ISO TECHNICAL MANAGEMENT BOARD

SUBJECT
IWA on ‘Guidelines on the application of ISO9001:2008 in policing organizations’

BACKGROUND
The Emirates Authority for Standardization and Metrology (ESMA) has submitted a proposal for the development of an ISO International Workshop Agreement (IWA) on Guidelines on the application of ISO9001:2008 in policing organizations.

ESMA is willing to provide the secretariat for the development of this IWA.

Regarding a project plan and estimated publication dates for the IWA, ESMA plans to discuss these issues during its next visit to ISO in September.

Proposed title and scope

Title:

Scope:
Standardization in the field of policing business based on the application of the ISO 9001:2008.

The proposal prepared by ESMA is attached as annex to this Form. The TMB is invited to review and approve the proposal.

ACTION
The members of the Technical Management Board are invited to:

• approve the proposal for an IWA on Guidelines on the application of ISO9001:2008 in policing organizations.
  and
• allocate the secretariat to ESMA

By 18 September 2012.
A proposal for a new field of technical activity shall be submitted to the Central Secretariat, which will assign it a reference number and process the proposal in accordance with the ISO/IEC Directives (part 1, subclause 1.5). The proposer may be a member body of ISO, a technical committee or subcommittee, the Technical Management Board or a General Assembly committee, the Secretary-General, a body responsible for managing a certification system operating under the auspices of ISO, or another international organization with national body membership. Guidelines for proposing and justifying a new field of technical activity are given in the ISO/IEC Directives (part 1, annex Q).

The proposal (to be completed by the proposer)

| Subject (the subject shall be described unambiguously and as concisely as possible) |
| Guidelines on the application of ISO 9001:2008 in policing organisation |

| Scope (the scope shall define precisely the limits of the proposed new field of activity and shall begin with "Standardization of..." or "Standardization in the field of...") |
| Standardization in the field of policing business based on the application of the ISO 9001:2008 |

**Purpose and justification (the justification shall endeavour to assess the economic and social advantages which would result from the adoption of International Standards in the proposed new field)**

To standardize the implementation of the ISO 9001:2008 in policing field due to importance of police business in securing and stability of society.

Moreover, the translation of the ISO 9001:2008 to policing business needs extra efforts and explanations. The issuance of this guidelines will help to market implementing the ISO 9001:2008 in policing business in order to let policing organisation have effective quality management systems.

| Programme of work (list of principal questions which the proposer wishes to be included within the limits given in the proposed scope, indicating what aspects of the subject should be dealt with, e.g. terminology, test methods, dimensions and tolerances, performance requirements, technical specifications, etc.) |
| It is also possible to attach a detailed programme of work showing proposed work item titles. |

Attached action plan.
Survey of similar work undertaken in other bodies (relevant documents to be considered: national standards or other normative documents)
IWA 2, IWA4, etc.

Liaison organizations (list of organizations or external or internal bodies with which cooperation and liaison should be established)
ESMA (UAE)

Other comments (if any)
N/A

Signature of the proposer Mohamed S.Badri

Comments of the Secretary-General (to be completed by the Central Secretariat)
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**Completion rate of project:** 25
International Workshop
Agreement Proposal

(IWA XX)

Quality management systems —
Guidelines for the application of
ISO 9001:2008 in policing

* * * *

Systèmes de management de la qualité —
Lignes directrices pour l’application de l’ISO 9001:2008
dans la policing

Reference number June 2012
Quality management systems — Guidelines for the application of ISO 9001:2008 in policing

1 Scope
1.1 General
This International Standard specifies requirements for a quality management system where an organization
a) needs to demonstrate its ability to consistently provide product that meets customer and applicable statutory and regulatory requirements, and
b) aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

NOTE 1 In this International Standard, the term “product” only applies to
a) product intended for, or required by, a customer,
b) any intended output resulting from the product realization processes.

NOTE 2 Statutory and regulatory requirements can be expressed as legal requirements.

1. Scope
1.1 General
This guideline provides assistance to the police organization to apply the requirements of ISO 9001:2008 Standard. To benefit from this document, it is advisable for police organizations to read the texts of ISO 9001:2008 Standard, then read the clarifications provided outside each frame to ensure full understanding of the Standard’s clauses, to be able to support the objective of enhancing customer satisfaction and maintain security and safety, by providing products and services that are consistent with customer’s needs as well as with applicable regulatory requirements. For instance, the statutory and regulatory requirements may include: local laws, regulations, compulsory human rights declarations and, regional and international conventions.

Note:
1. In this guideline, the term “product” shall have the following meaning:
Further to what is provided in note (1) in the ISO 9001:2008 Standard, police organizations main reason of existence is the realization of feeling safe and secure, a feeling deemed a key pillar of police activities, through the provision of many products and services which may differ from one police organization to another.
1.2 Application
All requirements of this International Standard are generic and are intended to be applicable to all organizations, regardless of type, size and product provided. Where any requirement(s) of this International Standard cannot be applied due to the nature of an organization and its product, this can be considered for exclusion. Where exclusions are made, claims of conformity to this International Standard are not acceptable unless these exclusions are limited to requirements within Clause 7, and such exclusions do not affect the organization's ability, or responsibility, to provide product that meets customer and applicable statutory and regulatory requirements.

1.2 Application
All requirements of this International Standard are generic and are intended to be applicable to all police organizations, regardless of their type (Police station, border crossing, correctional establishment, civil defense, etc.) size, nature, diversity of services, or if security or non-security products are provided.

The exclusion of any of the requirements of clause (7) of ISO Standard 9001:2008 is improbable when applied to police organizations providing full set of services. In case such exclusion is made due to the nature of police organizations’ activities, it should be undertaken according to the ISO 9001:2008 Standard instructions. For instance, exclusion can cover the clause related to design and development process in a police station where services are provided without any responsibility for design and development, if performed by the police organization to which such station reports.

2. Normative references
The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.
ISO 9000:2005, Quality management systems — Fundamentals and vocabulary

2. Normative references
No further clarification.

3 Terms and definitions
For the purposes of this document, the terms and definitions given in ISO 9000 apply. Throughout the text of this International Standard, wherever the term "product" occurs, it can also mean "service".
3. Terms and definitions

In addition to the definitions presented in the International Standard 9000:2005, hereunder some definitions pertaining to policing activity:

- Security services: Any service(s) provided by police related to crime detention and prevention
- Traffic services: Any service(s) provided by police related to traffic, accidents sketching and fine settlements
- Community services: Any service(s) provided by police related to shelltting and social activities
- Emergency and public safety services: Any service(s) provided by police related to emergency, rescue, firefighting such as rescue of injuries.
- Comprehensive police station: a unit that provides all police services in the areas of jurisdiction and achieves effective communication with all levels of community and act to prevent and detent crimes.
- Security inspection (K9): a unit where dogs are trained to aid the police, as in tracking criminals or detecting controlled substance.
- Inmate: a person who is confined to an institution such as a person serving a sentence.
- Detainee: a person held in custody or a person under investigation.
- Evidence gathering: a process where information, data are collected and other to settle a crime or accident.
- Police report: all documents and records related to a crime or accident.
- Suspect: a person(s) who is suspected especially of having committed a crime.
- Defendant: a person against whom an action or claim is brought in a court of law compare.
- Crime: any action against the law.
- Report filed with police: a physical record of an incident deemed to be illegal or potentially illegal.
## 4 Quality management system
### 4.1 General requirements

The police organization shall establish, document, implement and maintain a quality management system and continually improve its effectiveness in accordance with the requirements of this International Standard.

The organization shall:

a) determine the processes needed for the quality management system and their application throughout the organization (see 1.2),
b) determine the sequence and interaction of these processes,
c) determine criteria and methods needed to ensure that both the operation and control of these processes are effective,
d) ensure the availability of resources and information necessary to support the operation and monitoring of these processes,
e) monitor, measure where applicable, and analyse these processes, and
f) implement actions necessary to achieve planned results and continual improvement of these processes.

These processes shall be managed by the organization in accordance with the requirements of this International Standard. Where an organization chooses to outsource any process that affects product conformity to requirements, the organization shall ensure control over such processes. The type and extent of control to be applied to these outsourced processes shall be defined within the quality management system.

NOTE 1 Processes needed for the quality management system referred to above include processes for management activities, provision of resources, product realization, measurement, analysis and improvement.

NOTE 2 An “outsourced process” is a process that the organization needs for its quality management system and which the organization chooses to have performed by an external party.

NOTE 3 Ensuring control over outsourced processes does not absolve the organization of the responsibility of conformity to all customer, statutory and regulatory requirements. The type and extent of control to be applied to the outsourced process can be influenced by factors such as:

a) the potential impact of the outsourced process on the organization’s capability to provide product that conforms to requirements,
b) the degree to which the control for the process is shared,
c) the capability of achieving the necessary control through the application of 7.4.
The police organization shall present the structure of the quality management system which may include: quality policy, quality objectives, work governing policies, work standard manuals, workbooks, necessary work instructions, electronic programs and all the templates, forms and records.

Police organization shall:

a) Define and ensure all processes required for the quality management system are clear and do cover all the parts of the police organization within the scope of application.

b) Determine the linkage, interaction and integrity of processes, regardless if they belonged to the same police organization or to other entities (other public bodies, international bodies, etc.).

c) Determine the approval and rejection criteria and methods and means required to implement the processes in view of ensuring that:
   • They are effectively operated and achieving required outputs.
   • They are monitored according to the plans, as to ensure controlling this process.

d) Ensure the availability of resources (material, human, infrastructure and others) and the required information for running and monitoring the processes.

e) Monitor, measure and analyze processes’ performance.

f) Take necessary actions (corrective and preventive) to secure achieving the planned arrangements and continuously improve the system.

The police organization may choose to outsource the application of a process or more, like vehicles checking, examining and licensing, rescue and ambulance, protection of critical infrastructure and other services. In such a case, the police organization shall be responsible for:

• Define and document these processes in the quality management system.
• Design the service nature and its provision conditions and requirements.
• Determine required outputs and their approval criteria.
• Monitor and measure the performance of external parties in terms of providing the agreed service(s).
• Quality of provided products and service(s).

Note (1):
The quality management system of police organizations shall cover all main processes, sub-processes and supporting processes and any other level of operational processes. For instance:

• Main processes: are the processes related to the core policing activity like criminal investigation and inquiry.
• Sub-processes: are the partial processes which are directly related to main processes as (level 3).
• Supporting processes: are the processes required to undertake main processes like training processes, procurement, IT, etc.

**4.2 Documentation requirements**

**4.2.1 General**

The quality management system documentation shall include
a) documented statements of a quality policy and quality objectives,
b) a quality manual,
c) documented procedures and records required by this International Standard, and
d) documents, including records, determined by the organization to be necessary to ensure the effective planning, operation and control of its processes.

**NOTE 1** Where the term “documented procedure” appears within this International Standard, this means that the procedure is established, documented, implemented and maintained. A single document may address the requirements for one or more procedures. A requirement for a documented procedure may be covered by more than one document.

**NOTE 2** The extent of the quality management system documentation can differ from one organization to another due to
a) the size of organization and type of activities,
b) the complexity of processes and their interactions, and
c) the competence of personnel.

**NOTE 3** The documentation can be in any form or type of medium.

**4.1 Documentation requirements**

**4.1.1 General**

When developing and documenting quality policy and objectives, the police organization shall consider the following clauses of ISO 9001:2008 Standard and associated guidance:
• Quality Manual (4.2.2).
• Quality Policy (5.3).
• Quality Objectives (5.4.1).

ISO 9001:2008 Standard requires imperatively the documentation of the following actual procedures:

- Control of documents procedure.
- Control of records procedure.
- Internal audit procedure.
- Control of non-compliant services or products procedure.
- Corrective processes procedure.
• Preventive processes procedure.

The police organization may include one process or more in the same document.

Apart of the above obligatory procedures, one the police organization decided not to document a certain process(s), it shall consider the risks incurred from any failure to document other processes(s) which may need documentation. Documenting these procedures shall further reduce the possibility of errors occurring in case of failure to carry out the appropriate documentation.

The police organization shall at least document the following main police processes:
- Response to service request
- Purist
- The using force
- Receiving and issue of weapons
- Arrest and search
- Raiding into premises
- Investigation and information collection
- Detention
- Evidence disposal
- Explosives transport
- Riot combat

4.2.2 Quality manual
The organization shall establish and maintain a quality manual that includes
a) the scope of the quality management system, including details of and justification for any exclusions (see 1.2),
b) the documented procedures established for the quality management system, or reference to them, and
c) a description of the interaction between the processes of the quality management system.

2 Quality Manual

The quality manual is a generic and key reference document to the quality management system of the police organization, which clearly identifies the scope of the quality management system, its contents and the method used to meet the requirements of ISO 9001:2008 Standard.

Referring back to the documentation structure presented in (4.2.1) above, the volume of the quality manual content shall be lesser in other quality procedures. The manual must indicate the approach used by the police organization to meet the requirements of a specific clause, with no need to provide details about the phases, steps, forms and registers required to meet the standard requirements. There should be a reference to the documented and undocumented procedures in this manual, by referring to the same in the manual text and putting them on a unified list attached at the end of the manual.
Police organizations shall mention and present the scope of the quality management system in the quality manual and shall cite the processes, departments or geographical areas subject to quality management system clauses, requirements and content.

Should the Police organization decide to exclude the application of some clauses of the ISO 9001:2008 Standard, for reasons stated in (1.2) in this guideline, this exclusion shall be clearly stated and justified.

The quality manual must provide a clear description of the interaction and dependency between different quality management processes, where applicable, as stated in (0.2) in this guideline. This interaction can be described by using one of the illustration methods or through the Manual text.

### 4.2.3 Control of documents

Documents required by the quality management system shall be controlled. Records are a special type of document and shall be controlled according to the requirements given in 4.2.4. A documented procedure shall be established to define the controls needed:

- a) to approve documents for adequacy prior to issue,
- b) to review and update as necessary and re-approve documents,
- c) to ensure that changes and the current revision status of documents are identified,
- d) to ensure that relevant versions of applicable documents are available at points of use,
- e) to ensure that documents remain legible and readily identifiable,
- f) to ensure that documents of external origin determined by the organization to be necessary for the planning and operation of the quality management system are identified and their distribution controlled, and
- g) to prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

### 3 Control of documents

Police organizations can meet the Standard requirements in terms of document control by using the following diagram (QMS documents life cycle):
Police organizations shall identify all external documents (for instance: laws, legislations, regulations and any external document required for QMS application).

Furthermore, confidentiality shall be observed in relation to the distribution, maintenance and disposal of the quality management system documents, wherever necessary, taking into account the nature of police activities.

### 4.2.4 Control of records

Records established to provide evidence of conformity to requirements and of the effective operation of the quality management system shall be controlled. The organization shall establish a documented procedure to define the controls needed for the identification, storage, protection, retrieval, retention and disposition of records. Records shall remain legible, readily identifiable and retrievable.

#### 4.2.4 Control of records

A record is a special type of documents generated from filling work forms with information obtained by implementing the quality management system. This record can be a hard or soft copy or a sample or others.

Quality management system documents should be given a distinctive number and stored in appropriate conditions to protect them loss or damage and in a manner that would ensure them being accessible and retrievable. Whenever needed to destroy any document, the Police organization shall follow all the instructions, laws and use the appropriate and approved means to destroy them in a way as to prevent them being misused.

The period for maintaining quality management system documents shall be determined according to applicable laws and regulations and the work needs of the police organization.

Confidentiality should be sought as well in terms of the quality management system records distribution, maintenance and disposal, wherever needed, taking into account the nature of police activities.

In case of approval of electronic records, the police organization shall clearly identify the mechanism it shall use to maintain and retrieve the backup, as part of the procedure to control records or any other documents, as it deems appropriate.
5 Management responsibility

5.1 Management commitment
Top management shall provide evidence of its commitment to the development and implementation of the quality management system and continually improving its effectiveness by:
- communicating to the organization the importance of meeting customer as well as statutory and regulatory requirements,
- establishing the quality policy,
- ensuring that quality objectives are established,
- conducting management reviews, and
- ensuring the availability of resources.

5. Management Responsibility

5.1 Management Commitment
The provision of this clause of ISO 9001:2008 Standard is adequately clear. Whilst there is a need to underline the need for top management commitment to provide the resources required to implement the quality management system effectively.

5.2 Customer focus
Top management shall ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction (see 7.2.1 and 8.2.1).

5.2 Customer Focus
To identify the customer to police organizations, see (0.2) in this guideline.

The top management in a police organization shall identify current and future customer requirements, be they explicit or implicit and subject them to continuous review to ensure meeting these requirements and enhancing customer safety and security and the stability of the community according to the laws and legislations and available resources. The police organization shall document these requirements by using the method it deems fit.

Ensuring meeting the customers’ requirements and enhancing their satisfaction should be carried out subject to (7.2.3) and (8.2.1).

5.3 Quality policy
Top management shall ensure that the quality policy:
- is appropriate to the purpose of the organization,
- includes a commitment to comply with requirements and continually improve the effectiveness of the quality management system,
- provides a framework for establishing and reviewing quality objectives,
d) is communicated and understood within the organization, and
e) is reviewed for continuing suitability.

5.3 Quality Policy

Quality policy must reflect the police organization commitment to enhance customer satisfaction, implement laws and regulations, meet the requirements of this Standard, achieve quality objectives and seek to improve and enhance sustainably and effectively the organization performance. The Organization policy should stem from the Government high level policy and consistent with its work nature and purposes.

Quality policy shall be considered as the main framework to develop QMS contents in a Police Organization and make the decisions related thereto.

Top Management in a Police Organization shall be committed to ensure employees understanding of the Organization QMS and their role in implementing this policy. The policy may be published outside the organization by using the appropriate means in order to secure the community support in achieving the organization’s objectives.

5.4 Planning
5.4.1 Quality objectives

Top management shall ensure that quality objectives, including those needed to meet requirements for product [see 7.1 a)], are established at relevant functions and levels within the organization. The quality objectives shall be measurable and consistent with the quality policy.

5.4 Planning
5.4.1 Quality objectives:

The organization objectives may be short, medium and long term and derived from its quality policy and strategic goals, whereas such objectives should be (specified, measurable, achievable and relevant to the processes and services provided by the Police Organization with specified timelines) is approved by the Top Management covering all the levels and is regularly reviewed or whenever required.

In order to effectively achieve these objectives, plans and work programmes should be advised covering at least:

- Steps to achieve these objectives.
- Ownership for implementing these steps.
- All relevant laws and regulations.
- Required resources.
- Plan application timeline.
- Performance indicators to measure the extent to which objectives are being met and identify reasons of deviation, if any.
Note: when establishing the performance indicators, should be taken into consideration their interaction, if any.

### 5.4.2 Quality management system planning

Top management shall ensure that

a) the planning of the quality management system is carried out in order to meet the requirements given in 4.1, as well as the quality objectives, and

b) the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

#### 5.4.2 QMS Planning

The Top Management, when planning the quality management system, should take into consideration:

- Processes to be established within QMS (see (4.1) in this guideline).
- High-level policies of the Government.
- Performance of the organization on account of its strategic plans and goals.
- Changes in the local, regional and international environment.
- Risk analysis findings.

Note (1): when there is a need to introduce any amendment or enhance the system, it should be carried out while maintaining QMS integrated components.

Note (2): ISO Standard 31001 can be used for risk analysis.

### 5.5 Responsibility, authority and communication

#### 5.5.1 Responsibility and authority

Top management shall ensure that responsibilities and authorities are defined and communicated within the organization.

#### 5.3 Responsibility, Authority and Communication

#### 5.5.1 Responsibility & Authority

Responsibility: means the role to be assumed by the concerned person in order to carry out an activity or process.
Authority: means granting powers to a person to decide taking actions.

To ensure identification of responsibilities and authorities within a police Organization, the following should be documented:

1. The Structure.
2. The Job Description.
3. Authority matrix.

Note (1): this should be applicable while taking into consideration the military ranks system, orders and instructions.

Note (2): Should a computer software and an electronic data base are used to carry out tasks in a police Organization, it becomes necessary to add the authority to use these software and data base to the list of responsibilities and authorities.
Note (3): upon delegation of authority, the competences of staff and enablement policy in the police Organization should be taken into account.

### 5.5.2 Management representative

Top management shall appoint a member of the organization's management who, irrespective of other responsibilities, shall have responsibility and authority that includes:

- a) ensuring that processes needed for the quality management system are established, implemented and maintained,
- b) reporting to top management on the performance of the quality management system and any need for improvement, and
- c) ensuring the promotion of awareness of customer requirements throughout the organization.

**NOTE** The responsibility of a management representative can include liaison with external parties on matters relating to the quality management system.

### 5.1.1 Management Representative

Taking into consideration the nature of police organizations' activities, the Management’s representative should be ranked a “police officer” and the responsibility to establish and implement the QMS shall be assumed by all the people working in the police organization and not by the Management’s representative individually.

### 5.5.3 Internal communication

Top management shall ensure that appropriate communication processes are established within the organization and that communication takes place regarding the effectiveness of the quality management system.

### 5.1.2 Internal Communication

Police organizations shall establish and maintain an internal communication system to ensure communication of information to all concerned parties across all organizational units and function levels and in different circumstances. This system shall ensure quick, accurate, clear and confidential transfer of information, including during periods of emergencies, crises or disasters in order to ensure business continuity.

### 5.6.1 General

Top management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and
quality objectives.

Records from management reviews shall be maintained (see 4.2.4).

5.4 Management review
5.6.1 General
No further clarification

5.6.2 Review input
The input to management review shall include information on
a) results of audits,
b) customer feedback,
c) process performance and product conformity,
d) status of preventive and corrective actions,
e) follow-up actions from previous management reviews,
f) changes that could affect the quality management system, and
g) recommendations for improvement.

5.6.2 Review Inputs
During the application of the management review process, the following inputs shall be secured:
- Previous auditing findings and level of commitment of all organizational units to implement its recommendations are key inputs to the management review process.
- Feedback through customers’ complaints, suggestions and response to customer satisfactions surveys.
- The group of activities indicative of processes performance and level of services provided like performance reports, and findings of monitoring, measurement, examination, testing and inspection process.
- Review progress in carrying out preventive and corrective actions resulting from monitoring, measurement, examination, testing, inspection, internal and external activities, previous management reviews, customer feedback or any other activity.
- Technical, organizational, technological, legal and other changes.
- Proposals submitted to the Top Management from any entity either internal or external to the Police Organization are deemed an input to the management review process.

5.6.3 Review output
The output from the management review shall include any decisions and actions related to
a) improvement of the effectiveness of the quality management system and its processes,
b) improvement of product related to customer requirements, and
5.6.3 Review output
No further clarification

6 Resource management
6.1 Provision of resources
The organization shall determine and provide the resources needed
a) to implement and maintain the quality management system and continually
improve its effectiveness, and
b) to enhance customer satisfaction by meeting customer requirements.

6. Resources Management
6.1 Provision of Resources

Police organizations shall develop the appropriate mechanisms for planning its
current and future resources requirements in order to ensure effective application of
QMS and enhance its customers’ satisfaction and meet their requirements subject to
the statutory and legislative requirements framework, including human, financial and
material resources in addition to the required infrastructure.

6.2 Human resources
6.2.1 General
Personnel performing work affecting conformity to product requirements shall be
competent on the basis of appropriate education, training, skills and experience.
NOTE Conformity to product requirements can be affected directly or indirectly by
personnel performing any task within the quality management system.

6.2 Human Resources
6.2.1 General

Police organizations’ activities are affected by the levels of competence of their
personnel and the following factors:

Education: The police organization should determine the appropriate and necessary
academic qualifications for each function.
Skills: working in the police organization requires a certain level of skills which are
determined in the QMS.
Previous experience: the police organization should identify the experiences required
to assume functions, based on their nature.
Training: taking into consideration the nature of police activities, the training
programmes can be divided into operational, administrative and technical
programmes.
Further to the foregoing, physical fitness, health and mental capabilities constitute a significant factor in the selection and appointment of police organizations’ individuals.

In case of usage of temporary human resources, all competence requirements must be met according to police organization requirements.

### 6.2.2 Competence, training and awareness

The organization shall

a) determine the necessary competence for personnel performing work affecting conformity to product requirements,

b) where applicable, provide training or take other actions to achieve the necessary competence,

c) evaluate the effectiveness of the actions taken,

d) ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives, and

e) maintain appropriate records of education, training, skills and experience (see 4.2.4).

### 6.2.2 Competence, Awareness & Training

All police personnel shall have the competence required to enable them perform work affecting product quality. Should a gap exists between the competence required and competence available, it should be addressed through the provision of adequate training and taking any other actions (as such: provision of supervision for a period of time, provision of assistance, substitution) to reach the required level of competence.

The Police Organization shall hold workshops and launch awareness campaigns and training programmes and shall use any mean it deems necessary to provide the appropriate level of awareness about quality policy and objectives and enhance personnel understanding of their role in achieving such policy and objectives.

The effectiveness of training as an independent training package can be assessed or through the assessment of the whole training plan. This can be performed by monitoring the personnel performance, KPIs, processes, or by using any appropriate training method. It is not necessary to assess training impact immediately after completion of the training programme, since it may be performed after the lapse of an adequate period to ensure manifestation of the training impact.

**Note:** In case the policing activity requires using any kind of force (weapon, stungun, canisters, police dogs and others) or special vehicles or equipment (command vehicle, riot fighting vehicles and others), the Police Organization shall ensure the concerned individuals securing the level of training appropriate to perform the duties assigned to them with effectiveness and efficiency. It shall also develop a mechanism to vet the efficiency of such type of training on regular basis.
6.3 Infrastructure
The organization shall determine, provide and maintain the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable, 

a) buildings, workspace and associated utilities,

b) process equipment (both hardware and software), and

c) supporting services (such as transport, communication or information systems).

6.3 Infrastructure

The Police Organization shall devise and implement the adequate plans to identify its needs from the infrastructure, current and future in conformity with relevant standards, namely:

- Control Rooms.
- Correctional & Punishment Establishments
- Weapons and explosives warehouses.
- GPS programmes.
- Laboratories.
- Patrols.
- Radios
- Helicopters

To ensure maintaining the appropriate infrastructure, preventive and corrective maintenance processes must be planned and implemented, including maintenance and checking of weapons and ammunitions and their validity.

6.4 Work Environment

The organization shall determine and manage the work environment needed to achieve conformity to product requirements.

NOTE The term “work environment” relates to those conditions under which work is performed including physical, environmental and other factors (such as noise, temperature, humidity, lighting or weather).

6.4 Work Environment in Police Activities.

Taking into consideration the nature and specificity of police activity, a police organization should ensure the provision of a safe and healthy work environment which takes into account the surrounding circumstances like harsh weather conditions, and operational work risky requirements like detection of explosives, raiding and storming operations and health hazards to which personnel may get exposed, like when dealing with detainees carrying contagious diseases. It shall also ensure the infrastructure meets health and safety standards.
After defining the police work environment which ensure product meeting the requirements, the following should be taken into consideration:

- Work conditions for long periods of time.
- Shifts system.
- Psychological and human factors.
- Feedback from personnel related to work environment.

7 Product realization
7.1 Planning of product realization

The organization shall plan and develop the processes needed for product realization. Planning of product realization shall be consistent with the requirements of the other processes of the quality management system (see 4.1). In planning product realization, the organization shall determine the following, as appropriate:

a) quality objectives and requirements for the product;
b) the need to establish processes and documents, and to provide resources specific to the product;
c) required verification, validation, monitoring, measurement, inspection and test activities specific to the product and the criteria for product acceptance;
d) records needed to provide evidence that the realization processes and resulting product meet requirements (see 4.2.4).

The output of this planning shall be in a form suitable for the organization's method of operations.

NOTE 1 A document specifying the processes of the quality management system (including the product realization processes) and the resources to be applied to a specific product, project or contract can be referred to as a quality plan.

NOTE 2 The organization may also apply the requirements given in 7.3 to the development of product realization processes.

7. Product Realization in a Police Organization
7.1 Planning for Product Realization

Police Organization shall establish and develop the processes required to deliver the product, and illustrate the interaction and integrity existing between QMS processes, including as follows:

- Identify the methods used to determine the product requirements, taking into consideration the organization's quality objectives.
- Establish the processes required to provide the product.
- Establish the documents required to implement the processes effectively (this documentation may include policies, regulations, instructions, procedures, forms, and records) (see 4-1).
• Identify clearly the responsibilities and authority to implement processes activities.
• Identify the resources required to provide such product (see 6.3).
• Identify the product limitations, approval and rejection standards.
• Establish processes monitoring and measurement methods and verify their effectiveness to ensure the provision of the required product and service and identify the relevant responsibilities.
• Establish inspection, checking, testing and verification activities of product quality throughout all the processes methods, and determine the relevant responsibilities and authorities.
• Establish alternatives for processes application in case of organization’s failure to implement the main plan.

Note: Product planning processes in a Police Organization may produce the following:

Documented policies, work procedures and quality plans (documentation may be performed electronically).
• Matrix of responsibilities and authorities.
• Documented work instructions.
• Processes documented illustrations or models.
• Audio or visual imaging.
• Checklists.
• Or by any other mean deemed appropriate by the organization.

A police organization may use the steps mentioned in (7.3) of ISO Standard 9001:2008 to develop its products, which can include the provision of a new product or any changes which the organization intends to introduce to its processes.

It is normal in a policing activity to witness the occurrence of unplanned emergencies and in this case during which it becomes impossible to implement the main processes. In such cases, a highly qualified emergency team shall be formed with clear responsibilities and authority to implement the emergency plans. Taking into account such emergencies, police organization shall review their main processes and emergency plans and assess the need to amend them, if required.

### 7.2 Customer-related processes

#### 7.2.1 Determination of requirements related to the product

The organization shall determine

a) requirements specified by the customer, including the requirements for delivery and post-delivery activities,
b) requirements not stated by the customer but necessary for specified or intended use, where known,
c) statutory and regulatory requirements applicable to the product, and
d) any additional requirements considered necessary by the organization.

NOTE Post-delivery activities include, for example, actions under warranty provisions, contractual obligations such as
maintenance services, and supplementary services such as recycling or final disposal.

7.2 Customer related Processes
7.2.1 Determination of requirements related to the Product

Police organizations play a significant role in determining customers’ requirements in consistency with the framework of the constitution, laws, regulations and prevailing local cultures and others. Since the role of the customer can be confined to placing an order to obtain the product without having to identify the standards of that product. Police organizations may use multiple means to determine their customers’ complementary requirements, like by using questionnaires, statistics, the complaints and suggestions and others subject to the appropriate statutory and legislative framework. In some cases, the customer may play a role in determining how to deliver the service or product, like the way to deliver the driving license, or passport or types of security clearances.

7.2.2 Review of requirements related to the product
The organization shall review the requirements related to the product. This review shall be conducted prior to the organization's commitment to supply a product to the customer (e.g. submission of tenders, acceptance of contracts or orders, acceptance of changes to contracts or orders) and shall ensure that
a) product requirements are defined,
b) contract or order requirements differing from those previously expressed are resolved, and
c) the organization has the ability to meet the defined requirements.

Records of the results of the review and actions arising from the review shall be maintained (see 4.2.4).
Where the customer provides no documented statement of requirement, the customer requirements shall be confirmed by the organization before acceptance. Where product requirements are changed, the organization shall ensure that relevant documents are amended and that relevant personnel are made aware of the changed requirements.

NOTE In some situations, such as internet sales, a formal review is impractical for each order. Instead the review can cover relevant product information such as catalogues or advertising material.

7.2.2 Review of Requirements related to the Product in a Police Organization

No additional clarification to such clause, but it is necessary to emphasize the following:
• The review of product-related requirements may be confined to reviewing customers’ application to obtain a specific service, with a need to verify the
completeness and validity of the customers’ requirements and information prior to accepting the product order.

- In many instances, the Police Organization receives requests for services without a documented text, which requires from such organization to take the necessary measures to verify such requests and document them appropriately, like the call for help through the Control Room.
- In case the service is delivered online, the Police Organization must update all the data and information related to the provided product and verify the validity of data provided to obtain the product.

### 7.2.3 Customer Communication

The organization shall determine and implement effective arrangements for communicating with customers in relation to

- a) product information,
- b) enquiries, contracts or order handling, including amendments, and
- c) customer feedback, including customer complaints.

### 7.2.3 Customer Communication in a Police Organization

A police organization shall state clearly the information related to the product and any amendments thereto, whereas it includes for instance the conditions for the provision of the required service, data and documents, vide available means (as such: direct communication, media, email, portal, sign boards, or other means).

A police organization shall clearly identify each organizational unit or having a security role the location where its products are provided. An example on the same would be the provision of all security services in police stations. The ambulance and emergency services can be provided through ambulance points in case police organizations are responsible for delivering such operations.

Police organizations shall develop the appropriate mechanism in the QMS for receiving, reviewing, handling and responding to customers’ complaints and suggestions in the manners the organization deems fit.

In case such complaints or suggests were confidential, the organization shall commit to assure the confidentiality of information and abide by the concerned laws and legislations.

### 7.3 Design and development

#### 7.3.1 Design and development planning

The organization shall plan and control the design and development of product. During the design and development planning, the organization shall determine

- a) the design and development stages,
- b) the review, verification and validation that are appropriate to each design and development stage, and
- c) the responsibilities and authorities for design and development.
The organization shall manage the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility. Planning output shall be updated, as appropriate, as the design and development progresses.

NOTE Design and development review, verification and validation have distinct purposes. They can be conducted and recorded separately or in any combination, as suitable for the product and the organization.

7.3 Design and Development

When a police organization needs to introduce a new product, or amend or upgrade an existing product due to an amendment or change in the relevant laws or legislations, or due to an urgent security requirement or customers’ requirements or others, it shall implement (7.3) of ISO Standard 9001:2008 to implement and monitor the design process throughout all its’ stages.

7.3.1 Design and Development Planning

The design and development process in a police organization starts by devising an action plan which should include the following:

a) Identification of all design and development or amendment stages, starting from the process of gathering the information required to initiate the process and ending with the issue of the required product and its specifications, in conformity with the laws and legislations throughout all design stages.

b) During each design stage, it shall be verified implemented as planned, through review, verification and validation pertaining to each design and development stage. The design plan should include the identification of appropriate approach to perform review, verification and validation.

c) Identification of responsibilities relevant to each phase of design and development process in the design plan. The plan includes also stating clearly the authorities to approve, validate or reject the outputs of any of the design stages.

The nature of design activity may require the formation of many work groups working on designing independent small parts which when combined would form the main design. These work groups work interactively, which require clear statement of the nature of these overlapping relationship between these groups when some of them are dependent on the findings of other work teams, which consequently require the development of an active communication mean between such parties.

With the design process progressing and the results of its different stages starting to come out, new requirements are likely to show up or amendments affecting the characteristic of the original design which entails reviewing the design plan regularly, and amending it if necessary.
7.3.2 Design and Development Inputs
Inputs relating to product requirements shall be determined and records maintained (see 4.2.4). These inputs shall include:

a) functional and performance requirements,  

b) applicable statutory and regulatory requirements,  

c) where applicable, information derived from previous similar designs, and  

d) other requirements essential for design and development.

The inputs shall be reviewed for adequacy. Requirements shall be complete, unambiguous and not in conflict with each other.

7.3.2 Design and Development Inputs
The Police Organization shall identify the inputs related to the product requirements in a clear and complete manner without ambiguity or conflict. Such inputs include:

a) Functional and performance requirements: meaning the characteristics of product provision, as such the passport new design containing a magnetic strip to read the information, the dimensions of the passport, a watermark image, information security and others. It includes also the functional characteristics, requirement to provide the product quickly and accurately and the competence of the people working on providing it.

b) Taking into consideration the nature of police activity, reviewing local, regional and international laws and legislations is very important and is key to determine the characteristics of the provided product.

c) Comparison with previous performance and design results, either the ones submitted by the same organization or by another police organization, be it local, regional or international.

d) Results of researches and surveys carried out by police organizations or other concerned organizations.

7.3.3 Design and Development Outputs
The outputs of design and development shall be in a form suitable for verification against the design and development input and shall be approved prior to release. Design and development outputs shall

a) meet the input requirements for design and development,  

b) provide appropriate information for purchasing, production and service provision,  

c) contain or reference product acceptance criteria, and  

d) specify the characteristics of the product that are essential for its safe and proper use.

NOTE Information for production and service provision can include details for the preservation of product.

7.3.3 Design and Development Outputs
Design and development outputs in a Police Organization are characterized by being of special nature which affects the security system. Therefore, the Police Organization must assess the impact of design outputs on the other security and non-security services it provides, which may include security plans (operational training programme or organizational work policies).
7.3.4 Design and development review
At suitable stages, systematic reviews of design and development shall be performed in accordance with planned arrangements (see 7.3.1) 
a) to evaluate the ability of the results of design and development to meet requirements, and  
b) to identify any problems and propose necessary actions.  
Participants in such reviews shall include representatives of functions concerned with the design and development stage(s) being reviewed. Records of the results of the reviews and any necessary actions shall be maintained (see 4.2.4).

7.3.5 Design and development verification
Verification shall be performed in accordance with planned arrangements (see 7.3.1) to ensure that the design and development outputs have met the design and development input requirements. Records of the results of the verification and any necessary actions shall be maintained (see 4.2.4).

7.3.5 Design and Development Verification
Verification of design and development output can be performed through one of the following methods:  
- Usage of simulation programmes.  
- Comparison with similar products and services.  
- Review of design inputs and ensure it is met in the design process output.

7.3.6 Design and development validation
Design and development validation shall be performed in accordance with planned arrangements (see 7.3.1) to ensure that the resulting product is capable of meeting the requirements for the specified application or intended use, where known. Wherever practicable, validation shall be completed prior to the delivery or implementation of the product.  
Records of the results of validation and any necessary actions shall be maintained (see 4.2.4).
7.3.6 Design and Development Verification
To ensure effectiveness of the validation process of different design stages, it is recommended to engage the product receivers in this process. Such validation of the product design and development can be performed by a limited practical experience: (limited targeted sample, specific location).

The design shall be considered successful if the validation process managed to ensure meeting the requirements of the specific application or the intended use, prior to approve the provision of the new products to their recipients.

In case of failure to validate the design before product provision, as in securing events and official convoys, the police organization must be aware of the mechanisms which shall be used in design validation.

7.3.7 Control of design and development changes
Design and development changes shall be identified and records maintained. The changes shall be reviewed, verified and validated, as appropriate, and approved before implementation. The review of design and development changes shall include evaluation of the effect of the changes on constituent parts and product already delivered. Records of the results of the review of changes and any necessary actions shall be maintained (see 4.2.4).

7.4 Purchasing
7.4.1 Purchasing process
The organization shall ensure that purchased product conforms to specified purchase requirements. The type and extent of control applied to the supplier and the purchased product shall be dependent upon the effect of the purchased product on subsequent product realization or the final product.

The organization shall evaluate and select suppliers based on their ability to supply product in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation shall be established.

Records of the results of evaluations and any necessary actions arising from the evaluation shall be maintained (see 4.2.4).

7.4 Purchasing
Purchasing of products needed by the Police Organization to perform its activities is being carried out effectively within the regulatory and legislative framework of purchasing processes with concerned authorities and according to the approved security and technical standards and criteria.

7.4.1 Purchasing Process
The Police Organization shall ensure purchasing the products and services according to the approved security and technical standards, criteria and requirements through the following:

- Identify clearly and accurately purchasing requirements and maintaining clarity and accuracy throughout different purchasing stages (like: Floating invitations for tendering or requests for proposals, receive offers, and prepare purchase orders).
- Set up criteria and limitations for the selection, approval, assessment and monitoring the suppliers performance throughout all purchasing process stages, whilst the level of monitoring and type of selection, approval and assessment criteria differ according to type, cost and significance of the purchased product.
- Suppliers’ performance shall be re-assessed either after closing the purchasing process or systematically and at intervals set by the Police Organization. The assessment process can be performed during the purchasing stage, especially if the provision of the product to be purchased needs to be performed on several stages. Assessment process can be performed also during the service provision, like the cases of construction works carried out on a long period of time.
- In case of any deficiency in the purchasing process or supplier performance, the Police Organization shall take the appropriate corrective actions to ensure product supply and non-recurrence of such deficiency.

Taking into consideration the specificity of police activity and the sensitivity of its purchases, a police organization may be required to take approved samples of the product to be purchased, as of technical products like weapons, communication devices and military equipment.

Note: Police organizations shall set up the appropriate mechanisms to oblige the suppliers to maintain the confidentiality during the purchasing process.

### 7.4.2 Purchasing information

Purchasing information shall describe the product to be purchased, including, where appropriate,

a) requirements for approval of product, procedures, processes and equipment,

b) requirements for qualification of personnel, and

c) quality management system requirements.

The organization shall ensure the adequacy of specified purchase requirements prior to their communication to the supplier.

### 7.4.2 Purchasing Information

The Police Organization shall identify all technical and security standards and criteria for the materials or services to be purchased, which should include at least the following:
• Technical and security standards and criteria of the requested product.
• Standards of the processes or methods to be used to provide the required product or service.
• Requirement of machineries, equipment and apparatuses to be used to provide the required product or service.
• Any specific requirements to be met in the individuals responsible for the provision of the product or service, like by obtaining a specific training or qualification.
• Means to protect and secure the delivery of the purchased materials to police organizations, taking into account that some materials are hazardous and sensitive.

The nature of police activities and the sensitivity of the purchased materials may require maintaining the confidentiality of the purchasing-related information, when needed.

7.4.3 Verification of purchased product
The organization shall establish and implement the inspection or other activities necessary for ensuring that purchased product meets specified purchase requirements.
Where the organization or its customer intends to perform verification at the supplier's premises, the organization shall state the intended verification arrangements and method of product release in the purchasing information.

7.4.3 Verification of purchased product
The Police Organization may refer to the following to be able to verify the compliance of purchased products with technical standards and criteria by:

1. Forming technical committees of experts to observe the purchased materials before accepting them.
2. Conducting an unbiased assessment of the quality system and technical standards of the product with the supplier according to the contract.

7.5 Production and service provision
7.5.1 Control of production and service provision
The organization shall plan and carry out production and service provision under controlled conditions.
Controlled conditions shall include, as applicable,
a) the availability of information that describes the characteristics of the product,
b) the availability of work instructions, as necessary,
c) the use of suitable equipment,
d) the availability and use of monitoring and measuring equipment,
e) the implementation of monitoring and measurement, and
f) the implementation of product release, delivery and post-delivery activities.

7.5 Production and Service Provision
7.5.1 Control of Production and Service Provision

The Police Organization shall adopt an mechanism to classify the products, then work on applying the requirements of (7.5.1) according to the nature and characteristics of the provided products.

For instance, products can be classified as follows:
1. Security products like (Good conduct letter – opening reports).
2. Vehicles and Drivers licensing products like (vehicles licensing – issuance of Driver Licenses).
5. Suppliers’ products (Assessment of suppliers offers – delivery orders by suppliers – companies registration in the suppliers system).

7.5.2 Validation of processes for production and service provision

The organization shall validate any processes for production and service provision where the resulting output cannot be verified by subsequent monitoring or measurement and, as a consequence, deficiencies become apparent only after the product is in use or the service has been delivered. Validation shall demonstrate the ability of these processes to achieve planned results.

The organization shall establish arrangements for these processes including, as applicable,
a) defined criteria for review and approval of the processes,
b) approval of equipment and qualification of personnel,
c) use of specific methods and procedures,
d) requirements for records (see 4.2.4), and
e) revalidation.

7.5.2 Validation of processes for production and service provision

Taking into consideration the nature of some services provided by police organizations, the validity of the product cannot be proved by applying the monitoring and examination processes during the application of the process, in order to solely
confirm the validity of the product after providing it as end product. As an example, the securing operations of convoys and events.

According to processes’ classifications of (7.5.1), the Police Organization shall identify all the processes which cannot be validated until provision of end product. Police Organization shall meet all the requirements of (7.5.2) as stipulated in the original Standard’s text.

7.5.3 Identification and Traceability
Where appropriate, the organization shall identify the product by suitable means throughout product realization.
The organization shall identify the product status with respect to monitoring and measurement requirements throughout product realization.
Where traceability is a requirement, the organization shall control the unique identification of the product and maintain records (see 4.2.4).

NOTE In some industry sectors, configuration management is a means by which identification and traceability are maintained.

7.5.4 Customer Property
The organization shall exercise care with customer property while it is under the organization’s control or being used by the organization. The organization shall identify, verify, protect and safeguard customer property provided for use or incorporation into the product. If any customer property is lost, damaged or otherwise found to be unsuitable for use, the organization shall report this to the customer and maintain records (see 4.2.4).
NOTE Customer property can include intellectual property and personal data.

7.5.4 Customer Property
Police organizations shall take into consideration the significance of customer’s property and because they have to continuously deal with their customers’ property, effects, and related articles. For instance:
- Customer’s related information and data.
• Customer’s property in crime scene.
• Depositories for corrective and punishment establishments’ inmates and police stations’ detainees.
• Impounded property (Offending vehicles).
• Property under examination for licensing purpose (like firearms licensing and vehicles licensing).

If the customer’s property became under the police organization command and control, this latter shall strive to preserve it from loss, damage and misuse, and shall return it to its owners in the same condition it has received it. This can be performed through:
• Checking the status of the vehicle ownership when receiving it and registering any observations.
• Establishing and applying the appropriate introduction and identification method (see 7.5.3) throughout all work stages and the period during which the Police Organization is still take control of the property.
• Protecting the property from loss, damage and misuse during all the usage period in carrying out some activities or while preserving and storing it.
• Establish the appropriate procedure to redeem the property to the customer, to the exclusion of cases where no redemption is allowed like the cases of confiscation of illegal materials which need to be handled according to laws and legislations.

### 7.5.5 Preservation of product

The organization shall preserve the product during internal processing and delivery to the intended destination in order to maintain conformity to requirements. As applicable, preservation shall include identification, handling, packaging, storage and protection. Preservation shall also apply to the constituent parts of a product.

### 7.5.5 Preservation of Product in a Police Organization.

Police organizations deal with some products requiring preservation throughout all work stages, as well as while handling, transporting and storing them. For instance:
• Lawsuit files.
• Confidential security reports.
• Weapons and explosives.
• Travel documents and personal IDs.

To deal and preserve these products, the Police Organizations shall meet the requirements mentioned in (7.5.5) of ISO Standard 9001:2008, while taking into consideration the technical, statutory and legislative requirements related to the preservation, transportation, exchange and disposal of some materials of special nature like explosives and weapons.

### 7.6 Control of monitoring and measuring equipment
The organization shall determine the monitoring and measurement to be undertaken and the monitoring and measuring equipment needed to provide evidence of conformity of product to determined requirements. The organization shall establish processes to ensure that monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements.

Where necessary to ensure valid results, measuring equipment shall:

a) be calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded (see 4.2.4);
b) be adjusted or re-adjusted as necessary;
c) have identification in order to determine its calibration status;
d) be safeguarded from adjustments that would invalidate the measurement result;
e) be protected from damage and deterioration during handling, maintenance and storage.

In addition, the organization shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. The organization shall take appropriate action on the equipment and any product affected.

Records of the results of calibration and verification shall be maintained (see 4.2.4).

When used in the monitoring and measurement of specified requirements, the ability of computer software to satisfy the intended application shall be confirmed. This shall be undertaken prior to initial use and reconfirmed as necessary.

NOTE Confirmation of the ability of computer software to satisfy the intended application would typically include its verification and configuration management to maintain its suitability for use.

7.6 Control of Monitoring and Measuring Devices

Guidance to this clause shall be confined to the provision of some examples from policing activities, due to comprehensive provision of (7.6) of ISO Standard 9001:2008:

- Carbon emissions measuring device for licensing purpose.
- Speed violations control devices.
- Devises used in forensic labs.
- CCTVs.
- Scanning devices for explosives and sharp tools.
- Human prints devices.
- Others.

8 Measurement, analysis and improvement

8.1 General

The organization shall plan and implement the monitoring, measurement, analysis and improvement processes needed:

a) to demonstrate conformity to product requirements,
b) to ensure conformity of the quality management system, and
c) to continually improve the effectiveness of the quality management system. This shall include determination of applicable methods, including statistical techniques, and the extent of their use.

8. Measurement, Analysis and Improvement

8.1 General

Further to clause 8.1 of ISO Standard 9001:2008, the results of monitoring, measurement, analysis and improvement processes can be considered as inputs of the administrative review performed by the police organization, and complimentary to inputs mentioned in (5.6.2) of ISO Standard 9001:2008.

8.2.1 Customer satisfaction

As one of the measurements of the performance of the quality management system, the organization shall monitor information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information shall be determined.

NOTE Monitoring customer perception can include obtaining input from sources such as customer satisfaction surveys, customer data on delivered product quality, user opinion surveys, lost business analysis, compliments, warranty claims and dealer reports.

8.2 Monitoring and Measurement

8.2.1 Customer Satisfaction

Taking into account the nature of police activities, the customer sometimes does not indicate the product standards. Therefore, the police organization shall identify and use the appropriate tools to measure customer’s satisfaction to detect his current and future requirements (see 7.2.1 in this guideline) in addition to ensuring his requirements are met.

A police organization shall determine the tools used to measure customer’s satisfaction according to (8.2.1) of ISO Standard 9001:2008. Measurement of customer’s satisfaction can be also outsourced to an unbiased and specialized body.

8.2.2 Internal audit

The organization shall conduct internal audits at planned intervals to determine whether the quality management system

a) conforms to the planned arrangements (see 7.1), to the requirements of this International Standard and to the quality management system requirements established by the organization, and

b) is effectively implemented and maintained.

An audit programme shall be planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods
shall be defined. The selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work.

A documented procedure shall be established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results.

Records of the audits and their results shall be maintained (see 4.2.4).

The management responsible for the area being audited shall ensure that any necessary corrections and corrective actions are taken without undue delay to eliminate detected nonconformities and their causes.

Follow-up activities shall include the verification of the actions taken and the reporting of verification results (see 8.5.2).

NOTE See ISO 19011 for guidance.

8.2.2 Internal Audit

The content of (8.2.2) of ISO Standard 9001:2008 is sufficient for a police organization. However, it is necessary to clarify the following:

- A Police Organization shall clarify the difference between the internal audit objectives of (8.2.2) of ISO Standard 9001:2008 and the other types of audits performed by higher official control authorities like the administrative inspection and others.
- To increase auditing effectiveness, it is recommended to take into consideration the ranks system when selecting the auditors, and potentially the internal auditing process carried out by a higher rank than the one audited.
- Sensitivity and confidentiality of audited processes and activities shall be observed.

8.2.3 Monitoring and Measurement of processes

The organization shall apply suitable methods for monitoring and, where applicable, measurement of the quality management system processes. These methods shall demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action shall be taken, as appropriate.

NOTE When determining suitable methods, it is advisable that the organization consider the type and extent of monitoring or measurement appropriate to each of its processes in relation to their impact on the conformity to product requirements and on the effectiveness of the quality management system.

8.2.3 Monitoring and Measurement of processes in a Police Organization
Clause 8.2.3 of ISO Standard 9001:2008 is sufficient for a police organization. However, it is necessary to clarify the following:

- Police Organization shall identify its’ policing processes performance indicators and monitor them as one of the measurement tools mentioned in this clause.
- Performance indicators shall cover outsourced processes.

For further guidance on the methods to manage and monitor the processes, it should be referred to (0.2) in this guideline.

**8.2.4 Monitoring and measurement of product**

The organization shall monitor and measure the characteristics of the product to verify that product requirements have been met. This shall be carried out at appropriate stages of the product realization process in accordance with the planned arrangements (see 7.1). Evidence of conformity with the acceptance criteria shall be maintained.

Records shall indicate the person(s) authorizing release of product for delivery to the customer (see 4.2.4).

The release of product and delivery of service to the customer shall not proceed until the planned arrangements (see 7.1) have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer.

**8.2.4 Monitoring and Measurement of Product**

Clause 8.2.4 of ISO Standard 9001:2008 is sufficient for a police organization. However, it is necessary to clarify the following:

- Products of some processes in a Police Organization cannot be directly measured, but their impact is measurable through the measurement of customer satisfaction (8.2.1) or through the outputs of information analysis process. Like for instance: feeling safe and secure in the community in the effect of crime prevention process and others.

**8.3 Control of nonconforming product**

The organization shall ensure that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. A documented procedure shall be established to define the controls and related responsibilities and authorities for dealing with nonconforming product.

Where applicable, the organization shall deal with nonconforming product by one or more of the following ways:

a) by taking action to eliminate the detected nonconformity;
b) by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer;
c) by taking action to preclude its original intended use or application;
d) by taking action appropriate to the effects, or potential effects, of the nonconformity when nonconforming product is detected after delivery or use has started.
When nonconforming product is corrected it shall be subject to re-verification to demonstrate conformity to the requirements. Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, shall be maintained (see 4.2.4).

### 8.3 Control of Nonconforming Product

Clause 8.2.4 of ISO Standard 9001:2008 is sufficient for a police organization. However, it is necessary to clarify the following:

- Example of product nonconformity: errors in the documents issued by the Police Organization.

In case or recurrence of product nonconformity with the requirements, or in cases where the nonconforming product has an effect on the community security in a way or another, the Police Organization shall take the corrective actions to address this situation.

### 8.4 Analysis of data

The organization shall determine, collect and analyse appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the effectiveness of the quality management system can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources. The analysis of data shall provide information relating to

a) customer satisfaction (see 8.2.1),
b) conformity to product requirements (see 8.2.4),
c) characteristics and trends of processes and products, including opportunities for preventive action (see 8.2.3 and 8.2.4), and
d) suppliers (see 7.4).

### 8.4 Information Analysis

Analysis in a Police Organization is one of the key available tools to measure QMS performance, processes performance and conformity of the products it provides, particularly with the difficulty sometimes to measure the conformity of processes products.

Clause 8.4 of ISO Standard 9001:2008 is sufficient for a Police Organization. However, it is necessary to clarify the following:

- Data analysis shall not only cover the information pertaining to or issued by the Police Organization, but should exceed that to analyze data, reports and studies issued by other local, regional and international bodies.
- To check the soundness of the analysis process, the Police Organization shall investigate the quality of these data by verifying their sources, integrity, and reviewing their appropriateness prior to using them.
• Police Organization shall establish the method and frequency of data analysis based on the significance of the information submitted for analysis.

8.5 Improvement
8.5.1 Continual improvement
The organization shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

8.5 Improvement
8.5.1 Continual Improvement

It is necessary for the Police Organization to enhance and improve the effectiveness of its QMS where the nature of policing activities requires continuous review of the following:

• Its policies and objectives.
• Processes results.
• Internal auditing processes results.
• Analysis of internal and external data results.
• Feedback from customer and his complaints and suggestions.
• Changes in the community characteristics and surrounding environment, especially on the long term.
• Changes in laws, regulations and legislations.
• Corrective and preventive actions.
• Individuals’ proficiency.
• Administrative review.

8.5.2 Corrective action
The organization shall take action to eliminate the causes of nonconformities in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities encountered.
A documented procedure shall be established to define requirements for
a) reviewing nonconformities (including customer complaints),
b) determining the causes of nonconformities,
c) evaluating the need for action to ensure that nonconformities do not recur,
d) determining and implementing action needed,
e) records of the results of action taken (see 4.2.4), and
f) reviewing the effectiveness of the corrective action taken.

8.5.2 Corrective Action
Clause 8.5.2 of ISO Standard 9001:2008 is sufficient for a police organization. However, it is necessary to clarify the following:
Police Organization shall use the recognized tools to establish the causes of nonconformity and address them to ensure they won’t recur. For instance: causes of surge in crime, causes of traffic accidents hike, and increase in the rate of anonymous cases.

- The volume of the corrective action shall be based on an analysis of nonconformity recurrence risks.

Note: May be used the SARA Model as modified and mentioned in Annex (3) for problem solving and addressing the root-causes.

### 8.5.3 Preventive action

The organization shall determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions shall be appropriate to the effects of the potential problems.

A documented procedure shall be established to define requirements for:

- a) determining potential nonconformities and their causes,
- b) evaluating the need for action to prevent occurrence of nonconformities,
- c) determining and implementing action needed,
- d) records of results of action taken (see 4.2.4), and
- e) reviewing the effectiveness of the preventive action taken.

### 8.5.3 Preventive Action

Clause 8.5.3 of ISO Standard 9001:2008 is sufficient for a Police Organization. However, it is necessary to clarify the following:

- Police Organization may use data analysis results, risks principles, management and analysis, and results of corrective actions to determine and define potential preventive actions.

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**Annex (1)**
Quality management system structure in police organisation

Annex (2)
Presentation of Policing Operations Products and Classifications

The structure of a police organization differs according to the nature of the country where it operates and its security situation and resources, leading to a difference in the classification of police operation products.

Kindly find hereunder a narration of some classifications listed according to the international best practices which can be adopted by taking into consideration the difference between the police organizations as mentioned above.

<table>
<thead>
<tr>
<th>Classification Title</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Security products</td>
<td>(Good conduct letter – opening reports)</td>
</tr>
<tr>
<td>3. Community products</td>
<td>(Community policing – social support).</td>
</tr>
<tr>
<td>5. Suppliers products</td>
<td>(Assessment of suppliers offers – delivery orders by suppliers – companies registration in the suppliers system).</td>
</tr>
</tbody>
</table>
Annex (3)

**Amended (SARA) approach**

SARA approach is one of the most common problem solving tools in policing business due to consideration and participation of the society as a part of this approach. This approach basically consists of four steps:

- Scanning
- Analysis
- Response
- Evaluation

While this approach was proven to be an effective problem solving technique in policing business, Abu Dhabi Police has amended this approach to become as per the following:

**The modified SARA**

![Diagram of the modified SARA approach]

- Scanning
  - Scored Assessment
- Preliminary Evaluation & scoring
- Using SWOT
- Scored Analysis
- Priorities Response
- Response
## ISO Standard Clauses to which were added Clarifications

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>1-0</td>
<td>It is significant for a police organization to adopt a QMS in order to be able to provide high-level quality services which shall help achieving its objectives and policies which aim as a whole to maintain a safe and secure community.</td>
</tr>
<tr>
<td>Process approach</td>
<td>2-0</td>
<td>In a police organization, it should be stated clearly the customer concept and his role in identifying the requirements, along with the role of laws and regulations in filtering such requirements and legalizing them.</td>
</tr>
<tr>
<td>Relation with ISO 9004</td>
<td>3-0</td>
<td>No addition.</td>
</tr>
<tr>
<td>Compatibility with other management systems</td>
<td>4-0</td>
<td>No addition.</td>
</tr>
<tr>
<td>Scope</td>
<td>1</td>
<td>The method to read the guideline, to enhance customer’s satisfaction through the provision of conforming product to customer’s requirements and laws and regulations applicable in policing activity, like local laws, regulations, compulsory human rights declarations and regional and international conventions.</td>
</tr>
<tr>
<td>General</td>
<td>1-1</td>
<td>The type of organizational units in a Police Organization. Exclusion of an exception of requirements of clause 7, unless for a justified reason.</td>
</tr>
<tr>
<td>Application</td>
<td>2-1</td>
<td>Type of organizational units in a Police Organization. Exclusion of an exception of requirements of clause 7, unless for a justified reason.</td>
</tr>
<tr>
<td>Normative references</td>
<td>2</td>
<td>No additions</td>
</tr>
<tr>
<td>Terms definitions</td>
<td>3</td>
<td>To add the relevant security terms.</td>
</tr>
<tr>
<td>Quality management system</td>
<td>4</td>
<td>Application mechanism of ISO Standard 9001:2008. QMS structure, interaction between its processes and concerned external and internal bodies and, outsourcing requirements were all defined and added.</td>
</tr>
<tr>
<td>Documentation requirements</td>
<td>2-4</td>
<td>Type of documents to be documented by a police organization across all levels was determined, while remaining committed to establish the risks which may occur if failure to document any of its processes.</td>
</tr>
<tr>
<td>General</td>
<td>1-2-4</td>
<td>Type of documents to be documented by a police organization across all levels was determined, while remaining committed to establish the risks which may occur if failure to document any of its processes.</td>
</tr>
<tr>
<td>Documents control</td>
<td>3-2-4</td>
<td>Identification of the life cycle of QMS documents, introduction of the significance of maintaining the confidentiality of documents in a police organization and the need to handle the same.</td>
</tr>
<tr>
<td>Records control</td>
<td>4-2-4</td>
<td>The significance of adherence to laws and legislations during the process of preservation, retrieval and disposal of documents and the significance of the documents confidentiality when dealing with the records of a Police Organization.</td>
</tr>
<tr>
<td>Management responsibility</td>
<td>5</td>
<td>Emphasized the importance of Top Management commitment to provide the resources required to implement QMS effectively.</td>
</tr>
<tr>
<td>Management commitment</td>
<td>1-5</td>
<td>Emphasize the importance of focusing on customer’s requirements within the laws and legislations and align this requirement with the guideline clauses (7.3.2) and (8.2.1).</td>
</tr>
<tr>
<td>Customer focus</td>
<td>2-5</td>
<td>Emphasize the importance of alignment of Police Organization quality policy with government high-level policies and the importance of releasing this policy internally and externally aiming to secure community support to the organization to achieve its objectives.</td>
</tr>
<tr>
<td>Quality policy</td>
<td>3-5</td>
<td>Emphasize the importance of alignment of Police Organization quality policy with government high-level policies and the importance of releasing this policy internally and externally aiming to secure community support to the organization to achieve its objectives.</td>
</tr>
<tr>
<td>Planning</td>
<td>4-5</td>
<td>Identify the requirements of these objectives and the importance of devise effective executive programs, in addition to the importance of focusing on the performance indicators.</td>
</tr>
<tr>
<td>Quality objectives</td>
<td>1-4-5</td>
<td>Identify the requirement that the Police Organization should take into consideration.</td>
</tr>
<tr>
<td>Quality management system planning</td>
<td>2-4-5</td>
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<tr>
<td>Responsibility, authority and communication</td>
<td>5-5</td>
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<tr>
<td>Emphasize the need to clearly establish the responsibilities through the clarification of the organizational structure, job description and matrix of competences.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibilities and authority</td>
<td>1-5-5</td>
<td></td>
</tr>
<tr>
<td>Emphasize the importance of the role of the Management representative and required standard in terms of police rank.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management representative</td>
<td>2-5-5</td>
<td></td>
</tr>
<tr>
<td>Significance of the inter communication system in a Police Organization under any condition and situation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>3-5-5</td>
<td></td>
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</tr>
<tr>
<td>Management review</td>
<td>6-5</td>
<td></td>
</tr>
<tr>
<td>No clarifications.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>1-6-5</td>
<td></td>
</tr>
<tr>
<td>Clarification re administrative review inputs and mechanism for handling them.</td>
<td></td>
<td></td>
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<tr>
<td>Review inputs</td>
<td>2-6-5</td>
<td></td>
</tr>
<tr>
<td>No clarifications.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review outputs</td>
<td>3-6-5</td>
<td></td>
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<tr>
<td>Resource management</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Identify the importance of resources and their type with a view to meet the customer’s requirements as well as the statutory and legislative requirements.</td>
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<tr>
<td>Provision of resources</td>
<td>1-6</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Human resources</td>
<td>2-6</td>
<td></td>
</tr>
<tr>
<td>Detailed statement of the type of personnel competence in a Police Organization, the condition to meet the required competence and the need to control the competence of any type of temporary labor, if any.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>1-2-6</td>
<td></td>
</tr>
<tr>
<td>Explanation of competence, training and the need for special training in case of use of force in the policing activity of all types.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competence, training and awareness</td>
<td>2-2-6</td>
<td></td>
</tr>
<tr>
<td>Need to take into consideration the requirement for an infrastructure appropriate to policing activity, including the types of maintenance needed.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td>3-6</td>
<td></td>
</tr>
<tr>
<td>Ensure the provision of a work environment appropriate to policing activity to ensure the safety of personnel, while taking into consideration work conditions for a lengthy period of time, shifts system and human and psychological factors and feedback from customers about work environment.</td>
<td></td>
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<tr>
<td>Work environment</td>
<td>4-6</td>
<td></td>
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<td></td>
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<tr>
<td>Product realization</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Identification of the main factors that the Police Organization must take into account when establishing and enhancing its operations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning of product realization</td>
<td>1-7</td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>Customer related processes</td>
<td>2-7</td>
<td></td>
</tr>
<tr>
<td>Identification of customer’s requirements within the framework of the constitution, laws, regulations and prevailing local cultures and other. The role of the customer is only to request the product with determining the specifications of this product.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Determination of requirements related to the product</td>
<td>1-2-7</td>
<td></td>
</tr>
<tr>
<td>Ensure taking all the arrangements required in case of undocumented requests. They should be vetted to determine if they are true, in addition to the responsibility of the police organization in updating the data related to the services provided online.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review of requirements related to the product</td>
<td>2-2-7</td>
<td></td>
</tr>
<tr>
<td>The police organization must set up the appropriate mechanism in the QMS to receive customer complaints, and suggestions and review, handle and reply with the means it deems convenient.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer communication</td>
<td>3-2-7</td>
<td></td>
</tr>
<tr>
<td>General clarifications about the need to meet the requirements for applying ISO Standard 9001:2008 within the laws and legislations, as well as controlling the design and development process throughout all the stages.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design and development</td>
<td>3-7</td>
<td></td>
</tr>
<tr>
<td>Determine in details the design process, identify the elements of the design and development plan, and take into consideration to clarify the relation between work teams.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design and development planning</td>
<td>1-3-7</td>
<td></td>
</tr>
<tr>
<td>Identify the design and development process inputs in policing activity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design and development</td>
<td>2-3-7</td>
<td></td>
</tr>
<tr>
<td>There is a need to assess design outputs against the Police Organization security system.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Topic</td>
<td>Reference</td>
<td>Description</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
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<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Design and development inputs</td>
<td>3-3-7</td>
<td>Police organizations shall perform systematic reviews of design and development at some stages according to the plan to ensure effectiveness of the design process in meeting the requirements. In case of participation of more than one organizational unit in the design and development process, it is then necessary to have the participation of representatives of all those units and the functions that they represent in the review process to ensure inclusiveness.</td>
</tr>
<tr>
<td>Design and development outputs</td>
<td>4-3-7</td>
<td>The output of the design and development process can be verified by using simulation or comparison programs with similar products or services or reviewing the design inputs in order to insure it has been met in the product of the design process.</td>
</tr>
<tr>
<td>Design and development verification</td>
<td>5-3-7</td>
<td>The design shall be deemed successful in case it succeeded the validation process of meeting application requirements or intended use, then it is permitted to provide the new products to their recipients. In case of failure to validate the design before providing the service like when securing events and official convoys, the Police Organization shall define the mechanism it shall use to validate the design.</td>
</tr>
<tr>
<td>Design and development validation</td>
<td>6-3-7</td>
<td>No clarifications</td>
</tr>
<tr>
<td>Control of design and development changes</td>
<td>7-3-7</td>
<td>General clarification.</td>
</tr>
<tr>
<td>Purchasing</td>
<td>4-7</td>
<td>Clarification of the approved technical and security requirements, standards and criteria required for purchasing in a Police Organization.</td>
</tr>
<tr>
<td>Purchasing process</td>
<td>1-4-7</td>
<td>Identify the minimum technical and security requirements, standards and criteria for materials or services to be purchased and the need to maintain confidential the purchasing-related information.</td>
</tr>
<tr>
<td>Purchasing information</td>
<td>2-4-7</td>
<td>Clarification the means which the Police Organization can use to verify the purchased product.</td>
</tr>
<tr>
<td>Verification of purchases product</td>
<td>3-4-7</td>
<td></td>
</tr>
<tr>
<td>Production and service provision</td>
<td>5-7</td>
<td>The Police Organization must adopt a product classification mechanism then strive to implement the requirements indicated in (7.5.1) of ISO Standard 9001:2008.</td>
</tr>
<tr>
<td>Control of production and service provision</td>
<td>1-5-7</td>
<td>Prove the validity of the product by applying monitoring and examination processes during process application. The validity of this product will only be verified after definitive provision of same. Like for instance the processes of securing convoys and events.</td>
</tr>
<tr>
<td>Validation of processes for production and service</td>
<td>2-5-7</td>
<td>Compliance with all the relevant laws and legislations which govern and regulate the identification process, like the security reports numbers, passport numbers, exhibits numbers and driving licenses numbers.</td>
</tr>
<tr>
<td>Preservation of product</td>
<td>3-5-7</td>
<td>Police organizations shall take into consideration the significance of customer’s property and because they have to continuously deal with their customers’ property, effects, and related articles.</td>
</tr>
<tr>
<td>Control of monitoring and measuring equipment</td>
<td>4-5-7</td>
<td>If the customer’s property became under the police organization command and control, this latter shall strive to preserve it from loss, damage and misuse, and shall return it to its owners in the same condition it has received it.</td>
</tr>
<tr>
<td>Preservation of product</td>
<td>5-5-7</td>
<td>To deal and preserve these products, the Police Organizations shall meet the requirements mentioned in (7.5.5) of ISO Standard 9001:2008, while taking into consideration the technical, statutory and legislative requirements related to the preservation, transportation, exchange and disposal of some materials of special nature like explosives and weapons.</td>
</tr>
<tr>
<td>Measurement, analysis and improvement</td>
<td>6-7</td>
<td>Guidance provided in this clause is confined to the provision of some examples from police activities.</td>
</tr>
<tr>
<td>Measurement, analysis and improvement</td>
<td>8</td>
<td>The results of monitoring, measurement, analysis and improvement processes can be considered as inputs of the administrative review performed by the police organization.</td>
</tr>
<tr>
<td>General</td>
<td>1-8</td>
<td>the Police Organization shall identify and use the appropriate tools to measure customer’s satisfaction to detect his current and future requirements</td>
</tr>
<tr>
<td>---------</td>
<td>-----</td>
<td>----------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Monitoring and measurement</td>
<td>2-8</td>
<td>To differentiate between different types of auditing in the police organization, in addition to taking into consideration the police ranks in internal auditing process of the QMS in a police organization.</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>1-2-8</td>
<td>Police Organization shall identify its policing processes performance indicators and monitor them as one of the measurement tools mentioned in this clause. Performance indicators shall cover outsourced processes.</td>
</tr>
<tr>
<td>Internal audit</td>
<td>2-2-8</td>
<td>Products of some processes in a Police Organization cannot be directly measured, but their impact is measurable through the measurement of customer satisfaction (8.2.1) or through the outputs of information analysis process (8.4).</td>
</tr>
<tr>
<td>Monitoring and measurement of processes</td>
<td>3-2-8</td>
<td>Generic clarification and provision of examples from police activities.</td>
</tr>
<tr>
<td>Monitoring and measurement of product</td>
<td>4-2-8</td>
<td>Data analysis shall not only cover the information pertaining to or issued by the Police Organization, but should exceed that to analyze data, reports and studies issued by other local, regional and international bodies. To check the soundness of the analysis process, the Police Organization shall investigate the quality of these data by verifying their sources, integrity, and reviewing their appropriateness prior to using them.</td>
</tr>
<tr>
<td>Control of nonconforming product</td>
<td>3-8</td>
<td>It is necessary for the Police Organization to enhance and improve the effectiveness of its QMS where the nature of policing activities requires continuous review.</td>
</tr>
<tr>
<td>Analysis of data</td>
<td>4-8</td>
<td>Police Organization shall use the recognized tools to establish the causes of nonconformity and address them to ensure they won’t recur. SARA Model as modified and mentioned in Annex (3) may be used for problem solving.</td>
</tr>
<tr>
<td>Improvement</td>
<td>5-8</td>
<td>Police Organization may use data analysis results, risks principles, management and analysis, and results of corrective actions to determine and define potential preventive actions.</td>
</tr>
<tr>
<td>Continual Improvement</td>
<td>8.5.1</td>
<td>Specification of elements to continuously reviewed.</td>
</tr>
<tr>
<td>Corrective action</td>
<td>8.5.2</td>
<td>Specification of tools can be used for investigation of the root cause.</td>
</tr>
<tr>
<td>Preventive action</td>
<td>8.5.3</td>
<td>Addition of risk principles</td>
</tr>
</tbody>
</table>