

INTERNATIONAL STANDARD

ISO 10018

Second edition
2020-04

Quality management — Guidance for people engagement

*Management de la qualité — Recommandations pour l'engagement
du personnel*



Reference number
ISO 10018:2020(E)

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Introduction

While the term “quality” is defined in ISO 9000:2015, many definitions of the term can be found. Most concur that it is based upon making organizations perform for their interested parties: from improving products, services, systems and processes to making sure the entire organization is fit and effective and what it does is fit for purpose, and not only stays that way but keeps improving.

Quality is pursued in many ways, from informal approaches to a systematic, enterprise level operating under certification to ISO 9001:2015 and other standards. A common challenge is the difficulty in encouraging people to engage with those arrangements within the context of their cultures, traditional work values, perceptions and practices.

In a more general context, people engagement is the emotional commitment that people have to the organization and its goals. This emotional commitment means engaged people actually care about their work and their organization. They don't work for just a paycheck, or just for the next promotion, but work towards the organization's goals. When we consider engagement with quality, it is an extension of this emotional commitment.

In the hiring of people, an organization should consider both value alignment and skills.

Practical difficulties to achieve engagement include the following examples:

- quality has a reputation of being linked to compliance rather than a collective pursuit of excellence;
- quality is seen as a technical discipline and not “the best way to get things done” of relevance to all;
- language and tools can be used to make quality seem inaccessible to those not formally trained;
- quality professionals often lack the “softer skills” necessary to change the paradigm.

This document provides guidance on how important changes can be made to the level of people engagement with quality within organizations of all types and sizes to the benefit of all interested parties.

The following concepts are addressed throughout [Clauses 4](#) through [9](#):

- a) considerations;
- b) link to ISO 9001 and other quality management standards and systems;
- c) potential action steps;
- d) potential benefits.

Although this document is intended to address these concepts in relation to quality management standards, they can be applied to other management systems, standards and disciplines.