Designing Around the ISO Certification Process

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

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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:
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 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