Management system standards

Process Approach and Indicators

Two days to build or rework your process map and steer your processes with useful indicators. Participants identify the processes, their inputs, outputs, interactions and owners, write process sheets, then choose indicators that measure effectiveness rather than activity. Everything is worked on your own organisation: you leave with a revised process map, process sheets and a first set of indicators.

Duration : 2 days

Objectives

1. Explain what management system standards expect from the process approach
2. Identify the processes of your organisation, their interactions and their owners
3. Build a process map and process sheets that are useful day to day and in audits
4. Choose indicators of effectiveness and efficiency, with target, frequency and data source
5. Conduct a process review based on indicators and risks

Programme

Day 1 — morning

• Process, procedure, activity: clarifying the vocabulary
• What ISO 9001:2026 and the standards with a harmonised structure require on the process approach
• Management, realisation and support processes: typologies and common pitfalls
• Diagnosis of your current process map

Day 1 — afternoon

• Inputs, outputs, internal customers and interactions between processes
• Description tools: SIPOC, flowchart, responsibility matrix
• Role of the process owner: authority, resources, accountability
• Exercise: reworking the process map of your organisation

Day 2 — morning

• Indicators of activity, effectiveness and efficiency: choosing what to measure
• Indicator sheet: definition, formula, source, frequency, target, owner
• Linking indicators, objectives and risks of the process
• Spotting the indicators nobody reads and dropping them

Day 2 — afternoon (workshop)

• Workshop: a complete process sheet and three indicators for two of your processes
• Preparing and leading a process review
• Presenting the process map to an auditor
• Knowledge test and presentation of the work

Teaching methods

• Sub-group work on your process map, on the board then in a file
• Writing process sheets and indicator sheets from your data
• Role play: a process review led by an owner and observed by the group
• Mid-course quiz and final test
• Process and indicator sheet templates handed over in editable form

Assessment and documents

Mid-course quiz and knowledge test, post-course evaluation at D+1. Each participant receives a numbered certificate, verifiable online; the company receives the training report, the revised process map and the sheets produced in the workshop.

Bilingual materials for every participant; each classroom course comes with its digital twin on OmniLearn.

Good to know

This course belongs to the ISO 9001:2026 certification path, after “ISO 9001:2026 — Requirements and Implementation” and before “Internal Auditor — ISO 19011:2018”. For reporting to management, see “QHSE Dashboards and Indicators”.

Practical information

Duration	2 days
Audience	Process owners, quality managers, members of management
Prerequisites	Basic notions of ISO 9001 or another management system standard
Group size	Groups of 6 to 12 participants, in-company
Format	In-company, face to face on your site
Language	French, Darija or English; bilingual materials
Funding	OFPPT special training contracts (TFP), GIAC, Maroc PME: we prepare the applications with you, at no extra cost.
Programme customisation	Programme adapted to your procedures, your equipment and your audience

Frequently asked questions

Do we need to have a process map already?
No. Organisations that have none build one during the course; those that have one check it against how they really operate, which often leads to simplifying it.

Who should attend?
Process owners, the quality manager and, if possible, a member of management. The process map commits the allocation of responsibilities: it is better decided with those who carry them.

How does it differ from “QHSE Dashboards and Indicators”?
Here, indicators are built process by process, from the process map. The dashboards course starts from existing indicators to build the quality, safety and environment reporting intended for management.

Does this approach apply to standards other than ISO 9001?
Yes. ISO 14001:2026, ISO 45001:2018 and ISO 22000:2018 also rely on the process approach; a solid process map is the foundation of an integrated system.