

Quality Procedure

Context of the Organization

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- Column N – shows the suggested objectives. You can edit and amend the objectives listed in Cells L99 to L103.
- Step 6 – Define what results are necessary to deliver to those relevant interested parties to reduce the risk of unmet needs and expectations;
- Step 7 – Monitor these controls and actions at planned intervals.

This tactical planning information is discussed and retained to underpin [our organization's](#) quality management system scope, policies, objectives, and risk management strategy. The *Interested Party Analysis* matrix is reviewed by [Top management](#) for acceptance and incorporation into the management system via addition to the scope or incorporation into customer requirements, operational activities, process controls, and risk and opportunity registers.

1.5.4 Relationship Variables

Once you have identified the interested parties the next step you can analyze these interested parties on at least following two parameters. Each [Departmental Manager](#), in conjunction with the [Quality Manager](#), ranks the interested parties according to their degree of Priority and their Relevance (1 low, 5 very high) to current objectives, policies, and conformity of products and services.

1. **Priority** – effects on decisions the organization makes;
2. **Relevance** – effects upon organizational activities;
3. **Power** – combined effects of influence the interested party has (Risk Priority Number RPN).

The spreadsheet multiplies these scores to generate an overall Power score that represents the Risk Priority Number (RPN), which helps [our organization](#) to decide how to manage a particular interested party.

1.5.4.1 Priority

Priority of the Interested Party based on their influence on activities and decisions. How much influence or power do the interested parties have over your organization's activities and decisions?

Score	Priority	Description
1	Very Low	No influence on activities and decisions
2	Minor	Needs to be informed about decisions
3	Medium	Needs to be consulted about decisions
4	High	Needs to be involved in decision making
5	Very High	Major influence on decisions

1.5.4.2 Relevance

Relevance of the Interested Party based on their level of interest. How much interest do the interested parties have in your organization's activities and decisions?

Score	Relevance	Description
1	Very Low	No interest in activities or decisions
2	Minor	Needs to be informed about activities
3	Medium	Needs to be consulted about activities
4	High	Needs to be involved in activities
5	Very High	Major influence on actions

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1.5.4.3 Power

Power (Effects of influence P x R). Assess their level of influence and strength of interest over your organization's actions and decisions. Focus on issues that score 13 or over as this helps to prioritize the effort and resources needed to fulfill the needs and expectations.

Based on the scoring output, each [Departmental Manager](#), in conjunction with the [Quality Manager](#), considers, develops, and implements the handling approaches defined in the table below to manage and comply with the needs and expectations of our interested parties.

Score	Power	Influence	Strategy	Objectives
1 to 4	Very Low	No relevance, low priority	Monitor interest	Review status again in next quarter
5 to 8	Minor	Low relevance, medium priority	Engage with to expand interest	Detect opportunities from growing interest
9 to 12	Medium	Medium relevance, high priority	Keep satisfied	Build interest, monitor for changes
13 to 16	High	High relevance, medium priority	Keep informed	Maintain interest, monitor for changes
17 to 25	Very High	High relevance, high priority	Manage closely	Maintain support, monitor for changes

The *Interested Party Analysis* matrix is submitted to [Top management](#) for discussion, review, and acceptance for incorporation into the quality management system via addition to our scope or incorporation into customer requirements, operational activities, process controls, or escalation to the *Risk & Opportunity Register* for further analysis and mitigation.

1.5.5 Determining Needs & Expectations

[Your organization](#) identifies relevant external and internal interested parties, including, e.g., customers, partners, end users, external providers, owners, shareholders, employees, trade unions, government agencies, regulatory authorities, and the local community. [Your organization](#) also considers whether relevant interested parties have requirements related to climate change.

[Your organization](#) uses brainstorming techniques to identify relevant external and internal interested parties, e.g. customers, partners, end users, external providers, owners, shareholders, employees, trade unions, government agencies, regulatory authorities, and the local community.

[Your organization](#) uses surveys, networking, face-to-face meetings, association membership, conferences, benchmarking participation, etc., to gain information about our stakeholders and their requirements. The needs and expectations of interested parties are captured and ranked using the *Interested Party Analysis* matrix.

Interested Party	Needs & Expectations	Risks to the Interested Party	Risks to the Company	Review of Requirements
Customers	Supply of quality products, competitively priced, and delivered on time	Unable to meet the needs and expectations of customers, thereby damaging confidence in the	Loss of income and confidence from dissatisfied customers	Sales process, customer surveys, visit reports from external sales managers, KPI
	Maintain adequate stock levels to service customers in a timely manner			

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Interested Party	Needs & Expectations	Risks to the Interested Party	Risks to the Company	Review of Requirements
	Requirements related to product information on aspects related to climate change (Sustainability of the origin, reuse, recyclability, end of life, embedded carbon)	Company's capability		performance measurement
	Monitor performance and obtain feedback to continually improve service			
Senior Management and Shareholders	Financial stability and return on investment	Loss of credibility within the industry through poor governance.	Loss/reduced level of investment due to loss of confidence on the part of Shareholders. Loss of top management presence and expertise due to illness or alternative employment. Risk of prosecution for breaches of legislation	Annual meeting with shareholders
	Operate lawfully and safely to prevent legal liability			
	Drive for continual improvement			
	Enhance reputation in market place and exceed customer expectations			
Staff	Job security, a stimulating and positive working environment	Loss of employment	Loss of suitably qualified and experienced personnel	Staff Appraisals
	Kept informed of information via an effective communication system	Increased risk of work-based errors, and demotivation		Suggestion boxes, staff notice boards
	Opportunity for personal development and continual improvement	Demotivated, disillusioned, disinterested staff	Reduction in productivity	Engagement via workshop meetings, staff briefings
Suppliers	Clearly defined requirements including specification, price, delivery requirements and on time payment. Deal fairly with disputes, complaints and material rejections	Loss of income to supplier	Suppliers' inability to meet requirements (quality, cost, delivery)	Supply Chain Review Meetings
	Requirements regarding climate change or carbon neutrality of the products	Control of the supply chain in issues related to climate change	Requirements to move to carbon neutral products and services	
	Statutory and regulatory, environmental or climate change requirements for the products or services provided	Vulnerability of the organization to deliver its products and services due to more frequent floods, fires, drought	Loss of income to our organization	
Visitors, Delivery	To be made aware of site rules and controls that	Risk of damage to, or contamination or	Increased risk of nonconforming outputs	