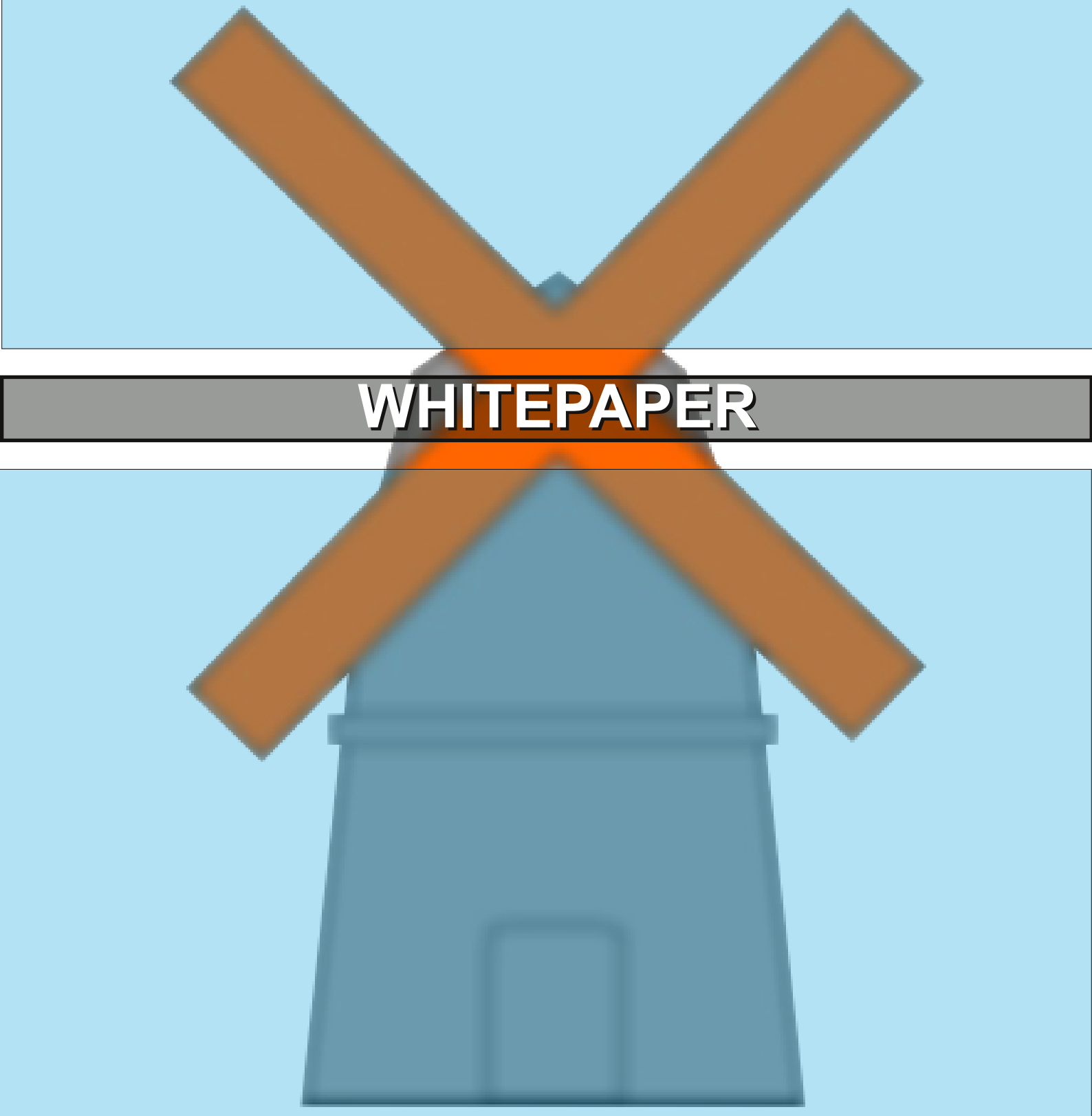
BP delivery

The MOLENMODEL

Based on ISO High Level Structure



WHITEPAPER

Preface

De High Level Structure (HLS), introduced by the International Standards Organization (ISO) in 2008, was intended to combine a multiplicity of management systems within different certification schemes all together. especially where ISO14001 (Environmental Management) and ISO9001 (Quality management) were involved. There was recognition that both management systems were quite similar to eachother and that certification against these two standards often led to the same sort and types of documentation.

The HLS intends to reduce the amount of paperwork and to combine the standards that contain, more or less, similar management systems.

Nowadays the market recognizes the fact that the HLS may serve more standards than ISO9001 and ISO14001 alone and that there are more management systems out there that would fit within the High Level Stucture, like ISO27001 (information security standard). Apart from ISO27001 are a number of certification schemes that are based on this Information Security Standard Management System. Because of this fact, the HLS has become applicable in much more areas.

Despite the fact that the HLS is a very valuable addition to a large diversity of standards, BPdelivery, specialist in business processes and often asked to advise on certification trajects, found that the HLS alone offers little grip on certification trajects for organizations. Based on that fact, they introduced the MOLENMODEL©®.

BP delivery

HIGH LEVEL STRUCTURE

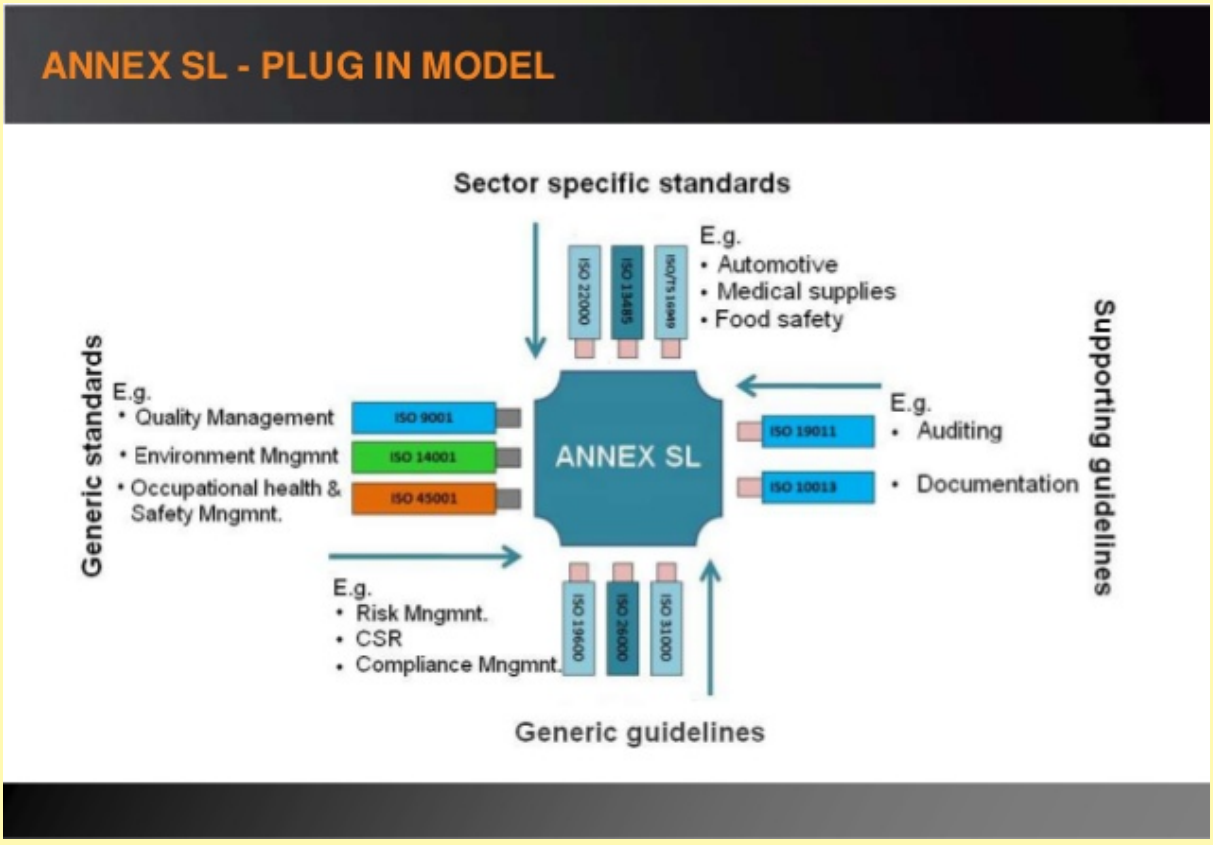
The ISO High Level Structure (HLS) is established in 2008 by the ISO Technical Management Board (TMB) en registered in Annex SL of the ISO Directives. Since 2012 the HLS is recognised as the starting point and the basis for all new and redefined management system standards.

The HLS is the heart of the socalled plug-in model for ISO management system standards. This model has been the reaction from ISO on the market demands and its aim is to connect more standards to eachother and create a logical connection with eachother within the various management systems.

The market required that norms for quality-, environmental - and occupational health & safety management should connect more to the trend of integral risk- and compliance management. If this is the case, it will be easier to integrate the whole within the management system of any organization. Because of this market demand, ISO decided to develop and integrate a system according to the Plug-In model.

The HLS consists of 7 main components of a management system. Where combined, these 7 components provide for 7 important management themes and are taking care for a good and logical connection between the strategic and operational levels. With this it is possible to relate several important management processes to eachother. One could say that for instance risk-, compliance- and process management are interchanged with eachother through the system as a whole.

HLS PLUG-IN MODEL



METHODS USED

Within organizations well known management methods are often used to provide more grip where organizations can improve themselves continuously. They are able to focus on risks and opportunities and able to point towards a control system that is well known within the organizations upper management.

Without going too deep into the specific contents of these methods (or systems), on the next pages the more commonly used methods will be described. The PDCA cycle, also known as the Deming Cycle, is about the continuous proces of development, execution, control and adjustments. This cycle is internationally recognised and often used to manage the full cycle of business and operational improvements. PDCA is an acronym for PLAN-DO-CHECK-ACT.

The phase PLAN is all setting goals, how to achieve them and by whom. Concrete targets are defined which have to be measurable through Key Performance Indicators (KPI's) and the goals are made SMART.

The DO phase is meant to execute the plans by appointed people.

During the CHECK phase there will be continuously monitoring to verify if the activities from the DO phase are still in line with the original plan and established KPI's.

Finally the ACT phase is used to adjust the plans based on the results from the previous activities if such is required by the given situation.

These activities are intended to have a recurring character where the output from the previous phase will always be the input for the next.

THE DEMING CYCLE

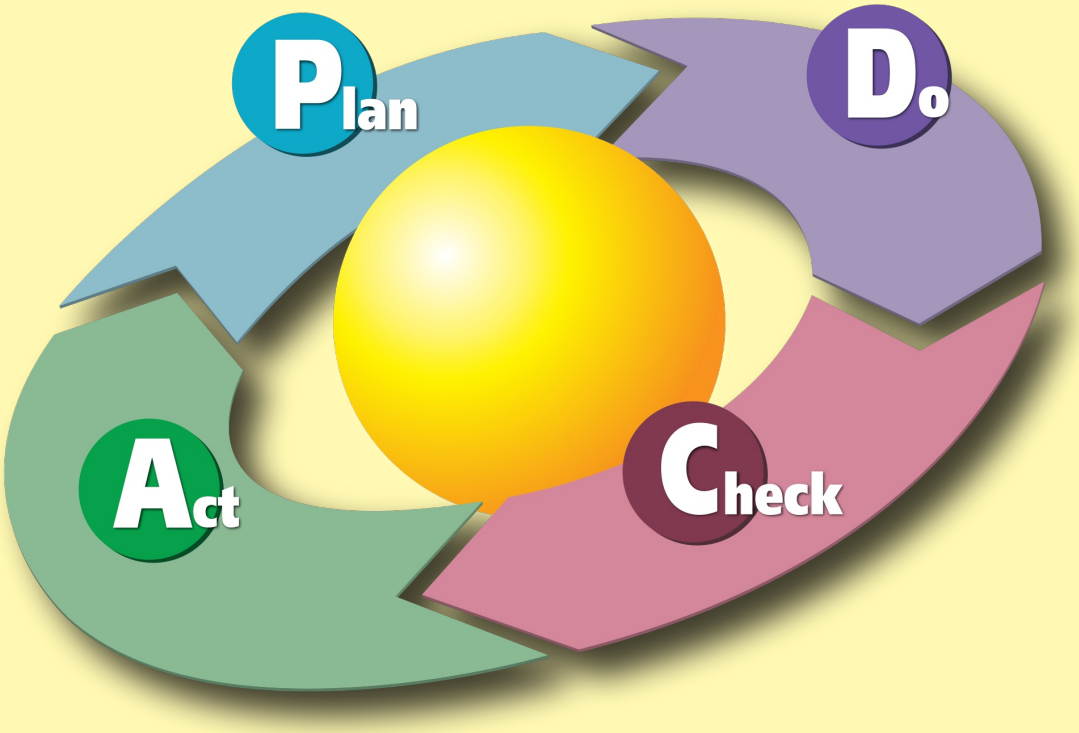


Image courtesy of Wikipedia.org

INSTITUTE FOR DUTCH QUALITY

The institute for Dutch Quality management has been established by the Dutch ministry of Economical affairs and became very well known under the name of INK within the area of quality management. The INK quality management model is used within The Netherlands and abroad to provide for a method of a quality management system within organizations.

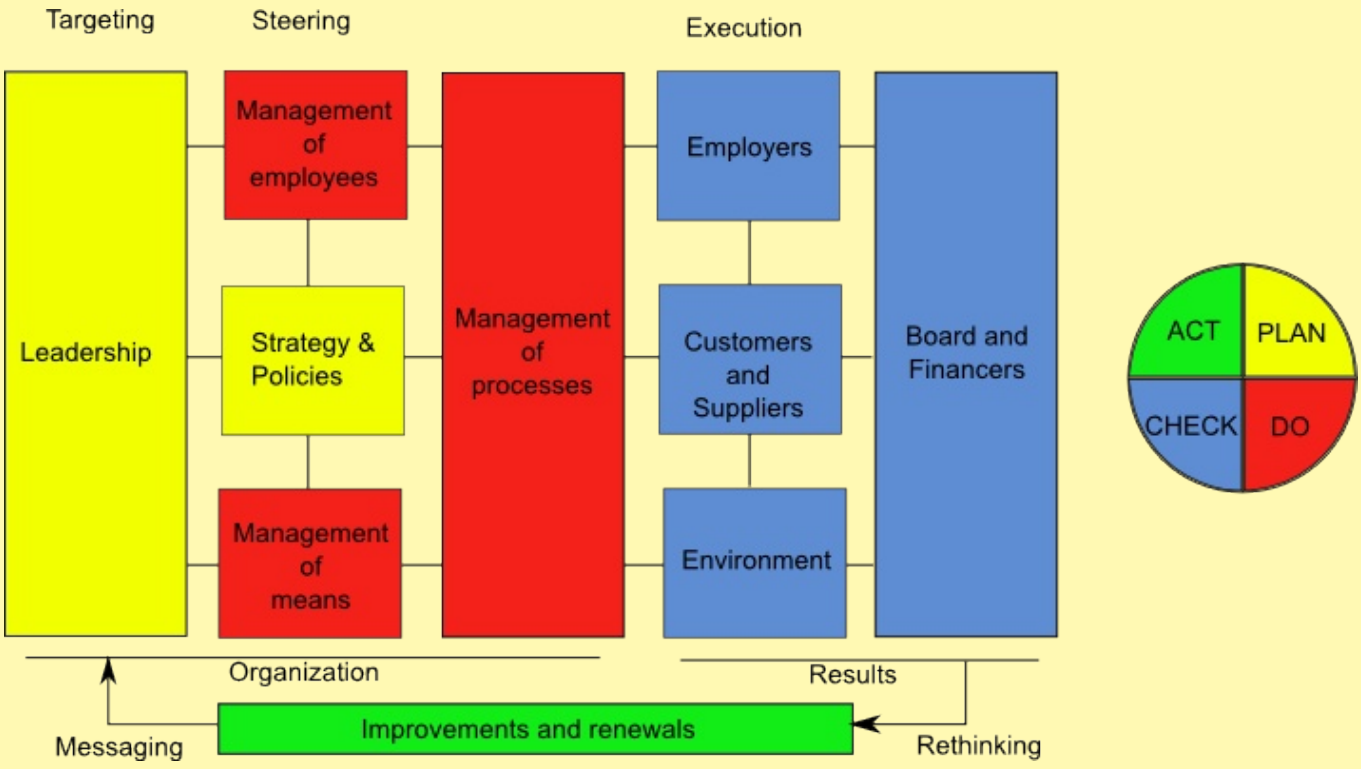
Within any organization the INK model can be used in combination with the PDCA cycle.

In the model below it is easy to identify the PDCA cycle and on what elements within the organization the cycle is to be used. Without entering too much into the specific detasils of the INK quality model it is clear that not only internal factors but also external elements (suppliers and environment) are specifically mentioned within this model. Within the organization itself all departments have a certain role in total.

With the development of organizational policies (Targeting) it will be possible to organise (steering) the internal aspects of the organization with operational management and procedures.

The operational execution of the processes and procedures will be measured with KPI's. From the KPI's performance characteristics will be derived. From employees, suppliers, customers and the environment, performance characteristics will emerge as well, most likely presented as figures (results). By rethinking the results, continuous improvement of the organization can take place. Communication about this will happen (messaging) and adjustments can take place through improvement measures.

THE INK MODEL



OPPORTUNITIES AND THREATS

Within the ISO standards and controlling the organization in senses of opportunity identifications and risk analyses are often SWOT and PRA used as methods.

SWOT stands for
S trength
W eakness
O pportunities
T hreats

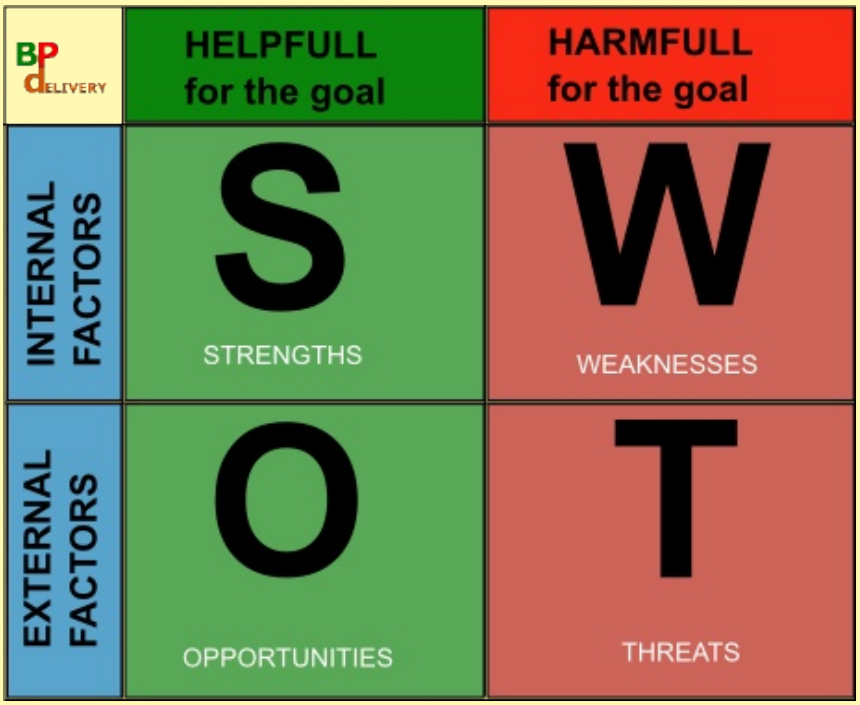
The SWOT analyses is often performed to analyse the organization. In this process the organization is looked upon as neutral as possible on internal and external factors that are harmfull or helpfull to the organization. It certainly helps to try to look "outside-in" to achieve the best results.

Within the quadrants (S/W/O/T) core elements are placed which are considered as the most important and which the organization wishes to address. The list does not have to be super complete but have to contain the most relevant elements that the organization wishes to manage and control more thoroughly on itself and its environment.

The SWOT model is often the starting point to identify where the organization wishes to put more attention and effort into.

The elements that are addressed are further developed to come to more specific strategic goals and operational targets.

SWOT



RISK ANALYSIS

Organizations always have certain risks while running their operations. With these risks should be identified how much risk is involved on certain elements within and outside of the organization. Based on these observations the organization creates a risk analysis on those elements where risks are involved. As a part of this risk analysis, there should be meassures implemented to mitigate those risks, along with the responsible departments and acceptable risk-remains. With this, the organization shows that is does not only identify the risks involved, but also proves to be capable of mitigating the risks and identify the departments that may be held accountable for the risks.

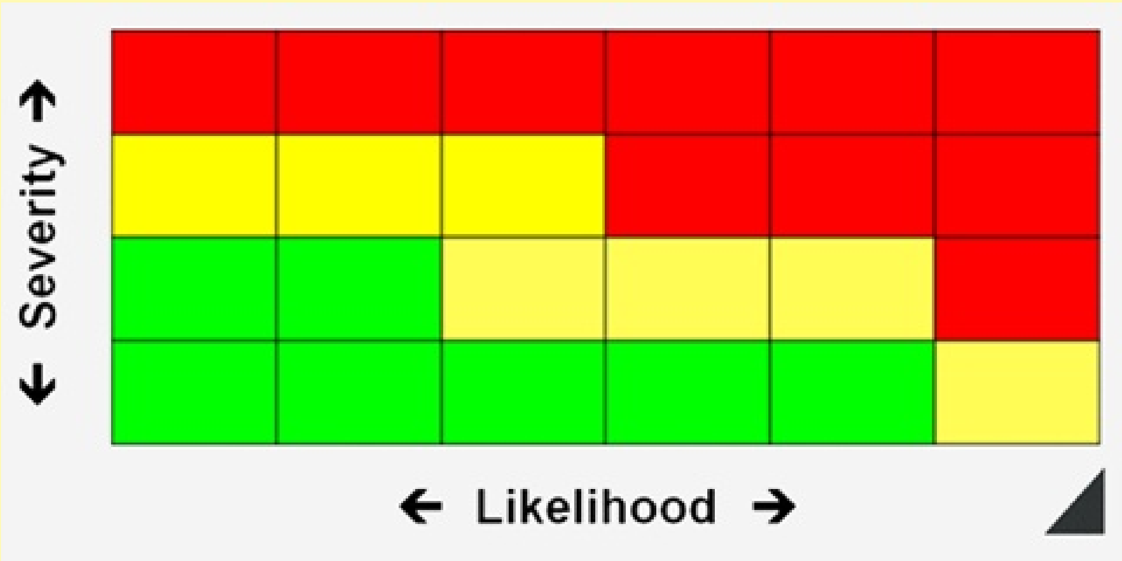
While there are many systems and models that may be used to identify any risk, one should take into account that the most elements that have a certain risk within any organization are:

People
Equipment
Software Applications
Data
Environment
Organization
Delivered Services
Customers
Suppliers

By adressing all these elements seperately and identifying individual parts per element, it is possible to identify the risk in matters of money and reputation.

By creating a matrix where the likelyhood of occurance, combined with the severity is charted, you make use of a technique which is called Probabilistic Risk Assessment. PRA in short.

PRA



BP delivery

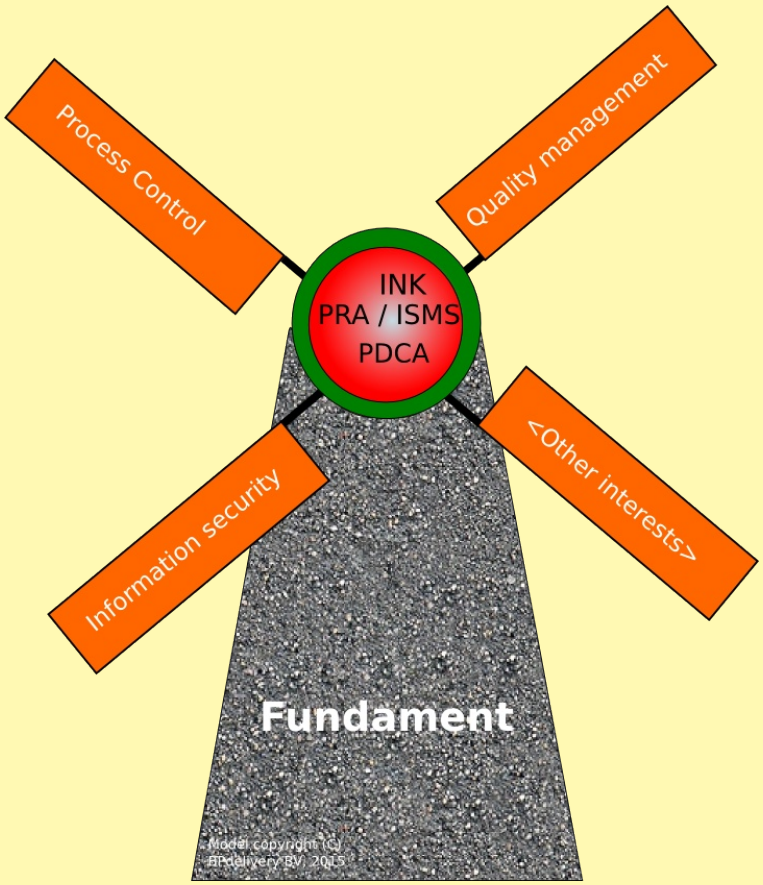
MOLENMODEL©®

Within different ISO standards is usually a reference to a management system. Many discussions may arise between the external auditor and the organization about the management system. Within the management system any connectivity with other systems needs to be identified. Most of the cases this was done by making use of the risk analysis combined with the company policies and the PDCA cycle. This will even be more complex when multiple certification schemes are implemented and maintained within the same organization.

To maintain the logic and combination with standards within the HLS, there is no model yet that addresses these elements. The HLS itself presents a method, which is seen by many as very abstract and not always easily adaptable within the organization. Based on that sentiment and the identified void, BPdelivery introduced the MOLENMODEL©® (English: MILL MODEL) at her customers. The MOLENMODEL©® consists of a logical structure, is very recognizable and makes use of the existing and well-known management methodologies as described on earlier pages.

BPdelivery MOLENMODEL©®

THE FUNDAMENT



The basis of the mill consists of the organizations fundaments. In this fundament is described what the Mission, vision and strategy of the company is. The basis of this fundament may be derived from the SWOT analysis. Most of the time the fundament leads to several basic documents that describe the policy of the organization. This will also lead to internal sets of company rules, like the handbook of Human Resource Management and, especially with social media involved nowadays, communication policies.

Standard documents that should be a fixed part of the organizations fundament, are the following:

A written Mission, Vision and Strategy, including the scope against which the organization wants to be audited and certified. Supplier and customer management should be a fixed part of the documentation as well. Also the environment plays an important role in identifying the organizations' core values. When this exercise is done, you are well on your way to move on to the next step.

BP delivery

HLS ALONE IS INSUFFICIENT

To make use of the HLS structure alone to describe the fundament, will prove itself to be insufficient. There need to be policies for HR and communication as well. As a part of quality management also product management and customer satisfaction need to be taken into account. Within the framework of information security there needs to be at least a descriptive document on chain management and business continuity.

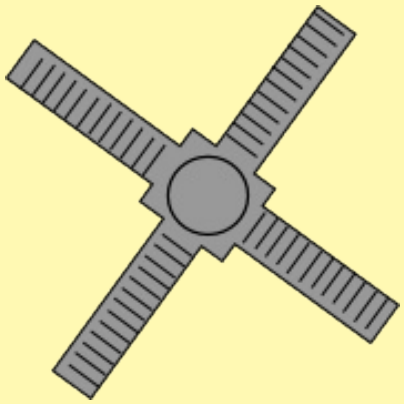
In all cases the fundament must contain a description about the structure and methodology on how the organization handles its core processes and procedures.

It needs to be described when and how processes are being developed, how they are maintained and who, within the organization, bears responsibility over them.

THE MOTOR

As soon as the fundament is in place, work can be done on the elements that are considered to be the engine of the organization and that rely for a large part on the High Level Structure. Elements that are noticeable for this are the ISMS (Information Security Management System). The motor is what makes the vanes of the mill rotate that signifies the DYNAMIC aspects of the organization. Within the ISMS the PRA-Risk analysis is present. Because the methods of INK and PDCA are already covered in earlier sections of this document, this will not be explained in this section any further.

THE VANES



The vanes of the model are beeing formed by core elements that are normally present within any organization:

- Process control;
- Qualitymanagement;
- Information Security;
- Other (specific) interests.

These seperate elements can also be related to (parts of) ISO certification standards. Quality Management can be connected to ISO9001 and information security shows close connectivity to ISO27001 and related standards.

BP delivery

PROCESS CONTROL

All standards assume the presence of processes within any organization. Processes are taking care of the fact that all activities are conducted the same way within the organization. This basic principle is debet to the fact that process control is a fixed vane of the MOLENMODEL©. These processes are always considered to be maintained and looked upon on a regular basis to identify if the processes are still actual, implemented and correctly used. Apart from that, core processes can be used as a solid basis to derive the Key performance indicators from, which can be used to monitor and steer the performance of the organization.

QUALITY MANAGEMENT

This vane can be related to ISO9001. Every organization will strife to uphold quality on behalf of her customers with the development of, maintenance on, or on the delivery of products and/or services. Whether the organization intends certification against the 9001 standard, the delivery of quality on products and services should always be a fixed part within any organization. Therefor this vane is explicitly mentioned. Apart from that it is also possible to generate quality targets with Key Performance Indicators to reach or maintain the desireable quality standards.

DE VANES

INFORMATION SECURITY

In all companies, especially where privacy related data and the growth of huge amounts of data is a growing concern internationally, information security plays an even bigger role than ever before. More and more data has become a part of privacy regulations and information security has become a must rather than a choice to organizations of any kind. Therefor, this vane can be seen as the implementation of ISO27001 or comparable standards. Next to that, this vane also creates a direct link to actual laws and regulations with regards to the various areas of security and privacy.

OTHER INTERESTS

The fourth element, other interests, is commonly used to identify a seperate standard that is not part of the common ones and is totally up to the organization using this model. This vane can be used to identify a specific interest based on the field of expertise that the organization is into. In order to make use of this vane it is important that the <other interest> is of high value to the core values of the organization itself and that it is not a part of the other existing vanes.

CONCLUDING

When using the MOLENMODEL©® with the correct vanes, it should be clear to any auditor HOW the management system is constructed, which elements are a part of that and their interrelationship. When using the MOLENMODEL©® it is easier for organizations to concentrate on the execution of the necessery elements to achieve improved control over the organization itself. The implementation of the model is very easy and ensures that you do not forget any part of the standards during initial or continual certification. Because the model is integrated with ISO HLS, you are instantly compliant with the newest and most recent developments on certification.

MORE INFORMATION

BPdelivery

Operational procesmanagement and consultancy

Would you like to receive more information about this method or do you want to discuss the possibilities for your organization or the product BPdelivery? Contact us.

BPdelivery B.V
Kerkstraat 85
6871 BJ RENKUM

www.bpdelivery.com
info@bpdelivery.com

Click for website

BPdelivery is the specialist on the improvement of internal business processes between the service- or facility organization, their internal users and external suppliers.

The unique concept of BPdelivery is that the relationship between all parties is never influenced by our service in any way. Because the service operates over the Internet (the Cloud) it is always available.

You can use BPdelivery for any product and service that you deliver internally or to external customers.

By using the service of BPdelivery, your organization is already compliant on several important elements within different standards. Connect to us, and we can tell you more.

BPdelivery