



TickIT^{plus} Implementation Note

Title	Business management elements in the BPL		
Date	August 2012	Reference	TIN002-1208
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Key Terms	Base Process Library (BPL), Process Reference Model (PRM), Organisational Implementation		

The BPL (Base Process Library) includes a number of references to organisational activities and work products, such as the business plan and management framework. The inclusion of these probably goes much further than would normally have been included in a purely ISO 9001 based management system. In many organisations, the relationship between the management system and these key elements of the business may have already been identified and established.

TickIT^{plus} aims to push the implementation of good practices and doesn't just simply reiterate the requirements of ISO 9001, or indeed any of the requirement standards that have been referenced.

One frequent criticism observed about standards, 'quality' management systems and certification is that they sometimes appear to be completely separate from the running of the business. Clearly this is not the intent of the standards, but can often be seen, especially when some organisations feel that they just want the 'badge'.

TickIT^{plus} has tried to address this so that the IMS (Integrated Management System) is clearly aligned and driven by business needs, objectives, goals and aims. Management systems cannot work effectively, or indeed efficiently, in isolation of the business direction. Any management system model, such as that offered in the BPL, must include clear requirements to ensure that the two are fully aligned.

In the BPL, the approach taken to achieve this is through the Corporate Management and Legal process and in particular the reference in the base practices and work products to establishing the organisational business plan and management framework. The business plan should state what the business goals are, where the business wants to get to, how fast, with what limitations, constraints, objectives, aims, including: statutory; legislative and security aspects. From this, the engineering and all other business functions should understand how their parts fit into the overall goals of the business. This helps to formulate the nature, style and desired outcomes, balanced with the costs of achieving them and other factors in implementing processes.

Without a clear link, there could be risks that the management system is implemented in such a way that it doesn't actually contribute to the effective and efficient running of the business. Either, the system is overly designed for what the business actually requires, or is under designed, thereby not supporting the business objectives. For example, it would be possible to create a management system which delivers zero defects, but without due consideration or links to the business objectives it could actually cost the business more in terms of achieving that goal and which isn't actually supported by the rest of the business. Perhaps the actual goal of the business is 'time to market', where a certain level of defects is considered acceptable. Also, can the business actually support that goal of the system through the provision of resources, tools, equipment etc. which would probably be necessary to implement such a system.

Therefore organisations should establish or identify their business plan and management framework and use these to ensure that the IMS is being implemented, maintained and improved appropriately to meet the business goals and objectives. The business plan doesn't need to be specially called a 'business plan', nor does it need to be in one single document, but it should exist somewhere within the organisation. The management framework just exists but should be evident through organisational charts roles and



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responsibilities, business objectives and policies that are all linked to the business plan in some way.

The assessment should also check that this has been implemented in practice and seek to establish that these exist and that there is a clear link between them. The Business plan drives the management framework, which drives objectives, which drives the management system consisting of policies, processes, procedures, etc. Work groups use the management system and feedback data and information on performance which confirms achievement, or causes objectives to be adjusted, which affects the management framework that supports and if necessary causes refinement to the business plan. Nothing should be hidden.