

Designing Around the ISO Certification Process

**2ND WEST COAST WATER/WASTEWATER
UTILITIES
WORKSHOP ON WORKFORCE DEVELOPMENT**

January 29, 2010



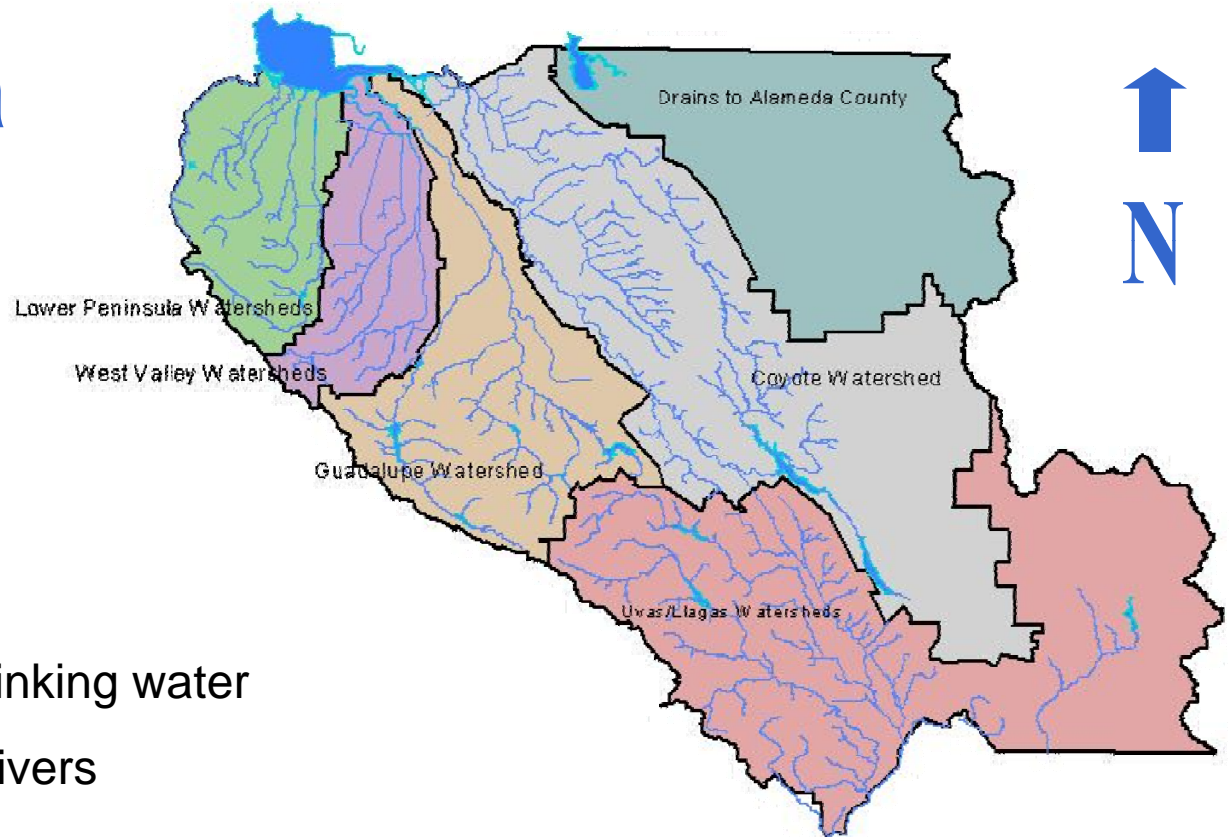
Overview

- Who we are
- What is ISO and which standards
- Designing around certification process
- Designing around implementation
- Looking forward

One local agency manages the county's water resources

Santa Clara County

- 1,300 square miles
- 1.7 million population
- 15 municipalities
- 10 local reservoirs
- 400,000 acre-feet of drinking water
- 800 miles of creeks & rivers



What is ISO?

- IOS (International Organization for Standardization) is a worldwide federation that produces international standards for a sustainable world.
- iso- prefix: equal, uniform
- The SCVWD is registered for:
 - ISO 9001:2000 – Quality Management
 - ISO 14001:2004 – Environmental Management Systems

In general terms

- ISO 9000 series provides for a quality management system (QMS) that assists organizations to:
 - provide consistent quality to customers
 - meet applicable regulatory requirements
 - enhance customer satisfaction
 - Achieve continual improvement of the system in pursuit of these objectives.
- ISO 14000 series is primarily concerned with environmental management. EMS helps organizations :
 - identify their effect we on the environment,
 - control it, and
 - find ways of minimizing contribution to pollution and environmental deterioration

What registered means

- Third party verifies conformance to standards:
 - Management commitment
 - Policies, objectives, targets
 - Assigned responsibilities, provision of resources
 - Procedures, practices, controls
 - Staff awareness & participation
 - Demonstrated continual improvement

Understanding our customers and empowering our employees are critical for our success

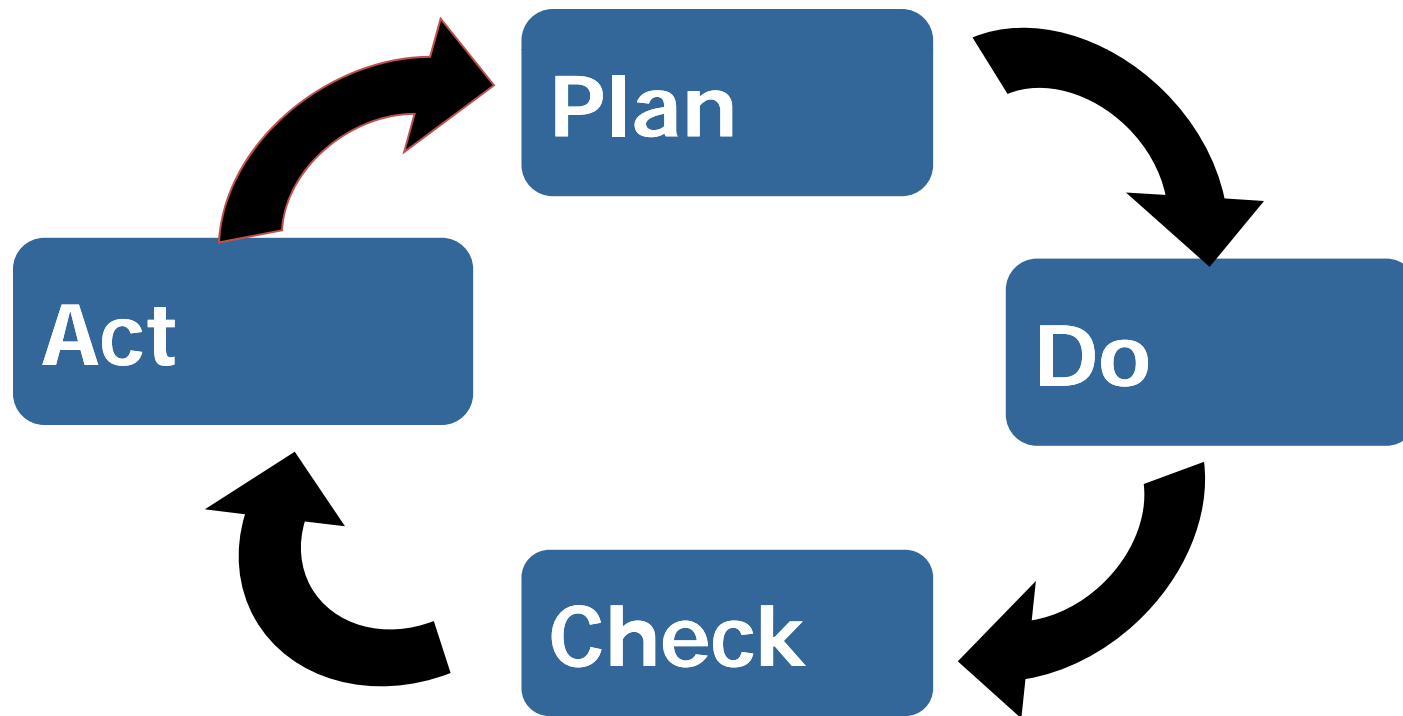
- Improve & strengthen relationships with community and external agencies
- Clarify & strengthen our regulatory and enforcement processes & capabilities
- Provide effective & efficient coordination within & between units
- Help develop, support, value, and empower staff
- Provide meaningful information and tools to measure, communicate, and manage

A systematic approach is essential...

- Increase focus on internal & external customers
- Place activities in the context of environmental stewardship
- Identify and pursue specific objectives and targets with respect to quality of work and impacts on the environment
- Map and document key work processes
- Develop, maintain, & use relevant policies and procedures
- Continually improve in the effectiveness and efficiency of these processes and procedures

Changing & adapting are key to effectiveness

- Say what you do; do what you say; prove it; and improve it.



Certification Process--The journey as valuable as destination

- Train management & staff on management systems and best practices
- Involve staff at all levels throughout organization
- Identify key processes and needed elements
- Map & document process by:
 - Systematically reviewing policies, practices and procedures.
 - Identifying & correcting gaps and areas of duplication
 - Resolving conflicting interpretations of policies and procedures
Identifying differences between written policies and practices
 - Linking clearly-defined roles and responsibilities to work processes
- Identified some quick improvements

The workforce must be engaged

- Workers and managers come together within and across organizational units to:
 - Understand, map, reach agreements on, and document processes
 - Conduct periodic audits of systems and processes and recommend improvements
 - Participate in analyzing problems and implementing corrective or preventive actions

Certification is a milestone marking a commencement – Must maintain focus and engagement

- Capture & institutionalize knowledge and experience of a transitioning workforce as a foundation for succession planning
- Foster a culture of systems- and process-focus, initiative, and continual improvement
- Encourage staff at all levels to serve on internal audit teams to gain exposure and insight into processes and work outside their normal assignments
- Empower staff from across organization to identify gaps and suggest corrections and improvements and establish systems to demonstrate follow-through and action

Looking ahead – ISO QEMS and workforce engagement

- Maintain focus on process management
 - Measure effectiveness
 - Encourage self-reflection and change
 - Internal and external assessments
 - CPAR system
 - Management Review
- Maintain focus on knowledge management:
 - Say what we do and write it down
 - Support cross training and rotation programs
 - Rapidly identify, share and implement best practices
 - Assemble & transfer relevant knowledge for use in strategic planning



Questions & Answers