical production team.

CONCLUSIONS

The seamless relation between top management and production personnel, together with a fluid communication with our customer, and the implementation of the QMS allowed us to reach August 2004 with clear objectives according to our quality policy and to the performance of each one of the processes identified in the quality management system.

A plant head and 14 University students have had the opportunity to learn working in the frame of a QMS defined at the very beginning of the production process, being all of them highly involved in the quality culture of the organisation. In May 2004, two extra students joined the team as back-ups.

Finally, it is worthwhile remarking that the top management continuously follows the whole production process by means of ad-hoc tailored indicators, maintaining it under control and using the results to identify possibilities of continuous improvement.

In brief, the implementation and maintenance of a management system fulfilling the ISO 9001:2000 standard has proved to be an astonishingly useful tool to guide the production of our liners plant.

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Quality is more than skin deep at L'Oréal

As a leader in the worldwide cosmetic industry, quality is the L'Oréal Group's number one priority. The cosmetics giant employs 50,500 people worldwide, has 42 factories and creates more than 3000 product formulas each year across its range of hair colour, skin care and sun protection products, make-up, perfumes and toiletries. L'Oréal has been certified by SAI Global's North American operations.

The L'Oréal Group has grown at a rapid pace integrating many famous brands into its business including Garnier, Lancome, Guy Laroche, Cacharel, Biotherm, Helena Rubinstein and Ralph Lauren.

L'Oréal Mexico began operations in 1962, manufacturing and delivering capillary products. With growth and expansion, the company required a larger and more modern manufacturing plant and now operates from its high-tech plant located in Xochimilco, Mexico City.

L'Oréal Mexico has 350 employees, manufacturing a large range of beauty products, and producing 11.5 million units per month. In 2003, the organisation achieved Certification (Registration) to the ISO 9001:2000 Quality Management System Standard, following its successful audit by SAI Global.

Felicity Pontoni, Editor of The Global Standard (TGS) spoke to Luis De la Torre, Quality Manager of L'Oréal Mexico about using quality to drive continuous improvement and as a tool for competitive advantage.

TGS: L'Oréal has a culture of quality having first achieved certification to the ISO 9003 Management System Standard in 1998 - can you describe this culture?

Luis De la Torre (LD): Quality specifications of L'Oréal products are established and controlled by Technique General Direction of France. Quality - based on continuous improvement and driven by our clients' expectations - is what makes our products competitive.

TGS: Why did the company decide to undergo ISO 9001:2000 certification?

LD: By completely engaging in the ISO 9001:2000 management system we are able to maintain our position of leadership and prestige in the beauty industry – and this is one of our key business objectives at L'Oréal. The ISO 9001:2000 Standard provides us with a tool for continuous improvement and a foundation for a culture of quality across the organisation.

TGS: Which parts of the business does the ISO 9001:2000 certification cover?

LD: Our ISO 9001 Certification covers the manufacture and delivery to distribution central of beauty and cosmetic products under the L'Oréal name.

TGS: What challenges did L'Oréal's face in the journey to achieving certification?

LD: The main Challenge was understanding the requirements of ISO 9001:2000 and adjusting them to fit with L'Oréal's existing quality system.

TGS: What business benefits have been achieved as a result of undergoing ISO 9001:2000 certification?

LD: The implementation of ISO 9001:2000 has resulted in a more integrated approach to our management systems which are now more efficient and better aligned with the business.

Additionally, Technique General Direction of France has recognised L'Oréal México as one of its top five plants for quality management. We have achieved this through teamwork and commitment to maintaining and improving the quality of the products manufactured at the Xochimilco Plant.

L'Oréal employees are proud of their products and our clients have confidence in these products because of our commitment to continuous improvement in meeting their needs.



SQS certifies observatory according to ISO 9001:2000

SQS was able to award ceremoniously the ISO 9001:2000 certificate to the European Southern Observatory Organisation (ESO) as one of the first of its kind of world's largest observatories, the La Silla Observatory in Chile.



From left to right:

Alejandra Mena, Felix Müller, Gaetano Andreoni, Javier Duk, Raul Aguilar, Jaime Alonso

The ESO, as the European organisation for astronomical research, was founded in 1962 and is currently supported by 10 member states: Belgium, Denmark, Germany, France, Great Britain, Holland, Italy, Portugal, Sweden and Switzerland. The head office of the ESO in Garching, near Munich, forms the scientific, technical and administrative centre of the organisation, from where astronomical and technological projects are processed and coordinated. In total, the ESO employs a workforce of around 320, of which 160 work at various sites in Chile. The three most important stations are Paranal at 2,600 metres above sea level (masl) with a VLT (Very Large Telescope), La Silla with an extremely wide range of telescopes and instruments in the north of Santiago de Chile at approx. 2,400 masl, as well as Llano de Chajnantor, where the new sub-millimetre telescope is installed at 5,000 masl.

As part of the ISO 9001 standard revision process, the Board of Directors of the La Silla Observatory firstly considered the idea of a management system as well as a certification about three years ago. The advantages of a management system compliant with ISO 9001:2000 for such a multi-structural service company were quickly obvious to the Director, Jorge Melnick, and his representative, Gaetano Andreoni. In addition to the actual core processes of operating and maintaining a large number of telescopes and instruments and providing technical-scientific support, such a management system would also safeguard the entire infrastructure services of the mountain from the access road, to the accommodation and catering for the workforce, astronomical scientists and technical personnel, through to the water and electricity supply as well as the operation of the complex IT and data communication systems.

With the assistance of an external advisor, the staff on La Silla set up a management system during the past year, and then developed this to a stage



SQS: Observatory certified according to ISO 9001:2000

where it was ready for certification. As a European organisation, the management of the observatory finally decided in favour of SQS as the certification partner. The audit was able to be carried out on the 30th /31st March and 1st April 2004 in cooperation with a co-auditor from the Uruguay certification organisation LATU SYSTEMAS. As part of this, the auditor team (Felix Müller and Miguel Gortari) was able to ascertain that the customer focus and intent for continual improvement, as specified in the newly-established management system of the La Silla Observatory, was expressed in a pronounced manner at all levels. The vision: “La Silla will be a magic place a place where dreams come true” is held and practiced in a pronounced manner by the workforce in every service area and department. This makes the stay of observing astronomers, who complete their programmes on La Silla in defined time frames of one to two weeks, an unforgettable experience.

With the establishment and certification of the management system in accordance with ISO 9001:2000, the management of the observatory has been able to create an outstanding basis for the provision of excellent and competitive services for the astronomical community, as defined in the mission statement of La Silla, as well as an organisational structure geared towards continual improvement. Perhaps this innovative step by La Silla will spur further ESO stations and observatories on, so that others will follow the ISO 9001 certification of location 29° 15' south & 70° 44' west.

Felix Müller, SQS lead auditor

