

Kvalitetsledelsessystemer – Retningslinjer for anvendelse af ISO 9001:2015 i politiorganisationer

Quality management systems –
Guidance for the application of ISO 9001:2015
in police organizations

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DS projekt: M384917
ICS: 03.100.70; 03.120.10

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ISO 54002

**Quality management systems —
Guidance for the application of
ISO 9001:2015 in police organizations**

**First edition
2025-09**

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*.

This first edition cancels and replaces IWA 12:2013, which has been technically revised.

The main changes are as follows:

- the guidance of technical content for policing in ISO 9001:2015 has been updated;
- the structure has been changed to the ISO harmonized structure for management system standards.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

0.1 General

In this document, exact replication of the text reproduced from ISO 9001:2015 is placed in boxes to distinguish it from guidance given for each clause.

Reference by police organizations to this document may be used in conjunction with reference to ISO 9001.

ISO 9001:2015, *Quality management systems — Requirements*

Introduction

0.1 General

The adoption of a quality management system is a strategic decision for an organization that can help to improve its overall performance and provide a sound basis for sustainable development initiatives.

The potential benefits to an organization of implementing a quality management system based on this International Standard are:

- a) the ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements;
- b) facilitating opportunities to enhance customer satisfaction;
- c) addressing risks and opportunities associated with its context and objectives;
- d) the ability to demonstrate conformity to specified quality management system requirements.

This International Standard can be used by internal and external parties.

It is not the intent of this International Standard to imply the need for:

- uniformity in the structure of different quality management systems;
- alignment of documentation to the clause structure of this International Standard;
- the use of the specific terminology of this International Standard within the organization.

The quality management system requirements specified in this International Standard are complementary to requirements for products and services.

This International Standard employs the process approach, which incorporates the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking.

The process approach enables an organization to plan its processes and their interactions.

The PDCA cycle enables an organization to ensure that its processes are adequately resourced and managed, and that opportunities for improvement are determined and acted on.

Risk-based thinking enables an organization to determine the factors that could cause its processes and its quality management system to deviate from the planned results, to put in place preventive controls to minimize negative effects and to make maximum use of opportunities as they arise (see Clause A.4).

Consistently meeting requirements and addressing future needs and expectations poses a challenge for organizations in an increasingly dynamic and complex environment. To achieve this objective, the organization might find it necessary to adopt various forms of improvement in addition to correction and continual improvement, such as breakthrough change, innovation and re-organization.

In this International Standard, the following verbal forms are used:

- “shall” indicates a requirement;
- “should” indicates a recommendation;
- “may” indicates a permission;
- “can” indicates a possibility or a capability.

Information marked as “NOTE” is for guidance in understanding or clarifying the associated requirement.

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development and investment.

This document will benefit police organizations that are seeking to provide coherent and harmonized police services. It supports the development of the police organization to achieve its desired strategies and goals. When interested parties begin to show high levels of satisfaction and confidence, governments can realize the cost-benefit analysis of a police organization by adopting this document. Police organizations benefit when they demonstrate their ability to logically and consistently meet the needs of their customers (citizens, users, beneficiaries).

A quality management system can help to direct and control a police organization's activities, processes and resources to address its interested parties.

A quality management system can help to structure processes, resources and documentation needed by the police organization.

It is important in society for citizens to feel secure and for communities to have stability. It is a strategic decision for police organizations seeking to provide high-quality services to adopt a quality management system. This helps organizations:

- to pursue their strategies and achieve objectives;
- to promote ongoing feelings of safety and protection;
- ensure the effective handling of crime situations;
- to prevent and reduce crime;
- to provide a safe environment for all.

This document provides guidance for police organizations on understanding and implementing a quality management system.

This document does not prescribe mandatory approaches to implementation. This document does not provide any preferred method of interpretation. Finally, this document does not add, reduce or modify in any way the requirements of ISO 9001:2015. An objective of this document is to align the essential services of police organizations with quality management principles. This can be achieved by establishing links between organizations and by facing the needs of the customers/citizens in an integrated manner (see [Annex A](#)).

This document refers to ISO 9000, ISO 9001, ISO/TS 9002, and associated standards, with the practice and terminology commonly deployed in the context of policing systems.

NOTE The use of the terms and definitions presented in this document can vary. Variation can be in accordance with the culture, practices and customs of each location and region in which the police organization is located.

The quality management system in a police organization can be influenced by:

- policies;
- objectives;
- legal and regulatory requirements;
- diverse work methods;
- resource availability;
- administrative practices that are specific for the context.

Therefore, with so many variables to consider, it can be expected that the details of one police organization's quality management system vary from another. The specific processes can vary significantly but the overall framework this document provides will provide standardization of adopters, attainable goals to meet

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system yields effective, consistent and reliable results. It is important that the quality management system is as simple as possible in order to function properly. The quality management system should also be sufficiently understandable so that the police organization can meet its particular policies and quality objectives.

It is not intended that conformity to ISO 9001 be regarded as a final objective. Once a police organization is providing consistent and conforming products and services to the local community it can still improve. It is important that it looks beyond conformance to requirements. An organization can consider using ISO 9004 or other excellence models, or both, to improve its overall effectiveness and efficiency.

According to ISO 9001, for an organization to be successful, it must be guided and controlled in a systematic and transparent way. This is particularly true for police organizations, where transparency and accountability to customers/citizens are vital to gain their trust and confidence. Sustainable success will only result from the implementation of a comprehensive quality management system that addresses the needs and expectations of all interested parties.

The quality management system of a reliable and successful police organization covers all activities and processes. These activities and processes can affect the ability of a police organization to satisfy requirements. Requirements can be from:

- customers/citizens;
- statutory and regulatory requirements, and compliance commitments applicable to products and services;
- the organization's own requirements;
- all other relevant interested parties (e.g. regional or national governments).

All requirements from ISO 9001 are considered applicable unless they do not affect the determined scope of the police organization. In determining the applicability of ISO 9001 (see [4.3](#)), the police organization should consider each requirement to be integrated within police organization processes and documented information (see [5.1](#)). The police organization should not simply decide that an entire clause is not applicable. Sometimes some of the requirements can be applicable in a clause/subclause while in others, some of the requirements in a clause/subclause are not applicable within the organization.

[Annex A](#) should be used by police organizations that are initially evaluating their organization. [Annex A](#) evaluates the scope and maturity of their processes and products and services.

[Annex B](#) defines the quality system processes that are necessary to provide reliable services and products to customers/citizens.

[Annex C](#) provides information on terminology within a police organization.

The manner in which a police organization applies guidance can vary. This variance depends on factors such as:

- the size or complexity of the organization;
- the model of management it adopts;
- the range of activities and services provided by the organization;
- the nature of risks, threats and opportunities it encounters.

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ISO 9001:2015, *Quality management systems — Requirements*

0.2 Quality management principles

This International Standard is based on the quality management principles described in ISO 9000. The descriptions include a statement of each principle, a rationale of why the principle is important for the organization, some examples of benefits associated with the principle and examples of typical actions to improve the organization's performance when applying the principle.

The quality management principles are:

- customer focus;
- leadership;
- engagement of people;
- process approach;
- improvement;
- evidence-based decision making;
- relationship management.

The relevance of the seven quality management principles to police organizations are as follows:

- Customer/citizen focus: A police organization exists to serve its customers, i.e. its citizens. Therefore, the needs and expectations of citizens should be of priority in the plans and programmes of the police organization. These needs and expectations are primarily expressed by the relevant authorities and by the law.
- Leadership: Top management is the head of police organization and supervises senior leaders. Top management should create a mission, vision and values, and provide direction to all concerned (e.g. police staff, police officers, volunteers with the organization) with regard to applicable laws and legislation to achieve objectives and targets that meet the needs and expectations of the customers/citizens.
- Engagement of people: All people who have an interest should be involved in police organization processes. This includes users of the police service, beneficiaries of the police service and citizen security. This principle envisages ensuring a high level of motivation on an ongoing basis.
- Process approach: The process approach is an adoption of a logical framework and the approach to achieving results in a police organization. The process approach should be based on processes that describe policing elements such the daily activities of policing areas. Processes do not describe the vision and long-term plans, but instead are used to achieve them.
- Improvement: A police organization should maintain its performance. Additionally, the police organization should search for new opportunities to improve its processes and enhance the satisfaction of its customers/citizens.
- Evidence-based decision-making: Use of evidence and data analysis should provide the basis for improving the quality management system and its processes.
- Relationship management: A police organization should be attentive to how it relates to customers/citizens, external providers and partners, and to its horizontal and vertical relationships.

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0.3.1 General

ISO 9001:2015, *Quality management systems — Requirements*

0.3 Process approach

0.3.1 General

This International Standard promotes the adoption of a process approach when developing, implementing and improving the effectiveness of a quality management system, to enhance customer satisfaction by meeting customer requirements. Specific requirements considered essential to the adoption of a process approach are included in 4.4.

Understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its intended results. This approach enables the organization to control the interrelationships and interdependencies among the processes of the system, so that the overall performance of the organization can be enhanced.

The process approach involves the systematic definition and management of processes, and their interactions, so as to achieve the intended results in accordance with the quality policy and strategic direction of the organization. Management of the processes and the system as a whole can be achieved using the PDCA cycle (see 0.3.2) with an overall focus on risk-based thinking (see 0.3.3) aimed at taking advantage of opportunities and preventing undesirable results.

The application of the process approach in a quality management system enables:

- a) understanding and consistency in meeting requirements;
- b) the consideration of processes in terms of added value;
- c) the achievement of effective process performance;
- d) improvement of processes based on evaluation of data and information.

Figure 1 gives a schematic representation of any process and shows the interaction of its elements. The monitoring and measuring check points, which are necessary for control, are specific to each process and will vary depending on the related risks.

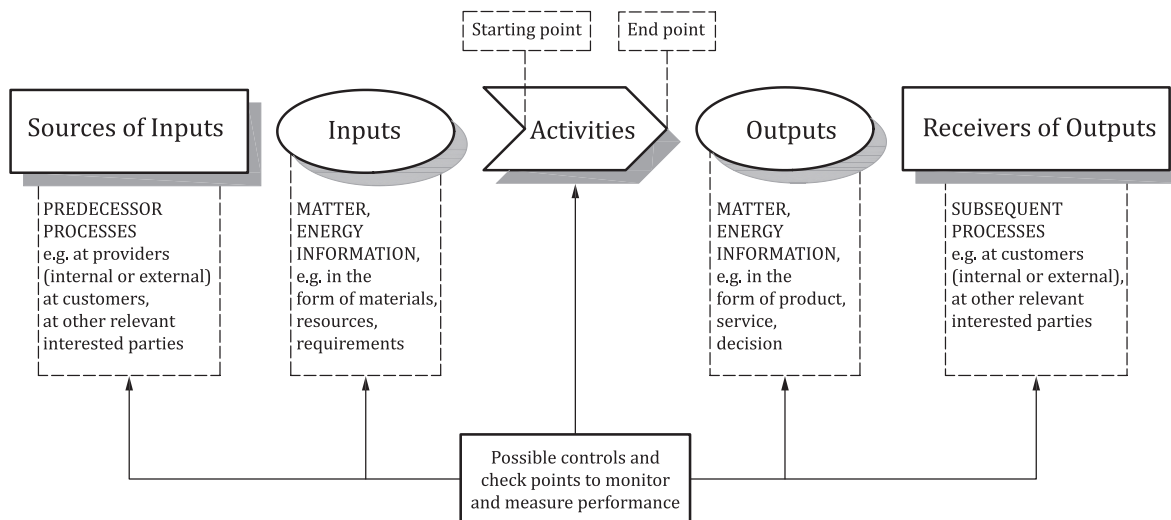


Figure 1 — Schematic representation of the elements of a single process

For police organizations to be able to adopt a process approach, it is important to recognize the different types of processes that are needed. These include processes for the management, operation and support staff processes (see [Annex B](#)). The processes needed to provide the services of the police organization are the core of the operational processes.

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- strategic management processes to determine the police organization's role in the socio-economic and security environment;
- provision of products and services to customers (citizens, users and beneficiaries);
- improvement of quality management system processes;
- transparent internal and external communication processes.

For each process, the police organization should consider the following questions:

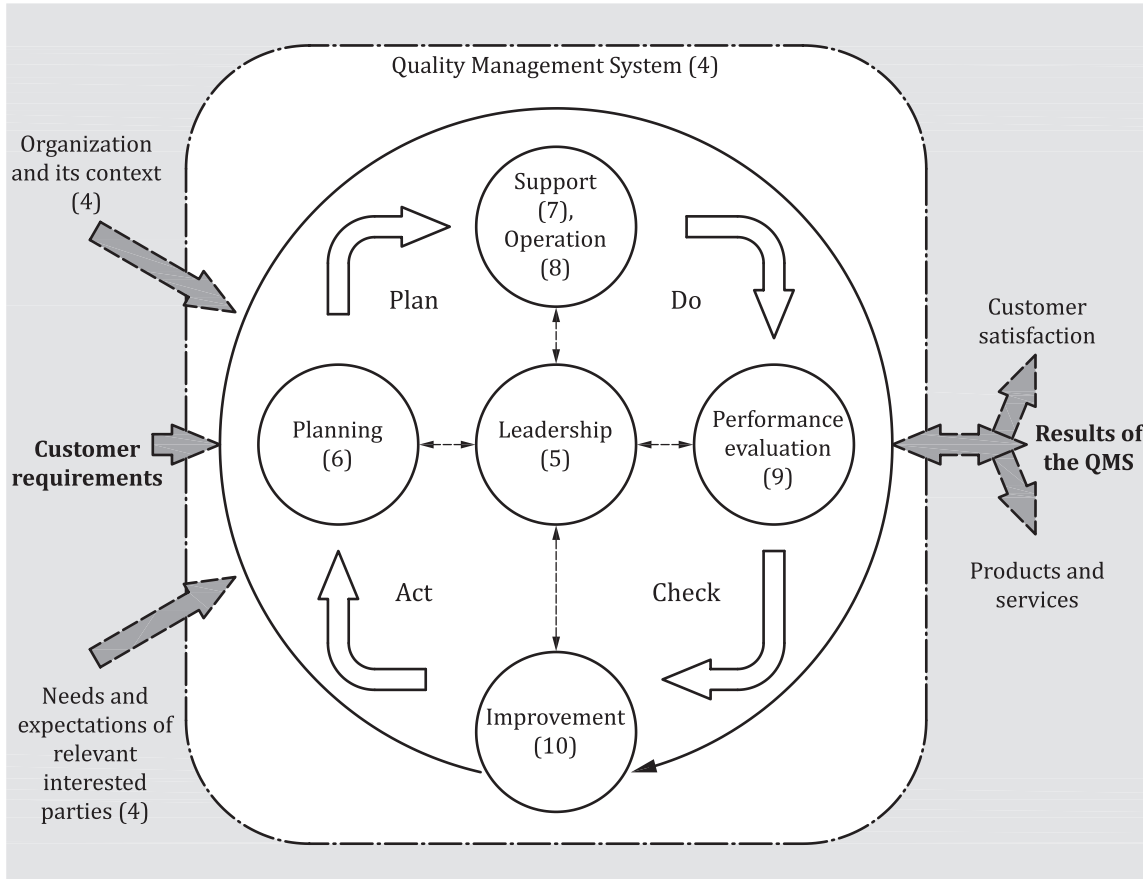
- Who is the customer? (Who receives the output from the process?) This may be an internal customer, within another area of the same police organization, or an external customer such as a citizen who is receiving a product or service.
- What are the main inputs to the process? (e.g. information, legal requirements, national and/or regional policing policies, materials, energy, human and financial resources.)
- What are the desired outputs from the process? (e.g. what are the characteristics of the service to be provided?)
- What controls and indicators are needed to verify the process performance or results, or both?
- What is the interaction with other police organization processes? (Outputs from one process typically form inputs into other processes.)
- What controls are necessary to have transparency?

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ISO 9001:2015, *Quality management systems — Requirements*

0.3.2 Plan-Do-Check-Act cycle

The PDCA cycle can be applied to all processes and to the quality management system as a whole. Figure 2 illustrates how Clauses 4 to 10 can be grouped in relation to the PDCA cycle.



NOTE Numbers in brackets refer to the clauses in this International Standard.

Figure 2 — Representation of the structure of this International Standard in the PDCA cycle

The PDCA cycle can be briefly described as follows:

- **Plan:** establish the objectives of the system and its processes, and the resources needed to deliver results in accordance with customers' requirements and the organization's policies, and identify and address risks and opportunities;
- **Do:** implement what was planned;
- **Check:** monitor and (where applicable) measure processes and the resulting products and services against policies, objectives, requirements and planned activities, and report the results;
- **Act:** take actions to improve performance, as necessary.

The PDCA cycle enables development of a systematic method of assessment.

The PDCA cycle can be initiated at any stage by a police organization. It can be the first time a quality management system is implemented, or it can be initiated in the process of upgrading its system.

The PDCA cycle assesses its current performance (the Check stage) using the requirements of [Clause 9](#), "Performance evaluation". The results of performance evaluation are fed into the PDCA cycle's Act stage (see [Clause 10](#), "Improvement"). The Act stage is when a police organization initiates the necessary actions to address the opportunities for improvement identified at the Check stage.

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needs and expectations of its customers/citizens and its other relevant interested parties. These are the necessary objectives, targets and actions to address the risks and opportunities identified as per [Clause 6](#), “Planning”. At the PDCA cycle’s Do stage, the objectives and actions planned are communicated throughout the police organization. New processes or changes to existing processes are implemented to ensure that agreed objectives are met.

The police organization should use the PDCA cycle, with risk-based thinking. This will help to:

- design its quality management system;
- design and document its processes and their interactions;
- identify each of the necessary activities to maintain its quality level;
- achieve continual improvement, take advantage of opportunities and prevent undesirable results.

The police organization should make short-, medium- and long-term plans, and can use the PDCA cycle.

0.3.3 Risk-based thinking

ISO 9001:2015, *Quality management systems — Requirements*

0.3.3 Risk-based thinking

Risk-based thinking (see Clause A.4) is essential for achieving an effective quality management system. The concept of risk-based thinking has been implicit in previous editions of this International Standard including, for example, carrying out preventive action to eliminate potential nonconformities, analysing any nonconformities that do occur, and taking action to prevent recurrence that is appropriate for the effects of the nonconformity.

To conform to the requirements of this International Standard, an organization needs to plan and implement actions to address risks and opportunities. Addressing both risks and opportunities establishes a basis for increasing the effectiveness of the quality management system, achieving improved results and preventing negative effects.

Opportunities can arise as a result of a situation favourable to achieving an intended result, for example, a set of circumstances that allow the organization to attract customers, develop new products and services, reduce waste or improve productivity. Actions to address opportunities can also include consideration of associated risks. Risk is the effect of uncertainty and any such uncertainty can have positive or negative effects. A positive deviation arising from a risk can provide an opportunity, but not all positive effects of risk result in opportunities.

In police organizations, any changes in the operational environment can be a source of uncertainty and can lead to a deviation of performance.

EXAMPLE 1 Changes in policies, regulations, security incidents and the expectations of relevant interested parties.

Risk-based thinking is not new and can be inherent in the way the police organization already operates. This document recommends that the identification of risks and opportunities is performed systematically and as part of an integrated process.

The police organization should address the risks and opportunities associated with its processes.

EXAMPLE 2 In the provision of products and services, in the performance of the quality management system.

At the same time, risks, threats and opportunities should be identified as a result of analyses for the strategic direction of the police organization.

Openness to citizen participation can be an opportunity to develop the police organization and to improve its products, services and processes. However, caution is needed to ensure citizen participation is not solely negative, such as only a forum for complaints.

NOTE An example of citizen participation is integrated citizen observatories (ICOs).

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ISO 9001:2015, *Quality management systems — Requirements*

0.4 Relationship with other management system standards

This International Standard applies the framework developed by ISO to improve alignment among its International Standards for management systems (see Clause A.1).

This International Standard enables an organization to use the process approach, coupled with the PDCA cycle and risk-based thinking, to align or integrate its quality management system with the requirements of other management system standards.

This International Standard relates to ISO 9000 and ISO 9004 as follows:

- ISO 9000 *Quality management systems — Fundamentals and vocabulary* provides essential background for the proper understanding and implementation of this International Standard;
- ISO 9004 *Managing for the sustained success of an organization — A quality management approach* provides guidance for organizations that choose to progress beyond the requirements of this International Standard.

Annex B provides details of other International Standards on quality management and quality management systems that have been developed by ISO/TC 176.

This International Standard does not include requirements specific to other management systems, such as those for environmental management, occupational health and safety management, or financial management. Sector-specific quality management system standards based on the requirements of this International Standard have been developed for a number of sectors. Some of these standards specify additional quality management system requirements, while others are limited to providing guidance to the application of this International Standard within the particular sector.

A matrix showing the correlation between the clauses of this edition of this International Standard and the previous edition (ISO 9001:2008) can be found on the ISO/TC 176/SC 2 open access web site at: www.iso.org/tc176/sc02/public.

The quality management system of the police organization should address some aspects related to other management systems. This is to ensure the quality of the products and services it provides. Examples include anti-bribery, the environment, health and safety, and risk management. This document follows the structure of ISO 9001 and therefore follows the harmonized structure for all ISO management system standards (MSS). The harmonized structure helps to enable better integration of management systems based on MSS. This enables police organizations to develop an integrated management system by consolidating common requirements to integrate within the police organization's business processes and documented information (see ISO 9001:2015, 5.1, and Reference [14]).

This document relates to ISO 9000, ISO 9001 and ISO/TS 9002 as follows:

- ISO 9000 provides essential background for the proper understanding and implementation of this document;
- ISO 9001 provides the generic text to be implemented with guidance from this document;
- ISO 9001:2015/Amd 1:2024 provides information on climate action;
- ISO/TS 9002 provides additional guidance on the implementation of ISO 9001.

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Quality management systems — Guidance for the application of ISO 9001:2015 in police organizations

1 Scope

ISO 9001:2015, *Quality management systems — Requirements*

1 Scope

This International Standard specifies requirements for a quality management system when an organization:

- a) needs to demonstrate its ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, and
- b) aims to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.

All the requirements of this International Standard are generic and are intended to be applicable to any organization, regardless of its type or size, or the products and services it provides.

NOTE 1 In this International Standard, the terms “product” or “service” only apply to products and services intended for, or required by, a customer.

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

This document gives guidance on the application of ISO 9001:2015 in police organizations.

This document can assist a police organization to demonstrate its ability to consistently provide products and services that meet expectations of interested parties as well as applicable statutory and regulatory requirements. This document can assist a police organization in the satisfaction of interested parties.

This document does not provide definitive interpretations of ISO 9001.

This document is applicable to police organizations of all types, sizes, maturity level service and geographic location (e.g. police stations, border crossings, correctional facilities, civil defence).

2 Normative references

ISO 9001:2015, *Quality management systems — Requirements*

2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9000:2015, *Quality management systems — Fundamentals and vocabulary*