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## Introduction

This draft standard is based on national and international discussions. Your comments on this draft are invited and will assist in the preparation of the consequent standard.

For international standards, comments will be reviewed by the relevant UK national committee before sending the consensus UK vote and comments to the international committee, which will then decide appropriate action. If the international standard is approved, it is usual for the text to be published as a British Standard.

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|                  |                        |
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| 1  | 2                                          | (3)                          | 4               | 5                                                                                                                                  | (6)                                                                      | 7                                                  |
|----|--------------------------------------------|------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------|
| MB | Clause No./ Subclause No./Annex (e.g. 3.1) | Paragraph/ Figure/Table/Note | Type of comment | Comment (justification for change) by the MB                                                                                       | Proposed change by the MB                                                | Secretariat observations on each comment submitted |
|    | 3.1                                        | Definition 1                 | ed              | Definition is ambiguous and needs clarifying.                                                                                      | Amend to read '...so that the mains connector to which no connection...' |                                                    |
|    | 6.4                                        | Paragraph 2                  | te              | The use of the UV photometer as an alternative cannot be supported as serious problems have been encountered in its use in the UK. | Delete reference to UV photometer.                                       |                                                    |



# DRAFT International Standard

## ISO/DIS 54002

### Quality management systems - Guidelines for the application of ISO 9001 in police organizations

ICS: 03.120.10; 03.100.70

ISO/TC 176

Secretariat: **SCC**

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Voting terminates on:  
**2024-09-04**

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## 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 [www.iso.org/directives](http://www.iso.org/directives)).

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 [www.iso.org/patents](http://www.iso.org/patents)).

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

For an explanation of 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 [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

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

This edition cancels and replaces a previous standard (ISO IWA 12:2013). This edition has new technical revisions. The main changes are:

- the guidelines 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](http://www.iso.org/members.html).

## Introduction

### 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.

NOTE Reference to ISO 54002 may be used in conjunction with reference to ISO 9001, for police organizations.

#### **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.

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.

Ensuring that citizens have trust in their police organizations is very important. Police organizations have a vital role in maintaining social stability and creating a healthy economic environment for development and investment.

The aim of implementing this document is to be beneficial for police organizations who are seeking to provide coherent and harmonized policing services. The implementation of the document supports the development of the police organization for the achievement of the strategies and goals desired. Governments will see the cost benefit analysis of a policing organization adopting this document when interested parties begin to show high levels of satisfaction and confidence. 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 direct and control a police organization’s activities, processes, and resources to satisfy the interested parties.

A quality management system help provides the structure, resources, and documentation needed by the police organization and the processes followed by the 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 achieve their strategies and objectives;
- to promote ongoing feelings of safety and protection;

- to prevent and reduce crime;
- to provide a safe environment for all.

This document provides guidelines 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. A principle of this document is to help to make align police organization essential services with quality management. 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).

The guidelines refer 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 may be influenced by the following:

- policies;
- objectives;
- 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 policing organization's quality management system can vary from another. The minutia may vary significantly but the overall framework this document provides will provide standardization of adopters with attainable goals to meet the needs of their interested parties and for continuous improvement of the police organization. Some police organizations may require detailed procedures, and some may not. What matters is that the quality management system yields effective, consistent, and reliable results. It is important that the quality management system is as simple as possible 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 and/or other excellence models 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 its 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 a police organization ability to satisfy requirements. Requirements can be from:

- its customers/citizens;
- the statutory and regulatory requirements and compliance commitments applicable to the 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 capability of the police organization. In determining the applicability of ISO 9001, the police organization should consider each requirement to be integrated within the police organizations business 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 may be applicable in a clause/subclause while in others, some of the requirements in a clause/subclause are not applicable.

Annex A should be used by police organizations 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 necessary to provide reliable services and products to customers/citizens. Annex C provides information on terminology within a police organization. Annex D provides other documents that may be of use to police.

However, how 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 and opportunities it encounters.

In this document, 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 additional guidance in understanding or clarifying the associated topic. A “NOTE” is never to be used as evidence of a conformity nor a nonconformity.

## 0.2 Quality management principles

### 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.

This document supports the application of the seven quality management principles from ISO 9001 to a police organization.

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

- Customer/citizen focus: Police organizations exist 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. For a police organization, the needs and expectations of the citizens are primarily expressed by the relevant authorities and by the law.
- Leadership: Top management is the head of police organization and supervise senior leaders. Top management should create a vision and provide direction to all concerned (e.g., police staff, police officers or volunteers with the organization) with regard to applicable laws and legislations 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: 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: It is essential for a police organization to maintain its performance. Additionally, the police organization is to 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.

### 0.3 Process approach

#### 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.

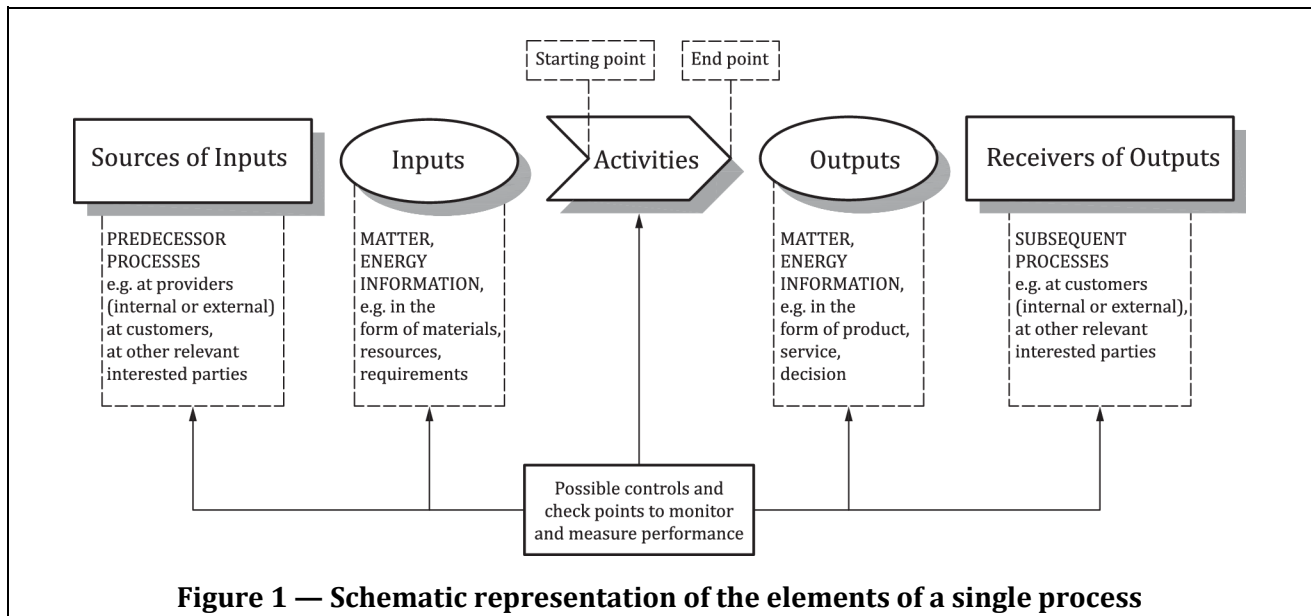
Understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its intended results. This approach enables the organization to control the interrelationships and interdependencies among the processes of the system, so that the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



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 types include processes for management of the organization, operational processes, and support processes (see Annex B). The processes needed to provide the police organizations services are the core of the operational processes.

Typical examples of police organizations processes are:

- 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, beneficiaries);
- improvement of quality management system processes;
- transparent internal and external communication processes.

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

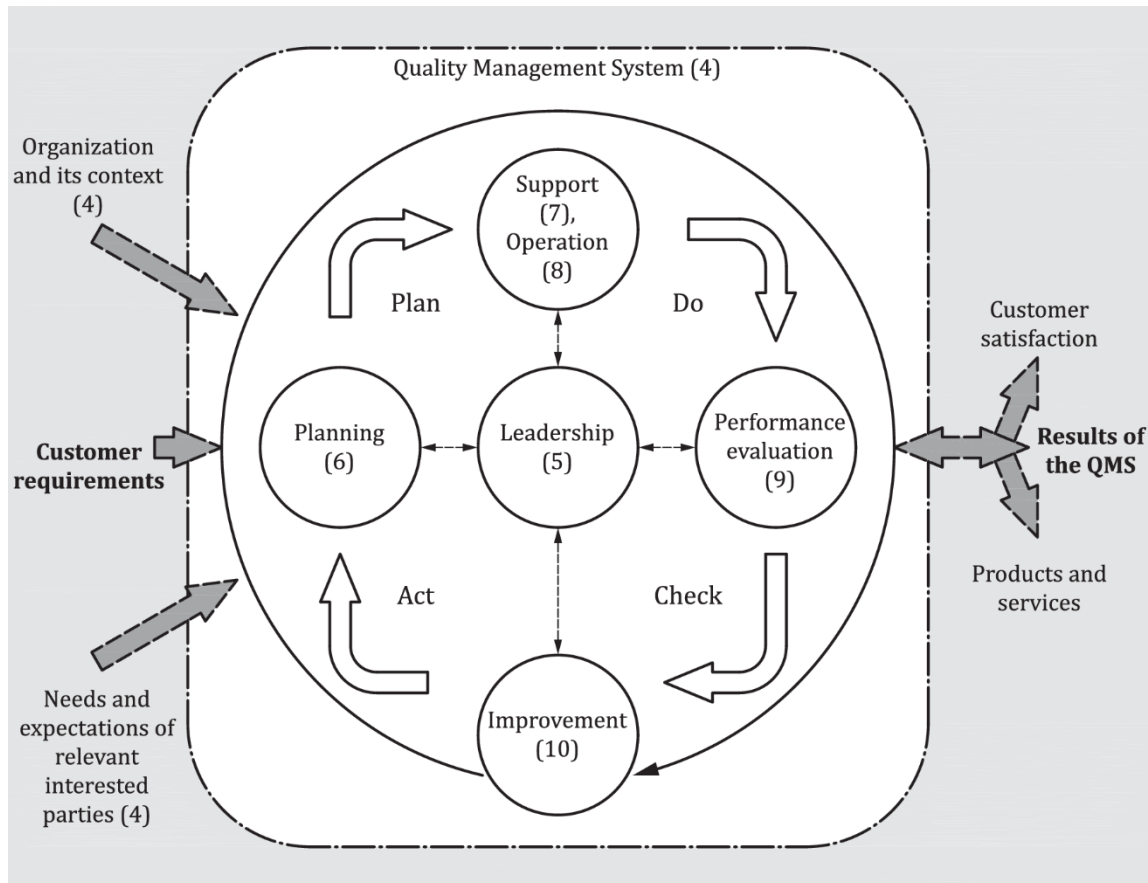
- Who is the customer? (Who receives the output from the process?) This may be an internal customer, within another area of the same police organization, or an external customer such as a citizen who is receiving a product or service. Customers (citizens, users, beneficiaries) are defined in clause 3.
- What are the main inputs to the process? (For example, information, legal requirements, national and/or regional policing policies, materials, energy, human and financial resources.)
- What are the desired outputs from the process? (For example, what are the characteristics of the service to be provided?)
- What controls and indicators are needed to verify the process performance and/or results?
- 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?

### 0.3.2 Plan-Do-Check-Act cycle

## 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. PDCA cycle assesses the external and internal environment and to implement the necessary processes. This can then be for the improvement of the products and services provided to its customers/citizens.

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.

At the Plan stage of the PDCA cycle, the police organization has two parts. A police organization plans the actions agreed at a previous stage. As well, but most importantly, it carries out the actions by assessing the needs and expectations of its customers/citizens and its other relevant interested parties. This is 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, to take advantage of opportunities and to 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. These may include such changes in policies, regulations, security incidents, or 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.

NOTE 1 For example, addressing risks and opportunities in the provision of products and services and the performance of the quality management system.

At the same time, risk and opportunities will be identified as a result of the strategic direction of the police organization.

Openness to citizen participation can be an opportunity to develop the organization of police organizations 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 2: Examples of citizen participation include integrated citizen observatories (ICOs).

#### 0.4 Relationship with other management system standards

##### 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 website at [www.iso.org/tc176/sc02/public](http://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 guidance document follows the structure of ISO 9001 and therefore follows the harmonized structure (HS) for all ISO management system standards (MSS). The harmonized structure can help to enable better integration of

management systems based on ISO MSS. This enables police organizations to develop an integrated management system (IMS) by consolidating common requirements to integrate within the police organization's business processes and documented information (See ISO 9001 clause 5.1 and also refer to ISO "Integrated Use of Management System Standards 2018 Handbook).

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

ISO 9000 *Quality management systems — Fundamentals and vocabulary* provides essential background for the proper understanding and implementation of this International Standard;

ISO 9001 *Quality management systems — Requirements* provides the generic text to be implemented with guidance from ISO 54002. ISO 9001 Amd 1: 2024 *Quality management systems — Requirements — Amendment 1: Climate action changes* provides information on climate action.

ISO/TS 9002 *Quality management systems — Guidelines for the application of ISO 9001:2015* provides additional guidance on the implementation.



# Quality management systems — Guidelines 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 has been developed to help guide police organizations to meet their intended results by applying quality management practices, as specified in ISO 9001:2015.

This document can assist a police organization 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 satisfaction of interested parties. This document provides guidance, corresponding to ISO 9001:2015 Clauses 4 to 10.

ISO 9001 contains requirements that can be objectively audited or evaluated. This document includes examples, descriptions, and options that help implement the quality management system in a police organization. This document also strengthens the quality system with the overall management system of the police organization.

This document does not provide definitive interpretations of ISO 9001. This document is not intended to be used for audit or assessment; an organization would still be assessed to ISO 9001.

The requirements from ISO 9001 are generic, as they can be applied by any organization. This document can be used by police organizations of all types, sizes, maturity level service, and geographic location (for example, police stations, border crossings, correctional facilities, civil defence, see 3.1).

## 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*

ISO 9001:2015/ Amd 1:2024 *Quality management systems — Requirements — Amendment 1: Climate action changes*

ISO 9001:2015 and ISO 9000:2015 are required documents to implement this standard, and ISO 9001 text boxes occur throughout. Further guidance may be found in ISO/TS 9002:2016. The bibliography and Annex D suggests other useful documents.

### 3 Terms and definitions

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

#### 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2015 apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

Refer to Annex C for additional information on terminology.

For quality management of police organizations, the following terms and definitions are used in this document:

#### 3.1

##### **police organization**

organization providing one or more policing service

##### 3.1.1

##### **mandate of the police organization**

formal purpose of the police organization (3.1) in terms of its aim, responsibilities, and scope through the legal order of a government

##### 3.1.2

##### **citizen coexistence**

living harmoniously, the capacity of a society to coexist respectfully and self-regulate relations among the different social actors, respecting the rights of citizens

##### 3.1.3

##### **security**

the aim to guarantee the rights and resilience to threats, to protect individuals lives, integrity, and property against threats such as, but not limited to, homicide, kidnapping, physical and sexual abuse, and theft

##### 3.1.4

##### **context and challenges of the police organization**

combination of external factors (geopolitical, social, economic, criminal, environmental, legal, technological and others) and internal factors (culture, capabilities, infrastructure, competence and others) representing challenges, which are relevant to the purpose and strategic management of the *police organization* (3.1)

NOTE to entry: These factors may positively or negatively affect the focus and ability of the police organization to comply with its public value offering consistent with the intended results or performance of the quality management system.

#### 3.2

##### **interested party (of the police organization)**

person, community, or organization that can affect, be affected, or perceived to be affected by the service provided by the police organization.

NOTE 1 to entry: Interested parties can be internal or external parties that influence the police organization.

NOTE 2 to entry: External interested parties include citizens, users, and beneficiaries of the police service and can include organizations such as the government.

**3.2.1  
dimension**

aspect or feature of a situation keeping in view internal and external factors for *citizens, users and beneficiaries* (3.2.6)

**3.2.2  
citizen**

persons considered as an active member of a country, legal rights holder, and duties according to their laws

**3.2.3  
citizen security**

establishing, strengthening, and protecting the democratic civil order, eliminating threats of violence in the population, and allowing a safe and peaceful coexistence

NOTE to entry: It is considered a public good and implies the practical safeguarding of human rights inherent to the individual, especially the right to life, personal integrity, inviolability of the home, and freedom of movement.

**3.2.4  
customer of the police organization**

*citizens, users and beneficiaries* (3.2.6) of the *police service* (3.3)

NOTE 1 to entry: ISO 9001:2015 uses the term 'customer'. This document typically refers to citizens, users and beneficiaries as the customers of a police organization.

NOTE 2 to entry: A user that derives specific benefits of one police service may be beneficiary in another context. For example, a victim of a crime may use a help-desk services within the police organization but may be a beneficiary of a parole service.

NOTE3 to entry: Example: Citizens are persons considered as an active member of a country, legal rights holder, and duties, in accordance with their laws.

**3.2.5  
user of police service**

individual, group or organization that perceives certain benefits from the use of the *police service* (3.3)

NOTE to entry: Example: a citizen engaging with the police organization, or victims of a crime.

**3.2.6  
citizens, users, and beneficiaries of the police service**

individual or organization that perceives certain benefits from the lines, modalities, or specialties of the police service.

**3.3  
police service**

essential public service focused on keeping coexistence and the internal order and guaranteeing the exercise of public rights and freedoms, fulfilling the duties and obligations of individuals within the framework of a legal and territorial order

**3.3.1  
service lines by process**

services provided by a *police organization* (3.1) by processes, by crime areas (in accordance with the international classification), and protection areas in accordance with the nature of the police organization, context, and security priorities

**3.3.2  
functional service lines**

service line provided by a unit within the *police organization* (3.1)

NOTE to entry: Examples may be geographic regions, authority, operational section or administrative groups

### 3.4

#### **public value (of the police service)**

value created by the government through the quality of the services it provides to citizens, users, beneficiaries, the regulations it manages for the welfare of society, and the exercise of creating public policies that aim to satisfy the needs of the population

NOTE to entry: The police public value is the benefit that the police organization provides to citizens and other interested parties in fulfilling its mandate.

### 3.5

#### **legitimacy of the police organization**

recognition by citizens, users, and other interested parties, of the public authority to exercise a government position by both a police officer and the police organization

#### 3.5.1

##### **requirement of the police service**

mandate, need, or expectation established by the citizens, users, beneficiaries, or the legal regulation about the *police service* (3.1) provision

#### 3.5.2

##### **satisfaction with the police service**

degree to which a police organization meets the needs and expectations of their customers (citizens, users and beneficiaries).

### 3.6

#### **indicators of the police organization**

quantitative, qualitative or binary variable that can be measured, calculated or described, representing the status of *police service* (3.3)

#### 3.6.1

##### **police capacity**

existing resources, structures, and procedures in the *police organization* (3.1)

#### 3.6.2

##### **integrity**

respect for the basic standards and values of *police service* (3.3) in the use of their capacity

#### 3.6.3

##### **individual integrity**

respect of a police officer for the standards and values of the *police organization* (3.1) before and during service

#### 3.6.4

##### **organizational integrity**

the procedures and mechanisms to monitor and enforce respect for basic standards and values, including human rights, professional behaviour, financial ownership, the handling and resolution of complaints, and accountability mechanisms

#### 3.6.5

##### **sustainability**

conditions for building a stable and sustainable service over time

NOTE to entry: At the individual level, it corresponds to the maintenance of individual functions through performance monitoring, continuous professional development, and procedures for the transfer of skills, knowledge, and property to survive beyond the permanence of a police officer. At the organizational level it refers to the conditions for building a sustainable police service at the level of its personnel and its structure, procedures, and information systems.

**3.7****police surveillance**

the *police organization's* (3.1) basic and essential public service refers to the direct, daily requirements in terms of protection and regulation of social behaviour

**3.8****police activity**

the exercise of materialization of the means and corrective measures, in accordance with the legal and regulatory attributions conferred to the members of the *police organization* (3.1), to preserve coexistence and re-establish all behaviours that alter it.

NOTE to entry: Examples include patrol, traffic management, police surveillance and apprehending suspects

**3.9****police staff**

persons employed by a *police organization* (3.1)

NOTE to entry: A general police organization uses various people responsible for all police services' performance.

**3.10****police officer or agent**

an employee of the police organization who is legally empowered to deploy a purpose and provide police services under the lines of *police services* (3.1)

**3.11****transparency**

open, comprehensive and understandable presentation of appropriate information regarding police system, service or activity

NOTE 1 to entry: Appropriate information for system transparency can include aspects such as features, performance, limitations, components, procedures, measures, design goals, design choices and assumptions, data sources and labelling protocols.

NOTE 2 to entry: Inappropriate disclosure of some aspects of a system can violate security, privacy or confidentiality requirements.

**4 Context of the organization****4.1 Understanding the organization and its context****ISO 9001:2015, *Quality management systems — Requirements*****4.1 Understanding the organization and its context**

The organization shall determine external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system.

The organization shall monitor and review information about these external and internal issues.

The organization shall determine whether climate change is a relevant issue.

NOTE 1 Issues can include positive and negative factors or conditions for consideration.

NOTE 2 Understanding the external context can be facilitated by considering issues arising from legal, technological, competitive, market, cultural, social and economic environments, whether international, national, regional or local.

NOTE 3 Understanding the internal context can be facilitated by considering issues related to values, culture, knowledge and performance of the organization.

This clause compels that the police organization understands the external and internal issues relevant for their purpose and strategic direction. Within these issues, factors can affect, both positively and negatively, a police organization's capability to achieve the intended results in matters of coexistence and security of its quality management system. The police organization should be aware of the changing dynamics of the internal-external factors. Relevant information on these factors should be monitored and regularly reviewed.

Sources of information on internal and external factors should be identified considering documented sources. Examples may include:

- publications from national statistics agencies and other government departments;
- professional and technical journals;
- meetings with national and international agencies;
- education and research centres;
- websites;
- internal meetings;
- national and international press;
- conferences and meetings with the community and relevant interested parties;
- professional associations.

Additionally, the abilities of the police organization, information knowledge generated by intelligence, and counterintelligence activities should be considered.

Climate change is an important environmental issue for police organizations to consider. A changing climate can affect all the factors above. For example, it can affect how society behaves, how infrastructure is maintained and how emergencies arise.

Examples of external and internal factors relevant to the context of the police organization may include, but not limited to the following factors, though in no ranked order:

a) External factors related to:

- 1) geopolitical factors, associated with the redefinition of regional boundaries in a global world and its consequences in the processes of exchange and incidence in the provision of police service. These include factors such as political stability, increase and impact of migration, levels of transparency and government legitimacy, the political characteristics of the surrounding governments, inter-organizational relations, international agreements on security matters, among others;
- 2) social factors related to issues such as culture, religion, shared beliefs, public imagination, social classes, minority populations and gender-based roles. Police organizations should understand in advance the diversity of the environment concerning issues such as reconfiguration of violence, risks affecting coexistence and social well-being, social movements, motivations for social protests, characteristics of civil society, etc.;
- 3) economic factors related to poverty levels of the environment, the satisfaction of basic needs, inequality indexes, economic development, access to resources of its inhabitants, inflation forecast, availability of credit, local unemployment rates, and educational level, among others;
- 4) environmental factors include elements associated with preserving the environment, such as the effects of climate change, pollution level, probability of natural disasters, fires, earthquakes, tsunamis, deforestation, waste management, illegal mining in protected areas, biodiversity, environmental crimes;
- 5) criminal factors, such as perception of security, crime rates, transnational crime, crime networks, money laundering, cybercrime, organized crime, common crime, impunity, recidivism rates;

- 6) technological factors, in terms of access possibilities to information technology tools, communications, and digital evolution like big data, artificial intelligence, technology-supported service lines, etc.;
- 7) juridical-legal factors related to the legislation of factors that affect the provision of the police service such as security regulations, human rights, use of force, police procedures, government laws, code of ethics, internal regulation, among others.

b) Internal factors related to:

- 1) the overall performance of police organization;
- 2) factors of resources, such as infrastructure (see ISO 9001:2015 clause 7.1.3), environment for the operation of the processes (see ISO 9001:2015 clause 7.1.4), organizational knowledge (see ISO 9001:2015 clause 7.1.6);
- 3) human aspects such as people competence, behaviour, organizational culture, and organizational integrity;
- 4) operational factors such as process or production and service supply capabilities, quality management system performance, monitoring of relevant interested party satisfaction;
- 5) factors in the governance of the police organization, such as rules, doctrine, and procedures for decision making or the organizational structure.

At the strategic level, methodologies such as the analysis of the police public value proposal, strategic analysis, the predictive and prospective analysis using critical (cause-effect), structural (systemic), and future scenario analysis tools.

## 4.2 Understanding the needs and expectations of interested parties

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

#### 4.2 Understanding the needs and expectations of interested parties

Due to their effect or potential effect on the organization's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, the organization shall determine:

- a) the interested parties that are relevant to the quality management system;
- b) the requirements of these interested parties that are relevant to the quality management system.

The organization shall monitor and review information about these interested parties and their relevant requirements.

NOTE Relevant interested parties can have requirements related to climate change.

Interested parties needs may impact the performance, image, and legitimacy, considering that they belong to the government, community, and organizational dimensions. For example a police organization may need to consider government financial factors when determining meeting resourcing needs.

The police organization may consider external and internal factors (see ISO 9001:2015, clause 4.1) to determine its relevant interested parties.

The list of relevant interested parties may be unique for the police organization. The police organization can develop criteria to determine the relevant interested parties considering:

- possible influence or impact on the performance or decisions of the police organization;
- capacity to create risks and opportunities;
- potential influence or impact on the security context;
- capacity to affect the police organization utilizing its decisions or activities;

- possible implications for police organizational integrity and image;
- implications for governance and police organization legitimacy.

Several activities and methods can be carried out to understand the needs and expectations of the relevant interested parties. These activities and methods include working with those responsible for the processes or using techniques that allow for information collection (See section 9.1)

Examples of relevant several interested parties' requirements may include, but are not limited to:

- requirements related to quality in the provision of the service;
- conditions related to integrity in terms of compliance with performance protocols in the provision of services;
- requirements related to accountability;
- requirements on climate change preparation;
- requirements related to the interaction and communication with interested parties;
- agreements with community groups or non-governmental organizations;
- requirements of professional police competency;
- legal competence to give directives and tasks to the police organization;
- legal, statutory, regulatory, contractual, and other requirements for the provision of police service;
- competence to control the activities of a police organization;
- inspection bodies;
- police staff policies.

Information resulting from these activities should be considered when planning the quality management system and treating risks and seizing opportunities (see ISO 9001:2015, clause 6). The police organization should be aware that the relevant interested parties and their requirements may differ for different police services. Information may change due to unforeseen circumstances or voluntary reactions to changes in context factors.

The police organization should have robust systems to monitor and review (see ISO 9001:2015 section 9.1) the relevant requirements information from its interested parties.

### 4.3 Determining the scope of the quality management system

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

#### 4.3 Determining the scope of the quality management system

The organization shall determine the boundaries and applicability of the quality management system to establish its scope.

When determining this scope, the organization shall consider:

- a) the external and internal issues referred to in 4.1;
- b) the requirements of relevant interested parties referred to in 4.2;
- c) the products and services of the organization.

The organization shall apply all the requirements of this International Standard if they are applicable within the determined scope of its quality management system.

The scope of the organization's quality management system shall be available and be maintained as documented information. The scope shall state the types of products and services covered, and provide

justification for any requirement of this International Standard that the organization determines is not applicable to the scope of its quality management system.

Conformity to this International Standard may only be claimed if the requirements determined as not being applicable do not affect the organization's ability or responsibility to ensure the conformity of its products and services and the enhancement of customer satisfaction.

This clause intends for police organizations to determine the limits of their quality management system. Limits are important to help the police organization to meet the requirements and intended results of the system. The scope should be established based on:

- the external and internal factors of the context of the police organization;
- the legal framework of the police organization;
- the relevant requirements of relevant interested parties;
- services provided by police organizations.

When determining the scope, the police organization should also establish the limits of the quality management system, taking into account aspects such as:

- strategies of the police service;
- the functions, processes, and police services;
- the locations and infrastructure of the police organization.

The scope of the police organization should be maintained as documented information. The scope should include details of the police services to which the quality management system applies. This recorded information can be kept by whatever method the police organization determines meets its needs, such as a manual or web page.

#### 4.4 Quality management system and its processes

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

#### 4.4 Quality management system and its processes

**4.4.1** The organization shall establish, implement, maintain and continually improve a quality management system, including the processes needed and their interactions, in accordance with the requirements of this International Standard.

The organization shall determine the processes needed for the quality management system and their application throughout the organization, and shall:

- a) determine the inputs required and the outputs expected from these processes;
- b) determine the sequence and interaction of these processes;
- c) determine and apply the criteria and methods (including monitoring, measurements and related performance indicators) needed to ensure the effective operation and control of these processes;
- d) determine the resources needed for these processes and ensure their availability;
- e) assign the responsibilities and authorities for these processes;
- f) address the risks and opportunities as determined in accordance with the requirements of 6.1;
- g) evaluate these processes and implement any changes needed to ensure that these processes achieve their intended results;
- h) improve the processes and the quality management system.

The intent of this clause is for the police organization to determine the processes required for its quality management system. This includes the processes for the delivery of police services and the processes necessary for implementing the system and others (including processes performed by external suppliers).

Process and the level of detail in the process, may be affected by: - the culture of the police organization:

- the environment of the police organization;
- the application of risk-based thinking;
- how much the process affects the police capacity;
- achievement of its expected results;
- the likelihood of problems with the process;
- the potential consequences of such problems.

To help manage their processes (see ISO 9000:2015 clause 3.4.1) effectively, the police organization should consider using the following activities..

- a) Determine the required inputs and expected outputs of its processes. Inputs should consider what is required to implement the process as planned. Expected outputs should consider what is expected by citizens, users, beneficiaries, and subsequent processes. Inputs and outputs can be tangible (for example, materials, armaments, or equipment) or intangible (for example data, information, or knowledge).
- b) When determining the sequence and interrelation of processes, the links with the inputs and outputs of the previous and subsequent processes should be considered. The methods for providing details of the sequence and interrelationship of the processes depend on the nature of the police organization. Different methods can be used, such as preserving or maintaining documented information (for example, process maps or flow charts), or a more straightforward approach, such as a verbal explanation of the sequence and interaction of the processes.
- c) To ensure that the processes are effective (that is, they provide the planned results), the police organization should use process control. Process controls can be the methods and criteria for measurement. Each process control should be determined. Monitoring and measuring criteria may be to apply process parameters or specific guidelines intended for different aspects of police service. Police performance indicators may be introduced to monitor and measure or to verify the objectives (criteria) of the quality of policing or government policy compliance. Other methods of performance indicator include, but are not limited to, reports, charts, or the results of audits.
- d) The police organization should determine the resources necessary for its processes. These include people, infrastructure, budget, personnel, organizational knowledge, and monitoring and measurement resources. Considerations on the availability of resources should include the capabilities and constraints of existing internal resources and those that can be obtained from external suppliers.
- e) The police organization should assign the responsibilities and authorities for its processes. This is done by first determining the activities of the process and then determining the people who will carry out the activity. Responsibilities and authorities can be established in documented information. For example: organizational charts, documented procedures, operational policies, and job descriptions, or undocumented using a simple approach of verbal instructions;
- f) The police organization should ensure that all necessary actions are implemented to address the risks and opportunities associated with the processes.
- g) The police organization should consider the police performance data obtained by reviewing the established criteria for monitoring and measurement. The police organization should analyse and evaluate this data, and implement any necessary changes to ensure that these processes consistently achieve their intended results.

- h) The police organization can use the results of the analysis and evaluation to determine necessary improvement actions. Improvements can be made at the process level (for example, by reducing variations in the way a police activity is conducted) or at the quality management system level (for example, by reducing procedures associated with the system, allowing people to focus on managing the processes).

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

**4.4.2** To the extent necessary, the organization shall:

- a) maintain documented information to support the operation of its processes;
- b) retain documented information to have confidence that the processes are being carried out as planned.

The police organization needs to maintain documented information about its quality management system processes, with the purpose of achieving an effective, transparent and trustworthy performance. Interested parties, including citizens, may have requirements on documented information that consideration should be given to. Processes to ensure documented information is captured, used, maintained and retained are necessary to external and internal processes.

This documented information is to be available and accessible, as needed by interested parties. Examples may be through paper formats, electronic formats, photographs or any other medium to prove that processes are being carried out as planned. For example, defined access to social media, retention of asset disposal or transparency of audit results may be documented information.

## 5 Leadership

### 5.1 Leadership and commitment

#### 5.1.1 General

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

**5.1.1 General**

Top management shall demonstrate leadership and commitment with respect to the quality management system by:

- a) taking accountability for the effectiveness of the quality management system;
- b) ensuring that the quality policy and quality objectives are established for the quality management system and are compatible with the context and strategic direction of the organization;
- c) ensuring the integration of the quality management system requirements into the organization's business processes;
- d) promoting the use of the process approach and risk-based thinking;
- e) ensuring that the resources needed for the quality management system are available;
- f) communicating the importance of effective quality management and of conforming to the quality management system requirements;
- g) ensuring that the quality management system achieves its intended results;

- h) engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;
- i) promoting improvement;
- j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

NOTE Reference to “business” in this International Standard can be interpreted broadly to mean those activities that are core to the purposes of the organization’s existence, whether the organization is public, private, for profit or not for profit.

Leadership and commitment are demonstrated by taking an active role in the quality management system. This includes engaging, encouraging and assuring, communicating, and monitoring the performance and effectiveness of the quality management system. It can be applied based on several factors, such as the size and complexity of the police organization, management style, and police organizational culture.

For example, top management in the organization may include the director-general, executive director, commanders, or chiefs (depending on the police organization’s designation of management-level positions) of each of the service lines in accordance with their specialties or areas of operation. Top management has the power to delegate authority and provide resources within the police organization. If the scope of the management system covers only part of a police organization, then top management refers to those who direct and control that part of the police organization.

The top management set the strategic direction in accordance with the determinants of the context and relevant needs to ensure that the quality management system is integrated into the operational processes.

Top management should implement the following steps to demonstrate leadership and commitment.

- a) Ensure that top police management understands and is accountable for the effectiveness of the quality management system. This is done by taking responsibility for its activities and explaining the results achieved to the citizens, users, and beneficiaries of the services to the authorities. Although certain authorities and responsibilities (see ISO 9001:2015, clause 5.3) may be delegated, accountability remains with the top management of the police organization.
- b) Ensure that the quality policy (see ISO 9001:2015, clause 5.2) and quality objectives (see ISO 9001:2015, clause 6.2) are established. These are established considering government policy, the needs of citizens, users, and beneficiaries, strategic direction, and the context of the police organization. The quality policy and quality objectives may be established or reviewed during regular police top management meetings, such as those for strategic planning or top management review purposes.
- c) Ensure that the quality management system of the police organization is integrated and managed with processes. This is so that the quality management system is not approached as an additional burden or includes activities that may conflict with the process operation model of the police organization.
- d) Promote the approach based on the process and risk-based thinking. For example, by ensuring effective interaction between processes, following a systematic approach designed to achieve an adequate flow of inputs and outputs, as well as cooperation by intervening risks and opportunities.
- e) Monitor current and projected police work to ensure that adequate resources are provided from the quality management system. These includes the resources (people, tools, equipment, etc.), when and where they are needed.
- f) Communicate the importance, value, and benefits of the quality management system and adherence to its requirements. This can be done with internal meetings, email, written documented information, personal conversations, the intranet of the police organization, etc.

- g) Ensure that the quality management system achieves the expected results by monitoring outputs. Sometimes actions may be required to correct or improve the processes of the system or its components. Top management should ensure that the necessary actions are appropriately allocated and adequately resourced.
- h) Engage, direct and support police staff so that they contribute to the effectiveness of the quality management system. This includes communicating with them (see ISO 9001:2015, clause 7.4). This may include top police management leading improvement projects, and motivating officers and others to participate as members of improvement teams.
- i) Promote continual improvement within the quality management system. Improvement should come from information and recommendations from audits and other management evaluations and reviews (see ISO 9001:2015 clause 9.3). These are communicated to responsible persons (which may also help demonstrate the value and benefits of such improvements).
- j) Support and guide police staff in relevant management positions. This includes help to people to show leadership in their processes, services, and areas of influence. This may include providing company and support when making specific decisions that help meet requirements of the police service or drive needed improvements.

Effective leadership and commitment can lead to a better understanding by individuals in the organization of how to contribute to the quality management system. This can help the police organization consistently achieve the intended results.

### 5.1.2 Customer focus

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

##### 5.1.2 Customer focus

Top management shall demonstrate leadership and commitment with respect to customer focus by ensuring that:

- a) customer and applicable statutory and regulatory requirements are determined, understood and consistently met;
- b) the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;
- c) the focus on enhancing customer satisfaction is maintained.

The police organization benefits when police top management visibly demonstrates leadership and commitment. This is intended to keep the police organization focused on identifying and meeting the current and future requirements. Regularly confirming leadership commitment helps to ensure compliance, to improve citizen coexistence and safety in accordance with the legal system and the particular model of society. The police organization should maintain the documented information of these requirements using the method it deems appropriate (see ISO 9001:2015 clauses 8.2.3 and 9.1.2).

Customers are generally persons or entities who receive services or products from the police organization. However, they may also be individuals or organizations such as government agencies, justice system entities, or other global police organizations that receive such policing services. Customers of police services include citizens, users, and beneficiaries, both implicit and explicit.

Top management are to employ effective processes for requirements of customers. This is to determine and understand the requirements of customers and the legal and regulatory requirements related to police service. Monitoring the quality of the response and the complaints related to police service delivery may provide information. This information can result in actions needed to improve citizens, users, and beneficiaries' satisfaction and perception.

Top management also ensures that appropriate actions are implemented to deal with risks and opportunities. This is so that expected results are consistently achieved. Applying PDCA will ensure that responsibilities are assigned to implement further improvements. Implementing improvements is continual especially until satisfactory results are achieved and the needs and expectations of customers are met.

Top management can improve the perception and satisfaction of customers using the results of the analysis and evaluation of their satisfaction data (see ISO 9001:2015, clause 9.1.2).

Top management creates changes by analysing satisfaction data and taking decisive actions based on the analysis. This can drive positive change in the police organization's customer-related processes and operations, including resource allocation.

## 5.2 Policy

### 5.2.1 Establishing the quality policy

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

##### 5.2.1 Establishing the quality policy

Top management shall establish, implement and maintain a quality policy that:

- a) is appropriate to the purpose and context of the organization and supports its strategic direction;
- b) provides a framework for setting quality objectives;
- c) includes a commitment to satisfy applicable requirements;
- d) includes a commitment to continual improvement of the quality management system.

The policy should include the organization's overall understanding of what quality means with a focus on generating police public value (citizens, users, and beneficiaries). These commitments in the policy can be documented through one of the following:

- public-value-offer of the police organization;
- commitments to service excellence or as guidelines; or
- commitments to police service quality.

All three being valid to meet the ISO 9001:2015 clause 5.2.1.

The commitments and guidelines for the quality policy established for the police organization should:

- a) be appropriate to the police organization and support its strategic direction;
- b) arise from high-level government policy and be consistent with the mandate and service lines of the of the police organization;
- c) be considered as the primary framework for the planning, operation, and improvement of the quality management system;
- d) establish the commitment to satisfy the applicable requirements of citizens, users, and beneficiaries or legal and regulatory requirements of the police service;
- e) establish the commitment to prevent risks that may affect the legitimacy and performance of the police organization;
- f) establish the commitment to continually improve the quality management system.

The following inputs may be considered to establish quality commitments and guidelines:

- a clear understanding of the environment of the police organization; this includes the current performance of its management system and needs and expectations of its relevant interested parties