



SBG O&M INTERESTED PARTIES NEEDS & EXPECTATIONS





INTRODUCTION

The need for SBG O&M to understand the needs and expectations of interested parties is a mandatory requirement of the management systems standards ISO 9001, ISO 14001 and ISO 45001. The importance of stakeholder management to the success of an organization cannot be underestimated – without exaggeration, it is far more than client focus; it is about actively understanding and managing the positive, negative and changing influences from a range of stakeholders. Stakeholders are referred to synonymously as Interested Parties by ISO management systems standards – ISO 9000 states their importance clearly: SBG O&M attract, capture and retain the support of the relevant interested parties they depend upon for their success. Because interested parties are so important, they are considered an integral part of the context of the organization; they should be well understood before defining the scope of the management system – in reality it is more of an iterative process which adapts to changing needs.

SCOPE

The requirement to understand the needs and expectations of interested parties is expressed almost identically in each standard as:

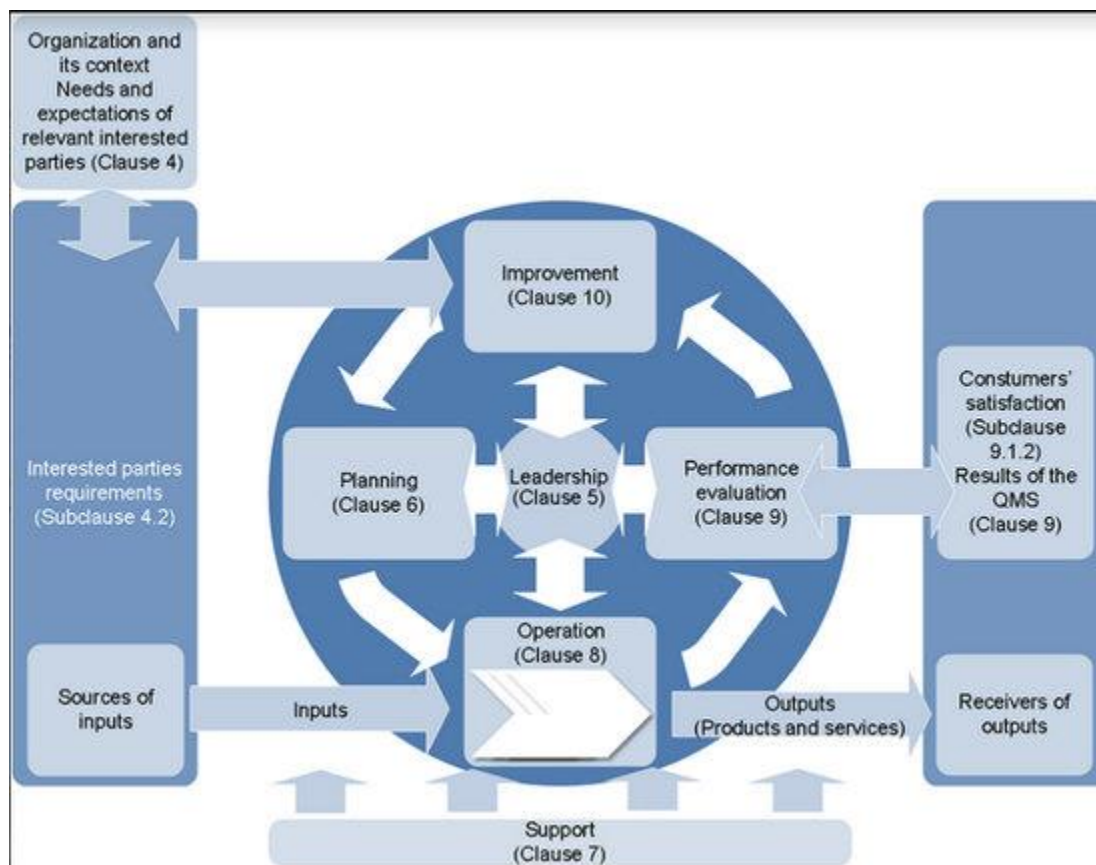
SBG O&M has clearly determined that:

- a) the interested parties that are relevant to the management system;
- b) the requirements [needs and expectations] of these interested parties that are relevant to the management system



IDENTIFICATION OF THE INTERESTED PARTIES

It is essential to understand the definition of Interested Parties - ISO 14001 and ISO 45001 both define interest party as a: "person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity" This could be interpreted very widely, so each standard adds guidance notes: ISO 45001 notes that "This International Standard sets out requirements with respect to workers who are also interested parties"; ISO 14001 notes that "To 'perceive itself to be affected' means the perception has been made known to the organization" - this could include feedback or comments via the organizations social media channels; ISO 9000 also explains the concept of Interested Party in the context of quality management: "The concept of interested parties extends beyond a focus solely on the Client. It is important to consider all relevant interested parties". "The relevant interested parties are those that provide significant risk to organizational sustainability if their needs and expectations are not met". This is a good starting point, but it's a bit like reading the dictionary before writing a letter - theoretically sound, but not very practical.



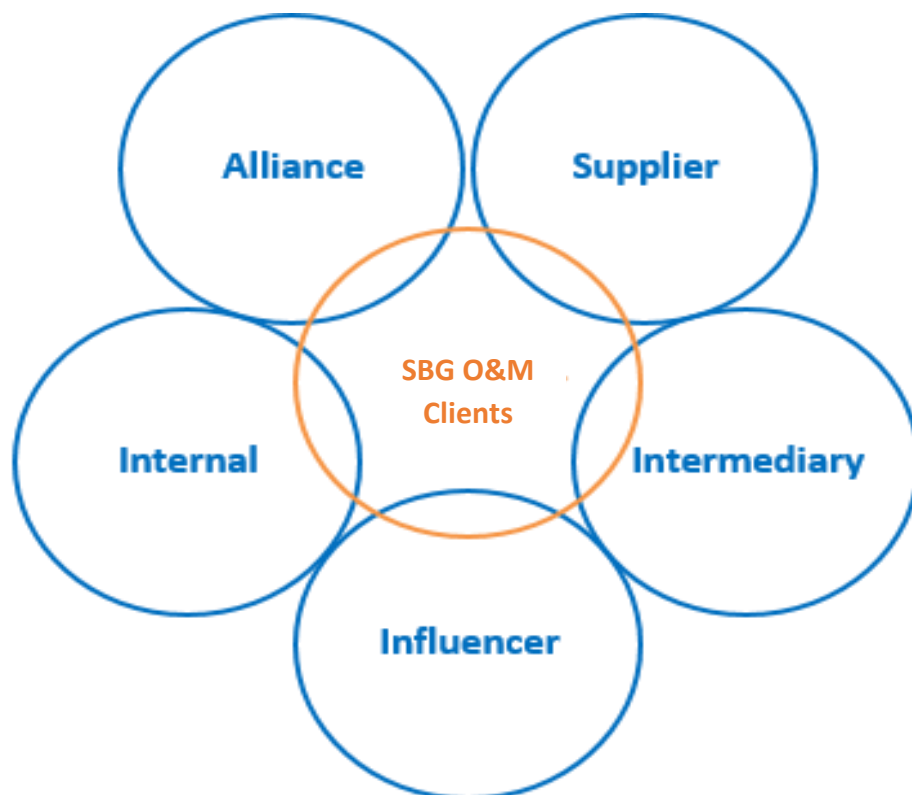


CLASSIFICATION OF INTERESTED PARTIES

Simply listing suppliers, clients, communities etc. is not enough to meet the requirements of the standard i.e. understanding the needs and expectations of relevant interested parties. This is advised in ISO 14004 - EMS Guidelines for Implementation, which provides examples of interested parties based on their relationship with the organization, by their:

- Responsibility
- Influence
- Proximity
- Dependency
- Representation
- Authority

Some categories may contain sub-categories, which require a different management approach. For example, SBG O&M clients may include key accounts which have different needs and expectations to transactional Clients.



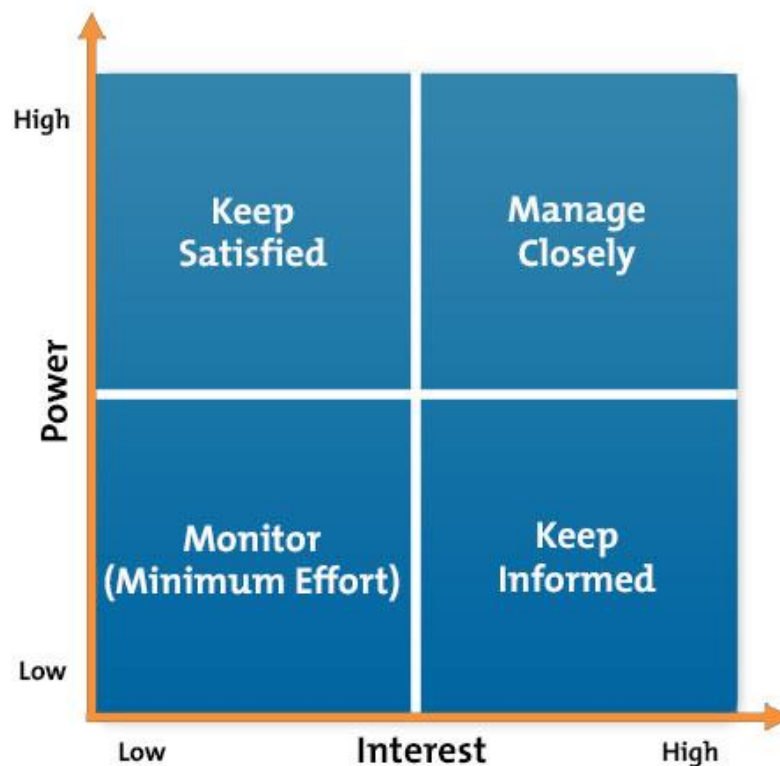


RELEVANCE, NEEDS AND EXPECTATIONS

It is time to identify their needs and expectations which are relevant to SBG O&M management system. The operative word here is relevant. Depending on the size and complexity of SBG O&M, it is very likely that its employees will have a good feel for the interested parties SBG O&M have regular contact with. However, it is worth formalizing this knowledge and, where needed, confirming assumptions and closing knowledge gaps with research. A useful tool for helping SBG O&M decide how to manage a particular interested party is the Power/Interest Matrix. This simple tool relates two important relationship variables:

- the strength of their relevance.
- significance or risk.

Plotting interested parties helps to prioritize the effort required to meet their needs and expectations:





For each relevant interested parties SBG O&M has clarified out what their known needs & expectations are. These needs and expectations can be declared or unspoken, so it is important to think through all of the possible places that an interested party might identify their needs. For each of the categories mentioned above, here are some of the places to look to find this information:

- Clients & Suppliers – Contracts and performance specifications is the first place to look. Other sources of information can include; Client meetings, supplier meetings, concerns and complaints, responses to purchase information, warranty information and almost any other time SBG O&M interact with a Client using SBG O&M services where they can identify what they expect and what they are displeased with.
- Government organizations – What statutory and regulatory requirements are applicable to SBG O&M business. Remember, this can include environmental or health & safety legislation to as not meeting this could impact SBG O&M ability to delivery on SBG O&M operations and maintenance services agreements.
- Non-government agencies – Are there any industry standards or codes of practice for the operations and maintenance services SBG O&M are providing? If so, have SBG O&M committed to implement these?
- Employees – What do SBG O&M employees need to successfully provide SBG O&M services? Are there infrastructure or workplace needs that SBG O&M should deliver on? This will greatly depend on the union status of SBG O&M workforce.
- Shareholders – As shareholders are focused on the profit of SBG O&M business, what QMS processes can improve on this, for instance continual improvement or cost reduction initiatives?



PROCESS FOR MAPPING INTERESTED PARTIES

- Identify relevant interested parties. Use the examples from the ISO management systems standards and other methods to compile a categorized list of SBG O&M interested parties.
- Determine their needs and expectations. Different research methods as necessary to confirm knowledge of each group or significant stakeholder.
- Rank them in terms of power and interest: Consider their strength of interest and level of influence over SBG O&M decisions and actions. Plot them in the Power/Interest Matrix to determine their rank.
- Set objectives and priorities. Define what results are necessary to deliver to those relevant
- interested parties to reduce the risk that their needs and expectations are not met.

Taking the time to understand the needs and expectations of SBG O&M interested parties is very worthwhile and essential to:

- defining the scope of SBG O&M management system
- ensuring client satisfaction
- meeting compliance obligations
- continual improvement of the organization and its management system
- meeting the requirements of ISO 9001, ISO 14001 and ISO 45001



EXTERNAL INTERESTED PARTIES

Types of Internal interested parties:	Possible needs and expectations:	How to capture key issues:
Employees and contractors	Shared culture, attitudes and job security	Employee meetings, consultation and feedback
Clients and Clients	Competitive pricing, reliability and value	Client/Client reviews and relationship management/Client feedback
Suppliers	Beneficial supplier-client relationships	Supplier reviews and relationship management
Unions and worker representatives	Representation and cooperation	Consultation and feedback on employment and safety issues

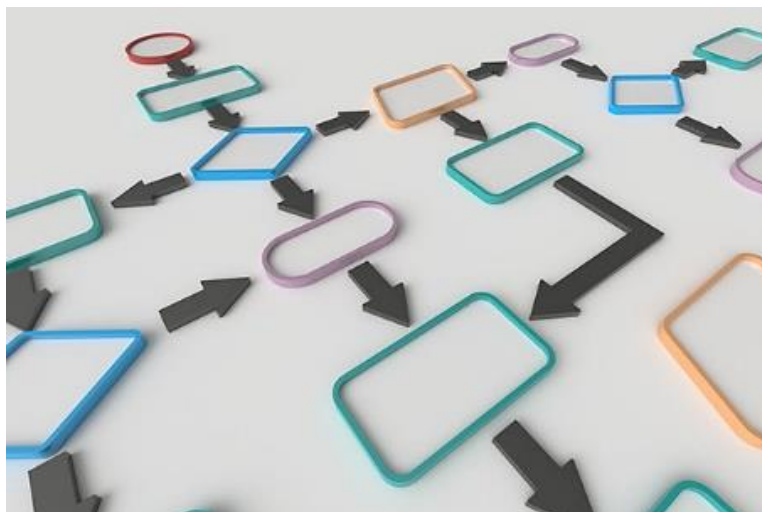
EXTERNAL INTERESTED PARTIES

Types of External interested parties:	Possible needs and expectations:	How to capture key issues:
Regulators	Compliance and reporting	Critical product specification issues and conformity
Shareholders	Profitability and growth	Consultation and engagement exercises to identify concerns
Neighbors and communities	Social responsibility and engagement	Consultation and engagement exercises to identify environmental concerns
Local Authorities and Government	Consultation and information	Engagement with planning and development issues



The relevant requirements of interested parties must be available as inputs into the management system planning process, as potential risks and opportunities. There is no requirement to retain documented information, but the following types of documentation would help to evidence this:

1. Minutes of meetings (from meetings from each group of interested party);
2. Requirement spreadsheets and databases
3. External communications and documentation;
4. Quality manual;
5. Flow down and capture of requirements relevant to the QMS defined in contracts, orders, statements of work, terms of business etc.;
6. Records of meetings where interested parties and their requirements are routinely discussed and monitored.
7. Stakeholder mapping to determine importance;
8. Records of surveys, networking, face-to-face meetings, association membership, attending conferences, lobbying, participation in benchmarking.





REVIEW OF NEEDS & EXPECTATIONS

To clarify how SBG O&M can best understand these needs and expectations it is helpful to look at the different places in the ISO 9001:2015 standard where the needs & expectations of interested parties are included for consideration. Here are the six main requirement sections that expect SBG O&M to include a consideration of the needs & expectations of interested parties:

- QMS Scope
- Quality Policy
- Measurement traceability
- Requirements for operations and maintenance services
- Design and development
- Management Review

A large, bold, red stamp with the word "REVIEW" in a distressed, textured font. The stamp is tilted slightly upwards to the right and is set against a background of faint, curved red lines.