

Implementation of ISO 9001 in Government Departments

Lessons from International Experience

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What are the current public service issues?

- Need for close co-ordination both within and between departments essential to deliver integrated services
- Need for efficiencies and value for money
- Need for clear focus on, and measurement of, outputs and outcomes rather than inputs
- Pressure on government finances making prioritisation and planning essential

About ISO 9001 – The International Standard for Quality Management

- It is the most successful international management standard ever developed
- Used by enterprises in the private, public and government sectors
 - 175 Countries
 - Almost = 10,00,000 certifications
- Has stood the test of time

Why major corporations use ISO 9001?

Provides management control of diverse operations – they can measure frontline delivery of service – this is vital

- Allows organisational objectives to be rolled out to operational levels
- Provides better information flow and visibility for management
- Integrates processes to achieve better service delivery and customer satisfaction

ISO 9001 can help Government for the same reason it helps large corporations

Provides management control of diverse operations – can measure frontline delivery of service

- Allows objectives to be rolled out to front line units with clear and transparent measures
- Provides better information flow and visibility for management
- Integrates processes to achieve better service delivery and customer satisfaction

8 Management Principles are central to ISO 9001

- Customer focus
- Leadership
- Involvement of people
- Process approach
- System approach to management
- Continual improvement
- Factual approach to decision making
- Mutually beneficial supplier relationships

The standard uses the Process Approach Model



➔ Value-adding activities

↔ Information flow

Specific beneficial outputs ISO 9001 can deliver in the Public Service

- Greater emphasis on leadership, communications and change management
- Improved efficiency and service quality
- Continual improvement and customer focus
- Promotion and standardisation of good working practices with control of key processes
- Aid to staff mobility through defined and documented operating procedures
- A planning and review process which ensures the system remains effective and capable of identifying improvement opportunities
- Effective management of risk and reduction of crisis management

Learning from Public Service Organisations already using ISO 9001

- Generally ISO 9001 was applied to specific section within these bodies.
- Maximum benefit is derived when it is deployed throughout the entire organisation

ISO 9000 is being used by Governments in many other Countries

- **France**

- Interior, Town and Country Planning
- National and Higher Education and Research
- Transport, Tourism and the Sea
- Justice
- Agriculture and Fishing
- Youth, Sport and Community Life
- Defence

Other examples of ISO 9000 applied to Government functions internationally

- USA
- Canada/Australia/NZ/Italy

Developing countries see ISO 9001 as a way of rapidly improving Public Service performance

- **Malaysia** - ISO 9000 across the board in its entire public administration.
- **Mexico** - 97% public institutions registered
- **Argentina** - Municipalities, Judiciary, Social Security
- **Egypt, Indonesia, UAE, Kenya** and others are encouraging implementation of ISO 9001 by Public bodies

Key lessons from experience of implementation of ISO 9001 in public services:

- Full backing of senior management crucial.
- Full benefits achieved when implemented across all sections of a department.
- Existing performance improvement initiatives in government departments can be integrated.

Summary and Conclusions

- ISO 9001 is a proven performance management tool
- It can help address current Public Service issues
- Benefits of adoption by the Public Service has been demonstrated Internationally