

# Objectives & Planning To Achieve Them:

ISO 9001:2015, ISO 14001, and ISO 45001:2018 criteria 6.2

## What is required?

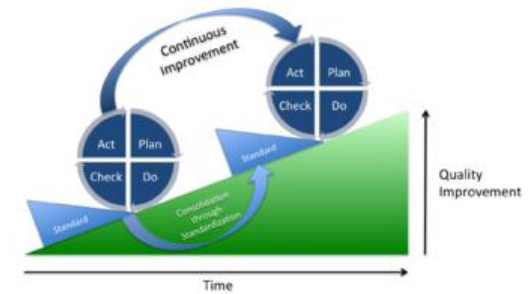
### Required ...

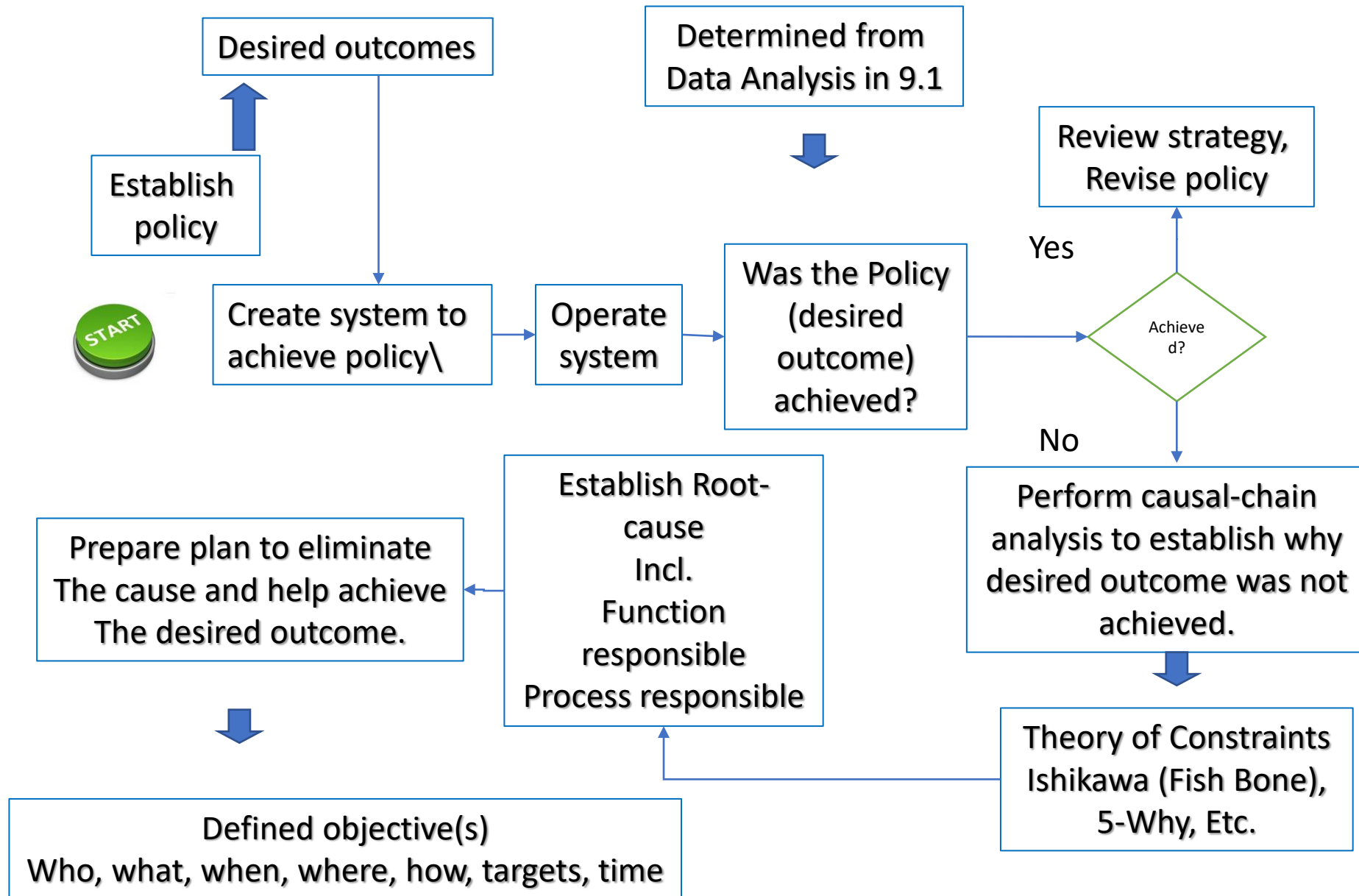
- Function/level or process based (considering requirements, aspects and hazards as applicable to each standard)
- Consistent with policy statement
- Measurable
- Consider requirements and risk (and for ISO 45001 involve workers)
- Monitored
- Communicated
- Periodically updated



### Planning required...

- What will be done
- Resources required
- Responsibility
- When will actions occur
- How will results be measured
- Integration into business processes





## What is a function?

A department; such as:

- Sales Department
- Quality Department
- H&S Department
- Marketing Department
- Production planning Department
- Operations (mach shop, weld shop, ...)
- Design Department
- Management
- Shipping/receiving
- Etc.



## What is a process?

- Defining strategy
- Order receipt
- Raising a purchase order
- Reviewing an order
- Supplier evaluation
- Placing a purchase order
- Welding
- Painting
- Machining
- Printing,
- Receiving a part
- Etc.



## Confusion between ISO 9001:2015 objectives (6.2) and monitoring and measurement (9.1)

Monitoring and measurement is performed on the outcomes of a system (lag indicators)  
Objectives focus on changing how functions or process are performed to archive a desired change in outcomes.

Objectives cannot be set at the outcome level, they must be at either process or functional level.

### Unacceptable objective example:

On time delivery – (why) on time delivery is neither a process or a function, it is a lag indicator.

To change the lag indicator you must change how a function operates, or how a process is performed.

For on time delivery the following processes may contribute to non achievement of the desired outcome:

Sales (was achievable delivery promise made?) - Purchasing (are materials being purchased on time?)

– Customer (is customer making changes to requirements?) – Production planning (is planning effective?) – Production (is production meeting expected TPY?) – Etc.