

ISO 9000 Quality Systems Handbook Additional Resources
SYSTEM ASSESSMENT QUESTIONS

To discover the:	Ask:	Notes
Mission/Purpose	What is the organization trying to do?	Also involves asking What is our business? What have we been set up to do? Who is our customer? Where is our customer? What does the customer buy? What is value to the customer?
Vision	What will or should the organization look like as it successfully fulfils its mission?	A clear vision of success allows people to act without constant oversight by leaders and managers. Also involves asking Which customer needs are unfulfilled?
Values	What principles will guide us on our journey?	These are corporate values not personal values – i.e. These values characterize the culture in the organization and answer the questions: What is it like to work in this organization? What do we stand for? How do we want to conduct our business?
Stakeholders	For whom does the organization exist?	Primarily this will be customers and investors but ultimately if employees, suppliers and society do not want it, the organization will not survive.
Business outcomes	What do the stakeholders want from the organization?	These are the stakeholder needs and expectations
Stakeholder success measures	What will the stakeholders look for to assess if their needs have been met?	Obtained by filtering the mission through each stakeholder These are the Key performance indicators
Critical Success Factors	What factors affect our ability to accomplish our goals?	Ask this question of the mission to reveal factors that might be turned into a set of corporate values and strategic objectives. Also ask: What things must we do to be successful? What criteria must we meet to be successful?
Business outputs	What outputs will deliver successful outcomes?	You can't control a process by measuring outcomes as they arise long after the process has delivered its output.
Performance Targets	What criteria will indicate whether our performance is acceptable?	These are the standards you need to achieve
Business Processes	What processes deliver the business outputs?	There are probably only 4 of these so if you discover more, it is likely that two or more have a common objective

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Process purpose	What is the main function of this process?	Derived from an assessment of what the process outputs have in common – the essence
Process activities	What affects our ability to deliver process outputs?	If you are doing something that does not affect your ability to deliver a successful output – stop doing it.
Risks	How could this process fail to achieve its objectives?	These are the failure modes or hazards inherent in the process that need to be eliminated, reduced or controlled.
Process output	What outputs would we look for as evidence that the process objectives have been achieved?	Must match a stakeholder need
Process measures	What parameters will we control to ensure delivery of acceptable process outputs?	These are the subjects for which you apply the universal steps of quality control.
Process constraints	How do the expectations of other stakeholders impact (influence or constrain) the process for achieving customer expectations?	The other stakeholders are investors, employees, suppliers and society.
Competence	What skills, knowledge and behaviours are needed to produce these outputs	The results that people can deliver under the stipulated conditions are more important than what people say they know or can do or once did.
Distinctive competences	What abilities enable us to perform well against the critical success factors or KPIs?	A competency that is difficult for other organizations to replicate and so is a source of enduring advantage
Performance review	How do we know we are doing things right?	Process outputs are reviewed resulting in improvement by better control
Efficiency review	How do we know we are doing things in the best way?	Practices are reviewed resulting in improvement by better utilization of resources
Effectiveness review	How do we know we are doing the right things	Objectives are reviewed resulting in improvement by better understanding of stakeholder needs