PERRY JOHNSON
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STEPS TO
ISO 9001
REGISTRATION

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Foreword

The importance of "quality" – with all that the word has come to mean – is well accepted in business today. Most companies understand that implementing a quality system will help them identify the causes of problems so that solutions can be found. It will help them operate more efficiently – minimizing waste and maximizing profits. It will help them define their objectives, concentrate on core business, and work for continual improvement.

Internal benefits such as these – in and of themselves – are well worth the effort of developing and implementing a quality system. Taking this one step further, recognition of these improvements by the outside world can be even more rewarding.

Registration by an independent third party – such as **PJR** – offers *objective evidence* to the world that your firm has met the requirements of a rigorous standard. **ISO 9001** and its derivatives are recognized and accepted worldwide as marks of distinction. Your registration certificate can be used to verify your quality to existing customers, and it can be used to win new customers.

The first and second generations of **ISO 9001** (1987 and 1994) were heavily slanted towards manufacturing organizations, and large ones at that. The latest version, **ISO 9001:2008**, is more user-friendly and more adaptable to organizations of all sizes and in all business sectors. The **ISO 9001:2008** standard reflects a process-oriented approach. Specific requirements for documentation are reduced from the earlier generations, and as a result organizations have a great deal more flexibility in planning and implementing their quality systems.

Since the debut of **ISO 9000**, a number of industries have embraced it, even going so far as to create industry-specific standards that incorporate the generic **ISO 9000** standard. Examples are such as **ISO/TS 16949** for the automotive industry, the **AS9100** family of standards for the aerospace industry, **TL 9000** for manufacturers and servicers of telecommunications equipment, **ISO 13485** for the medical device industry, **ISO/IEC 27001** for information security management systems, and **ISO 22000** for food safety management systems. Even the U.S. Armed Forces have adopted **ISO 9000** as an across-the-board quality standard, replacing the old MIL-Q and MIL-STD specifications that actually laid the groundwork for today's **ISO 9000** movement.

This booklet, **Steps to ISO 9001 Registration**, was created by **Perry Johnson Registrars** to give companies interested in seeking **ISO 9000** registration a clear understanding of the complete process. We hope this booklet will serve as an aid in helping your company become a member of the world's elite club for quality.

Terry Boboige,
President – Perry Johnson Registrars

What is ISO 9000?

The **ISO 9000** is probably ISO's most widely known family of standards ever. **ISO 9000** is a generic name given to a family of standards developed to provide a framework around which a quality management system can effectively be implemented.

The **ISO 9000** family is primarily concerned with "quality management". This means what the organization does to fulfill:

- the customer's quality requirements, and
- applicable regulatory requirements, while aiming to enhance customer satisfaction, and
- achieve continual improvement of its performance in pursuit of these objectives.

ISO 9001 – Quality Management System Standard Comprised of the Following Main Sections:

- *Section 4* – Quality Management System
- *Section 5* - Management Responsibility
- *Section 6* - Resource Management
- *Section 7* - Product and/or Service Realization
- *Section 8* - Measurement, Analysis and Improvement

ISO 9001:2008, the requirement standard, includes the following main sections:

1. Quality Management System
2. Management Responsibility
3. Resource Management
4. Product Realization
5. Measurement Analysis and Improvement

ISO 9001 is used if you are seeking to establish a quality management system that provides confidence in the conformance of your product to established or specified requirements. It is now the only standard in the ISO 9000 family against whose requirements your quality system can be certified by an external agency, such as **PJR**. The standard recognizes that the word "product" applies to services, processed material, hardware and software intended for, or required by, your customer.

** from "ISO 9000 and ISO 14001 - in brief, executive overview from International Organization for Standardization www.iso.org."*

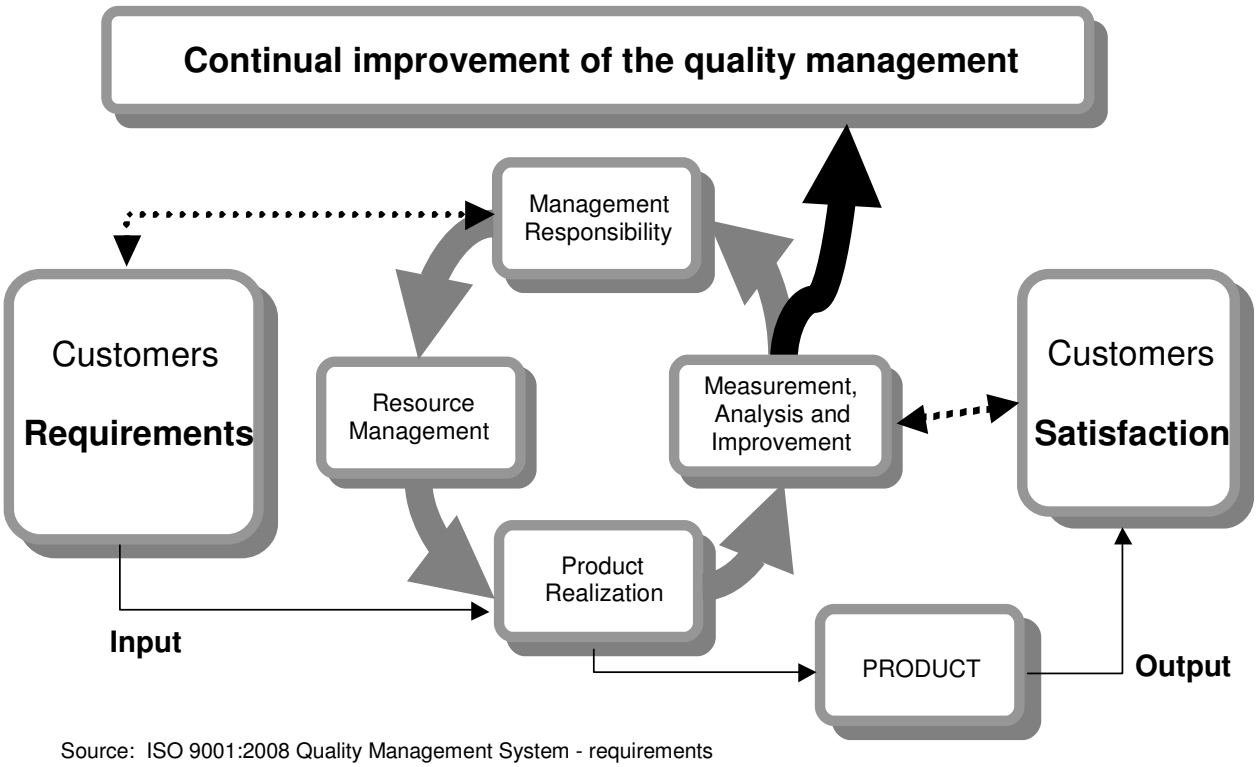
Approach to ISO 9001

ISO 9001 requires the use of a dynamic and systematic process approach to develop a quality 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.

A documented Quality System:

- Defines the authorities and responsibilities of personnel
- Clearly communicates the objectives of the system, the company's policies procedures, and work instructions.
- Promotes continual improvement, since the system is monitored regularly and changes can be incorporated on an ongoing basis.
- Ensures consistent performance.

To facilitate the application of **ISO 9001**, it has been developed as an auditable standard. However, individual organizations are free to choose the necessary methods and approaches to fulfill the requirements of this standard.



Source: ISO 9001:2008 Quality Management System - requirements

The Benefits of Registration

By becoming registered to **ISO 9001**, your company stands to gain many benefits, including:

Access to Global Marketplace

- Your company will gain global recognition in both public and private sectors as an organization committed to quality. Your registration certificate issued by an independent, third party registrar such as **PJR**, will provide objective evidence of that commitment. Your organization will have increased acceptance and opportunities within the global marketplace.

Improved, Consistent, Predictable Results

- **ISO 9001** registration is a sure way to verify that your quality system is meeting industry requirements. It's not enough to implement an **ISO 9001** quality system. Once the system is up and running, it should be monitored regularly to pinpoint deficiencies and potential nonconformities.

Increased Productivity & Cost Savings

- **ISO 9001** will set your company apart from competitors. It is an ideal quality system model for competing in business because it aims to control quality costs, increase productivity and reduce waste.

Customer Driven

- When implemented correctly, the **ISO 9001** standard's elements work together to ensure that required quality levels are met, and that regulatory requirements are satisfied. This can be a powerful strategic tool.

A Publicity Vehicle

- When your company achieves **ISO 9001** registration from an accredited registrar such as **PJR**, you will be presented with a certificate of approval, bearing a registration mark, as well as a customized zinc-etched plaque. You will also receive a registration letter. This can be a powerful strategic marketing tool.

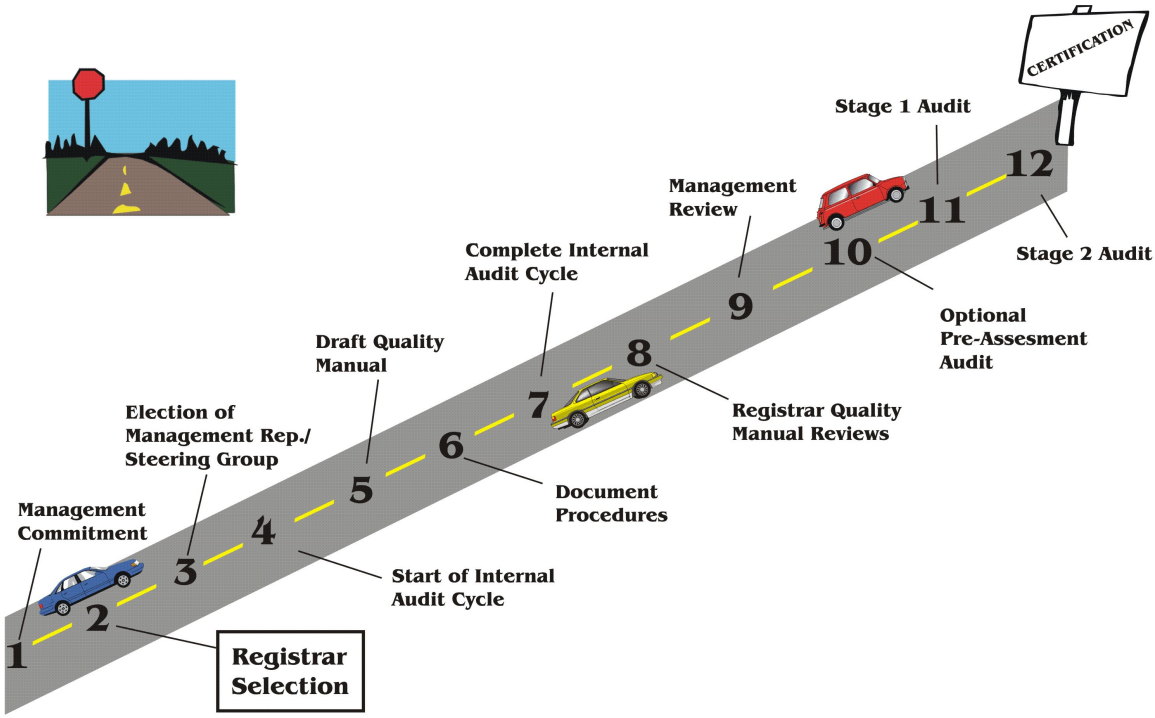
A Strong Competitive Edge

- As you can see, **ISO 9001** can be a valuable tool. By becoming registered, you can look forward to an efficient quality system, improved products, fewer customer complaints and access to a wider client base.

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:

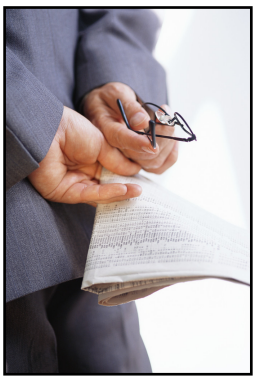
- Management Commitment
- Choosing a Registrar
- Selection of a Management Representative and Team
- Start the Internal Audit Cycle
- Training & Consultancy Options
- Development and implementation of a documented management system to meet the requirements of the standard
- Complete the Internal Audit Cycle & Management Reviews
- Complete the Registration Process



Registration by an independent 3rd party, such as PJR, offers objective evidence to the world that your organization has met the requirements of a rigorous standard and is committed to focusing on customer requirements and customer satisfaction.

Once you have completed the registration process and received your **ISO 9001** registration certificate, zinc-etched plaque and letter, you will earn valuable recognition in the industry. In addition, **ISO 9001** is an international standard; you will gain a greater footing in the international marketplace.

Choosing a Registrar



Quality is an important issue to people all over the world. Every industry – from telecommunications to petrochemicals to food safety to auto manufacturing – expects and demands quality. But until recently, there had been no concrete way of knowing whether a company is delivering the goods and services that it claims. For any business sector, registration to ISO 9001 provides that assurance.

As mentioned earlier, a key ingredient of the ISO 9001 recipe for quality is third-party registration. A company cannot become registered until it hires an accredited registrar such as PJR, to carry out a complete and thorough audit of its quality management system.

The registrar is responsible for gathering *objective/audit evidence* to determine whether your management system conforms to ISO 9001 requirements. The registrar ultimately decides whether or not to grant registration to the organization.

Knowing this, you should study potential registrars' credentials carefully. To assist you in selecting a registrar best suited for your company's needs, consider the following questions:

Key Questions to Consider

- Is the registrar qualified to grant registration to the quality system model you have implemented?
- Does the registrar have auditors qualified to conduct audits in your industry? Make sure the registrar meets the appropriate 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 9001** 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 9001** registration certificate is 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 9001** registration certificate is a guarantee to your prospective customers that your quality management system meets the highest 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, JAB of Japan, UKAS of Great Britain, INMETRO of Brazil, ACCREDIA of Italy, and ema of Mexico. These organizations have granted **PJR** accreditation to register clients to various standards*.

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.

ANAB ACCREDITED

MS JAB CM025

UKAS MANAGEMENT SYSTEMS 0105

Gestão da Qualidade NBR ISO 9001 OCS 0029

ACCREDIA L'ENTE ITALIANO DI ACCREDITAMENTO

SGQ N° A270
Membro degli Accordi di Mutuo Riconoscimento EA, IAF e ILAC

ema® entidad mexicana de acreditación, a.c.

Número de acreditación No. 44/09
Acreditado a partir de 2009-04-14

** Accreditations vary by standard*

The Registration Process

Let us now examine the **ISO 9001** 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.

The Registration Process

- Request for Registration: Application & Proposal
- Documentation Review
- Pre-Assessment (optional)
- The Registration Audit
- Taking Corrective Action
- Registration Decision
- Certification & Publicizing Your Registration
- Maintaining Registration & Surveillance Audits

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 quality system. That way, you can familiarize yourself with its practices and establish a schedule for registration in advance, thereby avoiding possible delays.

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 quality management system?
- What is the state of your quality 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.

Pre-Assessment (optional)

Sometimes, prior to initiating the registration audit, the company seeking registration may request to have a pre-assessment, or "dry run," of its quality management system.

This gives the registrar an opportunity to identify in advance, any weaknesses that may exist in your quality management system.

Should you select this option, **PJR** will send an audit team to your facility to conduct the pre-assessment. This team of qualified auditors will study your facility, quality management system, records and other documentation, alerting you to any concerns that may interfere with a successful registration audit.

The main advantage of a pre-assessment is that it allows you to correct any potential problems before the registration audit begins. But you should remember that a pre-assessment is not required for **ISO 9001** registration. It is strictly optional, depending upon your own needs.

Pre-Assessment Perks

- Helps to determine a company's preparedness for a full assessment; i.e., registration audit.
- Can pinpoint major deficiencies in your quality management system, giving your company sufficient lead time to correct any problems before the registration audit.
- Aids the registrar in planning for the final audit by determining the number of auditors needed, the length of time required to complete the audit, etc.
- May lead to overall cost savings.
- Gain a working understanding of the registrar's audit team practices.
- Increase the probability for a successful registration audit.

The extent of the pre-assessment is also up to you. You may decide that you want a full pre-assessment performed on every aspect of your company's operations, or, to save on costs, you may decide that all you need is a sampling of your quality management system. It is your decision.

While a pre-assessment is optional, it is usually a good idea.

The length of time allotted for a pre-assessment is discretionary; however, **PJR** typically recommends that this activity be equal to 60 percent of the total time required for the registration audit.

In the long run, it can save you time and money by revealing nonconformities that, if corrected before the registration audit, can save you the expense of follow-up actions.

Stage 1/Documentation Review

Once you are ready to begin the registration process, **PJR** will request confirmation of readiness to proceed to Stage 1. The following documents are due at a minimum of fourteen (14) days prior to the scheduled Stage 1 audit:

- Quality Manual
- Key Performance Indicators (KPI's)
- Internal Audits
- Management Review
- Auditor Competency

Most registrars will recommend that you submit your quality manual 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 documents to determine whether they meet all requirements of the **ISO 9001** quality management system model. In general, the more records and files you provide to the auditors, the greater the scope of the documentation review. The Stage 1 document review can take place either on-site or off-site via teleconference.

Your company may decide to hire the services of an outside consultant to help with your quality management system. Alternatively, you may want to send key personnel to a public seminar to learn what needs to be included in the quality 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 9001**, 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 approved your Stage 1/document review, final arrangements will be made for the Stage 2 audit at your facility. **PJR** will appoint a qualified audit team to carry out a full audit of your quality 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 your organizations industry.

A Documented Quality Management System:

- Defines the authorities and responsibilities of personnel.
- Clearly communicates the objectives of the system, the company's policies, procedures and work instructions.
- Documentation should include a "quality policy" that describes your company's overall pursuit of quality objectives, and a "quality manual"
- Documentation should include "quality plans" – documents that explain how quality will be managed for individual projects, contracts, or products.
- Documentation should also include "quality records" providing evidence that your system is in conformance to specified requirements.
- Promotes continual improvement, since the system is monitored regularly and changes can be incorporated easily.
- Ensures consistent performance.

The **PJR** Lead Auditor will work with your **ISO 9001** 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 quality management system is meeting all the requirements of **ISO 9001**. The team determines this by collecting *objective/audit evidence* from a variety of people and sources regarding the effectiveness of your quality management system.

Stage 2 Audit

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.

The Registration Audit Consists of:

- An Opening Meeting
- A detailed examination of your quality management system
- A Closing Meeting
- Recommendation

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 quality 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 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.

Possible Audit Outcomes

- *Approval* – a company has met all the requirements for the applicable standard. All corrective actions have been closed out.
- *Disapproval* – either a company has not properly implemented its ISO quality system, or documentation is inadequate. The registrar must perform a comprehensive re-evaluation before granting registration.

If the **PJR** Executive Committee determines that you have met all **ISO 9001** 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 the IAAR Directory (Independent Association of Accredited Registrars).

Publicizing Your Registration

You can display your registration mark in advertising, promotional literature and stationery to show customers that your company is committed to quality. **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 9001** certified. **PJR** provides the guidance for using registration marks.

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 and plaque 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 and the IAAR Directory (Independent Association of Accredited Registrars), as well as in any other organizations that may require notification regarding certification to this specific standard.

Maintaining Registration

Once you have attained **ISO 9001** registration, you will be scheduled for periodic surveillance audits. Audits must be conducted under the provisions of ISO/IEC 17021, which sets out general guidelines for registrars. The surveillance audits, which are audits based on a sampling of your quality management system, are invaluable, because you learn how to continue meeting the industry-specific demands. 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 9001** 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 quality management system & customer specific requirements. At the end of three years, PJR will conduct a full reassessment of all **ISO 9001** 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 Recertification Requirements

The International Accreditation Forum (IAF) has established rules mandating recertification in accordance with ISO 17021 requirements to verify continuing effectiveness of an organization's quality 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 recertification at the fifth and sixth visits. For organizations on an annual program, the recertification is conducted at the third visit. **PJR** schedules recertifications 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 recertification 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. Recertification 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.

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

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

The IAF (International Accreditation Forum, Inc.) has issued a detailed set of guidelines that sets forth minimum audit days for **ISO 9001**, 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.

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 quality management system.

Why Do You Need Registration?

Gaining registration to **ISO 9001** 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 9001** will help you demonstrate to customers that you have a commitment to quality. It is often a requirement in the industry that you have implemented a quality management system and comply with the requirements of **ISO 9001**.

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 9001**. The **PJR** Road to Registration is designed to make your experience as enjoyable as possible, with minimal disruption to your business practices.

Conclusion

Becoming registered to the **ISO 9001** quality management system standard can seem daunting. It is not difficult to achieve, so long as you pay close attention to the standard and adhere to its requirements.

Once you have completed the registration process and received your **ISO 9001** registration certificate and congratulatory letter, you will earn valuable recognition in your business sector. And because **ISO 9001** is an international standard, you will gain a greater footing in the international marketplace.

As global acceptance of the **ISO 9001** 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 quality system registration. According to the International Organization for Standardization, the principal highlights of ***The ISO Survey of Certifications – 2009*** are that ISO 9001, the global benchmark for quality management, has topped one million certifications, and that certifications to ISO 22000 for food safety management systems, and to ISO/IEC 27001 for information security management systems have rocketed.

As global acceptance of the **ISO 9001** 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.

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.

In addition, **PJR** provides third-party services for ISO 9001, ISO 14001, OHSAS 18001, RC-14001, Responsible Care®, ISO 22000, TL 9000, ISO 27001, ISO 13485, Responsible Recycling (R2), e-Stewards, FSSC 22000 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.

PJR Offers Multiple Accreditations:

- **ANAB** – ANSI-ASQ National Accreditation Board
- **UKAS** – United Kingdom Accreditation Service
- **JAB** – The Japan Accreditation Board for Conformity Assessment
- **ACCREDIA** – Italian Accreditation Service
- **INMETRO** – National Institute of Metrology, Standardization and Industrial Quality of Brazil
- **ema** – entidad mexicana de acreditacion a.c.

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.

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

Implementing a quality, environmental, or sector specific management system requires a lot of work, and no organization can get there overnight. In fact, it takes most companies 6 to 18 months to achieve registration.

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.

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.

Our entire team at **PJR** from sales, scheduling, operations, auditing, and customer service 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 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

PJR Home Page

More information about **PJR** can 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.
AEP Industries
Arrow Global Asset Disposition, Inc.
Arrow Scrap
Arrow-Intechra
Bell Helicopter Textron
Better Made Products
Buske Lines
Cahaba Safeguard Administrators, Inc.
California Eastern Laboratories
California National Guard
Camin Cargo
Cargill de Mexico
Coca-Cola Central Japan Co.
Crane Army Ammunition Activity
Dyncorp International
East Coast Fire Protection, Inc.
Electrolux Home Products
Elopak Incorporated
Epson de Juarez, Mexico
Ervin Amasteel
Fire & Life Safety America
FlexSol Packaging Corp.
Fruehauf Co., Ltd (Japan)
Gerdau Ameristeel
Hasbro North America - ELM
Husqvarna Outdoor Products
Intelisol, Inc.
ITOCHU Chemicals
IVEK Corporation
Johnson & Hoffman
Kaiser Aircraft
Kansas Army National Guard RSMS
Kansas Army National Guard CSMS
Kelly Construction
Kikkoman Foods
Knight Facilities Management
Koyo Machinery, Inc.
Kyocera Document Solutions
L-3 Communications/Titan Corp.
Label-Aid Systems
Lacks Enterprises
Lockheed Martin Training Solutions, Inc.
Maine Military Authority
MarChem/Dash MultiCorp
Mississippi Army National Guard RSMS
Missouri Army National Guard AVCRAD
Mitsubishi Motors
Mooney Airplane Company, Inc.
Murakami Manufacturing USA
Naval Undersea Warfare Center
Nissan Mexicana S.A. de CV
Norco Industries
OFI Testing Equipment
Ohio Army National Guard CSMS
OMNI Source Corp.
Oregon Army National Guard OSMS
Panther II Transportation
Pennsylvania Army National Guard CSMS
Phillips Service Industries Inc.
Power & Telephone Supply Company
Quanta Computer U.S.A.
Red River Army Depot
Remington Hybrid Seed Company
Siemans Manufacturing
Sierra Army Depot
Sims Group
Sims Recycling Solutions
Solvay Chemicals
Technicote, Inc.
TES-AMM
Texas Army National Guard RSMS
Toto USA
Toyal America
TW Metals, Inc.
Tyco Fire & Security/Simplex Grinnell
UniFirst
U.S. Army Contracting Agency
United States Brass & CopperCo.
Wagner Spray Tech Corporation
Zenith Cable Products, Mexico

PJR Client Testimonials

"The audit was conducted in a proficient and professional manner. The auditors offered support in the form of recommendations to improve our ISO program during the audit. The audit was efficiently and effectively completed in a reasonable amount of time."

- Matthew J. Horris – Titleist – Thailand

"We have worked with PJR for over ten years, and can see the benefits it has brought to our organization."

- Celeste Sharp – LaFollette Machine & Tool Co., Inc.

"I am happy with my decision to go with PJR as our registrar and would gladly recommend to other businesses."

- Scott Hull – Caroline Resource Group

"Our auditor was great. It was a very positive experience for our organization. We learned a lot in the process and would highly recommend PJR auditors to others."

- Nancy Jo Craig – Executive Director – CACRC

"I will say that Perry Johnson has done a Great job for us and your auditors will help make our Food Safety Programs the best they can be."

- Michael Ruff – Charlies Produce

"We have been very satisfied with Perry Johnson and would recommend them."

- Lori Cotner – Arbiser Machine, Inc.

"PJR was an absolute pleasure to deal with and I have no complaints."

- Shawn Grant – Elpakco, Inc.

"I had a good experience with the representative from PJR. All my questions and communications were prompt and professionally answered."

- Glenn A. Daeschlein – NorthGate

"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, 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

"Everyone is very professional and reliable." ***- George Hoover – AutoWay Chevrolet of Tampa***

"The audit team that was sent was extraordinary. Their experience in the industry and knowledge of AS9100 requirements was exceptional. I have had a lot of experience both as an auditor and being audited and I can honestly say that this was THE best audit team I have ever worked with."

- David McCoy – Celltron, Inc.

"We are very satisfied with PJR."

- Jason Conover – Avion Manufacturing Company

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"Auditors have been very professional and knowledgeable. Customer service has also been very convenient and courteous."

- CW2 William Greensmith
Colorado Army National Guard CSMS-07-Co

"Entire process is very satisfactory." ***- Arvind Sitapara – Captron Corporation***

"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.

"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

"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're looking 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.

"PJR's guidance and constant supply of information eliminated all guess work and insecurity for Enameled Steel."

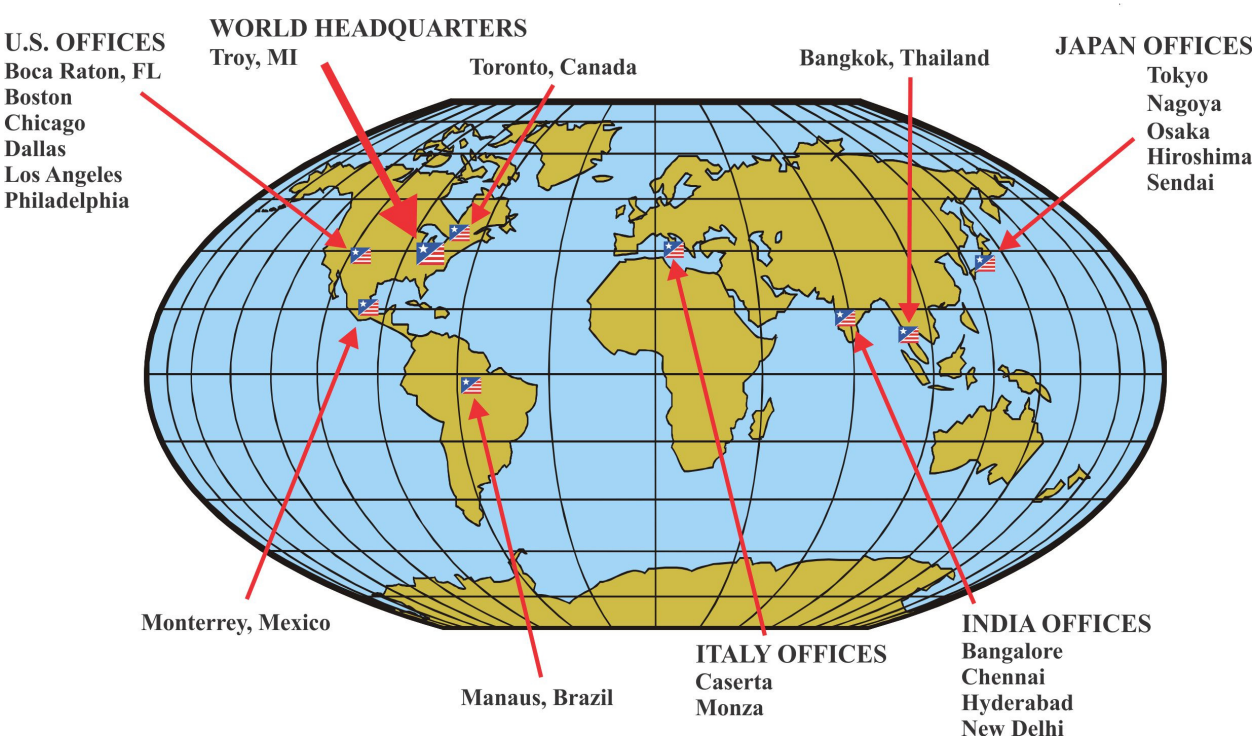
- Garth Davies – Enameled Steel & Sign Co.

Contact PJR

PJR is headquartered in Troy, Michigan with branch offices located in Boca Raton, FL, Boston, Chicago, Dallas, Philadelphia and Los Angeles.

Abroad we have offices in Monterrey, Mexico; Tokyo, Nagoya, Osaka, Hiroshima and Sendai, Japan; Bangkok, Thailand; Bangalore, Chennai, Hyderabad and New Delhi, India; Caserta and Monza, Italy; Toronto, Canada; and Manaus, Brazil.

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