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Performance Measurement

All organisations need to establish and quantify the key factors with which to monitor their quality performance. It is not enough to believe that the organisation's quality performance is and has always been satisfactory. Agreement needs to be reached as to what the key factors are by which to judge the organisation's quality performance. What is the organisation's current performance against these factors and how can it be improved? If measures of quality performance are not established and monitored then adverse and possibly catastrophic trends may not be identified with possible dire consequences for the organisation.

Quality performance measures need to be established, not only at a corporate level but at all levels throughout the organisation, right down to the individual. Quality performance measurement is one of the most important ways of improving the quality performance of the organisation – if you don't know your performance then any improvements can only be subjective and not quantifiable.

Once performance indicators have been established and measured you can compare them – benchmark them – against recognised leaders or industry standards.

As well as benchmarking your performance indicators, you can also benchmark your quality management system. BSI has launched a new service that allows you to benchmark your quality

management system against BSI and industry standards. The process is based upon the eight ISO 9000 management principles. It assesses the maturity of the system, measures change and allows comparison between sites. The **BSI BenchMark works** by using a scoring level based on the **eight management principles** of ISO 9001 and **performance maturity**.

For example - Customer Focus - Organisations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

There are criteria that look at the effectiveness of the organisation at achieving customer focus and these are each marked in a range 0 – 50 depending how well the organisation addresses the criteria. For customer focus, one criteria is “Researching and understanding customer needs and expectations”. If the organisation has no approach for doing this then they would be at the bottom of the scale, whereas if there is a systematic approach to gathering data that is analysed and pro-actively used to improve product and service and the results are benchmarked against others and these outcomes used for further improvements – then the organisation would score at the high end of the scale. There are about 30 – 40 criteria split over the eight management principles. The results are analysed to



show where the strengths and weaknesses are within the eight principles and after a BSI assessment the quality management system can be judged as Bronze, Silver, Gold or Platinum.

If you would like further information about this service, please contact www.bsi-global.com

Internet Security

ISO have recently published a standard that has the potential for improving security measures taken against identity theft, cyber crime and intrusion attacks on Internet financial transactions. **ISO 21188:2006, *Public key infrastructure for financial services – Practices and policy framework***, offers a set of guidelines to assist business managers and analysts, technical designers and implementers and operational management and auditors in the financial services industry.

According to Mark Zalewski, chair of the ISO technical committee that developed the standard, “The use of ISO 21188:2006 ensures the privacy, authenticity and integrity of financial transactions conducted over communications network. It is expected to ensure more consistent and predictable security in financial systems and confidence in electronic communications. The new standard is a significant effort to fend off the trends in cyber crime and the intrusion attacks attempted on financial transactions worldwide. To put this threat into perspective for the digital age, over USD 222 billion in losses were sustained to the global economy as a result of identity theft.”

For further information visit www.iso.ch

Europe and Climate Change

The European Commission have recently launched a campaign in Europe to try and encourage people to cut greenhouse gas emissions and help stop climate change. The campaign is called “You Control Climate Change”. It highlights that small actions e.g. turning off a light or fixing a leaky tap are all worth doing. Individuals

and households must help in the fight against climate change – about 15% of the EU’s greenhouse gas emissions are from private households and private car use is another 10%.

BBC News

UK and Climate Change

At a recent meeting of Canadian and British MPs in Canada, Ian Pearson – the UK Climate Change Minister, called on international legislators to keep up the pressure on governments to tackle climate change and complement the Gleneagles Dialogue that was agreed during the UK G8 presidency last year. This aimed to encourage countries to work together to reduce their greenhouse gas emissions. Mr Pearson said: “Legislators from all countries have a vital role to play in tackling climate change, helping to formulate domestic policies to combat climate change, raising awareness and encouraging debate in their constituencies as well as holding their governments to account. If we want a serious discussion about climate change we need to involve the major economies of the G8, including the US, as well as the emerging economies of Brazil, China, India, Mexico and South Africa.”

For further information visit www.defra.gov.uk

London and Climate Change

Researchers at King’s College London are proposing a network of scientific stations to monitor London’s carbon “footprint”. The system would track gases such as Carbon Dioxide to help find out the city’s contribution to climate change. According to Professor Sue Grimond, “We all know that cities are a major source of carbon, but we don’t understand the detail; there are very few studies.” The studies that have taken place in cities such as Tokyo, Rome and Copenhagen show that the downtown areas produce large amounts of carbon and this rises during the winter and during rush hours. The study wants to find out the



affect of trees and parks and this help in future development decisions. The Professor says, “As we put in new residential developments or new estates, if there is any way to preserve trees we should be trying to do it; and we should be encouraging people who have gardens to grow trees because they will sequester carbon.”

BBC News

BSI and Climate Change

The BSI has aiming to be a Carbon Neutral organisation. This was announced at a recent BSI Update Forum. They believe that they are the first certification organisation to reach this status and shows that it can be done.

Standards for Crisis Management

The aid response to the recent earthquake in Java showed was improved because of the lessons learnt from the Aceh disaster – can standards help in future disasters. The International Standards Organisation is looking at standards that will improve crisis management in the face of natural or man made disasters. The mission of the responsible technical committee is ‘to develop International Standards or other ISO deliverables that will improve preparedness before a crisis, coordination during a crisis and reconstruction and remedial action afterwards. Chair of the technical committee, Ambassador Krister Kumlin, said “Standardized channels save time and simplify cooperation in crisis management and are therefore of vital importance. One important idea is that in the future, information can be interpreted and transferred between national and international companies, authorities and organisations.”

The ISO Secretary General, Alan Bryden commented, “Safety and security are among the central preoccupations of both governments, to ensure the protection of their citizens, and the private sector, to assist in business continuity. Anticipating and responding to natural, or other types

of disasters requires the efficient collaboration of governments, NGOs and businesses, and often involve international coordination and cooperation. The launching of ISO/TC 233 is a further demonstration of ISO’s commitment to provide the framework and process for developing consensus based standards to help meet the challenges in this areas...”.

Companies and governments and organisations that wish to participate in or provide input for this work of TC 233 should contact the ISO member in their country.

For further information visit www.iso.ch

Environmental labelling

COPOLCO – the ISO’s committee for consumer policy is urging ISO to raise the awareness of the benefits of the ISO environmental standards. At a recent workshop held by the committee in Malaysia a wide range of topics were discussed, including: product life cycle management for environmental protection and sustainable development, sustainable production of agricultural and manufactured goods and services and ensuring consumer confidence in environmental and other claims and information.

Bill Dee, Chair of the ISO subcommittee that developed environmental labelling standards said, “Environmental labelling is a key trade issue and often determines whether products will be accepted in an importing country. The ISO suite of standards can provide benchmarks to ensure that consumers are not misled about environmental benefits claimed on labels”.

For further information visit www.iso.ch