

Some Basic Definitions from the CQI...

Values: The way the organisation behaves, either derived from the founder or agreed collectively by top management.

Vision: An organisation's vision is the concept of a new and desirable future reality based on its values – what it wants to become known for or become.

Mission: Put simply, the mission is the purpose for which the organisation exists.

Strategy: This is the roadmap of the journey detailing how the organisation will achieve the above. Several strategies might co-exist; for example, in the home market there might be one to maximise returns and maintain income whilst in a newly opened market there might be one to work up to a top three position by sales within five years.

Objectives: These are quantifiable milestones to aim for, enabling outputs and progress to be measured. They are often grouped into short, medium and long-term periods such as 1, 3 and 5 years.

For more please visit the Chartered Quality Institute's [website](#).



Let's get it right...

Previously MWH Europe-Africa has addressed the ISO 9001:2008 requirement for "Quality Objectives" by the Quality Manager setting annual objectives for the Quality Coordinators. This is neither the intent behind the requirement nor is it the answer. This article seeks to explain how MWH really meets this requirement.

Ian McCabe: Quality & Technical Performance Manager (E-A)

MWH Business Objectives = 9001's Quality Objectives

ISO9001:2008 requires that "top management ensure the availability of quality objectives, including those needed to meet requirements for product, are established at relevant functions and levels within the organisation."

WHAT DOES THIS MEAN? An objective is a result that is aimed for and is expressed as a result that is to be achieved. Objectives are required at levels in an organisation not levels within an organisation structure. There are five levels at which objectives need to be established: -

- **Corporate Level:** Where the objectives are for the whole enterprise to enable it to fulfil its vision
- **Process Level:** Where the objectives are for specific processes to enable them to fulfil corporate goals
- **Product or Service Level:** Where the objectives are for specific products or services or ranges of products or services to enable them to fulfil or create customer needs and expectations
- **Departmental or Functional Level:** where the objectives are for an organisational component to enable it to fulfil corporate goals
- **Personal Level:** Where the objectives are for the development of individual competency

WHY IS THIS NECESSARY? Without objectives there can be no improvement and no means of measuring how well we are doing. Without objectives any level of performance will do.

HOW DOES MWH MEET THIS REQUIREMENT?

- **Corporate Level:** MWH's Global Strategic Intent (GSI) provides an overview and philosophy of our strategy and the specific strategic objectives necessary for its successful execution.
- **Process Level:** Our Europe-Africa Strategy provides a regional framework for delivering the GSI. It establishes the core processes and results necessary to achieve this.
- **Product or Service Level:** This is the process by which we understand what customers want, what they need and what benefits they expect to gain from using MWH's services or owning our products. Typically these objectives are defined and understood via: tenders, contacts, client feedback, supply chain requirements, sector schemes, regulatory & legal requirements.
- **Departmental or Functional Level:** Functional objectives are defined by the business plans which exist in each operation. The plans are concerned with operational performance and address the capability, efficiency and effectiveness of the operation. The plans include objectives which relate to such things as commercial and technical development as well as work environment and staff development.
- **Personal Level:** Performance Track and Career Track provide a framework for setting and monitoring personal objectives around 7 key areas. The objectives set in each of the other 4 levels provide a basis for identifying personal objectives

References...

Quality Systems Handbook: 2nd Edition (Hoyle, 2006)



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