



DQS and the German Employment Agency: Customer satisfaction guaranteed with ISO 10002

Guideline ISO 10002 shows how organizations can benefit from complaint management

The Federal Employment Agency (BA) is Germany's biggest service provider in the labor market. Its more than 700 offices handle not only unemployed job-seekers, but also people looking to transfer from one job to the other, offers guidance counseling and financial support. Its potential clientele is 54 million people, with an unemployment rate between 7 and 8 %. It comes as no surprise then that not everybody walks out of their offices completely satisfied – last year, there were 80,000 complaints in all. In order to better organize how they are handled, the Agency implemented a complaint management system (CMS) entitled "Customer Response Management" eight years ago already, which was based on international standard ISO 10002. Now the underlying process has been certified, as well.

"Quality Management - Customer Satisfaction – Guidelines for complaints handling in organizations" is the full name of revised standard ISO 10002:2010-05, which is designed to provide organizations of any kind with new impetus for handling complaints. Improved customer satisfaction is the objective, with all the positive effects that may have for both parties: improved image of the organization, improved quality of products and services, increased customer loyalty, and so forth. A major advantage is its compatibility with ISO 9001 and ISO 9004, which is why a complaint management system can be integrated with no undue effort into an existing quality management system according to ISO 9001.

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Being a public body with self-governance, the Agency not only has to focus on customer loyalty in the classic sense, but needs to keep in mind the particular situation and environment of their clientele. We spoke with DQS auditor Frank Graichen, who recently assessed the Agency, about the particular benefits of a customer complaint management system according to ISO 10002.

Mr. Graichen, ISO 10002 expects an organization to implement a comprehensive complaint management process, in order to provide the “complainant” with a degree of transparency unknown to date. But what exactly are the advantages for the complainant?

Actually, there are three very concrete advantages for the complainant: first, the entire process is much easier to understand; second, the entry level for submitting a complaint is very low; and third, the complainant is kept up to date on the status of their complaint. In addition, reaction and processing times can be reduced, as it was in the case of the BA.

When it comes to policy, ISO 10002 states that: “Top management should establish an explicit customer-focused complaints-handling policy. The policy should be made available to, and known by, all personnel. The policy should also be made available to customers and other

interested parties”. In real life, though, how does a complainant recognize that his or her complaint is now subject to a comprehensive and effective process? First of all, they will notice something when they receive an interim response within three days, and if the entire case is closed within 14. Those are the deadlines implemented at the BA, for example. Of course, that requires making available the necessary resources in-house, which the BA has done. They very actively disseminate information about their complaints process, too, in order to make it as easy as possible for customers to submit their complaints.

You mention their complaints process; can you tell us what are the essential characteristics of this process that are also applicable to other companies?

Of course! The system is, after all, ideally suited to organizations of any type, size, or business sector, both in manufacturing and service. The main characteristics are: fast collection of complaints, fast response time to an interim response, and final close of the complaint within 14 days. This is particularly impressive when we consider how many sites the BA has, and that almost every complaint has to be either delegated to or coordinated with a responsible person on site – and still meet the agreed-upon service level of 14 days.

Does the CMS also provide the kind of information that leads to the implementation of targeted improvement measures?

It does when the director in charge of the complaint management system reports directly to the management board, as is the case with the BA, where the director submits highly detailed and informative reports at regular, short intervals. They include, among other items, the amount of complaints per subject area, decreases in customer satisfaction, as well as suggestions and ideas submitted, which can be submitted in the same manner as a complaint. Due to the particular task of the BA as a Federal Agency, complaints also often refer to the applicable legal situation; these are also part of the reporting.



In summary, what do you think was the benefit of the actual assessment on the complaint management process?

I do believe that we were able to give some pointers in the direction of how to improve measuring and evaluating process efficiency on the whole. An assessment of this kind often is a confirmation for the organization and their employees. It shows where they stand among the competition and gives surety when talking to customers. In the case of a Federal Agency such as the BA, it can be particularly interesting to see that their processes are, if anything, at least as good as those found in any public industry sector – if not better. In the case of the BA, I do not hesitate to state they are exemplary when it comes to their customer response management. And judging from the comments we auditors received, the BA found this assessment to have added value and fulfilled their expectations.

Frank Graichen
Managing Director
DQS Medizinprodukte GmbH

www.arbeitsagentur.de

ISO 10002: Quality Management – Customer Satisfaction – Guidelines for complaints handling in organizations

This guideline provides guidance and establishes principles designed to make the process of complaints handling as effective and efficient as possible. The objective is to increase customer satisfaction, as well as derive improvement potential for products and services. DQS offers assessments of complaint management processes to their customers, using the instructions presented in this guideline as a basis.



ISO 10002 also in Turkey

DQS Turkey (TRQS) was the very first to issue an ISO 10002:2010 certificate in the chemical sector in Turkey. After a successful audit, OMV Petrol Ofisi, Turkey's leading fuel products distribution and lubricants company, was proud to obtain this certification.

ISO 10002 is an international norm for customer satisfaction/complaints handling systems. It provides guidance for the creation of a customer-focused environment that is open to feedback and complaints. It focuses on transparency, accessibility, resolving any received complaints, objectivity, and the continuous improvement of these topics.

The managing director of the newly certified company, Mr. Sezgin Gürsu, explains that this certification confirms that OMV Petrol Ofisi is continually improving customer satisfaction. The company focuses on anticipating the needs of the customer, so as to achieve long-term customer loyalty. Mr. Gürsu adds that he is very satisfied to have obtained this certification with DQS Turkey and the DQS-UL Group.



The Managing Director of TRQS, Sahin Sallabas (second from right) presents the certificate

Contact:
DQS Turkey
TRQS Tic. Ltd. Şti.
Ms. Emel Sallabas
Bağdat Cad. Niş Apartman A-Blok D.8 No: 373
34530 Maltepe-Istanbul
Turkey

Tel. +90 216 4573839
Fax +90 216 4573842
dqs@dqs.com.tr

Looking back and moving forward

Dear readers

With this edition of "DQS in Dialog" we start into a new year. Some of the challenges of 2012 had already become visible in 2011, others are yet to come. I invite you to accompany me on a short tour back in time to 2011, and to take a look forward to what waits ahead.

2011 was another successful year for DQS UL Group, both on a regional, national, and international level. And most of that success we earned on the international parquet of assessments and audits. For a growing number of our German customers, our ability to move surely in these circles is an important criterion for cooperation. Reason for this are Germany's trade relationships especially with the so-called BRICS states Brazil, Russia, India, China, and South Africa – countries where many global players also maintain production sites of their own. I recommend Stefan Heinloth's article on the situation of ISO 9001 certifications in China for further reading (page 7).

Aside from the German perspective, national assessment and certification topics are developing into global ones, and will do so more rapidly in the future. One example is the recently published ISO survey, which shows a marked increase in ISMS certificates worldwide. A second one is the fact that many organizations have changed their thinking on environmental, economical, and social concerns. This is no longer a political appeal, but is quickly becoming corporate reality. And this is also where our international focus comes into play.

Reasons enough for DQS to collaborate on a certification-ready standard for corporate social responsibility within IQNet, and on 2 December 2011, IQNet SR 10 was published. The standard defines the requirements for a CSR management system in respect of sustainable corporate policy, in order to achieve corporate social responsibility goals and fulfil the needs of all stakeholders.

Our success stories in 2011 are the result of the trust our customers place in us – and for that, we would like to thank you. Another thank you goes to our employees, auditors, and suppliers, all of whom have worked carefully and diligently to ensure our customers find us to be a valuable partner. Based on this spirit of partnership and effective cooperation, we are looking forward to much innovation and excitement in 2012 – and to sharing this with you!

Michael Drechsel
Managing Director, DQS Holding GmbH



“Quality never sleeps”

DQS certifies the German Army’s electronics workshop

Certified management systems are an important prerequisite for suitable and transparent processes, in any business sector. Reason enough for the Bundeswehr* to order their electronics workshop in Bad Bergzabern, Germany, to introduce a quality management system to ISO 9001.



The certificate is presented by Goetz Blechschmidt, DQS (left) to Cpt. Thomas Weidmann, QM of the workshop. Looking on are, from left to right, LTC Rudi Wintergerst, Director of the workshop; Kurt Beck, Minister President of the state of Rhineland-Palatinate; COL Gerog von Harling, Regimental Commander

“Quality never sleeps” – the headline motto was coined by one of the soldiers of the workshop, probably in a fit of gallows humor after a 14-hour workday. Still, in its humorous way the phrase expresses exactly one of the main characteristics of well-functioning quality management systems. But there were some obstacles still to tackle before the system was implemented successfully: Which tasks, processes, and procedures are part of our activities? Where are our core competencies? These questions, and many more, were of the utmost concern in the beginning, because this was a true pioneer task for the workshop. Process-oriented thought and action are of course well known to the armed forces. However, there were no precedents for implementation of a quality management system in a comparable environment.

One of the first tasks then was to appoint a quality management representative, and to prepare some of the employees for the upcoming work during in-house training sessions. Preparing the quality management manual, as well as recording and visualizing the entire process landscape followed soon. Documentation had to be established. After that was done, all the necessary job and procedural instructions had to be written, as well as a qualification matrix designed for the entire agency, to include two remote

locations where geophysical equipment is being maintained for the military weather service. In this fashion, a review of the entire electronics workshop was carried out in those 18 months. During numerous meetings, internal training sessions, and internal audits, all processes and all procedures were evaluated and questioned most critically, and considerable improvement potential was identified on the way to certification.

Reservations among the staff

As it is true in almost any organization implementing a quality management system for the first time, staff members were not overly enthused at first. In order to ensure all staff members would “come along” on the road to a well-functioning system, to reduce fears and concerns, and instead make advantages and benefits visible, the first internal audits focused mainly on immediate advantages for process owners and participants. We showed them exactly where daily operations can proceed more effectively, where processes may even be blocking each other, and where current procedures were being changed, in order to improve order processing. After staff members were able to see the many advantages of implementation, and not only the extra workload, the ice was broken! From that point on, throughout the

workshop everybody was doing their share to support implementation.

After implementation and certification, the electronics workshop of the German Bundeswehr now operates a custom-tailored quality management system, which fulfills the requirements for maintenance of electronic equipment and systems. Even more importantly, though, the system is able to render support and provide for the mission-specific needs of soldiers on assignment in the countries of deployment. In addition, this also provides the workshop with an optimized and transparent management tool that ensures order processing in a targeted way, based on clear regulations and requirements.

Captain Thomas Weidmann
Quality Management Representative

Elektronikzentrum der Bundeswehr
Bad Bergzabern
thomasweidmann@bundeswehr.org

***The Bundeswehr (German for "Federal Defense Force") is the joint armed forces of Germany and their civil administration and procurement authorities. After a ruling of the Federal Constitutional Court in 1994 the term "defense" has been defined to not only include protection of the borders of Germany, but also crisis reaction and conflict prevention, or more broadly as guarding the security of Germany anywhere in the world. This may require the Bundeswehr to take part in operations outside of the borders of Germany, as part of NATO or the European Union and mandated by the UN. Source: Wikipedia.**



Quality is when everyone is working on it – successful assessment of the German sites to ISO 9001 and ISO 14001

The name DEUTZ has always stood for one of Germany's best known industrial brands. After the last global economic crisis, the company recovered fully and has been growing ever since. A well-established company for more than 150 years, DEUTZ certainly owes this to the fact that quality has always enjoyed high priority for the company – with a special focus on individual work performance.

The best quarterly result in 10 years; this news item from May 2011 was more than just a piece of good news: it showed that the engine manufacturer had more than overcome the effects of the crisis in 2008/2009. In the last years, the company had focused more and more on their core business: building engines. Accordingly, the business report states that: "Each and every piece, no matter how small, needs to function perfectly and reliably when used, because that is what our name stands for." This is a clear indication that a high level of quality in processes and products is a critical success factor; moreover as DEUTZ considers quality one of their unique selling propositions against the competition. DEUTZ engines are designed to provide the highest possible levels of efficiency and power density compared to their international competitors. Working this way has also resulted in a continuous reduction of toxic emissions, on the order of 95% over the last 15 years.

With such a decided focus on quality to achieve success of the brand it is only logical that quality management is part of corporate control, making quality a strategic subject for senior management. This becomes particularly evident when looking at the broad-based communications strategy and the modernized corporate suggestion scheme. The customer magazine DEUTZ Inside, ed. 01/2011, states that: "We want to motivate our employees to give thought to their workplace, the related workflows and processes. We want everybody to have a close look at what can be improved upon, because in the end we will all benefit from it."

A complex multitude of variants

The variety of products is a specific challenge for DEUTZ: out of a total of 200,000 engines built, there are at least 5,000 variants to choose from. This leads to a very particular, complex manufacturing process that is described as “highly industrialized custom manufacture“. Contrary to most series manufacturers, almost no DEUTZ engine on the assembly line is like the one before it.

It is one of the objectives of DEUTZ to reduce the complexity of their engine program by using non-variable parts and a corresponding platform strategy, as well as to develop further process and production advantages. At the same time, in the interest of customer orientation, the overall range of variants needs to be maintained. So in order to maintain quality during series production of so many variants, DEUTZ has to plan far ahead: during prototype construction already, R&D takes into account the restrictions of series-ready production, and coordinates closely with both assembly planning and assembly itself. Furthermore, DEUTZ has created a trial assembly line that is a copy of the one used for series. On this line, the assembly process can be tested together with the suppliers, in order to test e.g. the handling of protective and shipping packaging.

An ambitious goal has been achieved

For the external assessment in July, 2011, the quality management team at DEUTZ AG had set themselves a truly ambitious goal: all of the audits at the German sites were to take place within just one week. Excellent synergy effects were created by combining quality and environmental audits. So it came to be that in addition to the DEUTZ quality managers, a total of seven DQS auditors were on duty that week – quite a challenge for both parties, which found its successful culmination when the certificates were received. The concentrated effort and clear results were well received by the board. Just how serious management takes the process of continual improvement can



also be seen in the increasing amount of internal audits. By the middle of the year, 30 more audits had already been conducted than in the previous year total, and another increase until the end of the year has already been decided. In the coming years, DEUTZ also intends to achieve the demanding certification to ISO/TS 16949. In addition, a development towards EFQM and/or TQM is held to be beneficial for the understanding of quality within the organization, and to be achieved. DEUTZ quality management has already noticed a change in the corporate consciousness, as it were, towards more pro-active doings: problems are removed before they take effect. The new quality approach is already becoming internalized.

Goetz Blechschmidt
Director, Marketing and Business Development
Member of the Board of DQS GmbH

Down under, but on top of the quality world: DQS certifies member of BP Australia Group

Centrel Pty Ltd, trading as Reliance Petroleum, is Australia’s largest BP distributor and a national distributor of Castrol products. Their extensive network includes delivery depots, fuel and lubricant delivery vehicles and over 200 modern service stations, even in the very remote ‘red dusty’ outback. Over 3 billion litres of petroleum products are sold p.a. to customers from the primary producers and farms, industrial, mining, transport and retail sectors. The company also provides a range of innovative 24 hours services including ‘On-site Refueling’ for customers, minimising their downtime, reducing cost of storing fuel and increasing equipment utilization. Reliance Petroleum is also committed to supporting local communities in their development within rural and regional Australia.

When DQS AUSNZ spoke to Reliance Petroleum, they were offering an alternative choice to their existing third party certification. By promoting genuine care for customers and the concept of partnering with Reliance Petroleum, DQS was able to provide the ISO 9001 certification as well as the OHSAS 18001 Occupational Health and Safety certification. After more than 30 days of auditing the company satisfied all requirements of the applicable standards including relevant workplace and transport legislation.

Taking into consideration the high complexity of their business, an impressive aspect of Reliance Petroleum management system is their “Vision Zero Harm” program. As part of BP Australia Group Pty Ltd, the company is committed to continual improvement in safety, quality and environmental systems. Their innovative 3 tier approach to internal auditing provides an example of effective deployment of the commitment to zero harm policy. Internal

DEUTZ AG is an independent manufacturer of compact diesel engines, with a focus on the value adding processes R&D, construction, production, marketing and sales of air and liquid cooled engines. Product applications include mobile equipment, stationary machines, as well as automotive and agriculture. Around the globe, about 4,000 employees in more than 130 countries achieve a turnover of about EUR 1.2 billion. The majority of DEUTZ shares, which is listed on the German MDAX, is held by the Italian SANE DEUTZ-FAHR Group and the Swedish Volvo Group; the remainder is widely held stock.



From left to right : Derrick Wildi – Operations Admin Manager, Dr Chris Brendon – Chairman DQS AUSNZ, Bruce Jones – GM Sales and Operations, Matthew Elliott – Managing Director, Lance Brendon – Managing Director DQS AUSNZ, Gordon Jackson – HSSEQ Assurance Manager, Barry Raises – DQS AUSNZ Lead Auditor

audits are conducted by the supervisory personnel on site, also by the regional managers and finally by the corporate audit team. All findings are summarised on a regular basis and reviewed by the most senior management providing facilitation of prompt corrective actions and prevention.

Dr Chris Brendon, Chairman and Director of DQS Certification AUSNZ Ltd states: "Reliance Petroleum is an excellent example of managing a fine balance between the interdependent relationship of setting high targets for safety and good execution of the process management, internal auditing and management reviews. We are proud to be associated with Reliance Petroleum and look forward to provide our wide range of services in the future."



The team of DQS AUSNZ Ltd, from left to right: top: Drago Mlinarevic, Lance Brendon & Dr Chris Brendon bottom: Teresa Skepper, Karina Pettersons and Kathy Chen-Pham

Contact:
DQS Certification AUSNZ Ltd.
Mr. Lance Brendon
Suite 11/602 Whitehorse Road
MITCHAM VIC 3132, Melbourne
Australia
Tel. +61 3 88044910
hq@dqs-ausnz.com.au
www.au.dqs-ul.com

DQS customer Robert Bosch receives German Quality Award

The site in Feuerbach, Germany, is working systematically along the lines of the EFQM Excellence Model and understands itself to be a "learning organization". Using this model, strengths and improvement potential can be identified, and processes optimized in a consistent manner. The aim is to establish cost leadership and with it, ensure business continuity for the site in the future. They placed second in the so-called "Ludwig-Erhard-Award", along with seven other companies; the much coveted award was presented to them by Germany's Federal Minister of Education and Research, Mrs. Annette Schavan Ph.D. Attending the ceremony were 350 representatives from business, public institutions, science, and politics. Our congratulations to Robert Bosch GmbH for this honor!



Honors for Robert Bosch GmbH, Feuerbach site: from left: Michael Hadamek, Director for Administration and Werner Haag, Technical Director, both Feuerbach site, and moderator Ursula Heller.

Certification business in China

Around the world, there are more than 1.1 million certificates issued for ISO 9001 management systems; more than 250,000 of them – that is about one quarter – in China alone. At first glance, this large share may seem confusing: after all, the German press tends to report more often about cheap and poorly manufactured products imported from China, than about a high level of quality. Has China caught up to Europe and America in regards to quality now? Or is there reason to question the issuance of certificates in China? It is certainly worthwhile taking a closer look, since a new economic power of enormous size is growing there.



On the one hand, Chinese companies learn quickly. These days, products are already being manufactured that fulfil the highest quality standards worldwide – some of them by way of joint ventures with European or American companies, some all on their own. Companies have invested huge sums of money into state-of-the-art production equipment and employee qualification measures. Technical development cycles are much shorter in China than in Europe or America. Where a few years ago, the focus was on low market prices and cheap labor, nowadays many Chinese manufactured goods are of high quality. Organizations of this kind have effective management systems and deserve an internationally recognized certificate. The market that is growing in China is not just a big seller's market, it is also becoming a powerful competitor of German companies.

On the other hand, there are still many thousand small and medium-sized companies in China whose production level is a far cry from western standards. Sadly enough, we also find certified management systems there. This issuance of certificates is questionable, because some certification bodies do not take a closer look; they work with poorly qualified auditors and offer cheap and worthless certificates – that is how certification numbers in China grew so rapidly.

The Chinese government had been watching this development with concern, and stepped in to regulate it. In 2003 already, a law was passed establishing authorization requirements for certification bodies and minimum criteria for certification audits (Regulations of the People's Republic of China on Certification and Accreditation). A central office was charged with market oversight (China National Certification and Accreditation Association, CNCA). Their task is to ensure "due conduct" and international recognition of certifications, in order to support Chinese companies in their continued development. CNCA created a central database, into which each certified company was to be entered, so as to ensure centralized market oversight. However, China is a very large country. It is therefore almost impossible to prevent misuse in every corner. The rapid growth in the number of new certificates did indeed slow down, but again and again rules were circumvented and avoided.

In September 2011, the Chinese government instituted a new guideline for market oversight of management systems certification. In addition, hundreds of federal offices at the district level (below province level) were tasked with market oversight. Since then, inspectors of the "Bureaus of Quality and Technical Supervision" and CIQ (Chinese Inspection and Quarantine Association) monitor both certified companies and authorized certification bodies. Soon thereafter, numerous certificates were declared illegal, and certification bodies subjected to heavy fines. Whether these measures will result in credible certificates in China – and if so, when – lies in the future.

Organizations certified by DQS in China also need to be ready for the surprise visit of these inspectors. Equipped with checklists, they will verify the validity of certificates and the audit it is based on. When did the last assessment take place? How long did it last and who were the auditors? Were these auditors registered with CCAA (China Certification and Accreditation Association)? Have the current certificates been entered into the central database of CNCA? Is there a Chinese contract with a certification body authorized for China? Have correct invoices been issued in China, and paid? And many more...

We recommend our customers be prepared for such visits, and to answer the inspector's questions completely and truthfully, because we have nothing to hide. With its Chinese office, DQS-UL AP in Shanghai, DQS UL Group has been duly registered and authorized for many years. Our auditors are highly qualified, work conscientiously, and are registered with CCAA. We know the legal requirements in China, and adhere to them. Sometimes, that means a lot of effort and extra work, but it results in increased security and reliability for our customers and ourselves.

If you have questions regarding the market oversight in China, or if you are being visited by an inspector, please talk to us. The staff both at the headquarters in Frankfurt am Main, Germany, and at our local office in Shanghai will be glad to assist you further. You can trust DQS. DQS certificates are valid and recognized; in China and worldwide.

*Stefan Heinloth
Managing Director, DQS Holding GmbH*

Regional conferences of DQS UL Group: a building block of success

They have already become an important switchboard for international cooperation: whether in Vietnam, Romania, or the Emirates; the regional meetings of DQS UL Group bring together the managing directors, in order to talk and decide about the needs of companies and markets in the region and across country-borders. Having the top management of DQS UL Group attend also offered an opportunity to work out solutions both on an operational and a superordinate level.

Hosting this Asia meeting was DQS Vietnam in Hanoi. The meeting was overshadowed by the current situation of CBs in China, where new and stricter government regulations pose particular



Regional DQS-UL conference in Dubai

challenges, especially when cooperating in the assessment of customers across national borders. DQS UL Group faces up those challenges by offering well coordinated, customer-oriented solutions. In addition, the subjects "Carbon Footprint", as well as the development of new services in the context of "Second Party Audits" met with much interest among the participants.

The Romanian office with its almost ten years of DQS experience had invited the European offices of the Group, and prepared a program that was focused on the particulars of the Common European Market. That included both the global subject of energy management, as well as questions on food safety and hygiene. Participants were also given the opportunity to discuss practical, operational subjects on the topics of customer assessments, as well as the qualification and further training of local auditors.

The sheer physical proximity of most companies in the Near and Middle East almost automatically results in close cooperation, since most customers are active across national borders. For this reason, one of the key focus areas of the meeting hosted by DQS Emirates in Dubai was to recognize and implement joint interests and strategies; another on recognizing and developing customer and market potential. The African offices are particularly keen on topics from the areas of hygiene and energy management, as well as food safety, a topic on which participants were able to work out local strategies.

The members of DQS Holding GmbH's top management who took part in each of these meetings would like to thank the participating offices for their commitment and the excellent cooperation.

Martina Meinefeld
Manager, IBD Marketing
martina.meinefeld@dqs.de

Certification business news

ISO 19001 now applicable to all management system audits

ISO standard 19011 - Guidelines for auditing management systems - has been completely revised and expanded to reflect current thinking and the complexities of auditing multiple management system standards (MSS). By providing a uniform approach to multiple management system audits, it will help user organizations optimize and facilitate the integration of their management systems and, in facilitating a single audit of its systems, will streamline the audit processes, reduce duplication of effort and decrease disruption of work units being audited.

ISO 19011:2011 provides guidance on the conduct of internal or external management system audits, as well as on the management of audit programs. Intended users of this International Standard include auditors, audit team leaders, audit program managers, organizations implementing management systems, and organizations needing to conduct audits of management systems for contractual or regulatory reasons.

ISO 19011:2011, Guidelines for auditing management systems, is available from ISO national member institutes or through the ISO Store at www.iso.org.

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DQS Holding GmbH
August-Schanz-Str. 21
60433 Frankfurt am Main
Germany
Tel. +49 69 95427-0
Fax +49 69 95427-111
www.dqs.de

responsible for content
Martina Meinefeld and Ilona Korall
Tel. +49 69 95427-339
martina.meinefeld@dqs.de

English translation
Petra Bentz

editorial dept. and layout
komprí, Triefenstein

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