UNIFE

UNIFE represents the European Rail Industry in Brussels since 1992. The Association gathers around 80 of Europe’s leading large and medium-sized rail supply companies active in the design, manufacture, maintenance and refurbishment of rail transport systems, subsystems and related equipment. UNIFE also brings together 14 national rail industry associations of European countries. UNIFE members have an 84% market share in Europe and supply 46% of the worldwide production of rail equipment and services.

IRIS Certification™

IRIS (International Railway Industry Standard) Certification™ promotes high quality throughout the rail supply industry through the implementation of a global system for the evaluation of companies supplying the rail industry.

IRIS Certification™ aims to improve the quality and reliability of the rail products, to implement and further develop a global system for the evaluation of companies supplying the rail sector, and to instill a culture of quality throughout the sector.

With more than 1500 companies IRIS-certified worldwide, the system is now an international seal of quality, increasingly recognised by rail operators and manufacturers alike. The IRIS Certification™ rev.03 system was developed by rail sector stakeholders and is managed by the IRIS Management Centre.
Dear reader,

The 2017 UNIFE General Assembly in Barcelona is an excellent place to outline and discuss all details regarding the newly implemented IRIS Certification™ rev.03 scheme. I am pleased to welcome this important step for the rail industry, which stems from a decision of the UNIFE Presiding Board in Bucharest in 2015.

Our intention to become more visible and recognised by the quality and industrial sectors is on track, and on 1st June 2017 this effort was boosted when the IRIS Certification™ rev.03 scheme went live. This consisted of three elements:

- IRIS Certification™ rules published by UNIFE
- ISO/TS 22163 published by ISO
- Alignment of the IRIS tools; Portal, Audit-Tool and Database

A key mission for the rail industry is demonstrating to customers, in a transparent way, the performance that can be achieved by the consistent application of robust processes. This means delivering products which meet and even exceed customer expectations – an absolute necessity in the competitive transport sector.

In light of this, UNIFE works to promote innovation alongside standardised development through all of its activities. The IRIS Certification™ is central to this, and represents the current state-of-the-art in terms of pragmatic regulation, applied thoroughly and to the satisfaction of all stakeholders.

This 9th edition of the IRIS Newsletter provides a big-picture perspective on how this new scheme was developed. It also explains how it should be implemented in all stakeholder organisations, in order to ensure our joint future.

I hope you enjoy reading this edition of the newsletter and I look forward to your company joining us shortly in the ‘IRIS Excellence Club’.

With best regards,

Philippe Citroën
UNIFE Director General
In February, Stefan Siegler, Vice President of Business Excellence and Quality Management at Siemens Mobility, was appointed Chairman of the IRIS Steering Committee (StCo) and IRIS Advisory Board (IAB). He succeeds Mark Manley, who stepped down from the position after having greatly contributed to building worldwide recognition for, and furthering the development of, IRIS. Siegler’s main goal is to ensure that IRIS Certification™ levels correspond to the expected performance quality. He will also work to increase worldwide acknowledgement and application of the certification throughout the entire value chain.

“It’s an honor for me to take over such an important task. I will make certain that the IRIS Certification™ clearly reflects the quality that a company actually delivers”, said Stefan Siegler on his appointment as IRIS Chairman.

Despite the major improvements in quality in the rail sector over the past years and the important achievements of the IRIS Certification™ in this respect, the “general level of quality in the rail industry is still below our expectations”, noted Siegler. In his new position, he wishes to work with manufacturing companies that sit on the IRIS SteCo, as well as with the main European operators through the IAB, to harmonize and increase the quality expectations of all suppliers worldwide. “Better harmonization would make manufacturing processes much easier – since their quality requirements will be known and shared by every supplier”.

Until now, it has been enough for rail system manufacturers or suppliers to implement quality management systems (QMS) based on the IRIS standard to receive a certificate. Stefan Siegler explains: “Unfortunately, installing a quality management system does not guarantee that a company will deliver quality. This has disappointed many customers. My plan is to establish a three-level system that expands the previous set of IRIS rules with an additional two Certification levels”:

• Bronze for companies that have implemented a QMS based on the IRIS standard, as in the past;
• Silver for those who have evaluated the quality of their own performance; and
• Gold for those who prove that they have fulfilled all customer requirements.

“Such a system was long overdue. To put it bluntly: it is not enough that a train runs. You also must guarantee that all components and their individual parts – such as the air conditioning system and its compressor – operate smoothly and reliably. In other words, system providers, component manufacturers and parts manufacturers should also be encouraged to deliver “gold” quality. That’s my goal,” concludes Stefan Siegler. He now has three years to pursue this goal.
Why is quality management based on a standard so important?

When a company is certified according to a quality standard like ISO 9001, it has proven in the framework of an audit that it stringently regulates its quality according to a specific, defined method. This includes conducting tests as well as, above all, undertaking preventive measures to ensure that production is free of faults from the very beginning. The standard covers the entire bidding, development and production processes – ranging from the delivery of supplies to production to delivery of the final product – considering the scheduling as well as qualitative criteria. Potential risks can thus be identified at an early stage.

IRIS STRATEGY

Reason for existence

Operators and the entire supply chain of railway systems need a certificate which clearly indicates the level of quality performance of the certified organisation.

Roadmap & Targets

IRIS Certification™ Promotion and Development:
Create and maintain a worldwide customer panel
Foster position of IRIS Certification™
Establish robust benefit logic for IRIS and promote it

Worldwide acknowledgement and application of IRIS Certification™ in entire value chain

IRIS Certification™ with ISO:
Develop ISO / TS to ISO
Create ISO for Certification Methodology
Keep control over certification process in IRIS Certification™ at sector level

Ensure that certification level corresponds to quality performance

IRIS Certification™ Operation:
Professional, transparent, cost efficient
Ensure continuous improvement of the standard
Ensure qualified auditors group to reach goals

Efficient internal organisation
UNIFE, through the IRIS management Centre (IMC), has a close collaboration with the public transport operator, Ferrocarril Metropolità de Barcelona (FMB) since years. One year ago, on 25 July 2016, UNIFE and FMB signed a Memorandum of Understanding (MoU), highlighting the commitment of the signatories on the necessity of using the IRIS standard to reach sustainable improvements in rail organisations. This year, UNIFE will hold its 26th General Assembly on 21-23 June, in Barcelona. In this context, what’s more logical than to give the word to FMB, through the testimony of Jesus Navarro Antoni, about its experience within IRIS and to learn what has changed in the organization since the signature of the MoU.

What for an operator company, are the main challenges/objectives of quality?

The demands of our customers are increasing. Disruptions to the service are not well accepted and complaints are multiplied through social networks. Moreover, there is an increasing need for sustainable mobility due to concerns among citizens regarding the levels of pollution in cities.

Therefore, a “sufficient” quality is not enough and we expect an “excellent” quality of service.

For how long has TMB been involved in IRIS and what did it bring to your company?

For 7 years, I have been part of the IRIS Advisory Board. We have done internal trainings on the standard. Two years ago, we made a gap analysis and established an action plan to start applying IRIS in the medium term. In the specifications for tenders for subcontracted maintenance, we have requested, as a valuable option, that the suppliers were IRIS certified. For new tenders in the near future for purchasing trains, IRIS will be a requirement.

Why was it important for you to sign a Memorandum of Understanding with UNIFE, committing to IRIS?

We consider the quality of the railway sector to be the key to the quality of the service we offer and signing the MoU was one more step in this direction. We believe in IRIS and we want it to be extended and effectively applied in the Railway Industry.

In your opinion, what are the main challenges your company may be facing in terms of quality in the future?

The challenges are many and the future is becoming more and more complex and uncertain. Just to point out some examples:

• The increasing demands of our customers. They will not accept that the train is canceled or delayed, but also that the video-information screens do not work.

• Increased population in cities and increased mobility by public transport.

• New systems on board which are increasingly complex and give more added value: wifi, video entertainment, ...

• The demand for better economic efficiency,

• The pressure from external competitors

Therefore, we need to have a maximum quality level at a reasonable cost, and we need to be flexible and resilient.

In what way can IRIS standard, contribute to facing them?

We expect IRIS to be a tool in the important improvement of the quality of railway products and services. The future must be a future of “zero defects”.

Need and benefit from IRIS Certification™ for an operator

Jesus Navarro Anton - Head of Rolling Stock from the Engineering Department at FMB, and also the representative of the operator in the IRIS Advisory Board.
What is your judgement of this IRIS update training, as a Certification Body (CB) representative and as IRIS Lead Auditor?

As a CB representative, the update training was necessary, because both the standard and the assessment methodology have been changed and/or expanded. New elements have been introduced and not all auditors are familiar with the performance evaluation and the Turtle approach, so one focus of the training was to understand these. Through this training, we are enabling auditors to apply these new elements meaningfully and convincingly during their audits. For freelance auditors in particular, this training is an investment in the future.

As a Lead Auditor, the training provided me with information on the most important new features and rules. There was a strong focus on process orientation, which has to be instilled by the Lead Auditor during the audits. Regular tests helped to improve any remaining weaknesses.

In your opinion, what are the strengths of the new elements?

For IRIS auditors, the new approach is not just about implementing the rules, it is also about the effective implementation of the management system. The new ISO/TS 22163 is structured in compliance with the ISO high-level structure, so it is easier for companies to adapt other standards, like ISO 14001, ISO 45001 into their own management system, which facilitates assessment using the new methodology. Companies must not only meet the requirements of the standard but also customer requirements. It is important for the companies to focus on continuous development of the processes, to gain more flexibility within their organization. This will become very important in the future, as the surrounding conditions in the globalized economy are changing very quickly.

What are, for you, the challenges of the new elements?

As an IRIS auditor, the challenge is to better understand the business processes of the companies and to identify potential weaknesses in their management system. For small companies, the challenge will be to create an effective KPI system or to expand the existing one. Furthermore, it is also very challenging to find suitable data, which can only be determined with some effort. The corresponding IRIS Certification™ guideline for KPIs can support companies in implementing the “KPI-System”.

Finally, all companies will have to optimize their reporting systems and implement effective and regular improvements within their processes.

What do you think of the approach of having this training as a face-to-face meeting?

As the assessment methodology has been expanded, it is important to work out the changes in a team-based training, through examples and/or exercises. Having an opportunity to speak with and learn from the experiences of other auditors, including those from other certification bodies, is one of the key advantages of these trainings.

How would you describe your experience of these two days of training?

In terms of content, most of the changes in the assessment methodology and the standard were thoroughly addressed. However, the explanation of the changes in the Audit-Tool was a little too brief. Overall, it was very interesting to have an opportunity to be face-to-face with, and learn from, other auditors. It was also helpful to speak with the members of UNIFE, which helped us better understand their perspectives.
One of the essential steps to ensuring the proper deployment of the new IRIS Certification™ system is the re-qualification of all approved auditors.

A packed two-day face-to-face training session on the new rules and requirements - mandatory for all IRIS approved auditors - was developed by IMC to prepare the auditors for the changes.

Twenty training sessions are scheduled and IRIS approved auditors can register according to their schedules. The sessions are taking place worldwide (14 in Europe and 6 in Asia) and started in March 2017.

To date, 75% of the auditors have been trained in 10 training sessions. The IRIS update trainings are performed by representatives from the IMC and focus on the application of the new elements through exercises, team work and tests to validate the knowledge of the participants.

Further training sessions are planned throughout July to cover all auditors and to prepare for the transition phase by ensuring the availability of auditors for the certified companies.

“Excellent two days of training in Paris, on the new evolutions, including the rail specific part of the ISO/TS 22163, surrounded by other colleagues and certification bodies. The course approach was excellent and promoted full collaboration by all attendees. Bravo!”
Francois Ouellette, AFNOR’ Lead Auditor, Canada

“The training session was very interactive and informative, emphasizing team formation, interaction and communication.

The trainers have an excellent grasp of the subject and explained in details the new requirements. Although the training program was squeezed to two days, it never felt stressed or boring, very lively.

Best trainers and best training I have attended so far.”
Alok Menon, TUEV RHEINLAND’ Lead Auditor, India
Validation of the new system through dry runs

After several months of intense work by the core team to draft the new standard, and the working group working on the IRIS Certification™ assessment methodology, the new system was ready to be tested and validated under real conditions.

Regarding the validation of the new IRIS Certification™ assessment methodology (new performance evaluation, customer perception and strengthened assessment sheet), the IRIS Audit-tool (software) and the IRIS Certification™ process, four dry run audits (commonly called “dry runs”) in all audit types were performed at HARTING (Electrical components - multi Industry), Knorr-Bremse (Rolling Stock - brakes), NS/Nedtrain (Maintenance), and Siemens (Signalling). The auditor teams were composed of IRIS approved auditors, and core team, working group and IRIS Management Centre (IMC) members.

Now that the dry runs are over, the members of the auditor teams come back to this validation phase, sharing with us their expectations and experiences of the new system.

Heinz Welling’ testimony - HARTING

Heinz Welling, General Manager Corporate Quality and New Technologies, is the representative of HARTING in the IRIS Steering Committee and Advisory Board.

As the first IRIS certified company worldwide and as a member of the IRIS Steering Committee, it was natural for us to offer our support and contribution by participating to the dry run audits for the new ISO/TS 22163, admittedly this was not without a touch of self-interest.

Shortly before the audit we introduced the new ISO 9001:2015 and the new IATF 16949:2016 with intensive trainings and workshops at many HARTING organisational units. Everyone affected saw how important and helpful practical workshops are for the implementation of the new requirements and therefore saw the dry run audit as a welcome support in identifying the need for action and in implementing the changes.

The one-day preparation by Angela de Heymer, IRIS Senior Manager, as well as the test audit itself, gave the employees involved a very compact and yet deep insight into the changes to the revised rail standard. The many questions and lively discussions fostered a deep understanding of the standard, which will facilitate the implementation of appropriate action at HARTING.

These dry runs gave a clear view and understanding of all new elements in the auditing process, in conjunction with the transition to ISO/TS 22163. While the IRIS assessment has so far exclusively focussed on the enablers i.e. the documented processes and procedures, now a second important focus has been brought into play; the results or successes of these efforts. It became clear to everyone that it is no longer enough to structure the processes comprehensively and in line with quality requirements, in order to push the audit results over 80% compliance. In the future, it must also be shown that this has brought the required success over the years. To this end, the audits must show by means of process performance evaluations which quality relevant requirements rail customers have placed on HARTING in contracts, orders or other agreements, and how we monitor and improve the fulfilment of these quality requirements using appropriate KPIs. Only where positive development in the quality situation can be proven will silver or gold levels be awarded in the audits. This is a promising approach, which is not completely foreign to us at HARTING because of EFQM assessments.

To conclude, The HARTING Technology Group serves the most diverse market segments worldwide with its diverse connectivity and network solutions. Access to these markets requires a great many different certifications relating to quality, environment, health and safety at work and social responsibility. This is of course always associated with numerous audits, which do not necessarily create value and which require...
additional internal resources. Currently, therefore we are seeking to significantly reduce the cost and effort involved in this by means of an integrated management system and integrated audits. In this context, the dry run audit naturally presented a new, additional burden, which was not at first regarded positively by everyone. By the end of the week however, everyone realised that the new ISO/TS 22163, with the transition to the new unified High Level Structure, fitted very well with the integrated HARTING approach and can be implemented in a more resource efficient way in the long run.

View from Raymond de Cloedt - SGS

Since 2010, Raymond de Cloedt has been an IRIS approved auditor, working with SGS (Certification Body delivering IRIS). He has much experience in rail sector and quality through many years working at a system integrator’ site.

The training for the auditors in Brussels was a good start to get familiar with the new ISO/TS 22163 standard. Obviously, the participants attending this training had to be fully competent to audit the new ISO 9001:2015 standard before entering the transition phase. Role playing was included in the training sessions, but even then it remains a theoretical exercise and cannot fully reflect the real thing.

Therefore, programming dry run audits was really important, and not only to be able to evaluate the reaction of the organisation towards the new approach with the ‘TURTLE diagram (process visualization)’ and the ‘Performance Evaluation’. It gave us an idea of the time needed to go through all elements during the audit and to evaluate the Beta version of the IRIS Audi-Tool (software).

From the point of view of the auditor, the decision to carry out dry run audits in preparation for the introduction of ISO/TS 22163 and new revision of the IRIS Audit-Tool confirm that the IRIS Management Centre mitigates the risks related to the implementation of the new audit scheme, by taking preventive actions. And is this not the spirit of the standard itself?

The dry run allowed me to assess the new approach in the certification process and to have an idea of the new challenges for the auditors as their tasks have been expanded with this transition from IRIS rev. 02.1 to ISO/TS 22163.

My first impression in doing this dry run is that the preparation of the audit has become even more important than before. It is a full process on its own. The auditor has to make himself familiar with all processes of the organisation, focussing on the mandatory ones as specified by the standard. Furthermore, the performance of the auditee in relation to his customer needs to be clear. From now on, the issuing of an audit plan is only possible after evaluation of the received information from the organisation.

As my dry run was carried out at an organization that was not yet IRIS certified, we cannot talk of a transition from one standard to another - in fact it was a completely new experience for the auditee and it was quite clear that the new approach in auditing should be considered a major step for newcomers.

The dry run has confirmed that there is no way around the process approach and the related performance indicators, and that stakeholder analysis and customer perception is key. It comes together with more focus on product quality and product safety.

Another challenge for the auditor, especially in a certification audit is the filling in of the assessment sheet which is necessary to issue the audit report. The assessment sheet still contains a lot of lines as all requirements of the standard are included. Assessing the ‘Turtle diagram’ and the ‘performance evaluation’ is a major task, so knowledge of the content of the assessment sheet has become even more important than before in order to find rapidly the lines to be filled in and as such being able to have a complete report available at the end of the audit.

The dry run taught me that most organizations will have to prepare themselves to comply to the new standard as much as we auditors have to do so. A well carried out readiness review is key to success.

The new standard is much more in line with the expectations of the sector, and a thorough implementation will make a difference. Only then an IRIS Certification™ certificate can be awarded.

Reinhard Otto’ testimony - DB AG
Reinhard Otto, Safety, Quality and Technic at German Railway (DB AG), DB AG representative in the working group for the IRIS Certification™ assessment methodology and also member of the Ad-hoc working group 15 (ISO/TC 269 AG15) as German representative.

Reinhard Otto has joined the dry run auditor team in Braunschweig, Germany, to see the method they worked out in action. “My expectation was to test the new elements and learn about challenges for organizations and auditors, which may come up in the practical implementation”, he said.

“I found the dry runs essential for the success of our project, as early verification & validation of the new concept is extremely important for a successful roll-out. Besides the validation function for the working group, more people are now involved and will act as ambassadors for the new approach”, he explained regarding the whole approach of the dry runs.

In the frame of the transition to the ISO/TS 22163, new elements have been added to the auditing process. “It was important to me to see that the audit elements benchmarked from certification schemes of other sectors were working in the railway business. The dry run highlighted the importance of KPIs and customer feedback for the planning and execution of audits. I realized that the availability of feedback from internal and external customers has to be improved in the sector. Indeed, the feedback must be provided to the auditor in a way that ensures objective data is the basis of the audit activity.”

“The dry run indicated that the Performance Evaluation assessment needs fine tuning and clarification. For auditors and organizations not familiar with this kind of performance assessment, some training is necessary to adapt to it.

“Participating in the four dry runs fulfilled my expectations, by being a crucial validation activity, and by highlighting several important lessons. This is the result of important efforts made together by the IRIS Management Centre (IMC), the auditors, the working group members and the audited companies.”

**View from Tamas Bujdoso**

- IMC

Tamas Bujdoso, IRIS Technical Advisor, member of the IMC and working group for the IRIS Certification™ assessment methodology.

The dry runs give the opportunity to comprehensively validate the new requirements and elements on-site. The newly expanded examples in the assessment sheet are an excellent support for the companies and the auditors.

The main challenge was to incorporate the performance evaluation into the audit process, and to check if the KPIs are aligned with the customer expectation.

The outcome of these dry runs is that the perception of the audit teams is closer now to the perception of the customers than ever.

**Return of experience from Angela de Heymer**

Angela de Heymer is IRIS Senior Manager, member of the IMC, core team and working group member for the IRIS Certification™ assessment methodology and also a member of the Ad-hoc working group 15 (ISO/TC 269 AG15) as the UNIFE™ representative.

The validation of the IRIS Certification™ rules and assessment methodology through real audits at companies (dry run) was finalized in March 2017. The results revealed important findings on the application of the new IRIS Certification™ assessment methodology and IRIS Certification™ rules, as well as the application of the rail supplemental requirements. The results were consolidated by the IMC and discussed during a return of experience meeting on March, 16th in Brussels.

The working group analyzed the results of the dry runs and proposed a last set of improvements and adjustments to the IRIS Certification™ board.

The key areas which were fine-tuned and improved are the performance evaluation methodology and reporting, process oriented KPIs aligned with internal/external customer expectations, and the gathering of the customer input/feedback.

On 30th March, the IRIS Steering Committee approved all these proposals and consequently closed the validation phase of the new system.
Application of the IRIS Certification™ rev. 03

Following the launch of the IRIS Certification™ rev. 03, the transition phase has now started. Companies should focus on the implementation of new elements and prepare for the transition audit. From July 2017 onwards, all IRIS Certification™ approved auditors will be trained according to the IRIS Certification™ rev. 03 system and will be ready to perform IRIS Certification™ audits based on the ISO/TS 22163:2017.

Taking into consideration the new elements of the IRIS Certification™ rules:2017, companies should start concrete planning for transition, and how best to manage this within the transition period. All organisations currently certified according to IRIS rev. 02 must successfully make the transition by 14 September 2018.

**Fig. 1: Time schedule for the transition phase**

**IRIS Certification™ - Assessment Methodology**

The assessment methodology has evolved based on feedback received from stakeholders and perception of the market. This is in line with the stakeholder needs to improve quality in the rail sector, by enhancing customer satisfaction and product quality. The main improvements to the assessment methodology focus on:

- **Customer Perception**, by identifying key stakeholders, clarifying definitions of measurement, and incorporating customer feedback.
- **Performance Evaluation**, through a deeper evaluation of defined process performance, based on process analysis by key stakeholders.
IRIS Certification™ - Certification Process

The rules relating to the certification process have been strengthened in some areas based on the feedback received and the field experience of more than 10 years of application. The IRIS Certification™ rules:2017 will include all the improvements outlined below.

The IRIS Certification™ scopes of certification are aligned with the standard EN 15380-2 Railway applications - Designation system for railway vehicles - Part2: Product groups.

The main benefits are seen by companies delivering components, as they can now find extensive examples of products referred to in the EN standard.

With this update, the following changes occur:

- Power system (4) and propulsion (5) are now consolidated under the new product scope 04 Power system, drive unit.
- Cabling and cabinets (12) are encompassed in the new product scopes 11 Carrier systems, enclosures and 12 Electrical wiring.
- Tilt system (17) is now integrated in the product scope 03 Guidance.
- Components related to special process work (20) is a new product scope. It defines products resulting from special processes, such as metal sheet welding, bonding, painting…

The implementation of the new scopes of certification will be progressively visible from the transition audit of each company, from 1st June 2017 onwards.

The number of ‘audit man days’ for audits has been adjusted, taking into consideration:

- The IAF calculation: Additional days for transport as critical business (IAF) and benchmarks from other schemes (IATF, IAQG).
- Readiness Review: Time needed for pre-check of new elements of assessment methodology.
- New elements of assessment methodology: Performance evaluation and customer perception.

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Fig.2: Concept assessment methodology

Fig.3: IRIS Certification™ scope of certification
Implementation Guidelines

It is crucial for certificate holders to analyse the impact the revised reference documents will have on their business management systems, in order to ensure that the new requirements can be implemented safely and consistently.

As the new elements focus on customer needs and process performance, companies will be required to show that they have undertaken a stakeholder analysis. This should include setting up rules/criteria for this analysis, identifying key stakeholders (customers, partners, ...) and defining the related KPIs (e.g. OTD, NCR, ...). How these KPIs will be measured and how actions to improve performance will be defined are also key elements to consider.

Companies must also collect customer feedback. This can be via surveys, warranty, complaints, etc. The consolidation and analysis of this information will improve company knowledge of customer needs and expectations.

For the performance evaluation, companies must visualise the following five mandatory processes using a turtle approach:

1) Requirements for products and services (ISO/TS 22163 clause 8.2)
2) Project management (ISO/TS 22163 clause 8.1.3)
3) Control of externally provided processes, products and services (ISO/TS 22163 clause 8.4)
4) Design and development of products and services (ISO/TS 22163 clause 8.3)
5) Production and service provision (ISO/TS 22163 clause 8.5)

Companies can also identify optional processes for potential performance assessment. These are add-ons, and will not substitute any of the mandatory processes mentioned above nor impact any performance evaluation result.

The performance evaluation will highlight the roles and responsibilities of process owners. Process owners must advocate for their processes, and define, implement and monitor KPIs for them. These KPIs must satisfy the needs of both internal and external process customers, and must be accurate, in order to improve process performance.

Consequently, the company shall send to the lead auditor the following mandatory documentation at least sixty (60) calendar days before each audit:

- Customer perception (stakeholder analysis, key customers, related KPIs)
- Customer feedback
- Turtle diagram for the five (5) mandatory processes for performance evaluation
- Definition of the KPIs with link to internal/external process customers
- KPI values for the audited period
- List of organization processes and interactions

Figure n°4 (below) shows the link between the turtle approach, company preparation and the performance evaluation carried out by the auditor.

The company will set up its processes from the left side, defining the process and the related input, output, etc. The auditor will start from the right side, focusing on customer needs and expectations, and going back through the process performance (KPIs) until (s)he reaches the process definition.

Fig.4: IRIS Certification™ performance evaluation
The latest evolution of the IRIS system comes into force on 1st June 2017, under the title IRIS Certification™ rev. 03. This designation encompasses the whole system, composed of different elements and responsibilities, which is now under application.


The ISO/TS 22163:2017 is owned by ISO. It contains the requirements of the ISO 9001:20015 Standard and the supplemental rail-specific requirements. A draft was submitted by UNIFE in October 2016, from which point ISO took over responsibility for the validation, publication, communication and marketing of this Technical Specification, as for all ISO standards.

The IRIS Certification™ rules:2017 are owned by UNIFE and contain all the relevant rules relating to assessment methodology and the certification process. The content of these rules is determined by the rail sector and aim to ensure consistent audit quality throughout sector companies. Interested stakeholders may purchase the IRIS Certification™ rules:2017 from the IRIS distributor listed in the IRIS Portal (www.iris-rail.org) in all currently available languages. Additional translations of these rules are managed by UNIFE’s IRIS Management Centre and will be made available at the earliest feasible date, exclusively in the translated languages of ISO/TS 22163:2017. Interested stakeholders may purchase the ISO/TS 22163:2017 and the IRIS Certification™ rules:2017 from the IRIS distributor listed in the IRIS Portal (www.iris-rail.org) in all currently available languages.

Finally, for ten years IRIS has been supported by various tools which help to maintain transparency in the system, ensure report availability, and promote visibility of IRIS certified companies. These tools have evolved over time, and now take the form of the IRIS Certification™ Technologies:

- Audit-Tool: Software used for the documentation of both, performed audits by third-party auditors, and internal audits, in the context of company preparation (gap analysis) for IRIS Certification™ or as part of an internal review.
- Portal: The IRIS Certification™ website, which provides the latest IRIS news, information on certified companies and marketing of IRIS products.
- Database: Storage of IRIS Certification™ documentation, such as audit reports and related audit information. It can be used by companies, certification bodies, auditors and the IMC as a resource in planning audits, storing audit information, monitoring of auditors, and statistical analysis.

Taken together, these inter-connected elements secure the functionality of the IRIS Certification™ system.

The IRIS Certification™ rev.03 evolution will guarantee, support and promote all audits carried out in the rail sector in the coming years.