

PN-ACQ-601

# The Genesis of ISO 1400 from ISO 9000

Technical Report No. 99/8

November 1999

*Submitted by:*

**Chemonics International, Inc.**

Under Contract No. 492-C-00-98-00029-00  
Associated Number 492-0444  
United States Agency for International Development



November 1999

**Ms. Priscilla P. Rubio**  
**Cognizant Technical Officer**  
**Office of the Environmental Management**  
U.S. Agency for International Development  
Ramon Magsaysay Building  
1680 Roxas Boulevard, Malate 1004  
Manila, Philippines

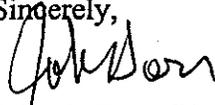
**Subject : The Genesis of ISO 14000 From ISO 9000**  
**Project : Industrial Initiatives for a Sustainable Environment (IISE)**  
**Contract No. 492-C-00-98-00029-00**

Dear Ms. Rubio:

In accordance with the requirements of the subject contract, we are pleased to submit a report on presentation entitled, "The Genesis of ISO 14000 From ISO 9000" by the project's Quality and Environmental Management Systems Program Coordinator, Ms. Jacqueline Limtin as part of a forum called, "Profiting from an EMS", a joint activity between IISE and the Cebu Chamber of Commerce and Industry held in Cebu City on November 03, 1999.

This forum was held as part of IISE's overall awareness program designed to facilitate the attainment of the projects' objectives.

If you have any questions regarding this report, please do not hesitate to contact me.

Sincerely,  
  
John A. Dorr, Ph.D.  
Chief of Party

Enclosures

Cc: see report distribution list

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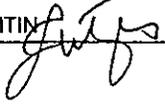
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Pollution Control Association of the Philippines

## "PROFITING FROM AN EMS"

### Synopsis of the talk on "The Genesis of ISO 14000: ISO 9000"

Nov. 3, 1999

By: JACQUELINE HAYLEY S. LIMTIN 

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#### Outline:

1. What is ISO? Why is international standardization needed?
  2. What brought about ISO 14000?
    - 2.1 What brought about ISO 9000?
    - 2.2 What brought about ISO 14000?
  3. How do ISO 9000 and ISO 14000 compare?
- 

#### 1. What is ISO? Why is international standardization needed?

Before we discuss ISO, it's important to define the role of international standards. What are they and why do we need them? Samples: video cam, credit card.

ISO stands for International Organization for Standardization.

- based in Geneva, Switzerland
- a specialized international organization whose members are the national standards bodies of some 130 countries. Philippines is a member of this organization through the Bureau of Philippines Standards (BPS).
- has been in place for just over 50 years, but for much of that time it has kept a very low profile.
- its mission is to facilitate the efficient exchange of goods and services.

ISO's work results in international agreements which are published as International Standards. Expound on requirement before publication as an International Standard.

All standards developed by ISO are voluntary; however, countries often adopt ISO standards and make them mandatory. This is the case with our very own BPS.

Definition of a standard. In short, standards are designed to promote international trade by increasing the reliability and effectiveness of goods and services.

#### How are ISO standards developed?

ISO standards are developed according to the following principles:

- Consensus
- Industry-wide
- Voluntary

International standards are developed by ISO technical committees (TCs) through a five-step process:

1. Proposal stage
2. Preparatory stage
3. Committee stage
4. Approval stage
5. Publication stage

Expound on each stage.

Most standards require periodic revision. Several factors combine to render a standard out of date: technological evolution, new methods and materials, new quality and safety requirements. To take

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account of these factors, ISO has established the general rule that all ISO standards should be reviewed at least once every five (5) years.

## 2. What brought about ISO 14000?

### 2.1 What brought about ISO 9000?

From products to processes

For most of history, ISO focused on product technical standards. In 1979, however, it took a sharp turn into the area of management standards.

Reason for emergence of ISO 9000: Until the mid 1980's, many large organizations published their own standards or codes for suppliers to follow. These large companies will only buy from suppliers who can give them assurance that they have systems which support quality. Their staff would visit and audit supplier companies regularly to make sure they followed the code.

It was not unusual for a supplier to be audited separately by a number of larger customers, all with their own quality system codes. In some instances suppliers hosted 10, 20 or 30 quality system audits a year from all their major customers. THIS ENTAILS COST! Not mention, confusion, because different customers may have differing system requirements.

In 1979, ISO formed TC 176 to develop global standards for quality management and quality assurance systems. The intent was to harmonize different and conflicting requirements for quality systems. The work of TC176 culminated in 1987 with the publication of the ISO 9000 quality standard series.

Benefits of global QMS standard: Although there were many quality systems in use in the 1980's, ISO 9000 emerged as the first one to become truly global. When it came out, most large purchasing organizations accepted this worldwide standard and ceased to issue their own codes. They also ceased carrying out their own audits and accepted the findings of independent audit companies engaged by supplier companies to check their systems against the ISO 9000 standards. This allowed supplier companies to reduce the number of audits to two or three per year.

What is the ISO 9000 series standards?

The ISO 9000 series are the generic standards for quality management and quality assurance. The basic rationale of ISO 9000 is that consistently meeting specifications for quality products and services depends partly on implementing and maintaining a systematic quality system. An effective system helps to ensure consistent results and provide confidence to customers.

- System standard
- Focus on basic management elements such as developing policies for quality, putting a system in place to set and achieve objectives and targets, measuring and monitoring progress, reviewing the system, and making improvements.
- Standards are used to determine whether these important elements are in place; the standards DO NOT tell a company how it must run its business.
- Generic in nature.

Primary driver for ISO 9000 adoption : marketplace pressure. In addition, internal benefits have been realized: better operating efficiency, higher quality, reduced cost, and greater productivity.

### 2.2 What brought about ISO 14000?

From ISO 9000 (bright star in the horizon) to ISO 14000:

For several years now, the environmental field has seen an escalation of national and regional standards.

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- The British Standards Institution has BS 7750 on environmental management;
- the Canadian Standards Association has environmental management, auditing, eco-labeling and other standards;
- the European Union has eco-label and eco-management and audit regulations;
- and some 26 countries such as the United States, Canada, Germany, Thailand and Japan have introduced eco-labeling programs.

Reason for emergence of ISO 14000: After the rapid acceptance of ISO 9000 and the great increase of environmental standards around the world, coupled with the increasing belief by industry to lead an environmental agenda, ISO began an inquiry to assess the need for international environmental management standards.

In August 1991, they formed the Strategic Advisory Group on the Environment (SAGE), which was asked to consider whether such standards could serve to:

- Promote a common approach to environmental management similar to quality management;
- Enhance organizations' ability to attain and measure improvements in environmental performance; and
- Facilitate trade and remove trade barriers.

During its meetings, the members of SAGE debated the relationship between quality management and environmental management standards. Although many management elements are common to both (e.g., setting policies, defining objectives and targets, measuring and monitoring), they concluded that the knowledge required for environmental management was distinct enough from that of quality to warrant a separate ISO technical committee and a separate standards development process.

Thus, in 1992, SAGE recommended the formation of an ISO TC 207 dedicated to developing a uniform international EMS standard.

The standards, known as ISO 14000 series standards, cover six areas:

- Environmental Management System
- Environmental Auditing
- Environmental Labeling
- Environmental Performance Evaluation
- Life Cycle Analysis
- Environmental Aspects in Product Standards

Of all these, only 1 standard, ISO 14001, is designed for 3<sup>rd</sup>-party certification and registration. All other standards are for guidance purposes only.

What is ISO 14000? ISO 14000 deals with management systems and methods, not product or technical standards. The ISO 14000 standards are process – not performance – standards. They focus on setting up a system to achieve internally set policies, objectives and targets. The standards require that such policies include elements such as compliance with laws and regulations and the prevention of pollution. But the standards do not dictate how the organization will achieve these goals, nor will they prescribe the type or level of performance required.

In short, the ISO 14000 series, like ISO 9000, focus on the processes necessary to achieve results, not the results themselves. The goal is to increase confidence among all stakeholders that an organization has a system in place that is likely to lead to better environmental performance.

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#### **3. How do the ISOs relate?**

It is important to take note that ISO 14000 DOES NOT replace ISO 9000. A company that is certified/registered to ISO 9000 has a good foundation for ISO 14000 and both are part of an organization's overall management system. However, ISO 9000 is NOT a prerequisite for ISO 14001.

The management system components of ISO 14001 were designed to be as consistent as possible with those of ISO 9000. ISO 14001 uses the same fundamental systems as ISO 9000 such as management policies, documentation control, management system auditing, operational control, control of records, training, and corrective and preventive action. There are also some definite differences. ISO 14001 has clearer statements about communication, competence and economics than are currently found in ISO 9000. Also, ISO 14001 incorporates emergency preparedness, considering the view of interested parties, and public disclosure of the environmental policy.

Awareness training on  
Quality  
ISO 9000  
ISO 9000 & ISO 14000 basic system linkages

*List of attendees*

*Limby  
Jacqueline Hayley Limtin  
Sept. 23-24, 1999*

*8*

## Trainee List by Current Employer

Employer	Type			
<b>Cebu Jewelpico</b>				
<i>Trainee Name (Last, First)</i>	<i>Gender</i>	<i>Birth Date</i>	<i>Position</i>	
<i>Barzo, Rizza</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Bookkeeper</i>	
<i>Management Training</i>		<i>9/23/1999 9/24/1999</i>		
<i>Bastillas, Dioscora</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Employee</i>	
<i>Management Training</i>		<i>9/23/1999 9/24/1999</i>		
<i>Batiquin, Michael</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Employee</i>	
<i>Management Training</i>		<i>9/23/1999 9/24/1999</i>		
<i>Bustillo, Alice</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Employee</i>	
<i>Management Training</i>		<i>9/23/1999 9/24/1999</i>		
<i>Damuag, Theresa</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Employee</i>	
<i>Management Training</i>		<i>9/23/1999 9/24/1999</i>		
<i>Peras, Rossel</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Employee</i>	
<i>Management Training</i>		<i>9/23/1999 9/24/1999</i>		
<i>Soria, Alma</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Employee</i>	
<i>Management Training</i>		<i>9/23/1999 9/24/1999</i>		

### Summary

Gender	Current Status	Termination Reason	Return Status
<i>Males:</i> 7	<i>Candidate:</i> 0	<i>Academic:</i> 0	<i>Unknown:</i> 0
<i>Females:</i> 0	<i>Not Selected:</i> 0	<i>Financial:</i> 0	<i>Returned:</i> 0
<i>Total:</i> 7	<i>Alternate:</i> 0	<i>Employment:</i> 0	<i>Non Returnees:</i> 0
	<i>Planned:</i> 0	<i>Health:</i> 0	<i>In-Country:</i> 0
	<i>Cancelled:</i> 0	<i>Personal:</i> 0	<i>Deceased:</i> 0
<b>USAID Funding</b>	<i>In-Training:</i> 0	<i>Not Yet Entered:</i> 0	<i>Not Yet Entered:</i> 7
<i>US (\$):</i> 0	<i>Terminated:</i> 0		
<i>Local:</i> 0	<i>Achieved:</i> 0	<i>Total:</i> 0	<i>Total:</i> 7
	<i>Not Achieved:</i> 0		
	<i>Pending:</i> 0		
	<i>Not Yet Entered:</i> 7		
	<i>Total:</i> 7		

## Trainee List by Current Employer

### Employer

### Type

#### Loran Industries

<i>Trainee Name (Last, First)</i>	<i>Gender</i>	<i>Birth Date</i>	<i>Position</i>
<i>Alivio, Julius</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Draftsman</i>
<i>Management Training</i>	<i>9/23/1999</i>	<i>9/24/1999</i>	
<i>Bajarias, Glen</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Finsiking Supervisor</i>
<i>Management Training</i>	<i>9/23/1999</i>	<i>9/24/1999</i>	
<i>Camilo, Cleofe</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Shipping-in-charge</i>
<i>Management Training</i>	<i>9/23/1999</i>	<i>9/24/1999</i>	
<i>Laping, Leden</i>	<i>Male</i>	<i>0/0/0000</i>	<i>Costing Clerk</i>
<i>Management Training</i>	<i>9/23/1999</i>	<i>9/24/1999</i>	
<i>Sanchez, Bernie</i>	<i>Male</i>	<i>0/0/0000</i>	<i>QC Supervisor</i>
<i>Management Training</i>	<i>9/23/1999</i>	<i>9/24/1999</i>	

### Summary

<i>Gender</i>	<i>Current Status</i>	<i>Termination Reason</i>	<i>Return Status</i>
<i>Males: 5</i>	<i>Candidate: 0</i>	<i>Academic: 0</i>	<i>Unknown: 0</i>
<i>Females: 0</i>	<i>Not Selected: 0</i>	<i>Financial: 0</i>	<i>Returned: 0</i>
<i>Total: 5</i>	<i>Alternate: 0</i>	<i>Employment: 0</i>	<i>Non Returnees: 0</i>
	<i>Planned: 0</i>	<i>Health: 0</i>	<i>In-Country: 0</i>
	<i>Cancelled: 0</i>	<i>Personal: 0</i>	<i>Deceased: 0</i>
<i>USAID Funding</i>	<i>In-Training: 0</i>	<i>Not Yet Entered: 0</i>	<i>Not Yet Entered: 5</i>
<i>US (\$): 0</i>	<i>Terminated: 0</i>	<i>Total: 0</i>	<i>Total: 5</i>
<i>Local: 0</i>	<i>Achieved: 0</i>		
	<i>Not Achieved: 0</i>		
	<i>Pending: 0</i>		
	<i>Not Yet Entered: 5</i>		
	<i>Total: 5</i>		

# Trainee List

## by Current Employer

Employer	Type			
<b>Cebu Port Authority</b>				
<i>Trainee Name (Last, First)</i>		<i>Gender</i>	<i>Birth Date</i>	<i>Position</i>
<i>Borromeo, Mary Nimfa</i>		<i>Male</i>	<i>0/0/0000</i>	<i>Accounting Records Officer</i>
<i>Management Training</i>		<i>9/23/1999</i>	<i>9/24/1999</i>	
<i>Lopez, Oscar</i>		<i>Male</i>	<i>0/0/0000</i>	<i>PPD Manager</i>
<i>Management Training</i>		<i>9/23/1999</i>	<i>9/24/1999</i>	

### Summary

<i>Gender</i>	<i>Current Status</i>	<i>Termination Reason</i>	<i>Return Status</i>
<i>Males: 2</i>	<i>Candidate: 0</i>	<i>Academic: 0</i>	<i>Unknown: 0</i>
<i>Females: 0</i>	<i>Not Selected: 0</i>	<i>Financial: 0</i>	<i>Returned: 0</i>
<i>Total: 2</i>	<i>Alternate: 0</i>	<i>Employment: 0</i>	<i>Non Returnees: 0</i>
	<i>Planned: 0</i>	<i>Health: 0</i>	<i>In-Country: 0</i>
	<i>Cancelled: 0</i>	<i>Personal: 0</i>	<i>Deceased: 0</i>
<i>USAID Funding</i>	<i>In-Training: 0</i>	<i>Not Yet Entered: 0</i>	<i>Not Yet Entered: 2</i>
<i>US (\$): 0</i>	<i>Terminated: 0</i>	<i>Total: 0</i>	<i>Total: 2</i>
<i>Local: 0</i>	<i>Achieved: 0</i>		
	<i>Not Achieved: 0</i>		
	<i>Pending: 0</i>		
	<i>Not Yet Entered: 2</i>		
	<i>Total: 2</i>		

# Trainee List

## by Current Employer

Employer	Type
Cebu Power	
<i>Trainee Name (Last, First)</i>	<i>Gender Birth Date Position</i>
Pardillo, Eustaquio	Male 0/0/0000 Technical Services Superdinte
Management Training	9/23/1999 9/24/1999

### Summary

Gender	Current Status	Termination Reason	Return Status
Males: 1	Candidate: 0	Academic: 0	Unknown: 0
Females: 0	Not Selected: 0	Financial: 0	Returned: 0
<u>Total: 1</u>	Alternate: 0	Employment: 0	Non Returnees: 0
	Planned: 0	Health: 0	In-Country: 0
	Cancelled: 0	Personal: 0	Deceased: 0
<b>USAID Funding</b>	In-Training: 0	Not Yet Entered: 0	Not Yet Entered: 1
US (\$): 0	Terminated: 0	<u>Total: 0</u>	<u>Total: 1</u>
Local: 0	Achieved: 0		
	Not Achieved: 0		
	Pending: 0		
	Not Yet Entered: 1		
	<u>Total: 1</u>		

Awareness training on  
Quality  
ISO 9000  
ISO 9000 & ISO 14000 basic system linkages

*Training Outline*

**Awareness Course on ISO 9000 (QMS series standards)  
bridging to ISO 14000 (EMS standards)**

**Course Description:**

This seminar introduces basic concepts of Quality and the ISO 9000 Quality Assurance standards. It also gives an overview on the steps to be taken for ISO 9000 implementation and certification/registration. An idea of how ISO 9000 and ISO 14000 are related is also presented.

**Course Objectives:**

- To gain an understanding of the concept of quality, and how ISO 9000 can be used to give assurance to customers that quality is maintained.
- To acquire information on how to implement ISO 9000 and achieve certification/registration
- To understand the basic system linkages between ISO 9000 & ISO 14000

**Brief Outline of the Course:**

1. Overview of IISE
2. Definition of Quality terms (QA/QC/QMS)
3. Introduction to Quality Assurance Standards : ISO 9000 series standards
4. The General Interpretation of ISO 9000
5. ISO 9000 Implementation : Recommended Steps
6. Guidance on the selection of consultants and certification/registration bodies
7. Basic Linkages of ISO 9000 & ISO 14000

- 1  The Industrial Initiatives for a Sustainable Environment  
Presented by Jacqui Hayley S.Limtin  
QEMS Program Coordinator  
IISE
- 2  Overview of IISE
  - Major features
  - Goal
  - Project Organization
- 3  Major Features
  - First and only project of its kind in the world
  - 4-year project (July 1998 - July 2002)
  - Initiative of the Republic of the Philippines
  - Funded by the U.S. Agency for International Development
- 4  Project Goal
  - To establish a continuing and expanding national program to help industries of all types manage their operations in an environmentally sustainable manner
  - Help 400 companies implement an EMS with 200 becoming certified to an international standard (ie: ISO 14000)
  - Reduce pollution in target areas by 20%
- 5  Project Organization
  - Implementation sites:
    - Focus in the Visayas and Mindanao
    - Eight sites - five approved (Cebu, Tagbilaran, Davao, General Santos, CDO); three additional to be selected
  - Industrial sectors prioritized
    - Selection based on level of risk to environment and human health
- 6  Technical Presentation Overview
  - History of Environmental Management Systems and ISO 14000
  - IER Project Flow Chart
- 7  History of Environmental Management Systems
  - Management systems gave rise to quality management systems which, in turn, gave rise to environmental management systems
    - "QMS"; "EMS"; "TQEM"
  - Environmental management systems are private sector-led
  - All EMS programs worldwide have been intentionally designed and implemented by and for industry
- 8  ISO Definition of EMS
- 9  History of ISO 14000
  - ISO 9000 (Quality Management Systems)
  - Development of ISO 14000 Series
- 10  Quality & Environmental Management System Linkages Component
  - "2-step" EMS approach
    - Based on the results of the IER, organizations that implement QMS (ISO 9000) prior to EMS (ISO 14000) are identified
- 11  Quality & Environmental Management System Linkages Component
  - "1-step" EMS approach for organizations that are already ISO 9000 certified or aligned or have been identified to be ready to implement EMS even without ISO 9000
    - Provides linkage to ISO 14000
- 12  Benefits companies which use the ISO9000 standards report
- 13  Definition of Quality
- 14  Typical QC actions / QA activities:
- 15  Definition of QMS
- 16  ISO - background on the organization / Objective

- 17  2 kinds of standards:
- ① PRODUCT STANDARDS
  - ② SYSTEM STANDARDS
- 18  The ISO 9000 series of QA standards
- 19  Relationship between QC, QA & QMS and how they relate to the ISO 9000 series standards
- 20  Elements in the ISO 9001 standard
- 21  Supplier-customer relationship of processes
- 22  The interpretation of ISO 9000
- 23  The typical process of a quality system development and implementation plan
- 24  ISO 9000 Implementation Module
- 25  The Quality Management Process Model
- 26  The 5 phases for the implementation of ISO 9000
- 27  The differences between policy, process, procedure, work instruction, and record
- 28  After implementation, there are 3 major phases in the ISO9001/2/3 Certification/Registration process
- ① Quality system document review
  - ② On-site audit
  - ③ Assessment analysis and report
- 29  Relationship between accreditation, registration & certification
- 30  Benefits of certification/registration
- 31  Choosing a consultant & certification/registration body
- 32  Guidance on how to select a QMS Consultant:
- 33  Guidance on how to select a Certification/Registration Body:
- 34  Some feedback from ISO users...
- 35  Basic Linkages of ISO 9000 & ISO 14000
- 36  Services offered by IISE
- One-day ISO 9000 Review
    - Aims to assist organizations in identifying the core issues they need to address in implementing a QMS.
    - The review checklist is closely tied to the requirements of ISO 14000.
    - The review checklist also takes into account basic OHS.
- 37  Services offered by IISE
- Introduction to Quality & ISO 9000 Quality Standards Training Course
    - Introduces the concept of Quality, and how ISO 9000 is used to provide customer assurance.
    - Duration: half-day
- 38  Services offered by IISE
- ISO 9000 Implementation Training Course
    - Provides information on the phases/steps in implementing ISO 9000.
    - These phases/steps will also be useful in implementing an EMS.
    - Duration: half-day
- 39  Services offered by IISE
- ISO 9000 - ISO 14000 Linkage Training Course
    - Outlines the issues to consider in implementing an EMS using the ISO 9000 Quality Management System as a stepping stone.
    - Duration: 1 day

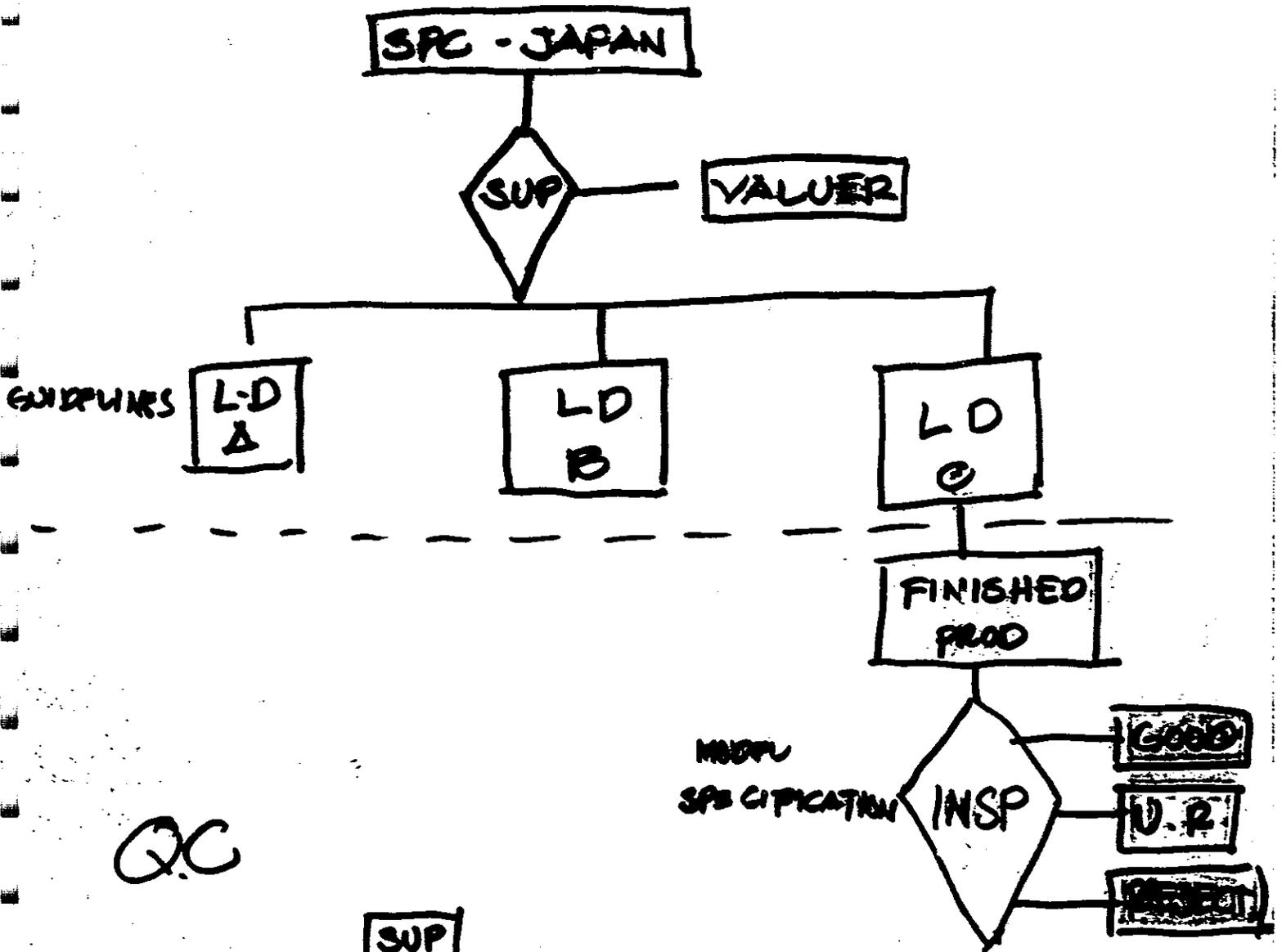
Awareness training on  
Quality  
ISO 9000  
ISO 9000 & ISO 14000 basic system linkages

*Results of case studies*

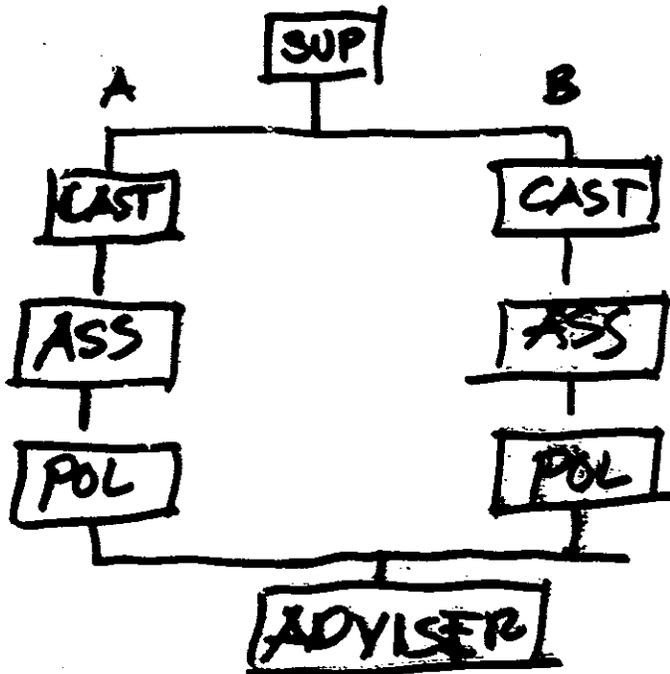
# CEBU JEWELRY CO CORP

## PRESENT ACTIVITIES

QA



QC



## Present QC - QA

### QC

- inspection of FSD (SPECS)
- Material inspection before production
- parts inspection before assy.
- inspection of "samples"
- final QC before shipment

Proposed:

### QC

- identify standard quality
- checking, one item before mass production.
- random checking
- final inspection

### QA

- Sketch drawing
- "costing" establish prod. cost
- Full size drawing
- Specs. → Preparation of materials
- Distributing to different contractors.
- Follow-up

### QA

- ~~Proper~~ "Proper planning"
- determine the right person - who technically know the job
- equipments & machinery requirements
- acquisition of materials on time
- continuous training in personnel

Name of Co. CPA/CPRC

## QC Actions

1. Monitoring  
checklist based  
on standard  
Testing / Interviews
2. Monitoring & Impediment
3. Checklist / Evaluation
4. Final product  
Inspection

## QA Activities

1. Training of Personnel  
Monthly / Need basis
  - Skills audit
  - Performance evaluation  
every Semester
  - Carrying audits on  
working conditions
  - Carry out criteria of  
personnel promotions
2. Equipments
  - preparation of parts
  - carry PMS & CMS  
procedures, manuals
  - fast moving parts  
availability
3. Carry out Vendor/  
Supplier Accreditation  
system
4. Carry out schedules
  - Vessel dispatch / Berthing





Phase #	PROC	M PLANS 1999/2000	Month Oct. 1999					Nov.					Dec.					Jan. 2000				Feb.				Mar.					Apr.				May				June			
			Week 1	2	3	4	5	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	5	1	2	3	4				
1	1	INTRODUCE ISO 9000 TO MGT.																																								
	2	ORGANIZE ISO 9000 - COMMITTEE - 10 PEOPLE																																								
	3	TRAINING OF COMMITTEE MEMBERS																																								
	4	PRESENTATION OF PLANS TO MGT.																																								
	5	GAP ANALYSIS																																								
	6	FORMULATION OF QMS POLICY																																								
2	7	QMS ORGANIZATIONAL STRUCTURE																																								
	8	QMS TRAINING FOR COMMITTEE																																								
3	9	MAKING A QUALITY MANUAL																																								
	10	REVIEW & MAKE CORRECTIVE ACTION																																								
4	11	IMPLEMENTATION QMS PLAN																																								
	12	MOCK AUDITING																																								
5	13	"DRY RUN" QMS																																								
	14	REVIEW/CORRECTIVE ACTION																																								
	15	FINAL ACTION (TEAM MEETING)																																								
	16	APPLY FOR CERTIFICATION (ISO 9000)																																								
	17	MOCK AUDITING																																								
	18	CONGRATULATIONS																																								
	19																																									
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 - PLAN  
 - ACTUAL