



STEPS TO ISO 14001 REGISTRATION



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Foreword



Implementing an **ISO 14001** Environmental Management System (EMS) is a sure-fire way to instill efficiency in a business, integrate environmental management with strategic business operations, and ensure control over environmental aspects and impacts of services, products and activities. A company that registers its EMS to the **ISO 14001** standard is opening the gateway to a wealth of business opportunities.

More and more customers are looking to do business with **ISO 14001** registered companies, and more yet are making it a requirement. An **ISO 14001** registration mark will show customers that your company values environmental responsibility and that you have taken steps to ensure prevention of pollution and continual improvement.

Many companies that are leaders in their industries, such as GM, Ford, Sony, Texas Instruments, Toyota, Xerox and Bristol-Myers, have embraced **ISO 14001**. An EMS promises to reduce waste and energy use, ease environmental liability concerns, meet environmental regulations and demonstrate good corporate citizenship.

If you want to solidify your company's stance as a serious competitor, not only in the United States, where business response to environmental management is being revolutionized, but in Europe and elsewhere abroad, then it's imperative that you register your Environmental Management System to **ISO 14001** – the international standard for environmental management.

This booklet, **Steps to ISO 14001 Registration**, was created by Perry Johnson Registrars to give organizations interested in seeking **ISO 14001** registration a clear understanding of the complete process. We hope this booklet will dispel any myths you might have about **ISO 14001** registration, and that it will help your company work toward the goal of becoming a member of the world's elite club for environmental management.

Terry Boboige,
President - Perry Johnson Registrars



What is ISO 14001?

An Environmental Management System (EMS) is a systematic approach to dealing with the environmental aspects of an organization. It is a “tool” that enables an organization of any size or type to control the impact of its activities, products or services on the natural environment.

The **ISO 14001:2004** standard “*Environmental Management Systems – Specification with guidance for use*” is the standard within the ISO 14000 series that specifies the requirements of an Environmental Management System.

The key elements of an **ISO 14001** Environmental Management System (EMS) are: **

ISO 14001 Key elements

- ▶ Environmental Policy
- ▶ Planning
- ▶ Implementation and Operation
- ▶ Checking and Corrective Action
- ▶ Management Review
- ▶ Continual Improvement

Environmental Policy

- the environmental policy and the requirements to pursue this policy via objectives, targets and environmental programs.

Planning

- the analysis of the environmental aspects of the organization (including its processes, products and services as well as the goods and services used by the organization).

Implementation and operation

- implementation and organization of processes to control and improve operational activities that are critical from an environmental perspective (including both products and services of an organization).

Checking and corrective action

- checking and corrective action including the monitoring, measurement, and recording of the characteristics and activities that can have a significant impact on the environment.

Management Review

- review of the EMS by the organization's top management to ensure its continuing suitability, adequacy and effectiveness.



Continual Improvement

- the concept of continual improvement is a key component of the Environmental Management System; it completes the cyclical process of plan, implement, check, review and continually improve.

** Per ISO TC207 Environmental Management Systems Technical Committee FAQ at <http://www.tc207.org>

Importance of ISO 14001

ISO 14001:2004 is an international standard for Environmental Management Systems (EMS). A company that registers its EMS to the **ISO 14001** standard is opening the gateway to a wealth of business opportunities.

A growing number of customers are looking to do business with **ISO 14001:2004** registered company, and more are making it a requirement. An **ISO 14001** registration mark will show potential customers that your company values environmental responsibility and that you have taken steps to ensure pollution prevention and minimization.



For companies that maintain a certified Environmental Management System, the EMS triggers procedural and technological changes that can reduce production costs. The requirement for continuous improvement in environmental impacts drives more productive use of all inputs, including raw materials, energy and labor. Reducing pollution means improved productivity and more efficient use of resources.

Direct benefits derived from implementing an effective EMS include:

- Material savings through more complete product input processing, substitution and recycling of by-products and waste
- Reduced energy consumption
- Reduced material storage costs
- Reduced costs for emissions, discharges, waste handling, transport and disposal
- Increased process yields
- Reduced insurance rates
- Reduced customer audits
- Reduced environmental liability
- Reduced enforcement fines
- EMS tracking measurables via consistent plan-do-check-review methods

Intangible EMS benefits include:

- Improved corporate image among regulators, customers and the public
- Proof of social responsibility
- Improved employee morale

If you want to solidify your company's stance as a serious competitor, not only in the United States, where business response to environmental management is being revolutionized, but also in Europe and elsewhere abroad, then it's imperative that you register your Environmental Management Systems to **ISO 14001**.

Approach to ISO 14001

ISO 14001:2004 requires the use of a dynamic and systematic process approach to develop the Environmental Management System. The standard can be applied independently of other management system standards; its implementation can be aligned or integrated with existing related management system requirements.

To facilitate the application of **ISO 14001:2004**, it has been developed as an auditable standard.



What is unique about the PJR ISO 14001 EMS program?

The **PJR** EMS program is accredited by ANAB (formerly RAB) of the United States, JAB of Japan, INMETRO of Brazil, UKAS of Great Britain and the RvA of the Netherlands - the most widely recognized body of approval. As a result, **PJR** is frequently audited in the same fashion as we would audit a client. This scrutiny allows us to be on the cutting edge for audit process requirements.

Features of our program are as follows:

- **Auditor Competency:**

The matching up of auditor competencies to clients is crucial. At **PJR** we only select auditors who meet both the qualifications of ISO 19011:2002 and whose “rating” on audit performance/experience in environmental aspects and impact is strong. This ensures the highest auditor competency for each aspect or impact significant to your industry.

- **Audit Traceability:**

Traceability from audit to audit is necessary to ensure a thorough and efficient assessment. While adhering to our confidentiality agreement, **PJR** provides the details of previous audits to any new, current auditors. This gives each auditor the most up-to-date knowledge on a client's aspects and impacts and confirms that each auditor knows which parts of the EMS were looked at previously. This will also allow each auditor to know which, if any, client aspects or impacts have changed. Of course, **PJR** continues to use the same Lead EMS Auditor for any given client's location, whenever possible.

- **Value Added Audit:**

The bottom line is that most companies get an **ISO 14001** certificate; however, that is not the issue. The issue is “Are you getting what you paid for?” All of our EMS auditors are there to help make your EMS a better one and save on costs. **PJR** ensures that all auditors are user friendly and requires that every audit be value added. This means the auditor is there for you.

The Benefits of Registration

By becoming registered to **ISO 14001:2004**, your company stands to gain many benefits, including:



Access to Global Marketplace

- Because **ISO 14001** registration carries great weight among industries all over the world, attaining this status will open up new business opportunities in both domestic and overseas markets.

Recognized International Standard

- ISO 14001:2004** is the recognized standard that has been developed for managing environmental responsibility. It establishes a common language on Environmental Management Systems for all organizations around the world. In addition to helping you gain access to the global marketplace, **ISO 14001:2004** registration is a sure way to verify that your Environmental Management System is meeting international standards.



Consistent Performance

- Registration by a third party, such as **PJR**, provides added assurance that your Environmental Management System is meeting all of the requirements of the **ISO 14001** standard. It's not enough to implement an **ISO 14001** Environmental Management System. Once the system is up and running, it has to be monitored regularly to pinpoint deficiencies and potential nonconformances, and ensure that effective corrective & preventive actions are taken.



Continual Improvement

- Continual improvement is one aim of **ISO 14001**, and registration is the only objective way to assure your customers and stakeholders that you are managing the significant environmental aspects and impacts of your goods, services and activities. Registration by a third party registrar is crucial, because it is an unbiased guarantee that your company is achieving consistent environmental management.



A Market Differentiator

- **ISO 14001** is an ideal Environmental Management System model for competing in business because it aims to control significant environmental impacts, decrease liability and compliance costs, and reduce waste. When implemented correctly, the elements of the **ISO 14001** standard work synergistically to ensure that environmental management levels are met, and that the company's and stakeholder's needs are satisfied. This can be a powerful strategic tool. **ISO 14001:2004** registration will set your company apart from your competitors

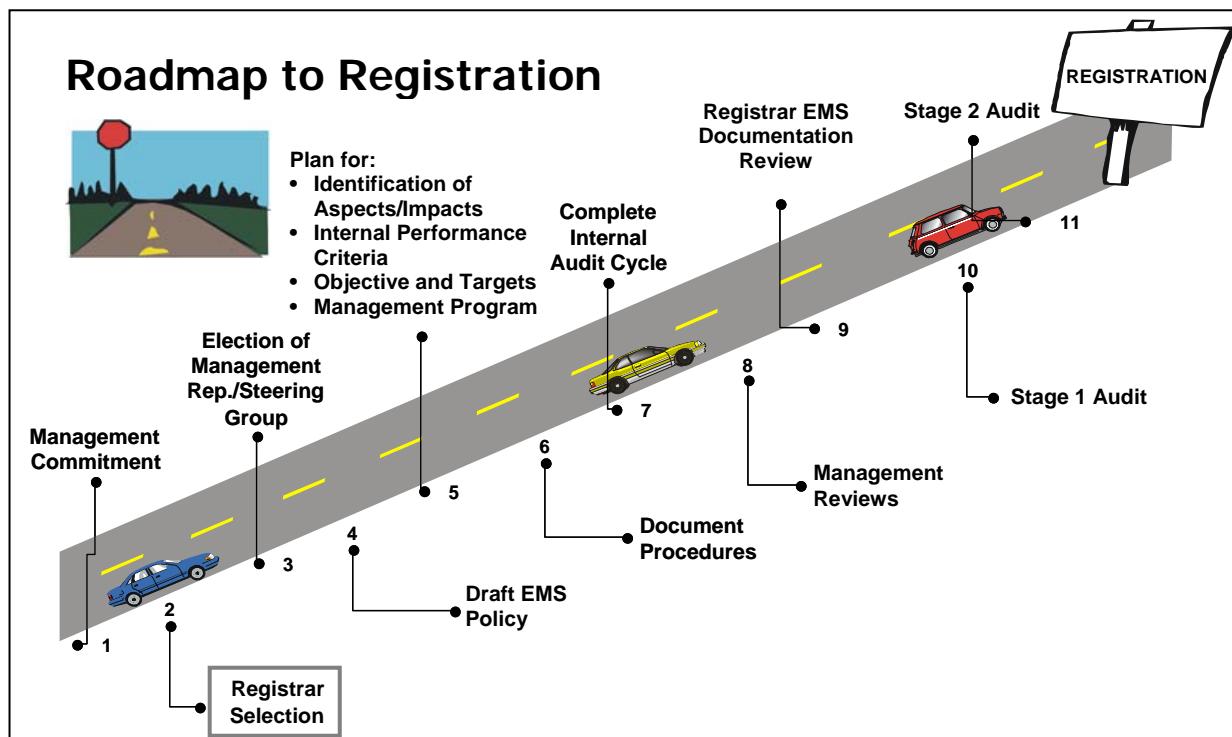
Global Recognition

- When your company achieves **ISO 14001:2004** registration, you will be presented with a certificate of approval, bearing a registration mark. This mark can be used in advertising, promotional literature and stationery to show potential customers that your company is committed to environmental responsibility and has validated that through independent third-party verification.

The Road to Registration

The Road to Registration requires an organization to establish clear targets for implementation and assessment. When your company is seeking registration, the following are the basic steps to consider:

- Management Commitment
- Choosing a Registrar
- Selection of a Management Representative and Team
- Plan for:
 - Identification of Aspects/Impacts
 - Internal Performance Criteria
 - Objectives and Targets
 - Management Programs
- Training & Consultancy Options
- Development and implementation of a documented management system to meet the requirements of the standard
- Complete the Internal Audit Cycle & Management Reviews
- Complete the Registration Process



Once you have completed the registration process and received your **ISO 14001:2004** registration certificate, zinc-etched plaque and letter, you will earn valuable recognition in the industry. In addition, **ISO 14001:2004** is an international standard; you will gain a greater footing in the international marketplace.

Choosing a Registrar

Environmental management has become an important issue to people all over the world. People in every industry – from paper products and petrochemicals to medical devices and automobile manufacturing – are talking about environmental management. The ISO 14001 EMS model is a concrete method that enables a company to achieve control over the significant environmental aspects and impacts of its activities and services.* ISO 14001 registration provides the assurance that this control has been achieved.



As mentioned earlier, a key ingredient of the ISO 14001 recipe for environmental management is third party registration. A company cannot become registered until it hires an accredited registrar to carry out a complete and thorough audit of its Environmental Management System.

The registrar is responsible for gathering objective/audit evidence to determine whether your Environmental Management System conforms to the requirements of the ISO 14001 standard. And it is the registrar who ultimately decides whether or not to grant registration to a company.

Knowing this, you should study the credentials of potential **ISO 14001** registrars carefully. To assist you in selecting a registrar that is best suited for your company's needs, you'll want to examine the following areas:

- ▶ Is the registrar qualified to grant registration to the EMS system model you have implemented?
- ▶ Does the registrar have auditors qualified to conduct audits in Environmental Management Systems, as well as in your industry? Make sure the registrar meets the appropriate Standard Industrial Classification (SIC) codes for your scope of business.
- ▶ Is the registrar willing to provide you with a complete description of its registration process? Find out if there are any policies, contract restrictions or ISO 9000 and **ISO 14001** limitations that may affect you.
- ▶ Is the registrar's name recognized? Check to see if people have heard of the company. When you buy a car, the manufacturer's name plays a significant role. The same holds true for registrars.
- ▶ Is the company financially stable? Will the registrar still be in business during the period that your ISO 9000 and **ISO 14001** registrations are valid?
- ▶ Is the company's registration mark recognized and accepted in the nations where you plan to do business?
- ▶ Is the registrar accredited? This is the most important question to ask, because accreditation is the guarantee that the registrar is a credible organization, just as your **ISO 14001** registration means you meet the highest EMS standards.

**ISO 14001 is the principal “auditable” standard in the series of over twenty (20) ISO environmental management standards or guidelines, which collectively are called the “ISO 14000 standards.”*

The Importance of Accreditation

There are hundreds of registration bodies around the world, but not all of them have received internationally recognized accreditation.

The credibility of a registration scheme rests upon the reliability of third-party auditing organizations – registrars.

In order for a registrar to have any validity, a registrar must be approved by a recognized accreditation body.

Accreditation

- Verifies that the registrar/certification body is independent, impartial, competent and knowledgeable.
- Verifies that the registrar uses qualified and experienced staff.

Accreditation bodies serve as the watchdog of the registrar. These boards formally license or accredit registrars to perform audits for international quality and management standards. The accreditation body monitors the registrar through regular surveillance audits.

PJR is accredited by a number of national organizations: ANAB of the United States, RvA of the Netherlands, JAB of Japan, UKAS of Great Britain, INMETRO of Brazil, SINCERT of Italy, and ema of Mexico. These organizations have granted **PJR** accreditation to register clients to various standards*.

For **ISO 14001:2004** registrations, **PJR** is accredited by ANAB (formerly RAB) of the United States, JAB of Japan, INMETRO of Brazil, UKAS of Great Britain and the RvA of the Netherlands - the most widely recognized body of approval. As a result, **PJR** is frequently audited in the same fashion as we would audit a client. This scrutiny allows us to be on the cutting edge for audit process requirements.

By seeking an accredited registrar such as **PJR**, you can be assured that your registration certificate will be recognized by customers all over the world.



* *Accreditations vary by standard*

The Registration Process

Let us now examine the **ISO 14001:2004** Registration Process.

PJR's team works with your organization utilizing a well-defined registration process comprised of the following steps. Each step will be explained in detail on the following pages.

Request for Registration – Application and Proposal



It is usually a good idea to establish a relationship with your registrar in the early stages of implementing your Environmental Management System. That way, you can familiarize yourself with its practices and establish a schedule for registration in advance, thereby avoiding possible delays.

The Registration Process

- ▶ Request for Registration: Application & Proposal
- ▶ Documentation Review
- ▶ The Registration Audit (Stage 1 and Stage 2)
- ▶ Taking Corrective Action
- ▶ Registration Decision
- ▶ Certification & Publicizing Your Registration
- ▶ Maintaining Registration & Surveillance Audits

As with most registrars, you will be asked to complete an application. Here are some of the standard questions the registrar, such as **PJR**, will ask:

- What is your desired time frame for registration?
- Describe your business and any applicable SIC/EA codes.
- What is your company's scope of operations?
- What is the size of your facility and the number of employees?
- What is the status of your existing Environmental Management System?
- What is the state of your Environmental Management System documentation?

The Client Profile/Questionnaire used by **PJR** will provide us with information about your organization and each of the sites to be audited.

Using this information and the IAF requirements, **PJR** will prepare a proposal and a time estimate for completion of the registration audit.

If the proposal is acceptable, the registration agreement (contract) will be signed, and your relationship with **Perry Johnson Registrars** will be formalized.

Documentation Review

Once you are ready to begin the registration process, **PJR** will request a controlled copy of your EMS manual or equivalent document. Most registrars will recommend that you submit your documentation at least four to six weeks before your scheduled audit so that if any nonconformities are uncovered, you will have ample time to make corrections without delaying the process.

PJR will review your EMS Manual, or equivalent EMS documentation, to determine whether it meets all requirements of the **ISO 14001:2004** Environmental Management System model. In general, the more records and files you provide to the auditors, the greater the scope of the documentation review.

A Documented Environmental Management System:

- ▶ Environmental Policy
- ▶ EMS Manual
- ▶ Environmental Aspects and determination of their significance
- ▶ Environmental Impacts
- ▶ Objectives and Targets
- ▶ Performance Monitoring, Measuring & Reporting
- ▶ Internal Audits and Management Review
- ▶ EMS Procedures

After your documentation has been reviewed, **PJR** will submit a report to your company. If your documentation fails to meet all the criteria stipulated in the **ISO 14001:2004** standard, the nonconformities will be identified in the report, and you will need to take corrective action.

Before or during the document review process, your company may decide to hire the services of an outside consultant to help with your Environmental Management System. Alternatively, you may want to send key personnel to a public seminar to learn what needs to be included in the EMS manual.



Whether you choose to bring in a consultant or to send employees to a seminar is entirely up to you and what you feel your company needs. However, if you decide that you would like to seek the advice of someone specializing in the field of **ISO 14001:2004**, do not turn to the registrar. Registrars are not allowed to provide consulting services, as this would be a direct conflict of interest.

Once **PJR** has determined that your documented Environmental Management System is satisfactory, final arrangements will be made for the audit at your facility. **PJR** will appoint a qualified audit team to carry out a full audit of your Environmental Management System. The team will consist of a Lead Auditor, who is responsible for coordinating audit activities, and in some cases, one or more additional auditors, depending on your facility's size. At least one of the team members will be experienced in the industry.

The **PJR** Lead Auditor will work with your **ISO 14001:2004** Management Representative to devise a schedule for the on-site visit. Prior to the day of the audit, the **PJR** Lead Auditor will send you an audit plan, confirming the daily schedule of events and any accommodation requests.

It is the audit team's job to verify whether your Environmental Management System is meeting all the requirements of **ISO 14001:2004**. The team determines this by collecting objective/audit evidence from a variety of people and sources regarding the effectiveness of your Environmental Management System.



The Registration Audit

There are two stages to the Registration Audit as follows:

Stage 1 Audit: Is performed to verify information regarding the scope, processes & location(s) of your organization, and related regulatory aspects & compliance. One of the very important activities performed by auditor(s) during the Stage 1 is a site tour, which provides a focus for planning the Stage 2 audit. Primary purpose for the Stage 1 audit is to evaluate your EMS with respect to **ISO 14001** requirements.

Stage 2 Audit: Is performed to evaluate conformity, implementation & effectiveness of your organization's Environmental Management System to **ISO 14001:2004**.

The timeframe between Stage 1 and Stage 2 can vary, but typically, it should not exceed 90 days.

Unless an alternate approach is justified, the Stage 1 Audit is normally held on-site at the headquarters location. Remote sites are audited at Stage 2. In exceptional cases when a Stage 1 is performed off-site, the decision is based on the organization's size, location, risk considerations, etc.

Stage 1 Audit

The objectives of the Stage 1 Audit are to:

- To provide a focus for planning the Stage 2 audit by gaining an understanding of the EMS in the context of the organization's environmental aspects and associated impacts, policy and objectives, and in particular, of the organization's state of preparedness for audit, by reviewing the extent to which:
 - The EMS includes an adequate process to identify the company's environmental aspects and subsequently determine their significance
 - Relevant activities and environmental licenses are in place
 - The EMS is designed to achieve the environmental policy
 - The EMS implementation program justifies proceeding to the Stage 2 Audit
 - The internal audit conforms to **ISO 14001** requirements
 - Auditor technical skills will be needed for Stage 2
 - The organization's internal audit conforms to the requirements of the EMS standard



PJR will make the organization aware if any of the following are needed for the Stage 1 and may be required for detailed inspection during the Stage 2 Audit:

- License and permit requirements
- Records, including records of incidents, breaches of regulation or legislation, and relevant correspondence with governmental authorities, on which the company based its assessment of compliance with regulatory requirements
- Details of any internally identified nonconformities, together with details of relevant corrective and preventive action taken in the previous 12 months or since EMS implementation began, if less than 12 months ago
- Records of Management Reviews
- Records of any EMS-related communications received and any actions taken in response to them

Stage 2 Audit



The objective of the Stage 2 Audit is to verify:

- To confirm that the company adheres to its own policies, objects and procedures
- To confirm that the EMS properly and effectively conforms to all the **ISO 14001** requirements and is achieving the company's policy objectives

To do this, the Stage 2 Audit focuses on the organization's:

- Identification of environmental aspects and impacts, and determination of their significance
- Objectives and targets derived from the above evaluation process
- Performance monitoring, measuring, reporting and reviewing against the objectives and targets
- Internal Auditing and Management Review
- Management Responsibility for the environmental policy
- Links between policy, significant environmental aspects and their associated significant environmental impacts, objectives and targets, responsibilities, programs, procedures, performance data, internal audits and management reviews

During the Stage 2 Audit, your Environmental Management System will be evaluated by a team of **ISO 14001:2004** qualified auditors. The team conducts a thorough review of your system to verify whether it meets all the requirements set forth in the standard and all applicable customer specific requirements.

The Opening Meeting

On the first day of your scheduled audit, an opening meeting will be held with upper management. Under the direction of the Lead Auditor, the audit team will present an audit process overview, giving you a clear understanding of what can be expected in the days to follow.

The team will review your audit scope and objectives. They will confirm times, schedules and resources with you, and they will go over the procedures for identifying and reporting nonconformities.

At this time, you will be expected to introduce your guide - the person you have selected to accompany the team on its audit of your facility.

Audit Observation, Interviews, Objective/Audit Evidence



Following the opening meeting, the audit team will walk through the various areas of your facility to observe activities. Team members may conduct one-on-one interviews with employees, they may ask to inspect documents and records, and they may examine equipment and products.

Throughout the audit, audit team members will seek objective/audit evidence, such as statements, documented procedures and written policies, to support their observations. The team will look for answers to the following questions:

- Is the documented system consistent with the standards? (Do you *describe* what you do?)
- Are activities consistent with the documented system? (Do you *do* what you say you do?)
- Is the Environmental Management System effective, and is the company meeting its objectives and goals?

The **PJR** Auditors will bring to your attention any nonconformity as soon as possible after it is discovered. At the conclusion of the audit, the auditor will formally document all nonconformities on a nonconformity report.

The Registration Audit Consists of:

- ▶ An Opening Meeting
- ▶ A detailed examination of your Environmental Management System
- ▶ A Closing Meeting
- ▶ Recommendation

The Closing Meeting

After the audit team has completed its on-site facility evaluation, a closing meeting will be held. The same people who sat in on the opening meeting usually attend this session.



At the closing meeting, the Lead Auditor will summarize the audit results. The Lead Auditor will explain in detail, any nonconformities that were found, and will provide you with a preliminary audit report. The Lead Auditor will also provide a recommendation as to whether your company should be granted registration.

Soon after the audit, you will receive a final audit report. In this report, the audit findings will be reiterated in detail. If any outstanding nonconformities were identified, the registrar should allow you a reasonable period of time, given the nature of the nonconformity, to take corrective action.

Taking Corrective Action

If the audit team indicates that corrective action is required, it is nothing to be alarmed about.

If a nonconformity is identified as minor – a problem that can be easily corrected – you will be asked to locate and fix the cause. The registrar requires the root cause, corrective action & objective evidence of its effective implementation in writing. This is followed by verification at the next surveillance audit, to make sure that the corrective action remains effectively implemented.



If a nonconformity is identified as major – the corrective action process is more involved. A major nonconformity is a deficiency or breakdown in your quality management system that prevents your company from reaching its objectives and goals.

When a major nonconformity is identified, it usually means that you have to make a significant change to either your quality management system or to a procedure. You must investigate the root cause and take corrective action to eliminate the nonconformity. You do not want to apply a Band-Aid to the problem – you want to find the root cause and prevent it from recurring.



After you have corrected the major nonconformity, **PJR** may require a follow-up audit limited to the relevant area, to confirm that the problem has been resolved. The Lead Auditor cannot recommend registration until the objective evidence of corrective action implementation of all nonconformities have been verified.

Registration Decision

After the Lead Auditor has closed out all nonconformities, your registration documents are forwarded to **PJR's** Executive Committee – the registrar's independent decision-making body. The Executive Committee will review your application and the Lead Auditor's recommendation, and decide whether to grant registration to your company.



If the **PJR** Executive Committee determines that you have met all **ISO 14001:2004** registration requirements, you will be notified immediately.

A registration certificate and letter will be prepared. The registration certificate will bear the seals of the applicable accreditation bodies of the registrar, as well as the registrar's own logo. The registration letter will be on **PJR's** letterhead.

PJR will also communicate your company's name and your registration status, to a variety of resources, such as the McGraw Hill Information Services of Organizations and www.whosregistered.com (managed by the Quality Systems Digest).

Publicizing Your Registration

You can display your registration mark in advertising, promotional literature and stationery to show customers that your company is committed to your Environmental Management System. **PJR** can provide you with camera-ready artwork, together with the procedure covering the reproduction and use of the Registration Certificate and logos. Registration marks cannot be used on products or in such a way that the product is implied to be **ISO 14001:2004** certified.

PJR Registration Plaque

PJR will provide your company with a free registration plaque. This three-color, zinc-etched plaque sets forth in embossed lettering your company name, the standard(s) to which your company is registered, the certificate number, the accreditation body seals, the issue date and expiration date. This plaque can be proudly displayed to let the world know that your certified management system meets the most rigorous international standards.



PJR Press Release Service

PJR's staff of seasoned writers can write a customized profile of your company, announcing your organization's attainment of registration status. Whether you are in need of a short press release or a detailed article describing your company's journey to registration, we offer this program to our clients free of charge.

PJR Flag & Banner Program

In addition to being able to announce your registration status in your marketing material, your company can purchase a flag and/or banner for publicity purposes.

Awards Ceremony

This is an excellent vehicle to publicize your company and gain full advantage of your newly achieved status as a registered firm. **PJR** can arrange to have your certificate, plaque and flag presented to top management at a special Awards Ceremony and picture-taking session. The Awards Ceremony is included at no extra charge.



The leadership of Chukyo Coca-Cola (now part of Coca-Cola Central Japan Co., Ltd) one of Japan's largest bottlers, is proud to accept congratulations for their achievement of both ISO 9000 and ISO 14001 Certifications.

Publication in Internationally Recognized Database Directories

PJR communicates your registration status to a variety of resources, such as the McGraw Hill Information Services of Organizations, www.whosregistered.com (managed by the Quality Systems Digest), as well as in any other organizations that may require notification regarding certification to this specific standard.

Maintaining Registration

Once you have attained **ISO 14001:2004** registration, you will be scheduled for periodic surveillance audits. The surveillance audits, which are audits based on a sampling of your Environmental Management System, are invaluable, because you learn how to continue meeting the industry-specific demands, as well as the **ISO 14001** elements. Registered clients can choose from two different surveillance schedules as follows:

Semi-Annual Surveillance Audits

Most **PJR** clients choose Semi-Annual Surveillance Audits. If you choose this option, the audit visits in the first two years will be more frequent, but typically shorter. The advantage to this method is that your system remains under ongoing maintenance. With shorter intervals between audit visits, your system has less of a chance to break down. In this way there is far less chance of auditors finding any major nonconformities, which can be time-consuming and expensive to correct. At the end of three years, **PJR** will conduct a full reassessment of all **ISO 14001:2004** requirements.

Annual Surveillance Audits

PJR offers the annual surveillance plan as an alternative to semi-annual surveillance. For annual surveillance, the auditing guidelines require a minimum of one audit visit per year. Each surveillance audit will cover a sampling of your facility's Environmental Management System & customer specific requirements. At the end of three years, **PJR** will conduct a full reassessment of all **ISO 14001:2004** requirements.

Recertification Audit

A recertification audit is to be performed at the end of 3 years, to prevent expiry of your certificate. If the recertification audit does not take place within this timeframe, your certificate will no longer be valid and you will have to go through the entire registration process again to get certified.

A Word About Reassessment Requirements

The International Accreditation Forum (IAF) has established rules mandating reassessment to verify continuing effectiveness of an organization's Environmental Management System. The rules apply regardless of whether the organization has elected an annual or semi-annual surveillance schedule.

If the organization has elected the continuous (semi-annual) method of surveillance, **PJR** will conduct the reassessment at the fifth and sixth visits. For organizations on an annual program, the reassessment is conducted at the third visit. **PJR** schedules reassessments to conclude approximately 90 days prior to the Registration Certificate expiration date to permit closure of any findings, with no lapse in certification. The amount of time established for reassessment by the rules are equal to 2/3 of the time mandated for an initial audit of the organization, determined as of the time it is to be reassessed. Reassessment time may vary from the mandated 2/3 figure based on "significant factors that uniquely apply to the organization."

Disputes & Appeals

If you believe your company has been unfairly denied registration, or you wish to dispute an audit nonconformity, you can file a dispute. If the results of the dispute are unsatisfactory to your organization, you may file an appeal. All registrars are required to have a board of appeals with an impartial panel. This board is independent of the registrar and will listen to your arguments and re-evaluate your application.

Integrated Management Systems

Many companies have implemented individual management systems based on quality, health and safety, and the environment. The standards for certification of these systems are very compatible. Some companies operate their separate systems in combination or parallel, while others take the approach of integrating everything into a single system.

By integrating responsibilities and centralizing control, a company may reduce duplication of required processes and records. Thus, you could achieve a reduction in everything from top management time to internal audits to forms. The harmonization of standards can potentially lead to economies of scale and thus, fewer man-days.

Systems that fit together as part of an Integrated System are based on international standards, such as:

Quality Management

ISO 9001 – a family of standards developed to provide the framework around which a quality management system is based.

Environmental Management

ISO 14001 – a standard that addresses process for controlling and improving a company's environmental performance.

Occupational Health & Safety

OHSAS 18001 – an assessment specification for Occupational Health and Safety Management Systems.

The range of standards that may be incorporated into the integrated management system may vary in regions or industry sectors. Please contact **PJR** for full details.

Organizations with multiple formal management systems can benefit significantly by merging all their systems into one “business management” system, where the quality (QMS), environmental (EMS), occupational health & safety (OH&SMS), and any sector specific management systems are harmonized, and work in conjunction with the business planning, HR, finance, procurement, administration, operations, audit, management review and other systems.

There are several advantages for having an Integrated Management System (IMS) in an organization:

- helps gain competitive advantage by increasing the organization's market share through cost savings and improved efficiency
- used as a stepping stone to realize a more effective system with improved operational performance

Organizations that are certified to ISO 9001 can fine-tune their documentation to be integrated with **ISO 14001** and OHSAS 18001, thus resulting in less documentation required as the standards are compatible.

PJR offers such services for integrated management system audits, which can result in significant savings in costs while increasing the effectiveness of your overall management system.



How Much Does Registration Cost?

When you enter the market for a registrar, you will find a wide range of pricing for registration services, depending on various factors.

Each company and plant has its own unique characteristics, and these come into play in estimating costs. But in general, there are three key elements that make up the cost of registration.

1. Daily rate
2. Overhead expenses
3. Travel and accommodations

Cost Estimates Should Include:

- Fees for document review
- Fees for optional pre-assessment
- Fees for registration audit
- Miscellaneous fees associated with registration (travel, accommodations, etc.)
- Fees for surveillance

Generally, most registrars will charge a daily rate. This part is straightforward. But when it comes to overhead costs and travel expenses, things can get somewhat clouded. Some registrars

will quote a daily rate, and then add on extra charges for office preparation or other services. This creates confusion and presents an inaccurate picture of the total cost.



You must also consider travel expenses. Travel costs are generally added on top of the registration fee. Therefore, you will want to find out if the registrar intends to fly auditors in from out of town, or if the company has auditors located nearby.

Bottom Line: Ask the registrar to give you a quote on all fees expected to be incurred, so you can get an accurate total cost estimate. Be thorough and demand a full accounting up front.

How Long Does It Take to Become Registered? _____

Just as cost estimates vary, there is no set timeline for completing a registration audit. The number of required audit days varies, depending on several factors.

Generally, the length of time required to complete a registration audit is determined by company size, the number of employees and the complexity of the company's operations.



The IAF (International Accreditation Forum, Inc.) has issued a detailed set of guidelines that sets forth minimum audit days for **ISO 14001:2004**, based on an organization's size, scope and organizational structure. These guidelines list the minimum days required for a valid registration audit. In evaluating a prospective registrar's proposed audit schedule, always ask if it follows IAF guidelines.

The number of days required to complete a registration audit depends upon:

- ▶ Size of company
- ▶ Number of employees
- ▶ Complexity of operations

For the most part, it takes a company a minimum of one year to prepare for the registration audit. The registration process itself – from the evaluation of your documentation to the issuance of a certificate and letter – takes approximately two months to complete, assuming there are no major problems with the Environmental Management System.

Why Do You Need Registration? ---

Gaining registration to **ISO 14001:2004** through Perry Johnson Registrars will help your organization flourish. Whether you are looking to operate internationally or to expand locally to accommodate new business, **ISO 14001:2004** will help you demonstrate to customers that you have a commitment to the environment. It is often a requirement in the industry that you have implemented an Environmental Management System and comply with the requirements of **ISO 14001:2004**.



The regular assessment process will ensure you continually monitor, improve and comply with your processes.



Registration can improve overall performance, remove uncertainty and widen market opportunities.

At **PJR** we have a structured route to registering to **ISO 14001:2004**. The **PJR** Road to Registration is designed to make your experience as enjoyable as possible, with minimal disruption to your business practices.

Conclusion

In this age of environmental awareness, government agencies, businesses and public interest groups all over the world are demanding that companies demonstrate environmental responsibility through their management processes. The trend in America and nations abroad is pointing to the necessity of **ISO 14001** registration.



Becoming registered to the international standard for an Environmental Management System is not difficult to achieve, as long as you pay close attention to the standard and adhere to its requirements. Once you have completed the registration process and received your official **ISO 14001** certificate, you will earn valuable recognition in the international marketplace.

As global acceptance of the **ISO 14001:2004** standard takes hold, industry experts say the move toward registration will continue its strong growth. To be a part of this global movement, registration is the only way to go.

In this age of high technology and state-of-the-art manufacturing, customers all over the world are demanding quality. The trend in America and nations abroad is pointing to Environmental Management System registration. According to the International Organization for Standardization, ISO management standards (including ISO 9000 and ISO 14000) have been implemented by more than 760,000 organizations in 158 countries. The total number of **ISO 14001** registrations worldwide reached nearly 25,000 by the end of 2006. PJR ranked 2nd worldwide for registrars servicing **ISO 14001:2004** certifications.*



As global acceptance of the **ISO 14001:2004** standard takes hold, industry experts say the move toward registration will continue its strong growth. To be a part of this global movement, registration is the only way to go.

*Source: QSU Publishing Company

About PJR

Perry Johnson Registrars, Inc. (**PJR**) is a full-service registrar that has been accredited by the multiple international accreditation bodies.

PJR is also recognized by the International Automotive Task Force (IATF) through the International Automotive Oversight Bureau (IAOB) for: ISO/TS 16949:2002.

In addition, **PJR** provides third-party services for ISO 9001:2008, ISO 14001:2004, OHSAS 18001, RC-14001, Responsible Care®, ISO 22000:2005, TL 9000, ISO 27001:2005, ISO 13485:2003, and other quality and other management standards.

The scope of **PJR**'s registration scheme and auditor base is broad enough to cover audits in virtually every SIC, EA, and NACE code. **PJR**'s auditors have conducted numerous audits in a wide variety of industries.

Our experts are qualified through academia and professional certifications such as IRCA and RABQSA; industry affiliations such as ASQC, SME, SAE; hands-on teaching and training experience, and varied industry exposure. They average 15 to 20 years of experience in the quality arena and many possess training experience in the quality industry, having taught many of our competitors' auditors.

PJR Offers Multiple Accreditations:

- ▶ **ANAB** – ANSI-ASQ National Accreditation Board
- ▶ **UKAS** – United Kingdom Accreditation Service
- ▶ **RvA** – Dutch Accreditation Council/Raad voor Accreditatie
- ▶ **JAB** – The Japan Accreditation Board for Conformity Assessment
- ▶ **SINCERT** – Sistema Nazionale di Accreditamento degli Organismi di Certificazione e Ispezione - Italian Federation for Accreditation (Italy)
- ▶ **INMETRO** – National Institute of Metrology, Standardization and Industrial Quality of Brazil
- ▶ **ema** – entidad mexicana de acreditacion a.c.

About the PJR Audit Staff

- ▶ Auditors are certified by the IRCA and RABQSA.
- ▶ 15 to 20 years experience.
- ▶ Many **PJR** Lead Auditors are also experienced classroom instructors, meaning they are detail-oriented and motivated to keep their knowledge level up to par.

PJR's auditors must have a minimum amount of industry experience in addition to meeting the above requirements. This experience is typically gained by working in engineering, design, manufacturing, quality or process control for a major manufacturer, supplier, auxiliary equipment supplier and/or an appropriate governmental agency.

If the auditor lacks the minimum amount of industry background, he or she must take an industry competency course through the registrar.

PJR also has a far-reaching Lead Auditor base in the United States with auditors located within 50 miles of every major city – offering significant savings in travel costs for our clients.

PJR Philosophy

At **PJR**, we believe the key ingredient to attaining registration is the sincere desire and commitment to succeed. There is no such thing as failure... only giving up.

We recognize that the registration process is a substantial undertaking for most companies, and are committed to being as flexible as necessary to ease the process. We will work within your scheduling needs, by offering a wide variety of auditors and scheduling options, while always maintaining a consistent auditing approach.

At **Perry Johnson Registrars**, we want our clients to feel as comfortable about the registration process as possible. That is why every effort is made to keep our clients' Management Representative informed about the entire audit planning process. If you have a full understanding of the registration audit process, there should be no surprises. Registration is a long-term process. You need to feel comfortable and secure with your registrar of choice.

Our entire team at **PJR** from sales, scheduling, operations, auditing, and customer services is dedicated to meeting your needs and strives to provide you with the highest level of service, to help you achieve success in the global marketplace.

How PJR Builds Trust

At **PJR**, we realize the relationship that exists between your organization and your registrar. There should be a good rapport and comfort level between you and your registrar.

In our efforts to make the registration process gratifying, we believe in involving our clients in all pertinent decisions. In fact, we even let our clients play a large role in selecting the audit team. We, at **PJR**, have no problem in letting clients review the resumes of our audit staff and make recommendations; our clients have the final approval on audit team composition.

Furthermore, our goal is to provide the highest quality of service. We strive to answer all questions within a 24-hour turn-around time, and we never arrive at a facility unannounced. Our clients are always informed of the date or dates on which surveillance audits are to be carried out.

The **PJR** advantage begins with the high level of professionalism and experience that **PJR** auditors provide. Add to that our multiple accreditation status, no application fees, no overtime charges, no travel mark-up... and you have a wealth of advantages difficult to find elsewhere. We offer a full-service registration package that we believe is a value second to none.

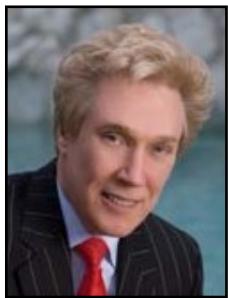
PJR Philosophy

- ▶ The sincere desire and commitment to succeed will lead to a successful registration.
- ▶ **PJR** strives to establish an open and satisfying partnership with each client.
- ▶ Clients are kept abreast of all key decisions. There are no surprises.

PJR Advantages

- ▶ No application fee
- ▶ No travel mark-up
- ▶ No auditor transit-day billing
- ▶ NO HIDDEN COSTS
- ▶ **PJR** clients have a voice in auditor selection
- ▶ Full-time auditors are on staff to answer questions
- ▶ FREE Registration Plaque
- ▶ FREE press release service
- ▶ Awards Ceremony Option

A Heritage of Quality



Perry L. Johnson, founder of **PJR** and Perry Johnson, Inc. (PJI), is an internationally recognized ISO/QS-9000 and ISO 14000 educator. He is the author of several publications including - *ISO 9000: The Year 2000 and Beyond, Third Edition*, published by McGraw-Hill in 2000; *ISO 9000: Meeting the New International Standards*, the best-selling U.S. book in the ISO 9000 field, published by McGraw-Hill in 1993; *ISO 9000: Meeting the International Standards, Second Edition*, published by McGraw-Hill in 1996; *The ISO/QS-9000 Yearbook: 1998*, published by McGraw-Hill in 1998; *ISO 14000 Road Map to Registration*, published by McGraw-Hill in 1997; *ISO 14000: The Business Manager's Complete Guide to Environmental Management*; published by John Wiley & Sons in 1997; *Keeping Score: Strategies and Tactics for Winning the Quality War*, published by HarperCollins in 1989; and numerous other workbooks and teaching aids.

Business Experience and Affiliations

PJR maintains memberships/affiliations to several professional organizations related to the quality and environmental industries. Our President and other top Executives within **PJR** attend annual meetings and serve on technical committees within these Bodies:

- American Society of Quality (ASQ)
- Independent Association of Accredited Registrars (IAAR)
- International Accreditation Forum (IAF)
- Association of British Certification Bodies (ABCB)
- American Aerospace Quality Group (AAQG)
- International Aerospace Quality Group (IAQG)
- Pacific Accreditation Conference (PAC)
- RAB/QSA Special Task Force regarding ISO 17024
- Asia Pacific Laboratory Accreditation Cooperation (APLAC)
- International Laboratory Accreditation Cooperation (ILAC)
- Canadian Medical Device Conformity Assessment Scheme (CMDCAS) Forum

PJR Home Page

More information about **PJR** can be found on the **PJR** Home Page, located on the World Wide Web at <http://www.pjr.com>. Our Home Page includes:

- Background information on **PJR**
- Important news for customers
- A biography of Perry L. Johnson
- Frequently Asked Questions
- **PJR** Advantages
- Accreditation Scopes
- **PJR** Office Directory
- Client Listing and Testimonials
- Important facts about ISO 9001, ISO 14001, OHSAS 18001, ISO/TS 16949, ISO 22000, ISO 27001, ISO 13485, TL 9000, and other standards.
- Access to Root Cause/Systemic Corrective Action Interactive Module



PJR CLIENTS

Reputation of Strength

A reminder: This is only a partial list of **PJR** clients. Even though **PJR** has registered some of the largest companies in the world, **PJR** is still sensitive to the needs of small- to medium-sized businesses.

A partial list of Perry Johnson Registrars' clients:

Abel Construction Company, Inc.	Häagen-Dazs Japan, Inc.	Oregon Army National Guard OSMS
Arnold Air Force Base	Hasbro North America - ELM	Panther II Transportation
Autoliv Japan, Ltd.	Husqvarna Outdoor Products	Parker Hannifan Corp.
BASF Catalysts, LLC	Ingersoll-Rand	Pennsylvania Army National Guard CSMS
Bell Helicopter Textron	ITOCHU Chemicals	Pentel of America, Ltd.
California Eastern Laboratories	Kansas Army National Guard RSMS	Phillips Service Industries Inc.
California EPA/Integrated Waste Management Board	Kansas Army National Guard CSMS	Poulan/Weedeaters Division of Electrolux
California National Guard	Kikkoman Foods	Power & Telephone Supply Company
Cargill de Mexico	Komatsu Forklift, USA	Red River Army Depot
Carlisle Tire & Wheel	Koyo Machinery, Inc.	Remington Hybrid Seed Company
Chrysler de Mexico	L-3 Communications/Titan Corp.	Siemens Manufacturing
Coca-Cola Central Japan Co.	Label-Aid Systems	Sierra Army Depot
Crane Army Ammunition Activity	Lacks Enterprises	Solvay Chemicals
Dept. of Energy – National Nuclear Security Y12	Maine Military Authority	Technicote, Inc.
East Coast Fire Protection, Inc.	MarChem/Dash MultiCorp	Texas Army National Guard RSMS
Eaton Corporation – Truck Components Operations	Mead-Johnson de Mexico	The California Environmental Protection Agency
Electrolux Home Products	Metalcraft of Mayville	Toto USA
Elopak Incorporated	Mississippi Army National Guard RSMS	Toyal America
Epson de Juarez, Mexico	Missouri Army National Guard AVCRAD	TW Metals, Inc.
Ervin Amasteel	Mitsubishi Motors	Tyco Fire & Security/Simplex Grinnell
Farmers Co-Op Society	Mitsubishi Power Systems, Inc.	U.S. Army Contracting Agency
FlexSol Packaging Corp.	Mooney Airplane Company, Inc.	United States Brass & CopperCo.
Fruehauf Co., Ltd (Japan)	Murakami Manufacturing USA	Wagner Spray Tech Corporation
GAC MidAmerica, Inc.	Naval Undersea Warfare Center	Zenith Cable Products, Mexico
GE Fanuc Embedded Systems	Nissan Mexicana S.A. de CV	
Great Lakes Credit Union	Ohio Army National Guard CSMS	
	OMNI Source Corp.	

PJR Client Testimonials

“When I was given the task of consolidating 3 registrations, 3 registrars into 1, **PJR** was by far the most responsive and easiest to work with. This is the reason I chose **PJR** and I have been very pleased with our partnership. The auditor assigned to my account is great to work with. He is knowledgeable, and a pleasure to work with. I hope to continue the partnership with **PJR** as we extend our registration to our other facilities in North America.”



- Patricia B. Hill, Solvay Chemicals, Inc.

“The Auditor does a good job with our accounts. We are very pleased with our auditor.”

- Randall Toth, Unifirst

“Everyone we come in contact with at **PJR** are good to work with”

- Terry Lierman, Mitsubishi Motors, North America

“As always, it’s been a pleasant, informative and constructive audit. We look forward to working with **PJR** again...”

- Lisa Wendling, Decatur Machine Services, Inc.



“The professionalism and experience of the Lead Auditor is appreciated and has been helpful in identifying areas that we can improve on, above and beyond the basic requirements of the standard”

- Robert Collier, Jr., Mooney Airplane Company, Inc.

“**PJR** did a First Class Job”

- Drago Santrach, Owens Corning Automotive

“**PJR** has been very professional in all areas of business. I will continue to use **PJR** as my company registrar.”

- Joseph Sarlo, G&S Rubber Manufacturing

“Surveillance audit went great. The auditors **PJR** sent were excellent. The most positive and educational audit that we have been through.”

- Greg Finch, Corrigan Manufacturing

“The **PJR** auditors were very polished and professional. DTI is quite happy with their performance and feel they give the kind of customer support and satisfaction we look for. Their thoroughness, as well as experience, provided DTI with a confident feeling that will continue to improve on the already solid QMS system in place. We look forward to our working relationship with **PJR** and their team.”



- Benjamin Yoder, Damping Technologies, Inc.

“Our ISO Management/Quality Team is very satisfied with our relationship to **PJR** and the level of service we have received and continue to receive.” - *Quincey Nixon, Hart Howerton Architects*

“Our experience with **PJR** remains very positive. We have considered the relationship to have added value to our business and we look forward to continuing the relationship.”

- *Gary P. Brennan, Hasbro North America - ELM*

“The audit team that was sent was extraordinary. Their experience in the industry and knowledge of AS9100 requirements was exceptional...this was the best audit team I have ever worked with.”

- *David McCoy, Celltron, Inc.*



“We continue to receive excellent service with the **PJR** team. The personnel that we deal with are professional and understand what “Customer Service” means. We appreciate your service and assistance at our site. We anticipate working with your firm for an extended period of time.”

- *Ronald E. Mullinax, Army National Guard Readiness Sustainment Maintenance Site*

“The **PJR** auditors conducted themselves in a highly professional manner... we would be honored to have them back next year.”

- *Thomas W. Kilpatrick, HTP-Meds, LLC Hi-Tech Profiles, Inc.*

“Very satisfied with the services of **PJR**.”

- *Danny Gesell, B&F Fabricating, Inc.*

“My experience with everyone contacted at **PJR** is always pleasant and professional.”

- *Terri Sommers, Michigan Metals, Inc. (formerly Strip Steel, Inc.)*



“All of the auditors that I have worked with are very professional and knowledgeable in their field.”

- *Bill Hackmack, Howe Machine & Tool Corp.*

“I would recommend **PJR** to anyone seeking certification!”

- *Kenneth A. Cogdell, United Machine Works, Inc.*

“Auditors are a pleasure to work with and provided good feedback to the auditees.”

- *Bryon Holton, Bell Helicopter, a Textron Company*

“The **PJR** Auditor was very professional and understands the standards better than any other auditor I have encountered in the last 10 years.”

- *Randy Green, Ultrapure & Industrial Services, a division of Driessen Culligan*

“The auditors were knowledgeable and professional, I would welcome them back on our subsequent audits.”

- *Dick Davis, Oneida Molded Plastics*

“I have been working with PJR now for 10 years and have been very satisfied with the service.”

- *Nelson Williamson, Schmiede Corporation*

“We are proud to be part of the Perry Johnson Registrars family (a very professional team).”

- *Lucy Castro, Miami Aerospace Hardware & Supply Co., Inc.*

“Our auditor is a pleasure to work with. He presents a very comfortable atmosphere while performing a thorough audit. I look forward to working with him in the future.”

- *Holland L. Dresser, VDC Display Systems, a division of Video Display Corporation*

“We have been very satisfied with **PJR**, exceptionally the auditors we have had. Customer Service has been wonderful.”

- *Paul Becker, Economy Products*



“Excellent company. Good preparation for client prior to audit and certification. Good follow-up afterwards.”

- *Frank Unger, North American Color, Inc.*

“Very satisfied with **PJR**. Auditor was very professional, well informed, and conducted an impartial, value-added audit of our Environmental System.”

- *Donald L. Searle, Ervin Industries, Inc. (Amasteel Division)*

“I would like to take this opportunity to express our appreciation for the timely manner our AS9100 audit request was handled on such short notice. Thanks to our audit coordinator for a job well done.”

- *Art Pecaut, Daca Machine & Tool*

“I am happy to say the people at **PJR** I have met and have talked to have been very professional. They respond very quickly to our questions and concerns. We are extremely happy that we chose a registrar that has excellent employees working for them and their customers.”

- *Jackie Perry, AAA Plating Industries*

“Our auditor arrived promptly on schedule and conducted the audit in a professional manner. Thanks **PJR**!”

- *James Kolasinski, BVA Oil, Inc.*

“We have been working with **PJR** for over 10 years, and it has been a great experience.”

- *Kerry Lang, Fritz Products, Inc. (Huron Valley Steel)*

“Our audit team was excellent. They were very good at explaining their stand on the issues brought up. It was a learning experience on our part. Also, whenever I called **PJR**, I got quick results and if they needed to check on something they always got back to me in a timely manner.”

- *Husqvarna Turf Care Division of Husqvarna Professional Outdoor Products, Inc.*

“The auditors were very professional and I appreciate their help with improving my quality system.”

- *Dennis Jolley, MarathonNorco Aerospace, Inc.*



“I always use **PJR** as an example of excellent customer service.”

- *Don Doll, Avion/AvTask*

“**PJR** auditor was very professional and easy to work with. I look forward to working with him in the near future.”

- *V. Raj Narayanan, C-Cat, Inc.*

“We are always treated with courtesy and respect from the auditors and staff at **PJR**.”

- *Dave Giampa, P.V. Engineering & Mfg., Inc.*

“We have worked with **PJR** for the last 9 years and have found **PJR** to be competitive in price, and great in customer service.”

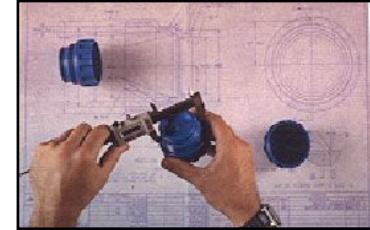
- *Jim Strawbridge, Top Die Casting Co., Inc.*

“It is a pleasure to do business with **PJR**.”

- *Cliff Craft & Gina Tatusko, ValveTech, Inc.*

“Auditor did a great job explaining the scope of the audit as well as execution of the same. Very impressed with **PJR** professionalism. The auditor is an outstanding representative of **PJR**.”

- *Stacey Freels, Florida Circuit*



“Our lead auditor was very thorough and professional throughout the audit.”

- *Glenn Myers, Robert Shaw Industrial Products*

“Overall we are very satisfied with **PJR**. Our auditor is fair and is knowledgeable. A total all around good experience.”

- *Tony Mullikin, Superion, Inc.*

“We are happy with the service **PJR** has given us. Thanks!”

- *JoAnn Kurek, Kurek Tool, Inc. (KTI)*

“Very professional audit.”

- *Georgia Kovco, Nova Services/Summit Unlimited, Inc.*



“**PJR** has been a very helpful organization to be associated with regards to our ISO audits. The people are friendly, organized, and knowledgeable.”

- *Scott Herman, Performance Pattern*

“We are satisfied with **PJR** staff help during our audits. We appreciate the time the auditor provides in explaining changes which were unclear or unknown.”

- *Catherine Almanzo, Powervar, Inc.*

“I am impressed with all of the **PJR** employees that I have had contact with in the past several months, especially our **PJR** Lead Auditor.”

- *David Zedaker, CT Industries, Inc.*

“If I were to go to work for another company, **PJR** would be my (the) registrar I'd go to for registration.”

- *Jay Lawrence, Insight, Inc.*

“Our audits are a very positive experience and Perry Johnson has done a great job for us.”

- *Judy DiStefano, Filtration Systems, a division of Mechanical Mfg. Corporation*



“We are very satisfied with **PJR**.”

- *Jason Conover, Avion Manufacturing Company*

“Each person that I have spoken with on the phone has been exceptionally nice. With those I encountered through e-mails, they have been most helpful and always willing to take the time to help.”

- *Bea Anderson, Tilson Machine, Inc.*

“**PJR** has been very accommodating, even when we switched the audit date. The pre-assessment audit and the registration audit were both very value added, allowing an extra set of eyes to look at our system and point out our weaknesses and strengths. Altogether a great experience.”

- *Summer Lutton, Systima Technologies, Inc.*

“This is the second facility that I have taken part in ISO certification. Both facilities have used **PJR** and everything has been great.”

- *Bob Smovrsnik, Quantum Coatings*

“Our company has been very pleased with your process. The **PJR** auditor is very informative in explaining a non-compliance issue as well as positive aspects of our processes.”

- *Priscilla Paclik, Comsys Vendor Management Services (VMS)*

“I have never had any issues with **PJR**. Everyone I talk with is always helpful, knowledgeable, and professional.”

- *Katherine Goeser, IntegriGuard, LLC.*



“We are pleased with all aspects of Perry Johnson Registrars. Thank you.”

- *Kenneth Moore, Dern Moore Machine Co., Inc.*

“**PJR** is very easy to work with and we are satisfied with services provided.”

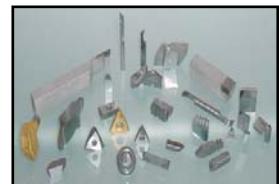
- *Paul Oberlander, Tru Corporation*

“Prompt, accurate timely service.”

- *Ricky Cox, Roll Forming Corporation*

“Thanks to **PJR** our organization has benefited from our quality system, and continuous improvement along with the focus on customer satisfaction, as we have at no other time in our company’s history. As with any other thing that seems to benefit your company once Top Management realizes the benefits, it becomes a top priority that cannot be ignored. So again, I would like to say thank you **PJR**.”

- *Johnny M. Rhoades, Spartan Carbide, Inc.*



“Thank you for your services.”

- *Steve, Borcik, Kropf Forge Division of Park-Ohio Forged and Machined Products*

“We have been very satisfied with all our interaction with **PJR**. Everyone we talk to wants to assist us and help us meet our needs.”

- *Alex Kalasinsky, Oceana Sensor Technologies, Inc.*

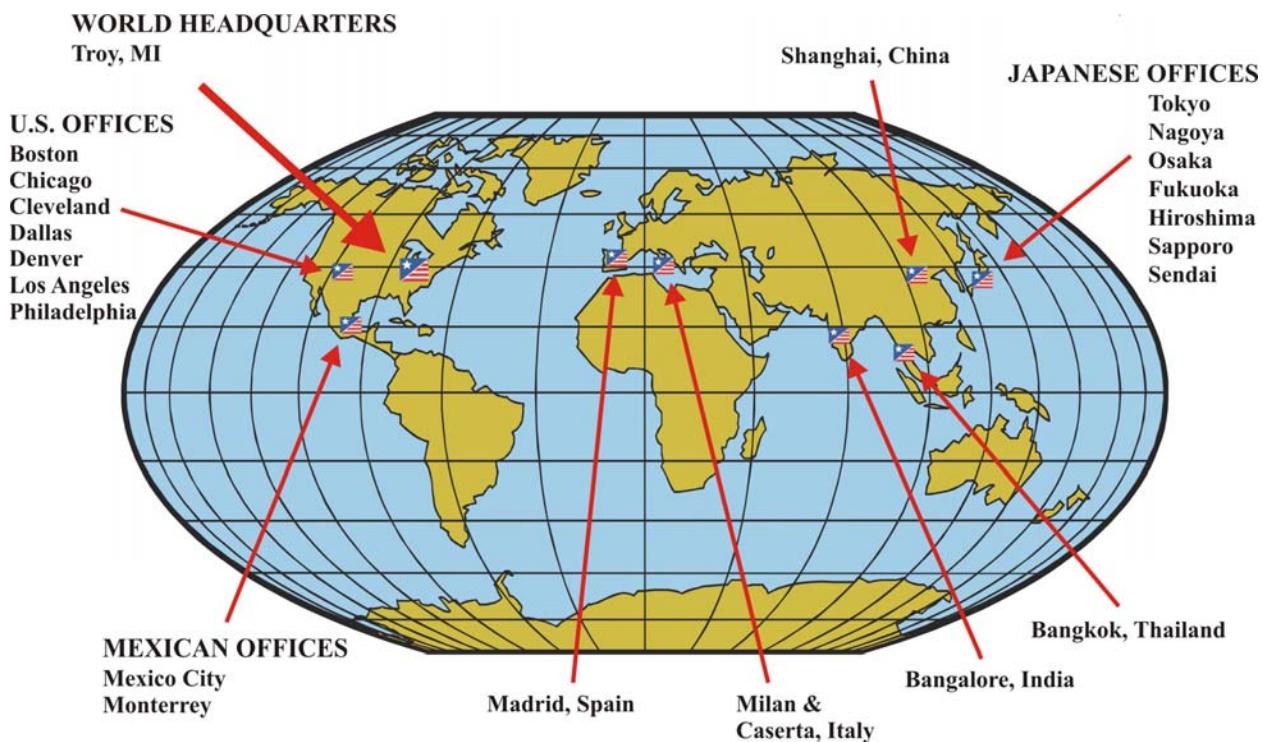
Contact PJR

PJR is headquartered in Troy, Michigan with branch offices located in Boston, Chicago, Cleveland, Dallas, Denver, Ft. Myers, Philadelphia, Los Angeles and Valencia, CA.

Abroad we have offices in Mexico City and Monterrey, Mexico; Tokyo, Nagoya, Osaka, Fukuoka, Hiroshima, Sapporo and Sendai, Japan; Shanghai, China; Bangkok, Thailand; Bangalore, India; Milan and Caserta, Italy; and Madrid, Spain.



PJR's GLOBAL PRESENCE



For more information on PJR's registration services:

Call: 1-800-800-7910

(If your company is located outside the United States, please call: 1-248-358-3388)

Fax: 1-248-358-0882

You may also write to:

Perry Johnson Registrars, 755 W. Big Beaver Rd., Suite 1340, Troy, Michigan 48084 USA

Access our website at: www.pjr.com

E-mail: pjr@pjr.com