

SS ISO 19011 : 2018 ISO 19011:2018, IDT (ICS 03.100.70; 03.120.20)

# SINGAPORE STANDARD

# **Guidelines for auditing management systems**



Published by



**SS ISO 19011 : 2018** ISO 19011 : 2018, IDT (ICS 03.100.70; 03.120.20)

# SINGAPORE STANDARD Guidelines for auditing management systems

All rights reserved. Unless otherwise specified, no part of this Singapore Standard may be reproduced or utilised in any form or by any means, electronic or mechanical, including photocopying and microfilming, without permission in writing from Enterprise Singapore. Request for permission can be sent to: standards@enterprisesg.gov.sg.

© ISO 2018 – All rights reserved © Enterprise Singapore 2018

ISBN 978-981-48-3554-1

This Singapore Standard was approved on 5 December 2018 by the Quality and Safety Standards Committee under the purview of the Singapore Standards Council.

First published, 2002 First revision, 2011 Second revision, 2018

The Quality and Safety Standards Committee, appointed by the Standards Council, consists of the following members:

|                    |   | Name                                | Capacity   |
|--------------------|---|-------------------------------------|--|
| Chairman           | : | Er. Go Heng Huat                    | Individual Capacity  |
| Deputy<br>Chairman | : | Mr Seet Choh San                    | Singapore Institution of Safety Officers                                   |
| Advisor            | : | Mr Chan Yew Kwong                   | Individual Capacity  |
| Secretary          | : | Ms Kong Wai Yee                     | Singapore Manufacturing Federation –<br>Standards Development Organisation |
| Members            | : | Er. Goh Keng Cheong                 | Housing & Development Board  |
|                    |   | Er. Hashim Bin Mansoor              | Building and Construction Authority  |
|                    |   | Assoc Prof Hoon Kay Hiang           | Nanyang Technological University   |
|                    |   | Mr Koh Yeong Kheng                  | Association of Small and Medium Enterprises                                |
|                    |   | Mr Lee Kay Chai                     | Singapore Contractors Association Limited                                  |
|                    |   | Prof Lee Pui Mun                    | Singapore University of Social Sciences                                    |
|                    |   | Mr Lim Kee Huat/Mr Liow<br>Kin Lian | Society of Loss Prevention in the Process<br>Industries                    |
|                    |   | Mr Steven Nah                       | Association of Process Industry  |
|                    |   | Mr Ong Liong Chuan                  | Individual Capacity  |
|                    |   | Mr Perianan Radhakrishnan           | Singapore Welding Society  |
|                    |   | Assoc Prof Simon Poh Siew<br>Beng   | National University of Singapore   |
|                    |   | Mr Derek Sim                        | Association of Singapore Marine Industries                                 |
|                    |   | Mr Harnek Singh                     | Individual Capacity  |
|                    |   | Mr Birch Sio                        | Singapore Manufacturing Federation   |
|                    |   | Mr Alvin Soong Kheng Boon           | Land Transport Authority   |
|                    |   | Mr Tan Kay Chen                     | The Institution of Engineers, Singapore                                    |
|                    |   | Mr Daniel Tan Kuan Wei              | Individual Capacity  |
|                    |   | Mr Ronald Tan                       | Singapore Productivity Association   |
|                    |   | Mr Jonathan Wan                     | Individual Capacity  |
|                    |   | Mr Wong Siu Tee                     | JTC Corporation  |
|                    |   | Mr Winston Yew                      | Workplace Safety and Health Council  |

The Technical Committee on Quality and Core Business Processes, appointed by the Quality and Safety Standards Committee, consists of representatives from the following organisations:

|           |   | Name                    | Capacity   |
|-----------|---|-------------------------|--|
| Chairman  | : | Mr Harnek Singh         | Individual Capacity  |
| Secretary | : | Ms Julia Yeo            | Singapore Manufacturing Federation –<br>Standards Development Organisation |
| Members   | : | Assoc Prof Chen Nan     | National University of Singapore   |
|           |   | Mr Chia Beng Chye       | Individual Capacity  |
|           |   | Mr Philip Kee Tuang Loh | Institute of Management Consultants<br>(Singapore)                         |
|           |   | Mr Lim Yee Teng         | TÜV SÜD PSB Pte Ltd  |
|           |   | Mr Dixon Ng Dick Soan   | SETSCO Services Pte Ltd  |
|           |   | Mr Herdial Singh        | Agility Logistics Services Pte Ltd   |

The Working Group on Quality Management Systems, appointed by the Technical Committee to assist in the preparation of this standard, comprises the following experts who contribute in their *individual capacity*:

|          |   | Name              |
|----------|---|-------------------|
| Convenor | : | Mr Chia Beng Chye |
| Members  | : | Dr Jenson Goh     |
|          |   | Mr Heng Hoon Jee  |
|          |   | Mr Andrew Khng    |
|          |   | Ms Lee Ham Eng    |
|          |   | Mr Lim Hun Seng   |
|          |   | Mr Harnek Singh   |
|          |   | Mr Herdial Singh  |
|          |   | Mr Tan Boon Chong |
|          |   | Mr Tan Chuan Beng |
|          |   |                   |

The organisations in which the experts of the Working Group are involved are:

Agility Logistics Services Pte Ltd National University of Singapore Sembcorp Design and Construction Singapore Accreditation Council Singapore Contractors Association Limited ST Electronics (Info-Software Systems) Pte Ltd

4 copyright

(blank page)

## Contents

| Nation                         | al Foreword  | 7              |
|--------------------------------|--|----------------|
| Forew                          | ord  | 8              |
| Introd                         | uction   | 9              |
| 1                              | Scope  | 11             |
| 2                              | Normative references   | 11             |
| 3                              | Terms and definitions  | 11             |
| 4                              | Principles of auditing   | 16             |
| <b>5</b><br>5.1<br>5.2<br>5.3  | Managing an audit programme<br>General<br>Establishing audit programme objectives<br>Determining and evaluating audit programme risks and opportunities          | 17<br>20       |
| 5.4<br>5.4.1<br>5.4.2          | Establishing audit programme<br>Roles and responsibilities of the individual(s) managing audit programme<br>Competence of individual(s) managing audit programme | 21<br>21       |
| 5.4.3<br>5.4.4<br>5.5          | Establishing extent of audit programme<br>Determining audit programme resources<br>Implementing audit programme  | 23<br>24       |
| 5.5.1<br>5.5.2<br>5.5.3        | General<br>Defining the objectives, scope and criteria for an individual audit<br>Selecting and determining audit methods  | 24<br>25       |
| 5.5.4<br>5.5.5<br>5.5.6        | Selecting audit team members<br>Assigning responsibility for an individual audit to the audit team leader<br>Managing audit programme results                    | 26<br>27       |
| 5.5.7<br>5.6<br>5.7            | Managing and maintaining audit programme records<br>Monitoring audit programme<br>Reviewing and improving audit programme  | 28<br>29       |
| <b>6</b><br>6.1<br>6.2         | Conducting an audit<br>General<br>Initiating audit   | 31             |
| 6.2.1<br>6.2.2<br>6.2.3        | General<br>Establishing contact with auditee<br>Determining feasibility of audit   | 31<br>31<br>32 |
| 6.3<br>6.3.1<br>6.3.2<br>6.3.3 | Preparing audit activities<br>Performing review of documented information<br>Audit planning<br>Assigning work to audit team                                      | 32<br>32       |
| 6.3.4<br>6.4<br>6.4.1          | Preparing documented information for audit<br>Conducting audit activities  | 34<br>35       |
| 6.4.2<br>6.4.3<br>6.4.4        | Assigning roles and responsibilities of guides and observers<br>Conducting opening meeting<br>Communicating during audit   | 35<br>35<br>37 |
| 6.4.5                          | Audit information availability and access  | 37             |

| 6.4.6          | Reviewing documented information while conducting audit                         | 37 |
|----------------|---|----|
| 6.4.7          | Collecting and verifying information  |    |
| 6.4.8          | Generating audit findings   | 39 |
| 6.4.9          | Determining audit conclusions   |    |
| 6.4.10         | Conducting closing meeting  |    |
| 6.5            | Preparing and distributing audit report   |    |
| 6.5.1          | Preparing audit report  |    |
| 6.5.2          | Distributing audit report   |    |
| 6.6            | Completing audit  |    |
| 6.7            | Conducting audit follow-up  |    |
| 7              | Competence and evaluation of auditors   | 12 |
| 7.1            | General   |    |
|                |   |    |
| 7.2            | Determining auditor competence  |    |
| 7.2.1          | General   |    |
| 7.2.2          | Personal behaviour  |    |
| 7.2.3          | Knowledge and skills  |    |
| 7.2.4          | Achieving auditor competence  | 48 |
| 7.2.5          | Achieving audit team leader competence  | 48 |
| 7.3            | Establishing auditor evaluation criteria  | 48 |
| 7.4            | Selecting appropriate auditor evaluation method                                 | 48 |
| 7.5            | Conducting auditor evaluation   |    |
| 7.6            | Maintaining and improving auditor competence                                    | 49 |
| Annex          | A (informative) Additional guidance for auditors planning and conducting audits | 50 |
| Bibliography62 |   |    |

#### National Foreword

This Singapore Standard was prepared by the Working Group on Quality Management Systems appointed by the Technical Committee on Quality and Core Business Processes under the purview of the Quality and Safety Standards Committee.

This standard is a revision of SS ISO 19011 : 2011 and is identical with ISO 19011 : 2018, "Guidelines for auditing management systems", published by the International Organization for Standardization.

The references to International Standards shall be replaced by the following Singapore Standards:

| International Standard | Corresponding Singapore Standard |
|------------------------|----------------------------------|
| ISO 9000               | SS ISO 9000                      |
| ISO 9001               | SS ISO 9001                      |
| ISO/IEC 17021-1        | SS ISO/IEC 17021-1               |
| ISO 19011              | SS ISO 19011                     |

Attention is drawn to the possibility that some of the elements of this Singapore Standard may be the subject of patent rights. Enterprise Singapore shall not be held responsible for identifying any or all of such patent rights.

#### NOTE

- Singapore Standards (SSs) and Technical References (TRs) are reviewed periodically to keep abreast of technical changes, technological developments and industry practices. The changes are documented through the issue of either amendments or revisions.
- 2. An SS or TR is voluntary in nature except when it is made mandatory by a regulatory authority. It can also be cited in contracts making its application a business necessity. Users are advised to assess and determine whether the SS or TR is suitable for their intended use or purpose. If required, they should refer to the relevant professionals or experts for advice on the use of the document. Enterprise Singapore shall not be liable for any damages whether directly or indirectly suffered by anyone or any organisation as a result of the use of any SS or TR.
- 3. Compliance with a SS or TR does not exempt users from any legal obligations.

#### Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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 documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see <a href="https://www.iso.org/directives">www.iso.org/directives</a>).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see <a href="https://www.iso.org/patents">www.iso.org/patents</a>).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: <a href="http://www.iso.org/iso/foreword.html">www.iso.org/iso/foreword.html</a>.

This document was prepared by Project Committee ISO/PC 302, *Guidelines for auditing management systems*.

This third edition cancels and replaces the second edition (ISO 19011:2011), which has been technically revised.

The main differences compared to the second edition are as follows:

- addition of the risk-based approach to the principles of auditing;
- expansion of the guidance on managing an audit programme, including audit programme risk;
- expansion of the guidance on conducting an audit, particularly the section on audit planning;
- expansion of the generic competence requirements for auditors;
- adjustment of terminology to reflect the process and not the object ("thing");
- removal of the annex containing competence requirements for auditing specific management system disciplines (due to the large number of individual management system standards, it would not be practical to include competence requirements for all disciplines);
- expansion of Annex A to provide guidance on auditing (new) concepts such as organization context, leadership and commitment, virtual audits, compliance and supply chain.

#### Introduction

Since the second edition of this document was published in 2011, a number of new management system standards have been published, many of which have a common structure, identical core requirements and common terms and core definitions. As a result, there is a need to consider a broader approach to management system auditing, as well as providing guidance that is more generic. Audit results can provide input to the analysis aspect of business planning, and can contribute to the identification of improvement needs and activities.

An audit can be conducted against a range of audit criteria, separately or in combination, including but not limited to:

- requirements defined in one or more management system standards;
- policies and requirements specified by relevant interested parties;
- statutory and regulatory requirements;
- one or more management system processes defined by the organization or other parties;
- management system plan(s) relating to the provision of specific outputs of a management system (e.g. quality plan, project plan).

This document provides guidance for all sizes and types of organizations and audits of varying scopes and scales, including those conducted by large audit teams, typically of larger organizations, and those by single auditors, whether in large or small organizations. This guidance should be adapted as appropriate to the scope, complexity and scale of the audit programme.

This document concentrates on internal audits (first party) and audits conducted by organizations on their external providers and other external interested parties (second party). This document can also be useful for external audits conducted for purposes other than third party management system certification. ISO/IEC 17021-1 provides requirements for auditing management systems for third party certification; this document can provide useful additional guidance (see Table 1).

| 1 <sup>st</sup> party audit | 2 <sup>nd</sup> party audit           | 3 <sup>rd</sup> party audit              |
|-----------------------------|---------------------------------------|--|
| Internal audit              | External provider audit               | Certification and/or accreditation audit |
|                             | Other external interested party audit | Statutory, regulatory and similar audit  |

Table 1 — Different types of audits

To simplify the readability of this document, the singular form of "management system" is preferred, but the reader can adapt the implementation of the guidance to their own situation. This also applies to the use of "individual" and "individuals", "auditor" and "auditors".

This document is intended to apply to a broad range of potential users, including auditors, organizations implementing management systems and organizations needing to conduct management system audits for contractual or regulatory reasons. Users of this document can, however, apply this guidance in developing their own audit-related requirements.

The guidance in this document can also be used for the purpose of self-declaration and can be useful to organizations involved in auditor training or personnel certification.

The guidance in this document is intended to be flexible. As indicated at various points in the text, the use of this guidance can differ depending on the size and level of maturity of an organization's management system. The nature and complexity of the organization to be audited, as well as the objectives and scope of the audits to be conducted, should also be considered.

This document adopts the combined audit approach when two or more management systems of different disciplines are audited together. Where these systems are integrated into a single management system, the principles and processes of auditing are the same as for a combined audit (sometimes known as an integrated audit).

This document provides guidance on the management of an audit programme, on the planning and conducting of management system audits, as well as on the competence and evaluation of an auditor and an audit team.

## Guidelines for auditing management systems

#### 1 Scope

This document provides guidance on auditing management systems, including the principles of auditing, managing an audit programme and conducting management system audits, as well as guidance on the evaluation of competence of individuals involved in the audit process. These activities include the individual(s) managing the audit programme, auditors and audit teams.

It is applicable to all organizations that need to plan and conduct internal or external audits of management systems or manage an audit programme.

The application of this document to other types of audits is possible, provided that special consideration is given to the specific competence needed.

#### 2 Normative references

There are no normative references in this document.