



IQNet in International Organisations

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Studies and Results

ISO 9001: 2000 Reaping the business benefits

APCER + IQNet Mark:
The most used in Portugal

No.05
04/2003



Successful IQNet partners

AENOR's Forest Management Systems Certification

APCER: Personnel Certification - A Break-Through Process

JQA moves forward with a mission of Greenhouse Gas Emissions Reduction

SQS moves into Forestry and Timber



Global acceptance of Management System Certificates and world-wide excellence assessments through the International Network

ENHANCE YOUR REPUTATION WORLDWIDE



Successful IQNet customers:

China or Kalundborg, Denmark-Novozymes certification is the same

ISO 14001 within the banking sector:
Zurich Cantonal Bank's success story

Certification of the internal activity at **Israel Aircraft Industries** to ISO 9001:2000

CQC issuing the first ISO 9000 Certificate for Television Media in Asia

The challenge for excellence

Foreword

Companies all over the world are being faced with a remarkable change in the level of risk taken in their activities; at present, a mistake could cost a company much more than in the past as often there is limited time to recover.

In this particular context “the challenge for excellence” becomes always more important, and key factors of success must be addressed, such as:

- position of main competitor in the market
- position of the company in the market
- tools to modify and improve the position of the company in the market

Furthermore, these factors enhance the company’s ability to evaluate trends in its position, along with relevant changes: the main aim is to address the company’s movement towards a more profitable management.

There is an enormous possibility for movement for all the companies in the world, including those which are already certified in accordance with a Management System standard (e.g. ISO 9001): the certified companies have indeed already addressed the key factors mentioned above, but they have to use the most suitable tools to measure and develop various performances. Since 1988, some very reliable tools have been developed in various parts of the world with the aim to measure performances, review and improve the various processes, and enhance the ability to understand the customer’s and other stakeholder’s expectations.

There are mainly “self assessment” tools: the first of them was developed in the USA within the framework of the Malcolm Baldrige National Quality Award (MBNQA) and is awarded every year by the US President to the best companies in the States.

The basic principle behind these tools is to define a model of excellence, including a suitable measurement system, which supplies objective evaluations of the various improvement trends and locates relevant positioning on an excellent map. Evaluating the position and comparing the data of other (best in class) companies allows strong and weak points of an organisation to be underlined.

Later, a similar tool was developed in Europe: it was named EFQM and it allows companies to measure their approaches and results in order to improve.

How the EFQM excellence model fits in with the ISO 9000 standards

The ISO 9000 standards fit very well in with excellence models in general and with the EFQM model in particular.

We can state that:

- ISO 9001 aims to achieve and maintain essential requirements for an effective management within a company.
- ISO 9004 aims to address the implementation of an effective and efficient management within a company.
- EFQM puts in place a reliable self-assessment system, able to give a clear indication of the effectiveness and efficiency of a company, allowing for a comparison with the best in class.

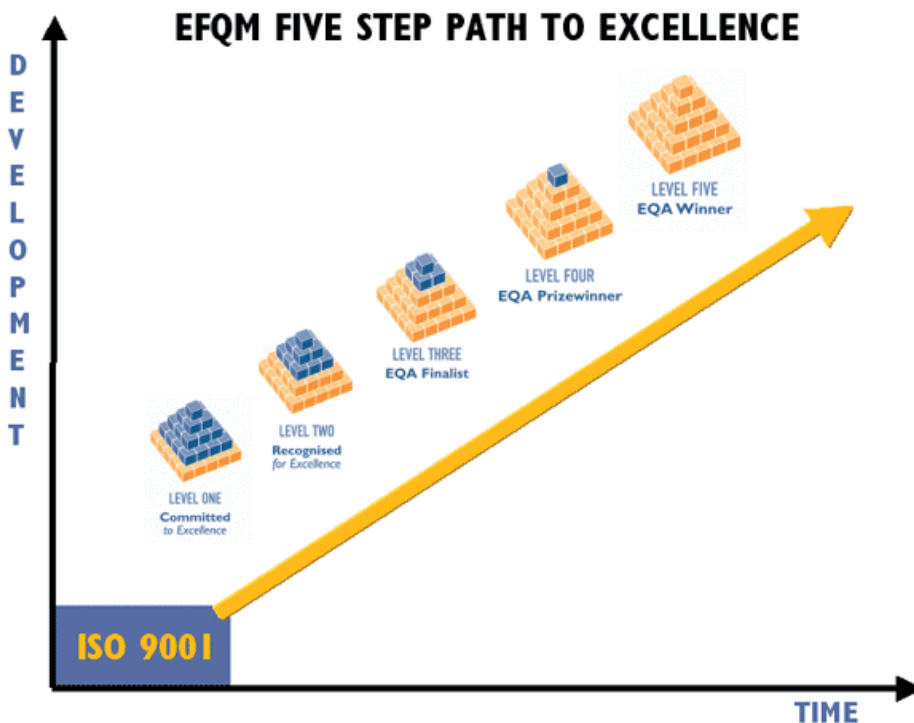
How IQNet intends to promote the EFQM excellence model within its certified companies

In 1998, IQNet created a specific framework named IQNet Business Excellence Class (IBEC) with the aim to promote EFQM, along with other excellence models among the certified companies.

Being an international association of certification bodies in more than 100 countries, IQNet intends to promote the growth of the concepts of excellence in the certified companies. This includes accepting differences among various models around the world, which were often generated by specific environmental needs, yet also preserving the basic idea. This idea continually addresses the company, promoting the installation of an effective measurement system able to facilitate the achievements of improvements in the processes and their results. For the time being, only two models are accepted within IBEC: MBNQA and EFQM, which give references for excellence respectively in America and in Europe.

To the companies able to achieve the scores set by the two excellence models, IQNet delivers the IBEC recognition in addition to the MBNQA or EFQM ones.

IBEC concept:



IQNet is a member of the EFQM Foundation

EFQM was formed in 1988 in response to the need to improve competitiveness of European organisations. It has grown from the original founder membership size of 14 of Europe's most significant businesses to now including over 800 organisations of all sizes, in the private and public sectors across more than 30 countries. IQNet is one of the members of this foundation, as it believes in the EFQM objective, which corresponds perfectly with the IQNet objective: to enhance the competitiveness of the companies.

EFQM: a five-step path to excellence

EFQM has recently developed a five-step path to excellence for interested organisations, which facilitates the approach in a nine criteria model. Starting with level 1 through to level 5, a company can improve its processes and relevant results to an absolute excellence level in terms of effectiveness and

efficiency.

Level 1: Committed to Excellence

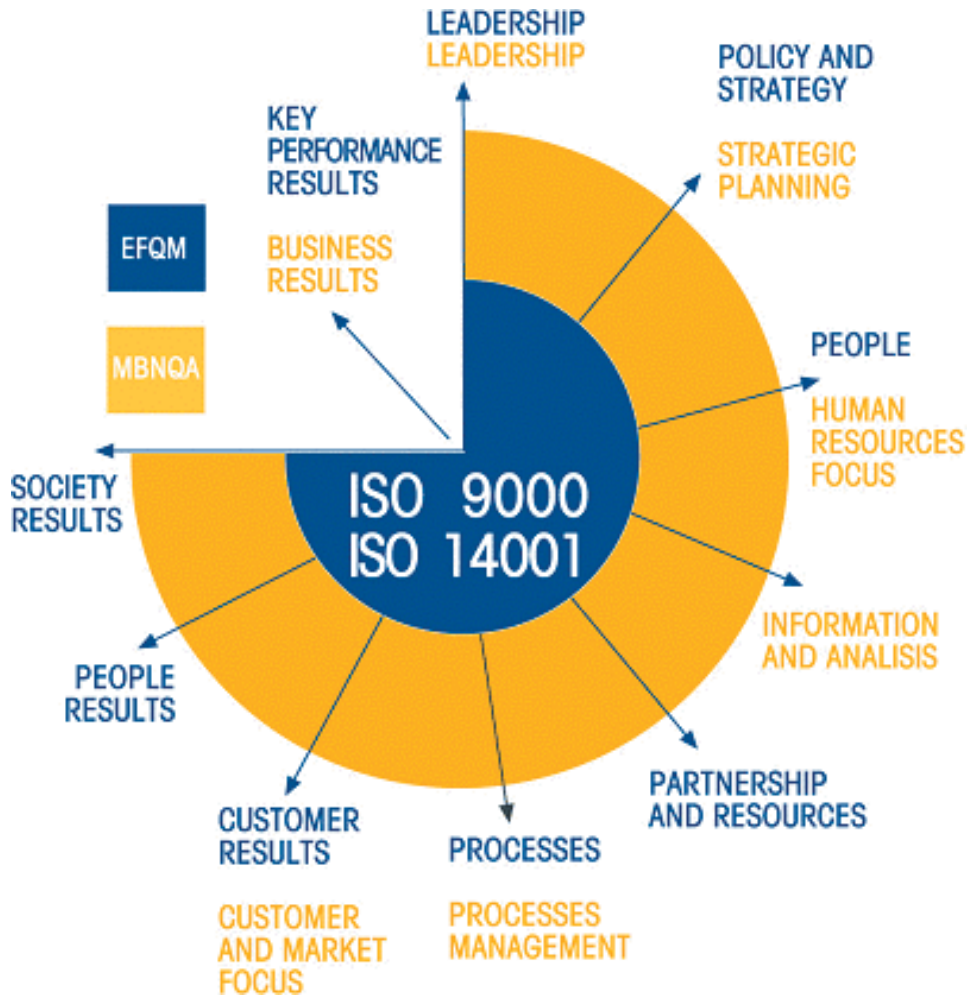
This level is designed for organisations that are at the beginning of the journey to Excellence. The emphasis is on helping the organisations to understand their current level of performance and to establish improvement priorities. The self-assessment is performed by the company answering a simple questionnaire based on the nine EFQM criteria. An improvement plan is fixed taking into consideration three of the most important outcomes of the self-assessment, which then have to be implemented within nine months. The successful achievement of this plan, validated by a third party (by EFQM recognised validators), entitles the organisation to use the relevant mark on their commercial and promotional materials; the successful company also receives the recognition of "Committed to Excellence".

Level 2: Recognised for Excellence

This level is designed for organisations with experience in self-assessment and using the EFQM excellence model. It is based on the full model including all 32 sub-criteria. It offers to the interested companies the benefits of a structured approach to identify areas of organisational strengths, but also areas for improvement. These areas will be underlined in a specific document that is prepared at the end of the self-assessment. This document is reviewed by a third party assessment team (recognised by EFQM), which provides a feedback report with recommendations for further improvements together with a scoring profile that allows companies to compare themselves with other organisations. Organisations confirmed as "Recognised for Excellence" (at least 350 points) can be considered as well managed organisations, only one step away from being an European Quality Award finalist. These companies are entitled to use the relevant mark on their commercial and promotional materials being awarded as "Recognised for Excellence".

Level 3-4-5: EQA finalist - EQA Prizewinner - EQA Winner.

These levels are designed for companies, which are unquestionably committed to excellence, self-assessment and continuous improvement. A team of EFQM recognised assessors visit the organisation in order to match the content of the self-assessment documents with independent evidence, verifying the scores and producing a detailed feedback report. A company can be classified within these levels when it can prove that it has been improving its most important results for 3 - 5 years, and in some cases, as the best in class; these systematic improvements have been a way of life across the organisation for at least 5 years by having a significant number of organisation-wide improvement programmes. The score shall be at least 450 points. The companies which are classified within these 3 levels have their prior assessor team reports reviewed by an expert jury who chooses the yearly Award finalist, the Prize Winner and the European Quality Award Winner. The companies of these 3 levels are entitled to use the relevant marks on their commercial and promotional materials, respectively awarded as EQA Finalist, EQA Prize Winner, and EQA Winner.



Dr. Fabio Roversi
IQNet President

IQNet Contribution through International Liaisons

IQNet is directly involved in the development of standards and guidelines for management systems and for the accreditation of management system certification bodies. In addition, product specific certification schemes become more and more important: Automotive, telecommunication, aerospace, information security, medical devices, welding, agriculture, food etc. The following list shows IQNet's active liaisons and participation in various international organisations:

- IAF (International Accreditation Forum)
- EA (European co-operation for Accreditation)
- ISO/CASCO (Council Committee on Conformity Assessment)
- ISO/TC 176 (Quality Management; ISO 9001)
- ISO/TC 207 (Environmental Management; ISO 14001)
- ISO 9001 Advisory Group
- QuEST Forum (Telecommunication; TL 9000)
- EFQM (European Foundation for Quality Management)
- SAMA (Strategic Account Management Association)
- CIES (The Food Business Forum)
- GFSI (Global Food Safety Initiative)

Our customers as well as the IQNet partners are looking whenever possible for first hand information. Therefore, participation in international meetings and networking form an important part of the IQNet tasks.

In February 2003, more than 50 delegates representing accreditation and certification bodies as well as standards organizations coming from all parts of the world met in Sydney/Australia for a long meeting week. Three different meetings took place, which were hosted by JAS-ANZ (Joint Accreditation System of Australia and New Zealand) and Standards Australia / SAI Global.

- The IQNet delegation in the IAF Technical Committee was formed by Mr Hans Buser, Secretary General of IQNet and Mr Alex Ezrakhovich, General Manager Certification, SAI Global Limited, Australia.
- In the ISO 9001 Advisory Group (IAG), IQNet was represented by Mr Hans Buser.
- The co-convenor of the Good Auditing Practice (GAP) group was Mr Alex Ezrakhovich, nominated by ISO/TC 176.

The Communiqué of the IAF meetings are available on the IAF website: www.iaf.nu

IQNet partners have issued more than 30% of all ISO 9001 and ISO 14001 certificates worldwide. Therefore, IQNet plays an important role in many international organizations.

Hans Buser
Secretary General of IQNet



Mr Alex Ezrakhovich, (right) General Manager Certification, SAI Global Limited (Australia) and Mr Hans Buser, Secretary General of IQNet (left), represented IQNet in the IAF Technical Committee Meeting, 17-19 February 2003 in Sydney/Australia

ISO 9001:2000 - Reaping the business benefits

For those organisations that wish to maintain ISO 9000 certification, the deadline for compliance to the new 2000 version of the ISO 9001 Quality Management System Standard is 15 December 2003.

For those Australian organisations yet to make it to the new Standard, transition planning will be top of mind. Some two years since the first release of the radically revamped Standard, The Australian Standard, offers some insider views into how it measures up – including the benefits the Standard can deliver to business and industry and the most recent developments on the transition front.

Most would agree that when it comes to management systems Standards, the ISO 9000 series are the world's best known, and the release of the revised 2000 version shows every sign of turning the quality world on its head.

“The quality movement in general, and this Standard in particular, has undergone significant evolution since the release of the first international quality management Standard in 1987,” says Mr Alex Ezrakhovich, a long term member of the ISO Technical Committee, Quality Management and Quality Assurance [TC 176], which has been integrally involved in the crafting and development of the quality management Standards for many years.

As Mr Ezrakhovich points out, no Standard of management practice can be immune from the radical changes which have characterised the international business environment in recent decades. The changes and revisions that have occurred since the Standard's initial release, he says, have been designed to help organisations effectively accommodate and capitalise on these changes.

“Globalisation, the expansion of service industries, and of course, the impact of technology, have significantly altered the way business is done, the nature of customer and other stakeholder expectations, and the general pressures and dynamics of both commercial and public sector enterprise,” says Mr Ezrakhovich.

“I think the new ISO 9001:2000 and ISO 9004:2000 Standards, more than any other, offer an appropriate vehicle for successfully traversing this terrain.”

Revealed: the myth of the quality manual

Certainly, many commentators agree that the “Process Approach” espoused by the new Standard offers greater flexibility than the more prescriptive “20 elements” structure of the 1987 and 1994 Standards.

The previous structure enabled some organisations to “shoehorn” their operations [or documentation of them, at least] into each of the 20 elements – no matter how ill-fitting – in the name of compliance. It was this practice which gave rise to the dreaded “doorstop” Quality Manuals of the eighties and nineties. These Manuals were rarely used and have never reflected the way organisations were conducting their business. For many, the word “quality” still conjures images of these hefty tomes, wheeled out annually to demonstrate the existence of a mythical “quality” system that bore no resemblance to that which existed in practice, before being returned to the shelves where they gathered dust for the rest of the year. Mr Ezrakhovich is the first to admit that this image and practice is one which ISO 9000:2000 has set out to overcome.

Business will benefit from correctly implemented quality management Standards and this will depend entirely on whether the organisation pays more attention to the words in the Standard or to the business's processes.

“Companies that implement the Standard correctly, using their in-house knowledge and experience, while reflecting their well established and successful practices, can reap the benefits.

“Those that are simply trying to meet the Standard, and pinch the words from the Standard without applying Quality Management Principles – the basis for the ISO 9000 series, won’t see any benefits.,” says Mr Ezrakhovich.

And conversations with today’s quality professionals indicate that it is well on the way to succeeding.

“With the new Standard, you develop a system that reflects the true processes of your business, not one that meets a set of elements that may bear no relevance to it,” says Mr Steven Reeve, a 15-year quality veteran with extensive experience working with ISO and related quality systems in both the UK and Australia.

Quality and Management Systems Technical Officer at Boral C & C [Concrete and Clay], Mr Reeve has successfully overseen the certification of two major Boral Roofing sites to ISO 9001:2000, and is currently involved in the certification of a third.

Having seen many a quality system fall by the wayside in the past, Mr Reeve says that a more sophisticated generation of quality professionals and CEOs are now demanding tangible bottom line benefits from their ISO outlay – and that the new Standard is leading them to these benefits.

“In the past, many companies just complied and didn’t take the steps to derive the benefit that the systems offered.

“These days I have to front to my CEO and the first thing he is going to say is, “where’s the bottom line benefit”?

“Our priority these days is making sure it works for us, it’s not just a matter of ticking the boxes. We are now looking at more mature systems and a more mature Standard that takes a realistic approach and enables businesses to gain genuine returns.”

Mr Robert Woodcock is another seasoned quality professional, who, in his capacity as CDO Quality & Systems Development, Metallurgical Technology, Port Kembla Steelworks at BHP Steel, has been involved in quality management since its infancy.

“Although the original motivation for us to become certified back in the late 1980s was to participate in tenders, we recognised the benefits of the work we did to achieve that and began to work toward certification to what, at that time, was just the Australian Standard,” explains Mr Woodcock.

“This was a huge undertaking as we had something like 15,000 employees. When the ISO 9000 family essentially replaced the previous Standard, it conferred the added benefit of the international recognition factor which is very important for our business, with more than half of our product going overseas. We’ve been involved with the refinements and upgrades that have been taking place ever since.

“Looking at it now I suppose you would say that some of our previous systems were a bit convoluted.

“Certainly the new Standard is a lot better. It has a logical structure and is easy to follow. However, in a sense it is a moot point because we get so many benefits from our management system both internally and externally – we review it annually and there’s never been an occasion when we’ve even considered walking away.”

Further testimony to the accessibility and acceptance of the new Standard can be found in the results of a recent survey of 227 US firms. Conducted by a US advisory group to ISO, the findings have been published in the ISO magazine, ISO Management Systems.

Survey findings, which were also recently published in The Business Improver newsletter included:

- eight out of 10 surveyed companies reported that transition and implementation costs were at least covered by savings
- most companies seeking certification to ISO 9001 for the first time needed no more than two days' auditing for certification
- 56 per cent reported better use of data in management following certification
- 54 per cent reported improved customer satisfaction
- 51 per cent reported more effective management reviews
- 41 per cent reported improved customer communication

Further, many companies reported making improvements to their processes and streamlining their systems. Such improvements, although not directly related to the requirements of the Standard, came about as part of actually identifying and analysing processes – which forms the first step to compliance to ISO 9001:2000.

Training and education - the way forward for ISO 9001:2000

The release and transition requirements of the new Standard has also highlighted the growing importance of investing in specialised staff training to assist with the implementation and maintenance of management systems. The new requirements for monitoring customer satisfaction, for example, have opened new territory for a number of organisations. Many are for the first time focusing on establishing effective ways to gather meaningful customer data and feedback.

The Standard's requirement for continual improvement – and associated necessity for data analysis, measuring output and so forth in order to assess it – has also encouraged increased attention on this area.

“Our client organisations are seeing the value in having across-the-board internal expertise when it comes to their management systems, and we are seeing this with ISO 9001:2000 in particular,” says Director, SAI Global, Education and Training Division, Mr Martin Searle.

Seminars, workshops and courses covering the precepts of the new Standard have been available from SAI Global [formerly QAS] since its pre-release days, and have been well attended throughout.

“We've experienced considerable growth in our Training and Education Division, and are expecting a lot more in the 9001:2000 area as 2003 – the deadline year – unfolds,” says Mr Searle.

“Perhaps a fair indicator of the value of training is our level of repeat business, which is extremely high. Time and again our clients are reporting significant savings in terms of time, effort, mistakes with help from properly trained staff. Appropriate training also goes a long way toward promoting the efficacy and general buy-in of the management system among key staff and I don't think the benefit of that can be underestimated.”

The US survey bears out the SAI Global experience, with some two thirds of companies surveyed providing training for internal auditors of ISO 9001:2000; while a heightened interest in general quality management courses was also reported.

Background to ISO 9001:2000 – what is it?

Based on a “process approach”, in which the organisation’s key activities are divided into their logical interacting or interrelated groups [processes]. These processes, and the way they are organised and documented, then form the starting point of the management system. This is unlike previous versions of the Standard [1987 and 1994], which led too many organisations to [mistakenly] take the Standard as the starting point and attempt to change their activities to meet it.

Customer satisfaction, its measurement and achievement is a key requirement.

A further central requirement is that the quality management system has a built-in facility to demonstrably promote continual improvement.

There is greater flexibility when it comes to documentation, which can be by way of conventional written manuals, graphics, representations and diagrams, electronic means, photographs etc. What is essential is that they work and are genuinely representative of the management system.

The deadline for those wishing to maintain ISO 9001 certification compliance to the new Standard is 15 December 2003.

Towards full transition: recent developments As SAI Global’s Alex Ezrakhovich has pointed out, growth and adjustment is an acknowledged component of the operation of the new Standard, particularly in the transition phase. Monitoring of responses and reactions to the new Standard, and gathering of customer feedback has been intensive.

When the ISO/TC 176 Committee met in Acapulco in October 2002 to assess the performance, ongoing transition and other issues relating to the new Standard, over 300 delegates and 16 liaisons from 41 countries attended.

Some of the issues identified for further enhancement included increased attention on those components of the Standard relating to customer feedback; promotion of the “Process Approach”; promotion of ISO 9004 as a path to Business Excellence; technical support for Sector Application and revision to some of the ISO guidance and support materials relating to the Standard’s application.

Resolutions relating to joint participation between the International Accreditation Forum and the ISO 9000 Advisory Group in the development of guidance on Best Practice for auditing quality management systems were also passed.

“From an ISO perspective, issues of credibility, assessment of user satisfaction, early identification of issues that may impede acceptance and the widespread promotion of expertise where the new Standard is concerned are all core to the successful completion of the transition,” says Mr Ezrakhovich.

“Considerable work is taking place every day to ensure that all of these matters are addressed and that the Standard continues to meet and even exceed user needs.”

And what advice does Mr Ezrakhovich offer those 14,000 Australian and New Zealand organisations who are yet to make the move to ISO 9000:2000?

“It would be unrealistic based on today’s figures to expect that there won’t be a certification backlog, which could seriously impair many businesses’ operations. So get started today.”

Support for the transition

Organisations embarking on the transition process will find many sources of help and support, including:

- CB1152002 ISO 9000 Guidance Notes are available for free download from Standards Australia's website: www.standards.com.au

- A list of SAI publications and Handbooks on quality can be found at www.standards.com.au, under Shortcuts to Hot topics

- training and education through SAI Global – call 1300 727 444, email: training@sai-global.com

- visit: www.sai-global.com

SAI Global

APCER + IQNET MARK: The most used in Portugal

In 2002, the Portuguese Certification Association (APCER) - the market leader entity in Portugal in system certification - carried out its usual client survey with the purpose of evaluating the satisfaction level concerning the services offered by APCER.

The obtained results were very positive and indicated a very high index of satisfied clients not only with APCER services, but also with the competitive benefits offered by certification.

Through this survey it is possible to conclude that IQNet is an entity with enough recognition and with a huge divulgation in Portugal, as it is used and preferred by the majority of the clients certified by the market leader entity.

APCER gives its clients the choice of one of the following graphic sets in order to promote their certification:

- APCER + IQNet;
- APCER + IPQ (Portuguese Accreditation Body);
- APCER;
- APCER + ENAC (Spanish Accreditation Body).

The survey showed that from the sets mentioned above the majority of our clients, that is 90% of APCER's clients, prefer the one composed of APCER + IQNet symbols, illustrated below.



AENOR's Forest Management Systems Certification

Introduction

The preservation of the Natural Patrimony of the Humanity is at present getting on through as a fundamental concept in the new environmental culture of the society.

Forests are an important part of this natural patrimony, and appropriately managed, are an inexhaustible source of ecological and natural raw material for our industry.

But still more important than their economic aspect is the fact that forests are the most important natural oxygen reservoirs of the planet, besides that they act as hydrologic regulators and avoid natural catastrophes, such as floods and dangerous landslides.

Thus we see the fundamental importance for the planet to assure that the forest's exploitation is carried out in a sustainable way. That is, to take advantage of and use the forests and mountains in such a way and measure that they maintain their bio-diversity, productivity, regeneration capacity, vitality and their potential to comply, now and in the future, with ecological, economic and social relevant functions, to a local, global and national scale, without causing damage to other ecosystems (Helsinki Ministerial Conference, 1993).

It is fundamental that the persons in charge of the management operations of the forests and mountains undertake to plan their exploitation in a sustainable way, so that the future generations know our planet, at least just as now we know it.

This commitment is only possible if society demands a reliable proof that the performance of the producers is directed to sustainability. And this proof is at present only demonstrable through the certification by independent third part. In countries such as Finland, Germany or France, the demand of the society is so big that practically all the forest and mountain hectares are already certified. In Spain, this demand is increasing rapidly, giving the Sustainable Forest Management label a greater added value for the user.

Background

Within the EU, the worry for the establishment of a Sustainable Forest Management has been constant. Both in the ministerial conference of Helsinki (1993) and in the one of Lisbon (1998) about the protection of the European forests, the general guidelines for the Sustainable Forest Management are established and forest owners are urged to adapt their Forest Management methods to these guidelines.

It is recognised that, given the structure of the European forest property, - 65% of the private forests are in the hands of some 12.000.000 owners - they should be the ones that in some way promote and adapt the Sustainable Forest Management. The objective of the European Ministerial Conferences is to promote the co-operation in matter of protection and sustainable management of the forests in Europe.

In particular, in the third ministerial conference of Lisbon of 1998, 36 countries and the European Union, with the aid of observers of the main ecologist organisations, established the criteria and indicators to measure reports on the progress of the Sustainable Forest Management of the European forests. The practical application of this resolution is left in the hands of each state, being its application voluntary.

By initiative of the Confederation of European Private Owners (CEPF), the Pan-



European Forest Certification System (PEFC) was created in Paris, in June 1999, by means of which certifications of different European countries are developed and adapted to the characteristics of their own mountains and are mutually recognised. It is, definitively, the Sustainable Forest Management Certification of the European forest sector, using the criteria and indicators approved in the ministerial conference of Lisbon, which will give answers to the division of the European forest property by means of the systematic use of the grouped Certification.

AENOR, as the only Body recognised by the administration to carry out Standardisation tasks, was entrusted with the mission to adapt the Pan-European criteria and indicators to the singularity of the Spanish forest sector, acting also as certification body, in order to assure to the consumers of wood based products, that in Spain not only our forest patrimony is preserved, but also that the sustainability is extended to greater surfaces, and this without stopping to take advantage of the raw materials that it offers to us.

Sustainable forest management pefc mark for forest products

The special characteristics of the PEFC Mark are:

- The Mark is an exclusive property of PEFC.
- PEFC - Spain owns a license of use of said Mark and is authorised exclusively to sublicense it in Spain.
- The Mark proofs that the product that holds it comes from forests managed in a sustainable way in compliance with the criteria and indicators of the UNE Standards for Sustainable Forest Management and the Sustainable Forest Management Certificate, having been included in the corresponding Registers.
- The logo of the Mark is listed and specified in the "PEFC Logo Use Rules" Annex 5 of the Technical Document of the Pan-European Forest Certification Framework.

The holders of the Sustainable Forest Management certificate have the right to request the use of the PEFC Mark. In order to obtain the license of use, and thus to be a licensee of the Mark, they should request it in the PEFC - Spain Register Secretary, once the corresponding certificate issued by AENOR has been obtained. This process is automatic: once AENOR's Sustainable Forest Management certificate has been obtained, in the same act and in the same document the license of use of the Logo is obtained.

In case of a Sustainable Forest Management regional or group applicant entity, all the attached organisations will be able to request the use of the PEFC Mark, according to what is stated in the "PEFC Logo Use Rules" - Annex 5 of the Technical Document of the Pan-European Forest Certification Framework, in PEFC Spain.

International recognition

AENOR is the first certification body recognised as forest certification entity in Spain and for the performance of the forest audits. The sustainable forest management certificate issued by AENOR gives the right to the forest manager to request the license of use of the sustainable forest management PEFC Mark, internationally recognised in 18 PEFC assigned countries.

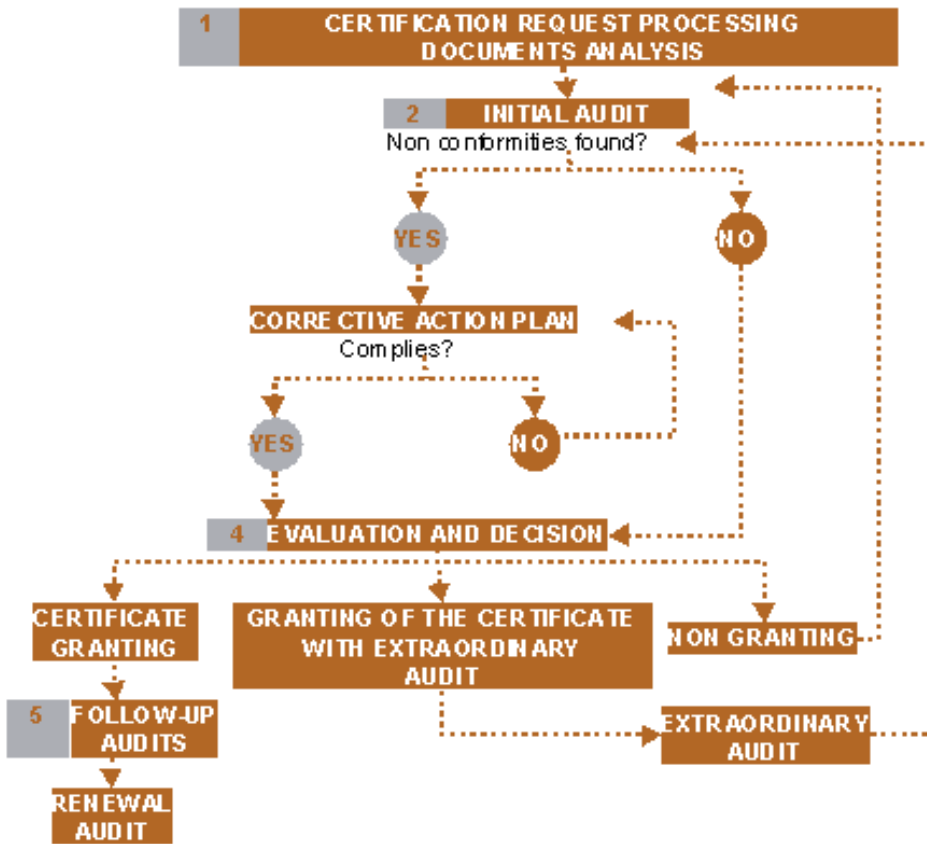
At present several national associations in Europe and America, that include more than 100 million hectares and a production of some 280 million m³, are included in the Forest Certification Pan-European plan;

- Countries such as Austria, Finland, France, Germany, Lithuania, Norway, Spain, Switzerland, Sweden, etc., have approved their National System of Forest Certification.

- In Canada and the United States there is a mutual recognition of their respective forest certification systems.

- In the near future new countries will be incorporated.

Aenor's certification process



Benefits and objectives of the sustainable forest management certification

With the Sustainable Forest Management Certification the following potential benefits associated with the implementation of a Forest Management system are foreseen:

Benefits for the image of the organisation or forest owner:

Once a forest owner or manager has been certified, he guarantees his care concerning the problems of preservation of the Spanish forest patrimony. Thus, the forest manager can communicate by means of the use of the PEFC mark, to clients, investors, employees, insurance companies, opinion leaders, communication media, local authorities, lawmakers and ecologist groups, its commitment with the preservation of the natural bio-diversity of the Spanish forests.

Economic Benefits:

An adequate Forest Management provides some economic benefits that can be quantified by means of the rationalisation of the forest exploitation process, and also some intangible benefits derived from the fact of the establishment of the system and its subsequent certification:

- Better exploitation of the resources
- Optimisation of the forest raw material management
- Costs reduction
- Increase forest products added value
- Expense control
- Reduction of possible infractions

Benefits in relation with the forest administration:

The compliance with the forest and environmental legislation makes the administration maintain a friendly position towards the forest manager. Also, in future, the administration could consider taking into account the forest management certification in public contests and for obtaining subsidies and fiscal tax exemptions.

Anticipation to future legislation requirements

With the forest certification of the management units the following objectives are intended:

- to help to achieve the preservation, improvement and increase of the Spanish forest patrimony, of its bio-diversity and its natural richness
- to promote the sustainable management of the forest surfaces
- to guarantee the users and clients that the products with the PEFC Mark come from forests managed in a sustainable way
- to strengthen and improve the positive image of the forest surfaces and the wood as renewable raw material
- to divulge sustainable forest management as economically viable, environmentally appropriate and socially positive
- to use it as promotion instrument for the commercialisation of wood and products made of wood obtained in sustainable forest surfaces.
- to obtain the sustainable Forest Management PEFC Mark, which is synonymous of leadership for an organisation or forest manager, which can obtain a profitable position in the market

Luis Miguel SANZ VILLOREJO
Development Assistant Manager
Division of System Certification
Quality, Safety and Environment - AENOR

APCER: Personnel Certification A Break-Through Process

Since 2001, when the first certification scheme was developed - quality management system auditor certification APCER has acquired significant experience in the personnel certification field. In a market with multiple alternatives (IPQ, EOQ, IRCA), APCER accomplished significant service differentiation and a 25% market share in one year.

Starting with quality management system auditors, APCER now provides a complete scope of personnel certification services, namely for environmental management system, HACCP management system and OHSAS management system auditors.

Innovation plays an important role in personnel certification services, and some other projects are currently under development:

- the usage of media supports and adjusted physical environment (for instance regarding HACCP and OHSAS practice evaluation)
- QWEB auditor certification (QWEB certification service is property of IQNet) and other information safety management system auditor certification schemes (associated with DIGI-Q, a European Community Project involving APCER and other IQNet partners as well as universities)

Candidates can apply for three different certification degrees within each area of certification: lead auditor, auditor and internal auditor, covering a large range of persons, from audit professionals to company employees involved in internal audits.

The evaluation scheme is supported by the ISO 19011:2002 standard and in the best audit practices (as implemented all over the world by IQNet partners). It involves:

1. Experience evaluation (general professional experience, specific experience in the applicable management system and in auditing activities) and training (academic and specific in the applicable management system and audits)
2. Preparation of training sessions (only for internal auditor certification)
3. Knowledge evaluation (by means of a written exam covering every aspect of auditing process, specific management system, ISO 19011:2002 standard, auditor behaviour and legislation or regulation aspects)
4. Practice evaluation (through supervised audit simulation exercises, only for auditor and lead auditor certification)

All candidates and certified auditors have a direct communication channel with APCER regarding the certification and evaluation scheme and receive privileged information about issues that relate directly to management system and audit activity (e.g. seminars and conferences, standardisation news, interpretation guidelines and relevant publications, available training courses, etc.). APCER also publicises certified auditor information, promoting the recognition of those professionals who proved to be competent in this field of activity.

Recognition of the internal auditors competence can also play a relevant role in personnel motivation and involvement. APCER believes that internal auditor certification can in fact promote the intrinsic quality of internal audits and a better performance of those who participate actively in the implementation of this management tool within the companies. In addition, certified auditors and lead

auditors are recognized by the market as competent professionals and they can also promote themselves by using the certification mark and Certificate, attaining effective differentiation in their line of work.

- Briefly, auditor certification services, as provided by APCER, can be illustrated by detailing simple key words:
- Brand: APCER is the leader in the certification market in Portugal and a member of the IQNet association.
- Development: APCER develops and provides diversified certification services that correspond to market needs and expectations.
- Credibility: ENAC and IPQ accredited APCER's quality auditor certification scheme
- Innovation: Auditor certification schemes are characterized by new, appropriate evaluation tools, in the knowledge/technical level as well in the behavioural one and design to fit the specificity of each management system.
- Technical support: The Certification Jury is constituted by the most prominent national experts, in each specific field of auditing activity (e.g. management system, behaviour, audits, legal aspects, etc.).
- Improvement: Certified auditors must provide evidence of their effort to improve auditing capabilities.
- Independence: No member of the Jury nor APCER employees can be certified by these schemes.
- Ethics: Certified auditors shall comply with a specific Code of Conduct which promotes ethical behaviour and added value for all interested parties involved in audit activities.

By performing credible and value adding work, both APCER and the certified auditors will contribute to the enhancement of audit activities and the consolidation of management systems in the companies, towards better business results.

Pedro Castro Alves
Development Director
APCER - Portugal

JQA moves forward with a mission of Greenhouse Gas Emissions Reduction

Japan Quality Assurance Organization (JQA) inaugurated its CDM (Clean Development Mechanism) Department on August 1, 2002. The department submitted an application to the CDM executive board with the aim to become an Operational Entity (OE), an auditing organization that assesses CDM projects. The Clean Development Mechanism (CDM) has been spotlighted in the global market as one of the Kyoto Mechanisms prescribed in the Kyoto Protocol of 1997. This is one of the greenhouse gas (GHG) emissions reduction schemes utilizing the market mechanism.

CDM is a system with which an industrialized country having set quantitative targets for greenhouse gas emissions reduction provides technology and funds to create a project which reduces GHG emissions in a developing country, which does not have set quantitative targets, and claims credits for the emissions through the emissions reduction achieved by the project. In this way, developed countries could meet their set quantitative targets and could also contribute in assisting the developing countries' sustainable development.

This CDM project is evaluated before its implementation (Validation) by DOE (Designated Operational Entity). After the implementation of the project, DOE verifies the project participants' monitoring reports and the reductions of the anthropogenic emissions, and provides certification based on the verification (Verification/Certification).

In January 2003, JQA was selected as OE to assess a model CDM project, a modification of a thermal power plant in Thailand, led by the Japanese Ministry of the Environment. In this CDM project, JQA will conduct Validation including site-audit and will make a validation report after the assessment.

It is our strong hope that JQA be designated as Operational Entity (OE) and could make contributions to the prevention of global warming by conducting CDM project "validation" and "verification/certification" operations, as a neutral, impartial third-party organization representing Japan as a member of the International Certification Network (IQNet), an association of the world's first class certification bodies. Our large experience in the ISO assessments, environmental assessments including overseas on-the-spot inspections, technology transfer of environmental measurement and analytical techniques would no doubt bring out high capabilities to operate as an OE for CDM projects.

Yoshikazu Kameyama
Director General for International Affairs
JQA - Japan Quality Assurance Organization
y-kameyama@jqa-iso.com

Certified Emission Reduction (CER)

The credit for emissions reduction achieved by a CDM project should be approved by the CDM executive board upon verification/certification by a DOE.

Project Design Document (PDD)

The CDM project design document prepared by the project participants in line with requirements presented in the Marrakech Accords (17/CP.7), and by the CDM executive board.

Greenhouse Gas (GHG)

Gas in the atmosphere which will cause greenhouse effect. This includes six gases: Carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorinated carbons (PFCs), and sulfur hexafluoride (SF₆).

Kyoto Protocol

An agreement concerning greenhouse gas emissions reached at the Third Conference of the Parties (COP3) to the United Nations Framework Convention on Climate Change, held in Kyoto in December 1997, that legally binds the developed countries to specified CO₂ emissions levels for each country.

Kyoto Mechanisms

These are three mechanisms using market principles to achieve quantitative targets as prescribed in the Kyoto Protocol: The Clean Development Mechanism (CDM), Joint Implementation (JI), and International Emissions Trading (IET).

SQS moves into forestry and timber

At the beginning of 2003, the Swiss Association for Quality and Management Systems (SQS) received accreditation in compliance with the guidelines of the FSC (Forest Stewardship Council). It is therefore now able to issue the sought-after FSC certificates for environmentally friendly and socially correct forest management to forestry undertakings and timber processors; these certificates are acknowledged all over the world. During the accreditation procedure, the forest in the civic communities of Berne and Biel, together with the Ebnat-Kappel brush factory and other companies, were audited in compliance with the stringent directives of the FSC.

After a procedure lasting for one year, the Swiss Association for Quality and Management Systems has been authorized by FSC International to issue the FSC certificates as of January 1, 2003. SQS is pleased to report that it is the certification body which has so far successfully completed the international accreditation procedure in the shortest lapse of time. In autumn 2001, SQS had already decided to broaden its range of services to include the sought-after FSC certificate. After an office evaluation and a detailed field audit by FSC representatives, the accreditation agreements were signed in December 2002 and the first FSC certificates were issued by SQS in January 2003.

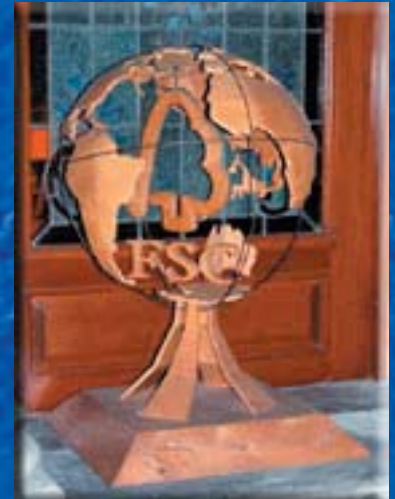
New product

From now on, new services are available which give interested companies easier access to the eco-market. Forestry undertakings and forest owners can now arrange for their businesses to be certified by SQS on the basis of the FSC principles and criteria for environmentally friendly and socially correct forest management. Timber processing companies now have the possibility of achieving an FSC certificate for the further processing chain. In the first instance, the purchased FSC-certified timber (or paper) must be traceable at all stages in the business (separate processing chain).

Why the FSC?

The Forest Stewardship Council (FSC) was founded in 1993 by environmental organizations, representatives of indigenous peoples' groupings and forestry and timber industry businesses as a global, independent and public-interest organization. FSC forest certification is intended to enhance global demand for timber produced according to environmentally friendly and socially equitable standards. It is therefore first and foremost a market economic instrument which is designed to create incentives for environmentally friendly and socially equitable forest management. For this purpose, the FSC establishes internationally valid principles and criteria in the form of framework directives. By acknowledging these principles and criteria, forestry holdings and firms which are customers of the timber industry can take part voluntarily in the FSC certification procedure. Membership of the FSC is open to all natural persons and corporate bodies. Its headquarters is in Bonn, Germany.

Bruno Stingl,
FSC Product Manager and Lead Auditor at SQS



China or Kalundborg, Denmark- Novozymes certification is the same

The production of Novozymes in China is to live up to the same standard as the production in Brazil and Kalundborg. The global company therefore operates a quality management system that applies to all its production and research sites and its many sales offices around the world - all certificate holders, of course. The Danish Standards Association is responsible for ensuring that all sites from China to Kalundborg are audited in a uniform manner, due consideration being given to local culture and language.

By Danish standards, Novozymes is a large company. The company operates globally and has over 3700 employees in more than 25 different countries. All employees are involved in research over production to sale of Novozymes' products that primarily include enzymes; and they all have to work in conformity with the same guidelines to secure a uniform product.

"To us Brazil is no different than Kalundborg," explains Nomi Skovgaard, Senior Manager at Novozymes and responsible for the Novozymes Quality Management System.

"An enzyme product produced in Brazil is to be produced in the same quality and according to the same guidelines as a product produced e.g. in China - using the same recipe, so to speak," says Nomi Skovgaard. "And our analyses are always made according to the same methods of analysis. This is what we use our quality management system for, which also includes an environmental management system," she says.

Enzymes are used e.g. in washing powders (picture text)

Global consideration on local conditions

Novozymes considers Danish Standards Association to be a strategic business partner. Being a global company, it is important for Novozymes to have a globally oriented business partner. This is what DS is able to offer through the IQNet certification network that operates in a large number of countries. The audits of Novozymes in the different countries are conducted as a joint effort undertaken by DS and the DS-IQNet partners - allowing global consideration to be given on local conditions.

The quality management system of Novozymes is, of course, mainly in English, but it includes instructions at the local production sites in the local language.

"Our employees e.g. in Brazil are very comfortable with the fact that audits are performed by the national certification body, FCAV, in Portuguese. It makes me feel very assured that a local DS business partner is coming here to conduct the audit," says Nomi Skovgaard and continues, "I do not believe that DS alone - and in a reliable way - would be able to cover all the languages we use."

Danish Standards Association administers the many audits

Danish Standards Association has signed a contract with Novozymes which ensures global coverage of Novozymes. It is Danish Standards Association that administers the many audits performed at Novozymes sites around the world.

Novozymes has a contact person at Danish Standards Association. It is the lead auditor who audits Novozymes in Denmark and also regularly participates in audits around the world. "It is good service to us that we are always ensured the same expertise, the same contact person, the same approach by those who have accumulated such extensive knowledge of our company," says Nomi Skovgaard.



“We really feel that we get the service we need. But naturally blemishes do occur. When you cooperate with a company of our geographical and organisational complexity,” says Nomi Skovgaard, “the administration of our many audits will inevitably give rise to slight mishaps now and then. It has occurred that Danish Standards Association did not deliver the certificate as soon as we would have liked it, e.g. after an audit in China.”

Naturally, Novozymes regularly takes the cooperation with Danish Standards Association up for consideration. “We do that with all our suppliers,” says Nomi Skovgaard. “And each time it is to the advantage of Danish Standards Association. The most important thing to us is trust between the auditor and us - trust which must be based on a heartfelt understanding of our global company. And a will to adapt audits so that they add real value to our company.”

Visit the homepage of Novozymes www.novozymes.com or the Danish Standards Association www.ds.dk

For further information, please contact

Ms Helle Saaby

Development Manager

DS - Danish Standards Association

Kollegievej 6, DK-2920 Charlottenlund,

Tlf: +45 39 96 61 01 - hes@ds.dk.

ISO 14001 within the banking sector: Zurich Cantonal Bank's success story

The ISO 14001 certificate has been awarded to one of the leading Swiss banks. The Zurich Cantonal Bank's environmental management system (EMS) passed the scrutiny of the auditors of the Swiss IQNet partner and was awarded the certificate in December 2002.

The auditors of the Swiss Association for Quality and Management Systems (SQS) commented in their final report that the structure and aims of environmental and sustainability management issues are fully operative and successfully implemented within the company. They particularly praised the ambition of the top management to regard sustainability as strategic key issue and to apply this within a systematically implemented EMS.

The Zurich Cantonal Bank has been committed to the environment since the early 1990's. The environmental impacts of the banking operations have been successfully minimized for many years and a number of environmental products have been available to the customers. Through a systematical screening of all the bank's activities and processes with regard to their potential environmental impact, a complex EMS was established within 15 months leading up to the certification.

In contrast to other bank's environmental management systems the Zurich Cantonal Bank was committed to establish an EMS that included not only the traditional environmental activities of a bank, but also the many and very important impacts upon the environment that arise through financial products. Therefore, the EMS includes all activities that relate to offering financial products to customers. With this all-inclusive approach the Zurich Cantonal Bank takes the lead within the Swiss banking sector.

The bank's product range includes sustainable investment products, environmental loans and an environmental savings account. Through the environmental loans pioneering environmental projects such as super-energy-efficient construction, photovoltaic installations and the conversion to organic farming are supported. The bank is also reviewing every mortgage loan application with regards to environmental risks and returns in order to limit potential damages to the bank and to the client.

The Zurich Cantonal Bank has taken a pioneering role in many aspects of sustainable investment too. For over six years, the bank's Environmental and Social Research Unit has been giving investors the chance to include environmental and social criteria in their choice of investment. A number of such sustainable investment products are offered to the bank's customers and a range of other Swiss banks. The ISO 14001 certification process gave new impetus for developing further products, like sustainable portfolio management mandates for private and institutional investors. The main emphasis of the EMS in coming years will be the development and increased sales of sustainable financial products.

Even though not part of the ISO 14001 requirements, the bank is regularly reporting on its environmental performance. Committed to sustainability reporting, the annual report includes detailed information and indicators on environmental and social issues. The top management is committed to continually improving the bank's environmental performance and regards the EMS as a key element of a comprehensive sustainability management. They are looking forward to a successful partnership with SQS.



The commemorative cover has been designed to monumentalize the event

Contact:
Mr Rene Wasmer
SQS - Switzerland

Certification of the internal activity at Israel Aircraft Industries to ISO 9001:2000

The Internal Audit activity at Israel Aircraft Industries is the first Internal Audit activity in Israel that was certified by the Israeli Standards Institute and IQNet (International Certification Network) to the advanced international standard ISO 9001-2000, and is amongst the few in the world certified to this standard.

Israel Aircraft Industries (IAI) is the largest industrial corporation in Israel, engaged in civilian and military operations in Aviation, Aerospace and Electronics.

IAI gained international recognition as a state-of-the-art leader in developing technologies in those areas.

The corporation has 14.500 employees, and sales of over \$2 billions for the year 2002, including \$1.5B in exports to clients in five continents.

The corporation consists of 10 headquarter units and five groups managing 20 divisions. In addition the corporation has representations and numerous subsidiaries worldwide.

All IAI divisions are certified to ISO 9000 and the corporation is certified to ISO 14000 and ISO 18000. The divisions are in the process of upgrading the certification to ISO 9001-2000 and to AS 9100.

As public corporation IAI is required by Israeli law to have an internal auditor. The Internal Audit unit consists of 25 employees, most of whom are university graduates, all trained as internal auditors.

The certifications to ISO 9001-2000 indicates that the Internal Audit activity has implemented a quality management system (procedures and methods) according to international standards in order to promote professionalism, credibility and satisfaction of audited entities.



CQC issuing the first ISO 9000 - Certificate for Television Media in Asia

On 8 September 2002, the China Quality Certification Center (CQC) issued the ISO 9001:2000 certificate to the News & Commentary Department of the China Central Television (CCTV), which is the first ISO 9000 quality system certificate for television media in Asia.

CCTV is the largest national television in China. Its News & Commentary Department, which has been set up more than ten years ago, holds many widely known and influential programs.

The News & Commentary Department utilized and established the ISO 9001:2000 quality management system carrying out this standard in every link of its program making and broadcasting.

This is a very successful attempt in television media. It has opened up a new domain in the quality certification industry and promoted new development in quality certification undertaking.



Zürcher Kantonalbank (ZKB) is Switzerland's largest cantonal bank, the third-largest Swiss bank and belongs to the group of the country's five largest portfolio managers.

As an independent public-law institution in the canton of Zurich, ZKB enjoys the privilege of a state guarantee.

It is the only major Swiss bank with a AAA rating by Standard & Poor's.

ZKB's workforce comprises 4293 employees.

www.zkb.ch/sustainability