

EMPLOYEES NEED RULES, NOT REGULATIONS

How to achieve a successful transformation of norm requirements into precise tasks

At present, ISO Compliance — or being compliant with the International Organization for Standardization rules — is achieved by most companies using countless paper documents or digital document management systems. Rudolph Logistics Group, an international logistics service provider from Germany has chosen a different path to compliance. They use the digital GEORG Compliance Manager® from Martin Mantz Compliance Solutions at over 30 locations worldwide. This software translates standard requirements into precise tasks for employees and replaces time-consuming research in internal or external directives and regulations.

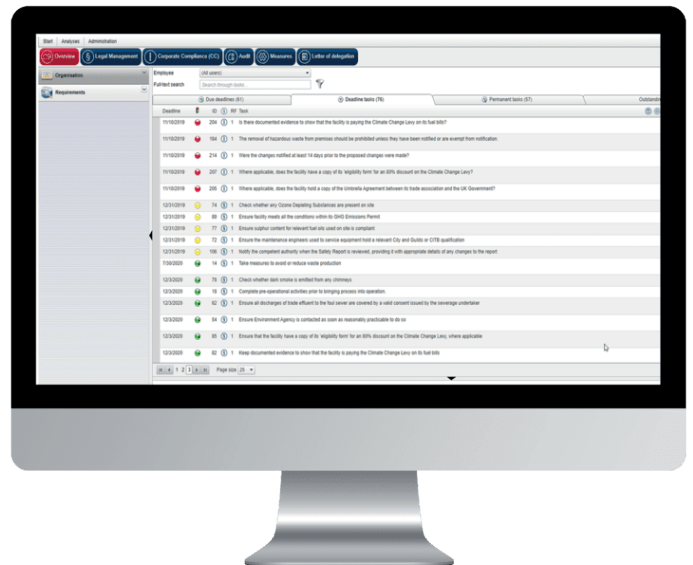
Compliance simply means abiding by rules and regulations. Legal compliance refers to compliance in accordance with legal regulations, whereas ISO compliance refers to compliance in accordance with standards and norms such as ISO 9001, ISO 14001, or ISO 45001.

Every organization requires rules to be able to work together in complex relationships and networks. Certification according to numerous ISO standards is intended to increase confidence in the performance of business partners. However, ISO standards often seem confusing and complicated to non-specialists. In addition, the scope of external and internal regulations has increased tremendously in all areas in recent decades. Some companies and their employees have reported to feel overwhelmed by the flood of regulations and the ever-increasing bureaucracy. However, supported by new ISO standards, a new way of thinking has become in motion: employees need rules, but they do not want regulations.

According to the new ISO standards, the appropriate documentation required is based upon the competence of employees. The ISO's former requirement for the production of manuals, process and work instructions has been dropped. The overall understanding is that any redundant information increases the workload, and therefore lowers the acceptance of the system and reduces organizational efficiency. Only occasionally are documented processes

still required. Employees demand clear information about what they have to do, about when, where and how to do it. In most cases, the documented information is enough to help employees help themselves.

Thus, the task is to reduce the regulations to a level that is appropriate for employees and applicable in practice. The task-oriented GEORG Compliance Management System® allows for such a clear allocation of precise tasks, the reduction of reading time for countless documents and consequently an expected increase in the level of acceptance among employees. Furthermore, such a web-based compliance manager can be made available at all national and international locations.



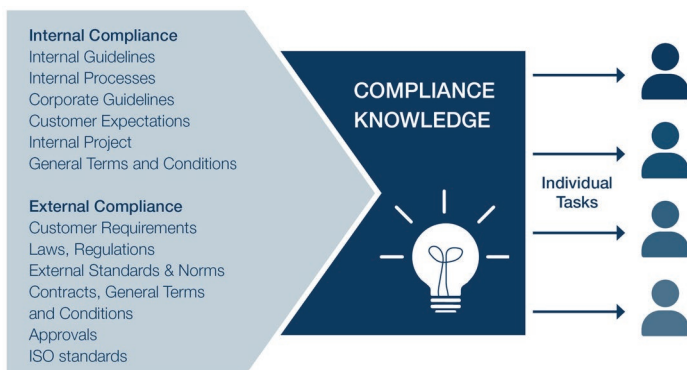
Task-oriented and focused on employees

GEORG aims at ensuring that every employee receives the knowledge required for fulfilling their tasks. Special attention of the GEORG knowledge management is thus paid to the phrasing of precise and simple tasks. Every employee is given an overview of tasks assigned to her or him with information on:

- Tasks (What?)
- Responsibilities for implementation (Who?)
- Date or time of completion of the task (When?) and
- a description of the way the task is to be performed (How?)

If necessary, additional documents can be added or linked to the system.

Experience has shown that it is not sufficient to provide employees with the statutory regulations or the individual sections of the ISO standards in elaborate documentation systems. Employees require knowledge on how to transfer such information into operational practice.



For this reason, the international Rudolph Logistics Group has commissioned the experts at Martin Mantz Compliance Solutions to prepare laws, standards and guidelines in accordance with applicable regulations and to formulate the most straightforward tasks possible. Operational experts can supplement these tasks with the necessary internal instructions for dispersal through the digital compliance management system. The objective is to make life easier for employees as they no longer need to read and interpret extensive laws, process descriptions, guidelines, and so on.

Coming from standard commands to precise tasks

A particular challenge is the elaboration of such tasks as these result from standard commands, i.e. the core statements of standards, norms or laws. It is important not to interpret too much or too little into standard requirements and legal paragraphs. Thus, it is not a question of what an individual expert, a lawyer or auditor personally considers to be right, but of what the respective ISO standard or law text actually requires.

In accordance with the ISO standards, it is essential to separate the obligation from voluntary exercise. In a similar fashion to legal requirements, Martin Mantz' compliance experts analyze the ISO standards and work out requirements from the individual sections of a standard or norm. The wording of the standard, the objectives of the individual section and the systematic relationship, such as a customer-supplier relationship, serve as rules of interpretation.

This becomes clear when looking at the example of section 6.1 of ISO 9001, ISO 14001, and ISO 50001. According to this section, risks and opportunities have to be determined with regards to the respective management system. The risk assessment should ensure that the quality/environmental management system or the safety/health and work management system is capable of achieving the intended results.

For instance, risks include a lack of acceptance, incorrect or contradictory statements or documents, and possibly also bureaucracy. Opportunities may relate to economic actions through standardized processes, uniform procedures for recurring tasks, documentation of organizational knowledge or transparency of responsibilities.

According to definition, management systems represent interconnected tasks, duties, etc. as a system for systematically achieving the objectives of an organization. Hence, in addition to documented processes, procedures and work instructions, a management system also includes undocumented tasks and duties.

The task for risk assessment is thus as follows: Determine the risks and opportunities for achieving the objectives of the management system. And, document the results (e.g. in an Excel spreadsheet). If necessary, a task may be complemented by a process description for risk assessment. For Rudolph Logistics, it matters most to keep tasks and descriptions as short and precise as possible. All tasks are then subsequently assigned by quality managers, environmental managers or safety specialists within their organization.

ISO 9001, ISO 14001, and ISO 50001, each contain about 50 tasks plus additional internal tasks. Where these tasks are clearly and unambiguously described, they can be assigned directly to individual people responsible. Such a clear assignment of a task allows for a high degree of transparency. The identification of a responsible person by name increases the awareness of responsibility for the implementation of a task. An integrated email notification can report the status of a pending task.

More individual through documented information

This new concept of 'documented information' aims at making companies more individual. As a result, the foundation was laid for a digitally managed compliance system of tasks such as the GEORG Compliance Management System®. As a web-based system, it enables the recording, storage and reproduction of (organizational) knowledge.

By means of a feedback function, it ensures that all employees involved have immediate access to information on requested corrections. This feedback may relate to questions of content, doubts about the correct responsibilities for a task, deadlines, among other aspects. Thereby, the compliance system avoids making extensive changes to process descriptions.

This task-oriented compliance system can also link and store internal and external know-how. Each employee will receive an individual and task-related support. Apart from training on necessary process awareness, there is no need for other courses. GEORG can provide responsible employees with the necessary information in a compact and practical format.

Martin Mantz

Compliance made easy! – Compliance Management and digital organization are at the core of Martin Mantz Compliance Solutions. We have specialized in the digitization of requirements, of legal registers, of standards and norms as well as internal regulations and guidelines worldwide. We developed the compliance management software GEORG, which is used across the globe by international and local companies.

Martin Mantz Compliance Solutions offers legal compliance focusing on the individual circumstances of companies and their sites. We transform complex ISO standards and other norms, technical permits and all your internal rules of corporate compliance into effective tasks.

Martin Mantz Compliance Solutions originates from Germany but has reached into international markets including the USA, China, European Union, United Kingdom, and many others. Find your compliance now – with Martin Mantz and its digital compliance management GEORG worldwide.

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