



The International Organization for Standardization (ISO) published the new international standard for energy management systems ISO 50001 the middle of June. Overall objective of the new standard, entitled “Energy Management Systems – Requirements with guidance for use“ is to support organizations in their efforts to implement systems and processes for the improvement of their energy performance – just like EN 16001 does. The systematic approach is designed to allow organizations to achieve a continuous improvement of their energy-related performance, their energy efficiency, and energy savings.

The norm has been under development by ISO since 2008. Under the auspices of the US institute of standardization ANSI and their Brazilian counterpart ABNT, experts from 44 countries participated in the development of ISO 50001. Among them is Jerry Skaggs, in charge of the areas environment, health, safety and energy at UL DQS Inc. in the USA. By virtue of the close cooperation of the development committee with the European member states, with much impetus provided by the experts of the German mirror council “Energy efficiency and energy management”, many of the contents of EN 16001 were included in the new standard.

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Consistent energy management can aid organizations of any size, type, or business sector, to develop any up to now unused potential for energy efficiency, and to implement concrete measures. Next to demonstrable cost savings, this mainly results in a permanent reduction of CO₂ emissions. With the reduction of greenhouse gas emissions one of the single most important objectives of climate politics worldwide, many governments worldwide have already started to implement tax benefits or subsidy programs. Energy management systems can provide a large impetus towards achieving these goals.

If you want to know more about how to start with implementing an energy management system to ISO 50001, we invite you to read the following article by Jerry Skaggs:

<https://de.dqs-ul.com/en/certifications/environmental-management/iso-50001.html>

The benefits of an effectively implemented EnMS can include:

- **Reduction of overhead operational costs and increased profitability;**
- **Reduction of Greenhouse Gases or other air emissions, such as NO_x, SO_x, and VOC_x;**
- **More efficient use of available energy sources;**
- **Enhanced competitiveness;**
- **Other related environmental impacts;**
- **Increase awareness and assurance of legal and internal compliance;**
- **Increase energy security potentials;**
- **Verify/validate energy related maintenance issues are formalized to increase efficiency;**
- **Identify and understand those variables affecting energy use and consumption;**
- **Formalize processes and practices related to design specification and procurement; and**
- **Verify/validate methods and data collection processes to assure an understanding of energy use.**

Editorial

Quo vadis?



Dear readers

Your feedback on satisfaction with our assessments and related services show us that you like what we do. Thank you very much indeed for these good evaluations and for choosing DQS-UL as your assessment partner. Working together with you, our customers and partners, is an ongoing concern throughout the group, which is why I would like to use this editorial to talk about where we will be going in the near and not too distant future.

Our core business continues to be the certification of management systems, and we will expand our market position as one of the leading service providers in this field. Our portfolio will continue to include all the important standards that you can be certified to. With an eye on the changes taking place in the market for assessments, though, we will continue to diversify our portfolio to include services that address areas outside of certification – process analysis, legal adherence, identification of need for action, all the way to Business Excellence.

In doing so, we have identified two major focus areas: on the one hand, sustainable business management, particularly energy management systems to EN 16001 and ISO 50001, social accountability and Carbon Footprint; on the other, information and risk management. Relevant press coverage on data leaks and scandals in the recent past has shown that Information security and data privacy are corporate challenges of the highest order. Answers to the problem start with the implementation of risk management systems, all the way to ensuring the continued existence of the operation with Business Continuity Management.

Our service spectrum will be versatile as well as focused. With “DQS in Dialog”, our e-mail newsletter and our various websites, we will continue to keep you up-to-date on the latest news and developments. I am looking forward to our continued communication and many interesting projects!

*Goetz Blechschmidt
Director, Marketing & Business Development
Board Member, DQS GmbH*

DQS-UL Group issues first certificate to ISO 50001 in Korea

UL MSS Korea, a subsidiary of DQS-UL Group, certified Samsung Electronics Gumi campus located in Korea against ISO 50001:2011 Energy Management Systems Standard. Samsung Electronics campus is the first Korean company that has achieved this certification after the publishing of ISO 50001 standard for energy management by International Organization for Standardization (ISO) on 15th June 2011. Samsung Electronics Gumi campus' ISO 50001 certificate awarding ceremony was held on 5th July 2011 and attended by Mr. JangSook Lee, Managing Director of UL MSS Korea and Mr. WooHeon Jeon, Executive Vice President of Samsung Electronics Co., Ltd.

About Samsung Electronics

Samsung Electronics has adopted various measures such as high-efficiency facilities, energy management systems and training programs for employees to reduce energy consumption across all operations. Samsung Electronics also has been introducing an energy certification program for new facilities and buildings since 2010.

The company established a working group for energy management which has a regular meeting every two months to share best practices for energy saving and management throughout all business divisions.

These activities encourage facilities to set up highly energy efficient equipment and technologies; low-power vacuum pump technology, energy efficient water humidification systems, and energy efficient process optimization, etc.

In order to save fossil fuels for future generations and to reduce greenhouse gas emissions, Samsung Electronics has begun using electricity from renewable energy sources. For the future, the company is seeking to increase the use of renewable energy and has invested in the development of renewable energy technologies such as fuel cells and solar cells.

It is estimated that the renewable energy consumed globally by Samsung Electronics accounts for approximately 0.23% of total electricity consumed per year in 2009.

Samsung Electronics will continue to pool in more resources to expand the ISO 50001 Energy Management System to each of its production fabrication. Energy performance will also be taken into account in procurement to enhance value chain energy management.



ISO 50001 Certificate Awarding Ceremony held on 5th July 2011

About ISO 50001

The ISO 50001 Energy Management Systems standard was developed by the ISO/PC 242 energy management project committee of International Organization for Standardization (ISO). ISO 50001 specifies requirements for an organization to establish, implement, maintain and improve an energy management system, which enables an organization to take a systematic approach to achieve continual improvement of energy performance, energy efficiency and energy conservation. It helps organizations to manage energy supply, energy uses and consumption including measurement, documentation and reporting, design and procurement practices for energy using equipment, systems, processes, and personnel. Implementation of the standard should lead to reductions in energy cost, greenhouse gas emissions and other environmental impacts through systematic management of energy. ISO 50001 is anticipated to affect up to 60 percent of the world's energy consumption and has the potential to become a global trade catalyst for industrial energy efficiency in the same way that ISO 9001 has become for quality.

Contact:

UL Management Systems Solutions (Korea) LLC
Ms. Su Hee Song
Hanshin Intervalley24 West B/D # 807
707-34, Yeoksam-dong, Gangnam-gu
Seoul, 135-080
Korea

Tel. +82 2 565-8501
Fax +82 2 565-8901
suhee.song@kr.dqs-ul.com
www.ulmss.co.kr

Energy Management – new focus on an “old” topic

Corning Incorporated is a leading manufacturer of specialty glass and ceramics. Ceramic substrates are manufactured at the manufacturing location in Kaiserslautern, where Corning has been operating a quality and environmental management system for many years. The initial certification according to ISO 9001 was received in the year 1991 already. In the year 2003, the certification scope was extended to include the standards ISO 14001 and ISO/TS 16949. At the beginning of this year now, the successful introduction of the energy management system, in context of a company-wide commitment to protection of environment and resources, was recognized with a certificate according to EN 16001.

Responsible use of resources is an integrated component of the location's environmental policy; measures to improve energy efficiency have always been a part of the environmental program. One year ago then, the decision was made to focus even more on the subject of energy by introducing an energy management system according to EN 16001. The general development in the energy market, as well as potential legal developments, played an important role in this decision. Due to the overlap of the different management systems for quality, environment and energy; many processes that had already been introduced were easily extended to the “new” topic energy management, with only minor changes. Examples are: management of documents and training, internal audits, management of legal compliance, and regular management reviews.

Optimization through comprehensive energy data

Energy data is being collected online throughout the location per manufacturing line, using a data management system for all types of energy (e.g. natural gas, electricity, pressurized air). The system enables the operator to detect and act on abnormal situations immediately, in order to prevent or minimize potential energy loss. Stored data is analyzed to evaluate opportunities for optimization, to prioritize improvement projects, and to verify the effectiveness and sustainability of introduced measures.

The most important factors for introducing the processes necessary for EN 16001 and for training and involving all employees within less than one year, were the already existing infrastructure to collect energy data throughout the plant, and the full commitment of the management.

To support the continuous improvement process, an on-site energy team regularly analyzes available data, identifies improvement opportunities and follows-up on the efficiency of projects during regular meetings and workshops.

Furthermore, knowledge obtained during both the initial and further energy management specialist training supports the systematic analysis of legal and other requirements in all energy relevant areas.

The integration of specific energy aspects in planning and the procurement of equipment provide an additional incentive to increase energy efficiency.

Management training leads to acceptance

A particular aspect of EN 16001 is the specific requirement for a sufficient level of know-how in the area of energy management among management personnel. During the selection and introduction of improvement projects, training and a regular flow of information on the subject of energy on all management levels allow for decision-making to be based on data and knowledge. As a result, projects gain full management support from the beginning. In addition, the training of employees in all areas of the operation and the integration of energy topics in regular shift-info-meetings increase the acceptance and efficiency of introduced measures.

Regular communications and the integration into the employee suggestion program enable all employees to share ideas, thereby giving an additional push to the continuous improvement of energy efficiency.



From left to right, Florian Gabriel, process engineer and site energy manager; Klaus Manderscheid, plant manager; Hans-Joachim Jung, PEM; and Thomas Neuberger, equipment engineering leader; with the certificates for EN 16001 to recognize Kaiserslautern's energy management efforts.

*Matthias Dietel
Environmental Manager EMEA
Corning GmbH
Wiesbaden, Germany*

*Florian Gabriel
Energy Manager
Corning GmbH
Kaiserslautern, Germany*

www.corning.com

Corning Incorporated develops and manufactures key components for high-technology systems for consumer electronics, mobile emissions control, telecommunications and life sciences.

The division Corning Environmental Technologies is a leading supplier of state-of-the-art ceramic substrates and diesel particulate filters for the world biggest manufacturers of gasoline and diesel motors and vehicles. Corning manufactures key components for the whole range of innovative pollution control systems – for light, medium and heavy duty, as well as for stationary application.

DQS-UL issues first certificate to EN 16001 outside of Germany

In addition to their already certified system for quality management to ISO 9001 and environment management system ISO 14001, EGIS Road Operation Croatia d.o.o. is proud to announce their certified system for energy management system to EN 16001. Implementation and certification of the energy management system according to EN 16001 ensures continuous improvement of energy efficiency, decrease of energy consumption costs and emission of greenhouse gases.



from the left: Dr. Sied Sadek, François Bienvenue, Henri Skiba, Darko Hibler

EGIS Road Operation Croatia d.o.o. is the first company in the Republic Croatia and the first within EGIS group to have an energy management system assessed and certified by DQS-UL Group. To support this significant achievement, the executive director of Egis Road Operation, Mr. François Bienvenue, came to Croatia to honor the mutual effort of all EROC employees. In the name of DQS-UL Group, the director for International Business Development, Dr. Sied Sadek was present together with Mr. Darko Hibler, the director of DQS Zagreb d.o.o., who managed the certification process for the energy management system according to EN 16001 with his team of authorized Lead Auditors. The certificate was received by the Director of EGIS Road Operation Croatia d.o.o., Mr. Henri Skiba.

EGIS is a worldwide leader in infrastructure engineering business. Its capital is held by the large French financial institution "Caisse des Dépôts" and by "Iosis Partenaires", the leading French company in the construction and nuclear engineering sector. EGIS is one of the leading companies in the area of civil construction and engineering, and it is ranked among the best 10 European and among the best 20 companies in the world. This newly formed group is currently present in more than 100 countries, has more than 11,000 employees with about 7,000 engineers, and an annual turnover of more than 800 million €.

EGIS PROJECTS is a specialist for infrastructural development and services, and is present worldwide with its unique know-how approach in the sphere of development and operation on complex traffic and other infrastructural projects. Egis Projects is recognized as the major player on PPP market where they present themselves as the leader in charge for operation and maintenance of infrastructural projects. Within Egis Projects, a Croatian subsidiary EGIS Road Operation Croatia d.o.o. has been present on the Croatian market since 2004, operating the Zagreb Macelj motorway under the name and account of Concession Company Autocesta Zagreb Macelj d.o.o.

For more information about EGIS and their subsidiaries, please visit www.egis-group.com.

Contact:

DQS Zagreb d.o.o.
Mr. Darko Hibler
Avenija Većeslava Holjevca 23
10010 Zagreb
Republic of Croatia

Tel. +385 1 6609-136
Fax +385 1 6609-136
info@dqs.hr
www.dqs.hr

First place in EN 9100:2009!

Harmonic Drive AG and DQS in the pole position

For many years already, Harmonic Drive AG relies on sustainable quality – a quality management system was implemented in the year 1995 already. With process-oriented control of all activities and continuous improvement of these processes, Harmonic Drive AG ensures a constant increase in customer satisfaction through commensurate fulfillment of their requirements.

Whereas DQS is in the pole position when it comes to accreditations for new standards, Harmonic Drive plays a similar role for their users. The specialist company for precision drive systems, whose products are used in nearly all mechanical engineering industries, was the first company in Germany to achieve certification to EN 9100:2009, the new aerospace standard based on ISO 9001:2008. At the same time, Harmonic Drive was successfully certified to ISO 9001, ISO 14001, and BS OHSAS 18001. Each and every employee of Harmonic Drive contributed to this extraordinary success, because it takes team spirit to achieve this kind of success. DQS is also proud of the result: “We are glad that we were able to achieve this accreditation to EN 9100:2009 so quickly. With it, we can guarantee our customers a safe transition to the new standards, which are a mandatory requirement as of 1st July”, explains Volker Lindner, DQS Product Manager for Aerospace.

Synergy effects with no redundancies

The challenge of implementing the new requirements of EN 9100 lies mainly in the fact that this standard requires evidence of the PDCA cycle having been integrated into the essential processes; accordingly, processes have to be controlled by corresponding statistical values throughout the organization. At first, this presented a particular challenge during process remodeling; later on, though, it proved to be an important tool for their further improvement. The objective was to design the control loops inside the organization in such a way as to allow as many synergy effects as possible, with no redundancies. For example: instead of a variety of internal manuals, e.g. for environmental or quality management, there is now only one central document; a lean and easy-to-use organizational tool for every employee. Basis for this development was the development of a corporate policy that lives up to all the requirements and that anchors the overall claim

to quality, environmental aspects, and occupational health and safety within the corporate focus.

The certification was not only a large task for Harmonic Drive itself, but also for the DQS auditors, Bernd Rudolph and Reinhold Kociorski, who conducted this first assessment to EN 9100:2009 in Germany based on EN 9101. This new standard governs the way audits are conducted and documented. “Experience has shown that the time necessary for preparing the required records and reports is not to be underestimated, and needs to be taken into account during the on-site assessment accordingly. EN 9101 was completely revised and now includes a number of records which, in addition to the objective evidence of conformity also include an evaluation of the organization’s quality management system to perform. It does not suffice to fulfill the requirements of a quality management system; rather the organization needs to fulfill the expectations of their customers and supply products that meet these requirements. For this purpose, the new standard offers auditors a variety of audit techniques, which were applied during the audit at Harmonic Drive”, explains Bernd Rudolph.

CIP processes come to life

Achieving a constantly excellent level of quality is not coincidence, but the result of management process come to life. Bringing processes to life, however, means that their criteria, to include their continuous improvement, can be influenced by the employees, such as in CIP teams. Motivating employees to take an active part in designing the integrated management system was and continues to be a decisive factor for Harmonic Drive, because





The quality management team: Daniel Liedke (left) and Detlef Schmidt

the strategic focus point "quality" is an essential ingredient for sustainable success. Nonetheless, it is a daily challenge to not only maintain a uniform high level of quality, but to always increase it. "Processes can be written down on many pages, but unless they are "brought to life", as it were, they do not help anybody. That is why we maintain constant dialog with our suppliers, partners, and anybody involved in-house to ensure that all activities are being conducted in keeping with the processes", states Daniel Liedke, Deputy Director for Management Systems. The process landscape of Harmonic Drive is subject to regular review during internal as well as external audits.

Economical and ecological sustainability

Sustainability is without a doubt one of the major challenges of our time. While the term itself on account of its sudden popularity has been watered down a lot, the objectives it stands for are part and parcel of the requirements today's businesses are faced with, if they want to continue to succeed in their markets.

The same is true for Harmonic Drive: sustainability is a fixed part of the company's quality management, since it relates to the modern way of seeing quality in an interdisciplinary management system context. That is why sustainability criteria and management systems are designed to be a "leitmotif" throughout the company. Redundancies have been removed and the mountains of paper created by static manuals have been replaced with a dynamic, continuously updated system. Textual wasteland is replaced by multi-media elements, facilitating acceptance and information among the employees. For Harmonic Drive, being in the pole position is not so much a matter of prestige in this case, but rather a question of keeping promises made to their customers.

Detlef Schmidt
Director, Quality Management
Harmonic Drive AG
Limburg, Germany
www.harmonicdrive.de

Getrag receives DQS-UL certificate and award for Environmental Care

At GETRAG Transmissions de Mexico S.A. de C.V., we understand that our commitment to the environment, health and safety of our workers is not an activity that applies only within our own facilities. It should be a way of life that must transfer to the community we belong to, in order to continue to make our environment a better place to live. For this reason, the management of Getrag decided to implement an integrated environmental health and safety management system according to the standards ISO 14001 and BS OHSAS 18001. After the hard work of implementation, in which the entire organization was involved and carefully participated, we successfully completed our certification process in both systems in May of this year. The audit was conducted by Margarita Juarez Gomez and Felipe Reyes Ramirez from the DQS-UL de Mexico office, with Mr. Gunter Henning from Germany leading the audit. We then proudly received our certificates from DQS-UL for both systems, which have already begun to bring results and satisfaction in our community.



Getrag Transmissions de Mexico S.A. de C.V. General Director Raymond Pugliese

So when our municipality, Irapuato Guanajuato, commemorated World Environment Day in June this year, they presented our organization with a recognition for being a company committed to Environmental Care, called „COMMITTED TO THE ENVIRONMENT". Part of this recognition was due to our performance on environmental indicators, as well as compliance with legal requirements that apply to us. With

this, we reaffirm that we are a world class company and proud to be part of this great Getrag Family.

Despite being a young company in the region, this first success makes us a leader in the region. It allows us to consolidate our relationship with the customer and to show that we are committed to continuously improving the benefit of our employees and the community. Having a certified environmental health and safety management system will serve as a tool to make our commitment to the environment, health and safety of our workers a reality that is lived day by day.

Contact:
DQS-UL de México
Súper Avenida Lomas Verdes No. 464, 3er. Piso
Colonia Lomas Verdes, Naucalpan de Juárez
Estado de México
C.P. 53120, Mexico

Tel. +52 55 5998-2600
Fax +52 55 2998-2699
DQSUL.Naucalpan@mex.dqs-ul.com
<http://mx.dqs-ul.com>

Genrec – Provider of Innovative Steel Solutions



Renier Becker

GENREC ENGINEERING is a significant player in the steel fabrication industry and we had the opportunity recently to spend time with Renier Becker the HSE Executive at their Germiston plant.

Walking around the plant is an awesome experience as large cranes manipulate huge steel sections to be assembled into monster constructions from a jigsaw puzzle of numerous parts. Teams of highly skilled operators ply various trades to assemble to a high level of precision, the resulting structures. Because of the nature of the work undertaken at the plant, safety, health and environmental management is taken very seriously at Genrec.



Renier discusses a safety issue.

We asked Renier, the resident Safety Executive, about the work activity currently in the plant.

Said Renier “A major client is Eskom and as you’re probably aware from the publicity surrounding the power projects, Medupi and Kusile Projects are the 3rd biggest projects in terms of financial value in the world and are the biggest dry-cooled power station currently under construction internationally. We have the task of fabricating and delivering in the region of 216 000 tons of steel to site from the early part of 2009 up until 2015”.

“To give you some idea of the size of the task approximately 2500 tons of steel is required to be delivered to site on a monthly basis. A further 1500 tons of steel is sourced from subcontractors monthly totalling over 4000 tons per month on average.

“Quality build with precision is vital and a number of quality ‘sign-offs’ are done to ensure compliance with the site build specifications”.

What commitment, we asked Renier, was given to the SHE processes in the plant?

“It is the highest priority by all people in Genrec, as you can imagine, having seen the plant. Genrec does have a very high commitment to all aspects of the SHE process from the executive level to the operator. The MD, Laurence Savage, views HSE as a key objective in the mission and policy of the company and my position as member of the EXCO reflects that”.

“Some two and half years ago we started a ‘bottom-up’ drive to create awareness at all levels of the plant operation. There were a number of fundamental activities that were less than adequate in meeting legal compliance with industry requirements and we

have, through an ongoing process, addressed gaps in ‘ownership’ as well as embarked on a thorough process of upliftment at all levels”.

“We have now instituted an entire series of processes and procedures that communicate and reinforce SHE awareness. There are ‘Green Areas’ where on a daily basis we cover issues of an immediate nature, notice boards where we post the results of SHE awareness and alerts to our people. In addition, we have trained a number of supervisors through team awareness training to mentor staff in SHE plant practices”.

We asked, what has been the outcome of this?

“Well, as from the 1st April 2011, we have had 1 million working hours without lost time due to injury, which in a heavy steel fabricating industry is significantly low. Plus we’ve had very effective feedback and response from the shop floor in adopting new practices and measures to continue our safety record”.

“We have a number of incentives running which reward the demonstration of effective SHE practice and this has resulted in a high level of participation”.

“One of the methods we’ve decided to put into practice as a way of continual improvement in the change of attitude and culture toward SHE is to use the ‘5S’ methodology. Not only will this aid us in developing self-awareness towards SHE but it will also benefit the quality processes in the plant as the ‘5S’ process is a significant aid in this respect. Roll-out of ‘5S’ will start soon with training given across the plant”.

“Genrec has adopted the Mission Directed Work Team (MDWT) programme to achieve its strategic goals and ‘5S’ is one of the tools of the programme”.



We asked, “How has going through the journey of acquiring OHSAS 18001 benefited Genrec?”

Said Renier, “Because of the defined requirements of the standard it has represented clear guidelines in enabling us to identify a number of benefits:

- Potential reduction in the number of accidents
- Potential reduction in downtime and associated costs
- Demonstration of legal and regulatory compliance
- Demonstration to stakeholders of our commitment to health and safety
- Demonstration of an innovative and forward thinking approach
- Better management of health and safety risks, now and in the future
- Potential reduced public liability insurance costs

We were ably supported in achieving these benefits by our DQS auditor who added value to the process of attaining certification.

We asked, “What is the next step?”

We’re busy now with ISO 14001 and will utilise the auditing support to enable us to reach this certification standard. We see ISO 14001 as an important commitment to Genrec’s business focus on becoming world class in its business sector. To us, 14001 represent practical tools for the manager who is not satisfied with mere compliance with legislation – which may be perceived as a cost of doing business. It is for the proactive manager with the vision to understand that implementing a strategic approach can bring return on investment in environment-related measures”. This is a key differentiator between Genrec and its competitors, as well as an international benchmark.



Operators check SHE notice board

A focus on challenges

International Management Meeting of DQS-UL Group at the International HQ in Frankfurt/Germany

On 10th and 11th May 2011, 88 participants from 27 countries met to exchange their experiences and perspectives about current developments, global strategies, and how to attend to client's needs in a world of constantly changing and increasing global challenges.

During the two-day event, delegates presented country-specific feedback presentations from their markets, in which they outlined the changes necessary to meet upcoming challenges. Wanting to continue to support clients' needs in certification and assessment means having to adjust to the changing environment. That includes, but is not limited to, increased concern for the effects of industrialization on the environment and the people, as well as the rising costs for all forms of energy.

More and more, regional business need to consider global business practices and international trading requirements, which often also include social responsibility programs, as part of the target to more sustainability in business. In doing so, we will continue to expand our portfolio to include services that address areas outside of certification.

Carbon Footprint, Food and IT Security were topics of other workshops and discussion forums with experts. Rounding off the annual event were value-oriented and strategic contributions by the three managing directors of DQS-UL Group, with a focus on future challenges.

Essential success factor: maintaining the balance of national and international expectations



DQS-UL Group certifies Kazakhstan Center for Quality of Education

In the West lies the Caspian Sea, in the East the mountains of Altai; Russia in the North, and China to the South-East – that is where we find Kazakhstan, the 9th largest country in the world by area and independent since 1991. DQS-UL Group established an office there in 2010; since May this year, the office with its team of highly specialized auditors is being managed by Ms. Gaziza Omarova. Ms. Omarova herself is auditor for ISO 9001 with many years of experience in the local certification business.

www.citypictures.org



In early June 2011, she was able to present the first certificate of her tenure at DQS Certification Kazakhstan: during a well-attended presentation in the former capital Almaty, the National Center for Assessment of the Quality of Education received their certificate to ISO 9001. The center is a division of the Ministry of Education and Science in the Republic of Kazakhstan. The successful certification audit had taken place in May already. Among the guests were representatives of the Chamber of Commerce of Almaty, the regional office of the German economy in Central Asia and the Administration of Business and Industry of Kaz., as well as enterprises from various industrial and social areas.



Handing over the certificate to Tynyschkul Amreeva (middle), managing director of the center, are Gaziza Omarova (DQS Kazakhstan) and Dmitry Alaudinov (DQS Uzbekistan)

Working in close cooperation with the well-established DQS Quality Systems LLC in Uzbekistan, the regional office in Kazakhstan will be focusing primarily on such classic assessment services as ISO 9001, ISO 14001, and BS OHSAS 18001. At the same time, the office intends to promote management systems for information security and food safety more on the market.

Contact:

DQS Certification KZ Ltd.
Ms. Gaziza Omarova
 District Samal-2, house 58, building A, office 7
 050059 Almaty city
 Republic of Kazakhstan

Tel. +7 7272 668357
dqs.kazakhstan@gmail.com
www.dqs-ul.com

Leadership

Motivating employees – developing leadership skills – applying systemic methods



An interview with Stefan Heinloth

“Good management can and must be learned”, says Stefan Heinloth, CEO of DQS-UL Group. This includes effective communications, the handling of emotions, the various and often contradictory expectations managers are faced with, organizational development, goal setting and time management – to mention just a few. All of these need to be seen from a variety of perspectives: technical, psychological, sociological, and even cybernetic points of view enter into the picture. The editors of DiD spoke with Mr. Heinloth on the kind of bearing these factors have on leadership today.

DiD: Mr. Heinloth, you were the Managing Director of DQS GmbH for many years, until you became CEO of DQS Holding GmbH. From your extensive experience with leadership, what would you say is essential in leading employees?

Stefan Heinloth: Being honest and clear. Employees expect their leaders to talk honest, straight forward, and to be reliable. Employees distrust managers who are afraid to speak inconvenient truths, who escape into meaningless phrases, or who do not walk their talk. There has to be a match of your own leadership conduct and your spoken messages. That is how you create credibility. And people will only follow a credible leader.

You recently wrote a book* that focuses on “systemic” leadership as a natural process. Do you feel that the “traditional” way leadership has ceased to be an option for managing companies?

Not at all. In clear and simple leadership situations, tried-and-true leadership techniques are certainly effective and valid still. Such simple situations, however, are few and far in these days. More and more, managers are faced with having to lead in very complex situations, meeting unexpected change and fulfilling a variety of expectations. To do that, they need new leadership skills and more know-how about the way systems function.

Being a good leader is only part of what makes managers successful, though; they also have to think strategically, control and manage – what empowers successful managers most of all?

Successful managers are skilled at their job of management. Nobody is born with the ability to think strategically, or to make right decisions. Effective leadership skills have to be learned and practiced; quite contrary to popular opinion, good leadership is not really a matter of talent as such. Successful managers continuously work on improving their skills. They actively seek a frequent

exchange with various other people, in order to receive feedback and to enhance their management skills.

Potential conflicts or tensions may arise when stakeholders, whether internal or external, have different expectations of the organization. What do you recommend good leaders should do to manage such tensions, generally speaking?

First of all, they should be aware of potential conflicts and accept them, because they are only natural. Tensions may provide an impetus for change processes, or indicate differing expectations that are not balanced well. Leaders need to recognize that. Sometimes managers will be looking for the easy way out and simply try to prioritize. Which expectation is the more important? This type of thinking is one of “either/or”. However, sound and sustainable solutions need a different approach: “as well as”. To achieve that, you have to actively involve all the various stakeholders concerned. Working together usually results in solutions that are both fair and sustainable.

Sustainability has become a popular theme lately. Can you explain to us the deeper significance of this word in the context of the management concept you have described?

Sustainable success is lasting success. Sustainable management is focused on lasting success in a complex, ever changing environment. In doing so, it takes into account and balances the different expectations of all stakeholders. All too often, unfortunately, we see only the short-term maximization of single performance indicators, such as maximum profit, minimum cost, largest market share, or others. This almost always happens at the expense of other important criteria. That is when companies start to lose balance, endangering their lasting business success.

Thank you for this interview.

* “Praxishandbuch für Führungskräfte”, available in German on www.amazon.de

IQNet

Michael Drechsel continues as President of the International Certification Network



In an unanimous vote held at the close of the IQNet general assembly in Oberursel, Germany, last Thursday, Michael Drechsel was confirmed as President of the international certification network IQNet. Drechsel, who holds a degree in law, is Managing Director of DQS Holding GmbH. In June last year, he had taken over leadership of the association from his predecessor René Wasmer of SQS (Switzerland). His term as president of the network ends in 2013.

As the Japanese certification body JQA was unable to host the meeting, which had originally been planned to take place in Yokohama, on account of recent events in Japan, DQS on short notice decided to jump into the breach.

IQNet – The International Certification Network is the largest international network of management system certification bodies. With more than 310,000 certified organizations worldwide, the 36 partners of IQNet have issued about one third of all management system certificates in the world. Located in Frankfurt am Main, Germany, DQS is charter and full member of IQNet. At the end of the 1990's, DQS' then Managing Director Dr. Klaus Petrick was President of IQNet, as well. For more information, please visit www.iqnet-certification.com

New office in Saudi Arabia

Since the merger of DQS with UL MSS in the spring of 2008, DQS-UL Group ranks among the world's leading certification bodies for management systems and business processes. Today, more than 2,300 auditors are available around the globe. At the same time, the number of international offices has been growing as well. For the first time in May 2011, representatives from the newly founded DQS Kingdom of Saudi Arabia Ltd., in short DQS KSA Ltd., participated in the group's international management meeting in Germany.

The new office will be operating out of the Saudi Arabian capital of Riyadh. Being an auditor himself, the managing director, Mr. Mahmoud Abdel Salam, is very familiar both with the country's most important markets, as well as the increasing demand for internationally recognized certificates. In the starting phase, DQS KSA Ltd. therefore intends to realize their growth objectives mainly with the certification of quality management systems according to ISO 9001, as well as food standards according to ISO 22000.

Martina Meinefeld
Manager International Business
Development
martina.meinefeld@dqs.de



from left: Michael Drechsel, Managing Director of DQS-UL Group, with M. Abdel Salam and his assistant, Donya Samy Abdelsattar

Contact:
DQS KSA Ltd.
KSA Riyadh, El Sahafa Area
Anas Bin Malek Road, Box
El Aokel Building
B.O. 397, Code: 31991
Tel. +966 507809329

Revised SCC standard 2011 published

On 1st July 2011, the new SCC standard (Safety Certificate for Contractors) came into effect; it includes a transition period up to 31st December 2011. Within this timeframe, initial and re-assessments may be conducted using either the old checklists (document 003/document 023, Version 2006), or the new checklists of the revised standard (document 003/document 023, Version 2011).

Starting 1st January 2012, only the new version applies for initial certifications. For all certifications based on the old checklists, all advancement assessments will also be conducted on the old basis. In any case, re-assessments will only be conducted using the new checklists of 2011.

Your point of contact:
Andreas Ritter
Product Manager
andreas.ritter@dqs.de

Modifications to ISO 20000-1

New version ISO 20000-1:2011



Effective 1st June 2011, standard ISO 20000-1:2005 has been transitioned to ISO 20000-1:2011. The new title is: "Information Technology

– Service Management – Part 1: Service management system requirements". With this, the revised standard for the first time is available for all service management systems (SMS), and no longer only for those related to information technology. It follows that in the future, all organizations that have implemented an IT-supported service management system will be able to have this certified to ISO 20000-1.

The most important changes

- Aligned with ISO 9001 and ISO 27001
- Adjusted to reflect the international usage of definitions and terminologies
- Explains the term service management system
- Increased consideration of corporate responsibility when awarding service contracts to third parties
- Specifies the requirements for the scope of a service management system
- Clarifies the application of the PDCA cycle for a service management system
- Defines requirements for Service Lifecycle (Design, Transition of new services, operating)

Important deadlines

Organizations that have been certified to ISO 20000-1:2005 before 1st June 2011, may continue to use their certificate for another 24 months. Effective 1st June 2013, all assessment will only be carried out and honored if they are based on the 2011 version. Organizations that submit their request for initial or re-certification to ISO 20000-1:2005 after 1st June 2011, may be certified based on the old version until 1st June 2012. After 1st June 2012, all initial and re-assessments will be based on ISO 20000-1:2005.

APMG replaces itSMF as Registered Body for Management Systems

In January 2011, itSMF (Information Technology Service Management Forum) has turned over their entire certification procedure for ISO 20000 to APM Group. With this change, DQS is now registered certification body (RCB) of APM Group. From now on, DQS certificates will bear the APM logo.

For general information, please visit www.isoiec20000certification.com

For a listing of organizations certified to ISO 20000, please visit the APMG website at (www.isoiec20000certification.com/home/ISOCertifiedOrganizations/ISOCountryListings.aspx). Please note the site is not free of charge and listing remains optional.

Your point of contact:
Reinhard Witzke
Product Manager
reinhard.witzke@dqs.de



published by

DQS Holding GmbH
August-Schanz-Str. 21
60433 Frankfurt am Main
Germany
Tel. +49 69 95427-0
Fax +49 69 95427-111

responsible for content
Matthias Vogel and Ilona Korall, DQS GmbH
Tel. +49 69 95427-125
ilona.korall@dqs.de

English translation
Petra Bentz

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