

EXECUTIVE SUMMARY



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STANDARD AND SPECIFICATION FOR BUSINESS MANAGEMENT QUALITY SYSTEMS

A NEW STANDARD FOR THE IMPROVEMENT OF BUSINESS MANAGEMENT QUALITY

**How can organizations measure up to the expectations of their stakeholders?
There are currently No Universally Accepted Standards for
Business Management Quality!**

Until Now.

Whilst there are a number of international management standards addressing the needs and basic requirements for quality, environment, risk, business continuity, social accountability and safety management, there is no standard for the Management of the Business itself which hosts the techniques and activities to which such standards can be applied

The Business Management Quality Standard will provide a means by which strategic decisions can be justified to all stakeholders. This is achieved by setting down basic requirements for measuring the business activity and the Quality of Management itself. By applying this standard, business activities can be accounted for against planned requirements which can then be controlled, checked and justified if required.

The Business Management Quality Standard is an extensive document consisting of more than 70 pages. There are also additional guides, documented advice and a series of cross-matrix tables to accommodate its use with other recognized international standards.

This executive summary is provided to give an overview to a Company or Authorities for assessing its merits and application within a given industry or service.

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1.0 Structure and Contents.

The Business Management Quality Standard is structured according to the ISO Directive 2012 Annex SL (Previously Guide 83). This is a high level structure and identical text for management system standards which includes the common core management system terms and definitions in keeping with the objective of a harmonized management standard. The main headings are:

- 0 Introduction
- 1 Scope
- 2 Normative References
- 3 Terms and Definitions
- 4 Context of the Business
- 5 Leadership, Teamwork and Commitment
- 6 Business Planning
- 7 Support
- 8 Business Operation
- 9 Business Performance Evaluation
- 10 Business Improvement

The Business Management Quality Standard BMQS 9000:2015 Issue 2A details requirements for a top level management documented practice. Where other management standards exist and accepted as best business practice, a clause of initial requirement is included with a directive to refer to the specific standards for specification and application.

2.0 Vision and Objective

BMQS9000 seeks to convey the need for business to be managed as a process in itself as well as being the vessel which enables an organization to manage and operate effectively and competitively. Profit or surplus is important as a resource, a measure of success, and must be sufficient to cover the risks and provide a return on the investments made. But when perceived as the only purpose of an organization, it encourages managers to look only at financial returns instead of the contribution to society, which is the ultimate judge of its performance

The principle idea behind the standard is to ensure that those empowered to make strategic decisions can do so from a planned, informed and defensible position at all times. No longer is Company performance measured in terms of profit. A Company needs to take into account ecological and social performance in addition to financial performance. This standard promotes the view that finance and economics is a restraint on what managers can do and not its sole purpose or objective.

The BMQS9000:2015 standard recognizes that a Company is formed for a specific purpose and that purpose drives everything the Company does, however, for it to survive in the long term, its purpose needs to be outwardly looking towards all its stakeholders, with infinitely varied and often opposing interest in the organizations operation.

To justify decisions that favor one set of stakeholders to the detriment of others, requires an informed and defensible position, traceable to the facts and figures available on the occasion in question, so the decision can be defended at a later stage if required.

Organizations of all types and sizes address matters of quality in the goods and services they provide by reference to standards which permit comparison with what is specified and what is produced. The business itself, which facilitates the completion and distribution of its goods and services, hosts these activities but has rarely been subjected to specification or verification outside of the scrutiny of its own shareholders auditors.

BMQS9000:2015 is a prescription that enables organizations to compare their activities with what is expected by the stakeholders. Unless the business management quality is suitably measured and continually improved, the process by which goods and services are provided cannot themselves be assured for best practice and stewardship of its stakeholders' investments. In this respect the following definition of “**BUSINESS**” is provided and used as a template for this standard:

“A legitimate, legal, planned and controlled activity of trade in goods, services, or both to consumers and users, which by fulfilling a specified need from the capability available will also provide an acceptable return for the investment of the provider.”

3.0 CONVENTIONS AND APPLICATIONS. The 5As

Within any market, organization or industry, there are conventions which promote an understanding within the operation. This standard accepts and promotes the convention of the 5As as displayed in the following diagram:



- Anticipate:** The identification of risks, opportunities, trends and life cycle stages.
- Assess:** The determination of a quantified and measurable aspect or attribute.
- Accommodate:** The hosting or processing resources needed to accept
- Analyse** The measurement of the product of the Business Activities
- Account:** The recording and stewardship of the work done.

BMQS has been directed at the medium to large corporations however by providing principles and generic guidelines on Business Management Quality, it can be used by any public, private or community enterprise, association, group or individual. Therefore, this standard is not specific to any industry or sector or size of operation.

This standard can be applied to any type of Company whatever its nature, orientation or objective, whether being a profit or non-profit making organization, providing goods, process or a service.

This standard can be applied at all levels in the Company and throughout its Business Activity Lifecycle including a wide range of industries and vocations. This includes strategies and decisions, operations, markets, processes, functions, projects, goods, services and developments.

Although this standard provides generic guidelines, it is not intended to promote uniformity of business management across organizations. The design and implementation of Strategic Business Plans, Business Programs, Projects and Frameworks will need to take into account, the varying needs of a specific organization, its particular objectives, context, structure, operations, processes, functions, product, goods, services, or facilities and the unique or specific practices employed.

It is intended that this standard be utilized to harmonize business management processes in existing and future standards. It provides a common approach in support of standards dealing with different markets, industries and/or sectors, but does not replace those standards.

BMQS9000:2015 Business Management Quality Standard is intended for the purpose of 3rd party assessments, certification and stakeholder assessments and verifications.

4.0 CONTEXT OF THE ORGANIZATION

Within the section of BMQS9000:2015 we discuss the context of the organization, both external and internal issues relevant to its purpose. This includes those that affect its ability to achieve the intended outcome(s) of its Business Management System which includes:

- a) Understanding the needs and expectations of interested parties
- b) Legal and Regulatory Requirements
- c) Identification of Business Stakeholders
- d) Determining the Scope of the Business Management System

It is required that the Company establish, implement, maintain and continually improve the Business Management System, including the processes needed and their interactions, in accordance with the requirements of this Business Management Standard.

5.0 GOVERNANCE AND COMMITMENT

Within the section of BMQS9000:2015 we discuss the governance and commitment of the Company. It is required that Top Management demonstrate leadership and commitment with respect to the Business Management System by introducing policy and support for defined practices. These include:

- a) Teamwork and Engagement
- b) Management Commitment
- c) Succession Policy and Plan
- d) Business Management Quality Policy
- e) Organizational Roles, Responsibilities and Authorities
- f) Business Management Representative
- g) Documented Business Management System
- h) Business Management Manual
- i) Business Management Procedures
- j) Departments and Practices

The management and departmental structure of the Company is required to be detailed in the Business Management Manual in a written or diagrammatical statement. This will show the departmental structures of the organization and the reporting conventions employed towards Top Management.

6.0 BUSINESS PLANNING

Within the section of BMQS9000:2015 we discuss the Business Planning. It is required that the organization considers the context of the organization by including the needs and expectations of all interested parties. This is necessary to assure that the Business Management System can achieve its intended outcome(s), prevent or reduce undesired effects, and achieve continual improvement. This is done by incorporating the following into the Business Management Systems:

- a) Business Planning
- b) Actions to Address Risks and Opportunities
- c) Risk Identification and Management
- d) Make or Buy Analysis and Planning
- e) Project Management Planning
- f) Process Planning, Management and Control
- g) Outsourcing and Subcontract Planning,
- h) Goods and Service Planning Analysis and Reviews
- i) Business Objectives
- j) Business Plans
- k) Business Analysis and Planning
- l) Market Analysis and Planning
- m) Sales Forecasting and Realization
- n) Financial Analysis and Planning
- o) Budget Management and Cost Control
- p) Business Continuity

The development, control and accountability for the Strategic Business Plan and its contents is the principle consideration and activity within the standard.

The Company must also demonstrate that in all principle activities the costs and benefits of using internal acquired resources has been planned by comparing the options to purchase or hire from suitable suppliers or sub-contractors. Make or buy considerations are included in the Company business practices as appropriate

7.0 SUPPORT

Within the section allocated to support a mandatory directive is that Support for the Business Management System shall be effectively planned and demonstrated.

The organization must determine and provide the infrastructure, finances, know-how and personnel to demonstrate that it is supporting and committed to the effective implementation and operation of the Business Management System. This is achieved by having documented practices for the following to be effectively implemented and maintained:

- a) Resources Requirement Identification and Provision
- b) Infrastructure and Working Environment
- c) Occupational Health and Safety
- d) Measurement Facilities and Equipment
- e) Human Resources, Competence, Awareness
- f) Communication, Training and Instruction
- g) Advice and Correction
- h) Creating and Updating Documented Information
- i) Control of Documented Information
- j) Control of Business Records

Support procedures must define the methods for the organization and those created by and/or retained by suppliers and other stakeholders affected by the business operations.

8.0 BUSINESS OPERATION

Within the section, the organization is required to identify the processes with which to manage the business operational activities stated in the strategic plan. This must contain requirements for each business management process to include those needed for

- a) Commencing the process (Inputs)
- b) Activities involved in the process (Practices)
- c) Product of the process (Outputs) and
- d) A means to measure the timeliness, quantity and quality of the product of the processes at each stage in its sequence.

Within this section the Operational Planning and Control activities and issues are prescribed which include

- e) Financial Administration and Accounts,
- f) Marketing and Public Relations,
- g) Customer Services and Support,
- h) Technical Services and Support,
- i) Goods and Service Management and Distribution,
- j) Process Management and Stewardship,
- k) Servicing and After Sales Administration and
- l) Process Configuration Management

This descriptive and prescriptive section requires consideration to the operations within the business activities and their associated risks which consist of:

- 8.2 Customer Related Business Activities
- 8.3 Research and Development Business Activities
- 8.4 Design and Selection Business Activities
- 8.5 Purchasing Business Activities
- 8.6 Business Goods and Service Processes
 - 8.6.1 Control of goods and service provision
 - 8.6.2 Validation of Processes and Service Provision
 - 8.6.3 Identification and Traceability
 - 8.6.4 Control of Work Transfer
 - 8.6.5 Customer Property
 - 8.6.6 Prevention against Counterfeit Goods
 - 8.6.6.1 Responsibility
 - 8.6.6.2 Control Plan
 - 8.6.7 Preservation and Release of Goods and Service
 - 8.6.8 Control of Non-conforming Products and Services

Department vocations and duties are defined and assigned including Research and Development being separated from Design and Selection which incorporates Sub-tier Design Management, Configuration.

Product and service Integrity and Change Control require consideration that incorporates Subcontractor Management and Configuration, and Sub-tier Processes including Verification of Purchased Goods

Identification and Traceability is used to incorporate Product and Service Integrity and Provenance, Obsolescence and Substitution, Control of Work Transfer and Customer Property as well as Prevention against Counterfeit Goods.

9.0 PERFORMANCE EVALUATION

Within the section addressing performance evaluation, the organization is required to review the performance of the Business Activities and compare them with the Business Plan at planned intervals. This is done in accordance with the provisions of a Business Programme and includes:

- a) Review of the Strategic Business Plan and its relevance to current activities
- b) Review of the Sub-tier Business Plans and their contents
- c) Review of the monitoring, measurement, analysis and evaluation of business performance
- d) Results and information derived from Internal Management Audits
- e) Actions arising from management reviews
- f) Actions taken to address risks and opportunities

Determining and evaluating effectiveness of business activities is prescribed within this section including:

- Monitoring and Measurement of Processes Goods and Service
- Shareholder Perception Evaluation
- Customer satisfaction and perception evaluation
- Employee perception evaluation
- Supplier perception evaluation
- Stakeholder perception, expectations and satisfaction
- Internal Audits and Management Review

10.0 BUSINESS IMPROVEMENT

The organization is required under this section to provide for improvements within its Business Plan, Business Activities and the Business Programme. The improvements must be identified by the review of all aspects of the organization, its business activities and their impact on the diverse, and often opposing interests of its stakeholders. Business improvements include as appropriate:

- a) Methods for the identification and management of risks and opportunities
- c) Make or buy analysis and practices
- d) Project management
- e) Business processes and conduct,
- f) Outsourcing and subcontract
- g) Goods and service
- h) Business objectives and business planning
- i) Business analysis and reporting

In respect of the above requirements, management practices are needed for:

- Non-conformance Identification and Containment
- Root Cause Analysis and Corrective Action
- Continual Improvement.

The organization is required to review and monitor the continuous improvement in order to:

- a) Highlight successes and failures,
- b) Identify necessary resource requirements
- c) Establish recovery plans where required.

Each authority who contributes to the content of the Business Plan is responsible for the relative improvement activity and monitoring its progress. The Continuous Sustainable Improvement Plan must be revised and updated to show the current improvement projects and their status.

END OF BUSINESS MANAGEMENT STANDARD EXECUTIVE SUMMARY

