



Published each month by:

PROCESS QUALITY ASSOCIATES INC.

690 King St., Suite 2, London, Ontario N5W-2X3 Phone (519)-667-1720 1-800-837-7046 Fax (519)-667-1722

"We engineer the quality of your success"

VOL. 95 No. 11

Circulated to people interested in improving their products and processes

ISO 14000

Environmental Management Standards

The ISO 14000 are environmental management standards (EMS) that will help organizations manage and evaluate environmental aspects of operations. They don't set mandated environmental requirements. They do provide a framework for demonstrating commitment to environmental protection and continual improvement of management.

The ISO 14000 standards map very closely to the ISO 9000 standards. They both require:

- Management to take responsibility for developing and managing the system
- A documented system
- A method of identifying problems
- A method to solve these problems -- permanently
- Internal audits to ensure that the system is in place and is effective
- Training

ISO 14000 standards are significant because they focus on management rather than goals (how vs. what), promote third-party audits of the EMS system (hows) rather than attainments (whats), and establish principles and uniform approaches for product evaluation and communication of environmental attributes.

The foreseen benefits of the ISO 14000 standards are that they will:

- Provide a worldwide focus on environmental management;
- Promote a voluntary approach to improving the environment;
- Harmonize national rules, labels, and methods;
- Minimize trade barriers and complications;
- Promote predictability and consistency;
- Demonstrate commitment to maintaining and moving beyond regulatory environmental performance compliance.

It has been predicted that the ISO 14000 standards will have even more impact on competitiveness than ISO 9000, and big companies will want their suppliers to be registered to make sure they are environmentally responsible.

Registration to the ISO 14000 standards will require evidence of implementation of the EMS system, procedures that maintain compliance to applicable laws, commitment to continuous improvement, and commitment to pollution prevention (e.g., recycling, process changes, energy efficiency, and materials substitution).

The ISO 14000 standards are currently in draft form and are expected to be released in mid 1996.

Customer Satisfaction Strategies

The very existence of a company depends on its customers, and its ability to satisfy customer requirements. Companies want customers to recommend them to other potential customers, but recommendations will only come from happy, satisfied customers.

Feedback from customers is essential to measure progress & determine future direction. Here's how some companies strive to satisfy customers and measure their satisfaction:

- Every six weeks, Xerox holds a visitor quality day for customers at its Rochester, NY headquarters.
- Solectron Corp., Milpitas, CA calls each of its customers every week to inquire about on-time delivery and satisfaction with products.
- AT&T Network, Morristown, NJ gathers information through contact summaries, focus groups, complaints, technical assistance requests, competitor evaluations, and customer surveys. Once a year major customers fill out report cards to grade product and service areas.
- Marlow Ind, Dallas, TX gains feedback through surveys & quarterly meetings. Over 90% of their products are custom designed to meet customer requirements.
- Granite Rock Co., Watsonville, CA reviews all customers' comments and complaints. If customers are not satisfied, they don't pay.
- Eastman Chemical, Kingsport, TN has a no-fault return policy. Customers are also invited to visit the company's plants & be part of its improvement efforts.

Employee Satisfaction & Involvement Strategies

Employees are a company's most valuable resource; they need to be treated as partners rather than hired hands. Here are some ways to promote employee involvement and satisfaction:

- Give employees the authority to make decisions, pursue ideas, and take risks so they can experience the pride of workmanship and independence.
- Celebrate success stories. This improves morale and makes employees feel appreciated.
- Have Senior Managers leave their offices to visit employees on the shop floor.
- Encourage diversity; different ideas, attitudes, and work habits should be valued.
- Provide educational opportunities.
- Encourage improvement suggestions from employees; then promptly follow them up.