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ISO 9001 Auditing Practices Group
Guidance on:

RESOURCES

Auditors should verify that the resources needed to implement, maintain and improve the quality management system are adequately managed. This means that appropriate resources are to be identified, planned, made available, used, monitored and changed as necessary by the organization.

It is recommended that the management of resources is not audited in isolation. Irrespective of the way the organization is structured and identifies its processes, auditors should be able to verify the adequacy and effective management of the resources to achieve planned results. It is important for auditors to verify whether the organization has evaluated past and present performance (e.g. using cost-benefit analysis, risk assessment) when deciding what resources are to be allocated.

Management of resources can be evaluated by interviews with top management and other responsible personnel, to check that suitable processes are in place. This needs, however, to be supported by objective evidence collected throughout the audit.

Evidence can be obtained at different stages of the audit – reviewing inputs, process performance and outputs. This has to be carried out when auditing all the processes and related system and process documentation, such as:-
- management commitment and responsibilities;
- management review process;
- product realization processes, including the control of nonconforming products, corrective and preventive actions and continual improvement.

Auditors should avoid making subjective judgements on the adequacy of the resources allocated by the organization and should limit their role to the evaluation of the effectiveness of the resource management process.

Auditors should verify that the people, infrastructure and the environment for the operation of the processes are provided and maintained in a way that is consistent with the quality policy and objectives, as well as contributing to conformity to product or service requirements.

The auditing of "organizational knowledge" and "monitoring and measurement resources" are addressed in other relevant ISO 9001 Auditing Practices Group papers.

If it is found that effective management of resources has not been taken into consideration by the organization (which may result in not satisfying product or services related requirements), this should be treated as a nonconformity, the magnitude of which should be related to the associated risk.

For further information on the ISO 9001 Auditing Practices Group, please refer to the paper: *Introduction to the ISO 9001 Auditing Practices Group*

Feedback from users will be used by the *ISO 9001 Auditing Practices Group* to determine whether additional guidance documents should be developed, or if these current ones should be revised.

Comments on the papers or presentations can be sent to the following email address: charles.corrie@bsigroup.com .

The other ISO 9001 Auditing Practices Group papers and presentations may be downloaded from the web sites:

www.iaf.nu
www.iso.org/tc176/ISO9001AuditingPracticesGroup

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