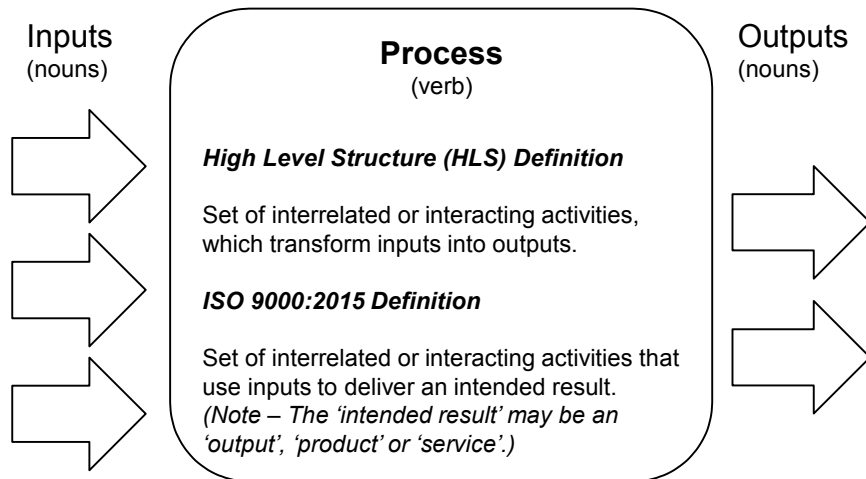


# The Process Approach

ISO management system standards aligned to the Annex SL High Level Structure (HLS), and ISO 9001 in particular, require you to describe the operations of your organisation as a sequence of processes, each of which transforms inputs into outputs, as illustrated in the following diagram.



A typical example of a process would be sales for which the:

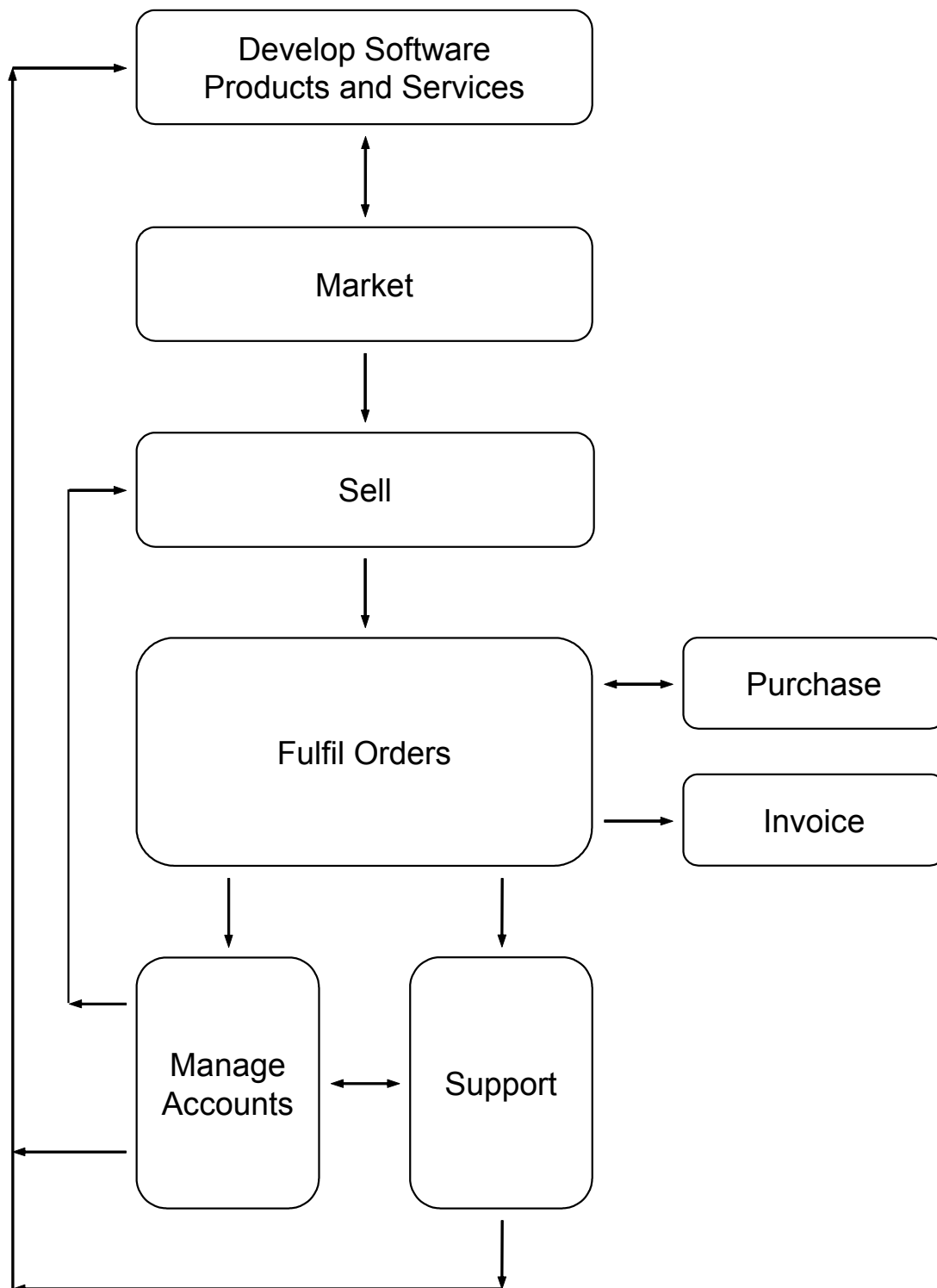
*Input is **Appointments (with Potential and Existing Customers)**;  
Process is to **Sell**;  
Output is **Orders**.*

ISO 9001 explicitly requires you to do the following.

- (1) Determine the processes that your organisation requires to manage quality of delivery of products and/or services.
- (2) Determine the sequence and interaction of the processes.
- (3) Determine the inputs that each process requires.
- (4) Determine the outputs expected from each process.
- (5) Determine the resources that each process requires and ensure that they are available.
- (6) Assign responsibilities and authorities for each process.
- (7) Address risks and opportunities associated with the processes.
- (8) *Determine and apply the criteria and methods required to ensure the effective operation of each process. This includes monitoring, measurements and performance indicators.*
- (9) *Evaluate (the operation of) the processes and implement any changes required to ensure that they achieve their intended results.*
- (10) *Improve (the operation of) the processes.*
- (11) *Maintain documented information required for the operation of the processes.*
- (12) *Retain documented information required to show that the processes operate as planned.*

**IMPORTANT** Other management system standards, such as ISO 14001, ISO 45001, ISO/IEC 27001, ISO 22301 and ISO 37001 (implicitly) require you to do Items (1) to (7) above. Additionally, you should always also document your processes as follows.

## Sequence and Interaction of Processes



**NOTE** The preceding diagram and following table provide an example of how to document processes in accordance with ISO 9001. For other management system standards you require the first four columns of the following table, but not the last, **Evaluation**.

## Processes

Process (verb) and component procedures	Inputs (nouns)	Outputs (nouns)	Resources (nouns)	Evaluation  [Measurement or Monitoring (method)]
Develop Software Products and Services  JF-1 JF-17	Requests and requirements for changes and additions to existing products and services.  Requests and ideas for new products and services.	Changes and additions to existing products and services.  New products and services.	Staff.  ICT equipment.  Development software.  Test environment.  Authoring software.	Progress against schedule.
Market  JF-2 JF-3	Details of products and services.  Details of existing customers.  Details of potential customers.	Market awareness.  Appointments.	Staff.  ICT equipment.  Office software.  Creative software and resources.	Appointments.
Sell  JF-4 JF-6	Appointments.	Orders.	Staff.  ICT equipment.  Office software.  Vehicles.	Sales of:  Products;  Software licences;  Subscription services;  SMS Credits.
Fulfil Orders  JF-7 JF-9 JF-10 JF-11 JF-12  JF-19	Orders.  Procured products and services.	Requirements for products and services.  Installations of hardware and/or software.  Hosted services.  Lone worker protection services.  Changes and additions to configurations of products and services.	Staff.  ICT equipment.  Office software.  Vehicles.  Component hardware and software.  Build area.  Hosted services.  Alarm Receiving Centre (ARC).	Installations.  Installations completed in one visit.  Invoices.  Availability of Alarm Receiving Centre (ARC)  Average time to respond to an alarm.

Process (verb) and component procedures	Inputs (nouns)	Outputs (nouns)	Resources (nouns)	Evaluation  [Measurement or Monitoring (method)]
Purchase  JF-8	Requirements for products and services.	Procured products and services.	Staff.  ICT equipment.  Office software.  Accounts software.	Approved suppliers (assessment and monitoring).
Invoice  No procedure	Fulfilled orders.	Received payments.	Staff.  ICT equipment.  Office software.  Accounts software.	Debtors List
Manage Accounts  JF-5 JF-12	Fulfilled orders.	Renewals of maintenance and subscription service contracts.  Sales of changes to configurations  Sales of additional products, software licences, subscription services and SMS credits.  Cancellations of contracts and licences.	Staff.  ICT equipment.  Office software.  Vehicles.	Maintenance revenue  Lost Customers
Support  JF-13 JF-14 JF-15 JF-16  JF-18	Requests from customers.  Requests from Account Managers.  Requests from our staff.	Resolutions of problems encountered by customers.  Changes to installed hardware and/or software.  Resolutions of problems encountered by our staff.	Staff.  ICT equipment.  Office software.  Vehicles.  Component hardware and software.  Build area.	Number of Active Support Jobs (ASJs)  Number of ASJs as percentage of total number of customers  Average time to answer a support call

**NOTE**

In the above table, each Procedure specifies the Job Descriptions to which it applies and each Job Description specifies the Procedures that apply to it.