Requirements for Quality Management Personnel

- Quality Management Representative (QMR)

- Quality Manager (QM)

- Quality Auditor (QA)

- Quality Lead Auditor (QLA)

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Foreword

The European Organization for Quality EOQ, established 1956, is an association under Belgian law of now 58 organizations: National Representatives (European, non-profit quality organizations) and Associated Members, Affiliated Members and Partners worldwide.

The major goal of EOQ is to promote quality in the widest sense.

EOQ National Representatives (Full Member Organizations) are:
AEC (Spain), **AFQP** (France), **APQ** (Portugal), **ARC** (Romania), **Club 9000** (Bulgaria), **CSQ** (Czech Republic), **CYAQ** (Cyprus), **DGQ** (Germany), **EAQ** (Estonia), **ECOFIN** (Moldova), **GAQ** (Georgia), **HMA** (Greece), **HDK** (Croatia), **HNC** (Hungary), **KOQIM** (Kazakhstan), **Quality Kosova** (Kosovo), **Finish Association for Quality** (Finland), **NFKR** (Norway), **NNK** (Netherlands), **QA** (Austria), **RFATRM** (Russia), **SAQ** (Switzerland), **SFK** (Sweden), **SSK** (Slovakia), **SZKO** (Slovenia), **TSE** (Turkey), **VCK** (Belgium)

EOQ's Personnel Registration Unit has maintained a Harmonized Personnel Registration Scheme since the 80-ies of the last century. Parts of this scheme were and are competence requirements for quality professionals but also for professionals from other fields like environmental management.

This Competence Specification (CoS) describes the areas of knowledge and the competence requirements for the professional profiles of Quality Lead Auditor, Quality Auditor, Quality Manager and Quality Management Representative to be effective in their profession.

The CoS is defined and enhanced by the European Organization for Quality (EOQ) based on decades of experience certifying quality professionals. The job profiles and competence requirements have been updated based on a broad analysis of actual needs in the field of quality management related professions including the positions of interested parties.

This document is intended to be a normative reference in conjunction with certification schemes, but may also be used for other purposes by interested parties.

When used as part of a certification scheme, these requirements will be the basis for developing examinations.

This document has been developed under consideration of EOQ internal rules. This Competence Specification has been prepared by the EOQ Technical Working Group and was submitted as Draft for public comment according to the EOQ Rules for Normative Documents.

The Competence Specification has been approved and released for publication by the EOQ General Assembly in Prishtina/Kosovo, on 15.06.2019. Queries regarding technical content can be addressed to the EOQ Technical Working Group. Please direct your queries to: eoq@eoq.org

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1 Introduction

The qualification and certification of Quality Management Personnel along standardized schemes has a long tradition in Europe and worldwide. Based on requirements concerning competent personnel related to functions in the quality management system of organizations the need for harmonized training and certification has been raised already in the 1980`s.

In Europe the EOQ has established harmonized competence schemes for Quality and Management personnel with broad acceptance. These EOQ harmonized schemes have been developed by experts from different nations of EOQ.

The main content of this Competence Specification is dealing with the following aspects:

Definition of job profiles and task descriptions for quality management personnel

Definition of competence requirements

This Competence Specification is intended to serve amongst others as normative document for the use of training, the definition of competence profiles for quality personnel e.g. in job description and as accreditation basis for personnel certification organizations.

2 Scope and Application

The scope of this Competence Specification is to define the specific competence criteria for

- Quality Management Representative
- Quality Manager
- Quality Auditor
- Quality Lead Auditor

within the countries with National Representative Organizations of EOQ. This does not exclude the usage of these criteria in other countries.

ISO/IEC 17024 applies when using this CoS for personnel certification purposes.

Claims of conformity to this Competence Specification shall not refer to the terms

- EOQ Quality Management Representative
- EOQ Quality Manager
- EOQ Quality Auditor/ Lead Auditor

unless the certification procedures comply with the management system documentation and the specific Certification Scheme of the EOQ Personnel Registration Unit.

3 Terms and definitions

- Certification: third party attestation related to products, processes, systems or persons
- Competence: ability to apply knowledge and skills to achieve intended results

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3.1 References

Applicable documents:

(1) The ISO 9000 family of International Standards
(2) ISO 19011
(3) ISO/IEC 17021-1 and ISO/IEC 17021-3
(4) ISO/IEC 17024
(5) ISO/IEC 17007
(6) Set of EOQ Personnel Registration Unit documents, specific to this scheme.

All Documents in their valid version.
The EOQ Personnel Certification Scheme for Quality Management Personnel, EOQ CS 9000, Edition 2019
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4 Job Profiles and Task Description

4.1 Quality Management Representative

EOQ Quality Management Representatives have the knowledge and skills needed to implement and maintain a quality management system on the basis of normative requirements (ISO 9000 series with interfaces to other rules and standards as well as legal requirements). They are able to manage corresponding projects and also to analyse and improve company processes. They know the main quality management methods and can apply them within a team. They use their communication skills to come across to internal and external interested parties as a professional, knowledgeable and motivational contact for quality management system issues.

4.2 Quality Manager

EOQ Quality Managers have - in addition to the EOQ Quality Management Representatives - the knowledge and skills needed to develop quality management systems in the direction of sustained business success of the organization. In doing so, they take into account the demands of interested parties, market requirements and the organization's environment. They know the advanced managerial concepts, help make decisions on their application and implement them in the company. Through their understanding of models and systems, they are able to integrate the requirements of different standards into the organizations management system. They can fulfil the tasks of an audit programme manager.

Through the application of suitable methods including the application of statistics, they are able to analyse, evaluate and present quality-related data as well as to make them available for decisions. They identify customers' interests and represent them in the organization. They provide information, advice and training on quality-related issues at all levels of the organization and promote the implementation of the quality management system.

4.3 Quality Auditor

Based on their basic competence in quality management the EOQ Quality Auditors are able to initiate, plan and conduct quality-related audits in accordance with ISO 19011 (1st party/internal-, 2nd party/supplier-, system-, process- and compliance audits together with experts), in the role as sole auditor or as an auditor in an audit team.

4.4 Quality Lead Auditor

Based on their fundamental EOQ Quality Manager competence EOQ Quality Lead Auditors are able to initiate, plan and conduct all kinds of quality-related audits in accordance with ISO 19011 and 17021 (1st, 2nd and

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3rd party audits, system-, process-, compliance- and product audits), both in the role as sole auditor or auditor in an audit team, as well as audit team leader.

5 Competence Requirements

5.1 Personal behaviour and mind set

Quality Management Representative **Quality Manager**	**Quality Auditor** **Quality Lead Auditor**
They should be able to • take and enforce decisions • think and act holistically • work in a results-oriented manner • act genuine, act with empathy • recognize and communicate the significance and value of facts • reason, persuade and generate enthusiasm • imagine themselves in other roles and cultures • take into account intercultural/regional peculiarities • communicate appropriately, focusing on the target group • communicate using suitable language • act appropriately according to the situation • deal appropriately with conflict • give feedback • delegate tasks suitably • lead and also be a team player	Auditors should be able to act in accordance with the principles of auditing as described in ISO 19011. Auditors should exhibit professional behaviour during the performance of audit activities, including being: • ethical, i.e. fair, truthful, sincere, honest and discreet • open minded, i.e. willing to consider alternative ideas or point of views • diplomatic, i.e. tactful in dealing with individuals • observant, i.e. actively observing physical surroundings and activities • perceptive, i.e. aware of and able to understand situations • versatile, i.e. able to readily adapt to different situations • tenacious, i.e. persistent and focuses on achieving objectives • decisive, i.e. able to reach timely conclusions based on logical reasoning and analysis • self-reliant, i.e. able to act and function independently while interacting effectively with others • able to act with fortitude, i.e. able to act responsibly and ethically, even though these actions may not always be popular and may sometimes result in disagreement or confrontation • open to improvement, i.e. willing to learn from situations • culturally sensitive, i.e. observant and respectful to the culture of the auditee • collaborative, i.e. effectively interacting with others, including audit team members and the auditee's personnel In the same meaning they should be able to • deal appreciative with people • empathize with the auditee • communicate, convince and argue benefit oriented • communicate in the relevant languages orally and in writing • moderate purposefully even under difficult conditions • address facts adequately to persons at different

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Quality Management Representative **Quality Manager**	**Quality Auditor** **Quality Lead Auditor**
	levels of an organization • communicate in a process-oriented manner prevent and deal appropriately with conflicts • present results adequately • prepare and conduct meetings Auditors should be well organized, i.e. exhibiting effective time management, prioritization, planning and efficiency

The mind set and philosophy are geared towards the following:

Quality Management Representative **Quality Manager**	**Quality Auditor** **Quality Lead Auditor**
• Value to the organization (e.g. taking into account cost/benefit relevance of own actions) • Consideration of customer satisfaction and interested parties	• Benefit to the audited person and organization (e.g. taking into account cost-benefit relevance of own actions) • Consideration of customer requirements
• Company success and sustainability • Promotion of company values (e.g. financial or ethical values) • Opportunities and risks for the organization (e.g. expose and reduce risks; promote innovation and best practice) • Continuous improvement (e.g. stimulating and promoting CIP) • Promotion and support of learning processes and know-how transfer • Monitoring of changes • Thinking in terms of overall context, Business processes and process chains • Application of the PDCA principle • Promotion of commitment • Exemplary personal conduct	

5.2 Knowledge and Skills - specific to the job profiles

5.2.1 Quality Management Representative - Knowledge and Skills

The Quality Management Representatives shall have generic knowledge and skills on a level which can be usually achieved by secondary school education and additionally a minimum full-time work-place experience of 2 years, including at least 1 year in the field of quality management or quality assurance.

The Quality Management Representatives shall have specific knowledge and skills and be familiar with the ISO 9000 series of standards and competent in quality management methods and techniques based on specific training. This includes knowledge and skills as defined in the following table related to the relevant tasks:

Learning taxonomy
A recognize (have an overview of)

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B understand
C apply
D analyse results and evaluate them

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Task descriptions for Quality Management Representative (part 1)	**Related knowledge and skills**	**Learning taxonomy**
a) Implement and maintain QM system, taking into account normative requirements	Understand the basics of organizational governance and management Understand the main structural forms of organization, decision-making processes as well as their impact on the management system and in particular the quality management aspects. Understand the fundamental elements of a management system	B
	Be able to explain and apply the PDCA principle	C
	ISO 9000: Understand the objectives and scope of the standard. Understand the quality terminology as defined by ISO 9000 Understand the quality management principles of ISO 9000	B
	ISO 9001: Understand the objectives, scope and structure of the standard. Be able to interpret requirements and realise them in a manner appropriate for a specific organization	C
	Have an overview of the existence of other standards on quality management (notably ISO 9004 and ISO 10000 series) Have an overview of management system rules and standards that are relevant to an integrated management system (e.g. ISO 14001, ISO 45001, ISO 31000, etc.)	A
	Understand the common elements of different management system standards and implement them into the processes of an organization	C
b) Recognize legal and other normative requirements and coordinate their assessment and implementation in the company	Be able to identify relevant standards, laws and regulations and to interpret their significance for the organization, particularly as regards the quality of products and services Be able to assess contractual arrangements with customers and suppliers Be able to integrate requirements from rules and standards into processes	C
c) Address risks and opportunities	Have an overview over methods and criteria for identifying risks and opportunities as well as methods to analyse end evaluate risks.	B
d) Process Management	Be able to establish, implement, maintain and improve a quality management system based on processes, and be able to coordinate and support process owners Be able to identify requirements of customers and relevant interested parties and to incorporate them into company processes Be able to determine the processes needed and their interactions and be able to model processes and present process flows Be able to identify and manage process interactions in an organization Be able to determine risks and opportunities for processes and plan and implement appropriate actions	C

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Task descriptions for Quality Management Representative (part 1)	**Related knowledge and skills**	**Learning taxonomy**
e) Manage and moderate groups	Understand moderation techniques Recognize group-dynamic processes	B
	Be able to conduct QM-related discussions	C
f) Present and report results to different target groups	Be able to present results adequately for specific target groups	C
g) Be a contact person and motivator for employees in the organization	Be able to generate acceptance of the management system and changes Motivate: Have an overview of motivation theories (e. g. Maslow, Herzberg and others)	C A

Task descriptions for Quality Management Representative (part 2)	**Related knowledge and skills**	**Learning taxonomy**
h) Support the decision maker / responsible management function with the following tasks: Advising Top-down communication Reporting	Be able to recognize and discuss the business impact of quality-related decisions Be able to recognize and discuss the impact of quality-related decisions to persons performing work under the control of the organization Understand the necessity and plan actions for communication and awareness w.r.t. the quality management system	B
	Be able to analyse and consolidate facts and figures as well as to process them in a decision-making relevant manner Be able to develop and prepare reports suitable for the specific target group	C
i) Be the contact person for external interested parties (e.g. for suppliers, customers, certification body)	Be able to deal with feedback, including complaints, from interested parties appropriately (e.g. good communicator)	C
	Be able to represent the company's interests on quality related topics	C
j) Recognize customer-specific requirements	Understand methods for identifying customer requirements	B
k) Decide on the application of QM methods	Be able to select appropriate methods and tools for: Information gathering (e.g. Check-list, data-collection sheet, monitoring and measurement, etc.)	B

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Task descriptions for Quality Management Representative (part 2)	**Related knowledge and skills**	**Learning taxonomy**
	Creativity (e.g. brainstorming, force field analysis, etc.) Information analysis (e.g. Diagrams, Histogram, Flow chart, Pareto diagram etc.) Problem analysis (e.g. Cause-Effect Diagram, FMEA, 8D Report, etc.) Continuous improvement (e.g. Kaizen, Poka Yoke, 5s Method)	
l) Manage (QM) projects	Be able to apply project management methods (e.g. for the implementation and maintenance of management systems, for improvement projects, audit planning)	C

5.2.2 Quality Manager – Knowledge and Skills

Quality Managers shall have generic knowledge and skills on a level which can be usually achieved by a university / higher education degree and additionally a minimum full-time work-place experience of 4 years, including at least 2 years in the field of quality management.

Quality Managers shall demonstrate all knowledge and skills as required for Quality Management Representatives and in addition shall be able to apply generic management systems practice, general office practices, systems and technologies, cultural norms and be able to apply language and communication skills appropriate to all levels.

They shall be able to judge quality management systems, related to standards and normative documents and to apply relevant quality management techniques. This includes knowledge and skills as defined in the following table related to the relevant tasks:

Task descriptions for Quality Manager	**Related knowledge and skills**	**Learning taxonomy**
a) Apply QM Methods. Analyse quality-related data arising from monitoring and measurement, assess facts, consolidate and present (and also report) them, in order to facilitate assessment and evaluation of: Conformity, effectiveness and efficiency of the quality management system Process adherence and performance (e.g. time aspects, error rates)	Be able to apply the principles of data analysis (Selection of data, extraction of data, data handling, presentation of data(distributions, trends, histograms) Be able to select, produce and interpret graphical presentation methods for statistical data (diagrams, charts) Be able to define criteria and methods for an effective operation and control of processes (including measurement and performance indicators) Evaluate process performance and opportunities for improvement of processes	C

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Task descriptions for Quality Manager	**Related knowledge and skills**	**Learning taxonomy**
Conformity of products and services to requirements Needs or opportunities for improvement (e.g. improvement suggestions) Customer satisfaction (e.g. customer views and opinions, customer complaints) Performance of external providers (e.g. suppliers, outsourcing)		
	Understand distribution characteristics: Indicators for central tendency and dispersion: Arithmetic middle, median and mode. Variance and standard deviation.	B
	Understand: • Sampling inspection, • Lot inspection: AQL, Re, Ac, • process capability	B
b) Continuously analyse customer interest, represent them in the company and implement them where applicable	Be able to identify and apply methods for surveying and analysing customer satisfaction, to rate their adequacy and propose relevant actions	C
	ISO 9004: Understand the objectives, scope and structure of the standard. Understand the distinction from ISO 9001 Be able to explain the approach	B
c) Understand the context of the organization	Understand the influence of the organizational context / of interested parties in relation to the organizational development	B
d) Support top management in demonstrating leadership and commitment w.r.t. the quality management system Develop QM system in the direction of sustained business success of the organization Address risks and opportunities	Understand the importance of leadership for an effective quality management system Be able to communicate the benefits of an effective quality management system for the overall success of an organization Understand effective methods to carry out management reviews	C
	Be able to apply methods for identifying risks and opportunities. Being able to analyse and evaluate risks in order to determine actions to address risks and opportunities	C
	Be able to align the management system to the future requirements of the markets and interested parties	C

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Task descriptions for Quality Manager	**Related knowledge and skills**	**Learning taxonomy**
	be able to apply guidelines from ISO 9004 appropriately in a manner specific to the organization	C
	Understand and take into account the structure of Excellence Models in a manner specific to the organization	C
	Know the methods for carrying out assessments. Know the principles of finance, controlling and governance	A
e) Integrate/combine requirements from different management system standards and other internal and external requirements	Apply methods and possibilities for merging management subsystems Based on a fundamental understanding of models and systems be able to create one management system or to structurally enhance / merge a complex management system with different disciplines	D
f) Be an internal QM service provider / consultant for all levels of the company	Be able to explain complex issues appropriately to different target groups Be able to organise persons in teams, projects and programmes. Apply moderation techniques in group meetings Recognize group-dynamic processes and resolve conflicts and be able to moderate them Coordinate and lead quality management activities within the organization	C
g) Be able to act as internal trainer/instructor for topics of relevance to company QM and other management systems	Be able to provide trainings, promote and advice topics to different target groups Know techniques for analysing training needs. Organize and evaluate training	C
h) Promote the company's management system	Be able to develop future scenarios regarding the quality management system based on the vision, mission and strategy of the organization Be able to identify the need for improvement, change or innovation in a quality management system Be able to apply leadership principles, methods and techniques Be able to raise employee awareness of individual issues	D
i) Create, implement, assess and improve audit programs	Be able to create, implement, review and improve audit programs (according ISO 19011), in particular: Be able to define an audit program appropriately in terms of objectives, scope and resources Be able to recognize and minimise risks, obstacles and	C

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Task descriptions for Quality Manager	**Related knowledge and skills**	**Learning taxonomy**
	difficulties related to the audit program Be able to carry out an audit program in terms of informing the parties about the program; specifying the objective, scope and criteria of individual audits; organising the execution of individual audits (audit teams, time, resources); guiding and recording audit programs, individual audits and audit staff. Be able to select and use appropriate audit methods and tools regarding audit scope and objective (e.g. being able to select suitable audit types depending on the set objective, scope and criteria (system, process, product and compliance audit)) Know the process of competence determination and evaluation of the persons involved in the audit including auditors Know the competence requirements for auditors (personal behaviour, knowledge and skills) and be able to apply them when forming the audit team. Be able to monitor an audit program Be able to review and improve an audit program	
j) Manage (QM) changes	Know the principles of change management. Have an overview of change processes in organizations – product, process, organizational and regulatory related.	B

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5.2.3 Quality Auditor - Knowledge and Skills

Quality Auditors shall demonstrate all knowledge and skills as required for **Quality Management Representative (Part 1)**.

Quality Auditors shall have a sound and current knowledge of auditing practice and the capability to apply the necessary management skills required in the execution of audits, as required in ISO 19011.

This includes knowledge and skills as defined in the following table related to the relevant tasks:

Task descriptions Quality Auditor	**Related knowledge and skills**	**Learning taxonomy**
a) Create, implement, assess and improve audit programs	Be able to create, implement, review and improve audit programs (according to Chapter 5 ISO 19011), in particular: Be able to define an audit program appropriately in terms of objectives, scope and resources Be able to determine, evaluate and address audit programme risks and opportunities Be able to establish an audit program in terms of informing the parties about the program; establish extend of the audit programme, specifying the objective, scope and criteria of individual audits; organising the execution of individual audits, guiding and recording audit programs, individual audits and audit staff, determine audit programme resources. Be able to define objectives, scope and criteria for an individual audit, select and use appropriate audit methods (e.g. being able to select suitable audit types depending on the objectives, scope and criteria (system, process, product and compliance audit) Be able to select audit team members, know the process of competence determination and evaluation of the persons involved in the audit including auditors (ISO 19011 Chapter 7) Know the competence requirements for auditors (personal behaviour, knowledge and skills) and being able to apply them when assigning responsibilities for individual audits. Be able to manage and maintain audit programme records Be able to monitor, review and improve an audit programme	D
b) Initiate, plan, perform and revise Management System Audits Process Audits Compliance Audits	To understand the significance of an audit to boost operative performance	B
	Be able to explain the benefit of an audit to other persons	C
	Understand audit principles, procedures, methods and techniques and to apply them in auditing practice Be able to conduct single and combined system audits	D
	Be able to perform process audits	D
	Know how compliance audits are carried out (together with experts if necessary)	B
	Be able to initiate, prepare, conduct audit activities with focus on the objectives and boundary conditions of the organization	D

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Task descriptions Quality Auditor	**Related knowledge and skills**	**Learning taxonomy**
	(according to Chap. 6 ISO 19011), in particular: To understand the roles and tasks of an auditor in all phases of the audit Be able to understand and classify the task and responsibilities of the audited persons Be able to initiate an audit from the first contact to determining the feasibility Be able to prepare an audit in terms of creating the audit plan, assigning the tasks in the audit team and preparing documented information for the audit. This includes e.g.: Be able to select and use appropriate audit methods and tools with regard to the scope and objective of the audit Be able to recognize and minimise risks, obstacles and difficulties related to audit planning and scheduling Be able to conduct audit activities, such as: assigning roles and responsibilities of guides and observers, conducting opening meeting, communicating during audit, audit information availability and access, reviewing documented information, collecting and verifying information, generating audit findings, determining audit conclusions and conducting closing meeting. This includes among others: Be able to steer the formation and deployment of the individual team members according to the audit objectives Be able to use goal-oriented interviewing techniques in all phases of the audit Be able to create interview minutes and audit reports appropriately and with a view to the target group To recognize audit risk, obstacles and difficulties during the implementation, to avoid conflicts and be able to cope with them appropriately if the situation arises Be able to complete the audit and conduct audit follow-up measures	
c) Assess quality management systems	Know and be able to interpret relevant regulations and standards regarding the management system being audited Be able to analyse and evaluate characteristics and features of processes Be able to evaluate process results in terms of objective achievement and conformity Be able to assess the implementation of planned actions to reach the objectives based on business strategy/objectives during the audit	D

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5.2.4 Quality Lead Auditor - Knowledge and skills

Quality Lead Auditors shall demonstrate all knowledge and skills as required for

- Quality Manager and
- Quality Auditors.

Additional they shall demonstrate knowledge and skills as defined in the following table:

Task description Quality Lead Auditor	**Related knowledge and skills**	**Learning taxonomy**
a) Create, implement, assess and improve audit programs for third party certification	In addition to Quality Auditor: Taking into account requirements and guidance (Annex E – Audit and certification process) of ISO 17021-1	D
b) Initiating, planning, executing and revising third party Management System Audits (single, combined) Process Audits Initiating, planning, executing and revising Product Audits Compliance Audits	In addition to Quality Auditor: Be able to perform compliance audits, product audits and third party audits - taking into account requirements (chapter 9) and guidance (Annex E – Audit and certification process) of ISO 17021-1 in connection with ISO 17021-3 chapter 5.2-5.4.	D
	Know relevant legal and other requirements and the basics of contract and liability law(s) Know legal terminology and structures of legal systems (national and international)	B
	Be able to evaluate conformity regarding relevant laws, regulations, standards (assisted by experts)	C
c) Evaluating complex quality management systems	Be able to assess the effectiveness of quality management systems Take into account information from other relevant disciplines (finance, human resources, organizational development, environment, OHS et al.) for evaluation of the quality management system and discuss results and development possibilities with the top management of the auditee.	D
d) Act as audit team leader	Knowledge and skills according ISO 19011 ‚Generic competence of audit team leader' Be able to lead the audit team and represent it in communications Be able to organize and lead the audit team members Be able to manage the audit process	D
	To understand and evaluate an organizational business plan To understand how to determine appropriate business improvement tools	B

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6 Basic Requirements related to the Profiles

6.1 Quality Management Representative

	Quality Management Representative
Generic knowledge and skills	Generic knowledge and skills on a level which can be usually achieved by secondary school education.
Specific knowledge and skills	shall be achieved through • participation in relevant **training programme**. content of the training programme: the learning targets and objectives shall cover the 'Quality Management Representative' specific knowledge and skills defined in section 5 duration and methods: 80 hours (per 45 min.) classroom-based training. Alternative learning forms may be defined in the training program by the training provider(s), if suitable to the learning objectives, but not more than 40% of classroom hours should be replaced by them. Alternative learning forms may be applied, when the following conditions are fulfilled: The learning form is suitable to the learning objectives Any learning form has to be specified in a training plan by the training institution. The fulfilment of the training plan has to be documented by the training institution. and additionally • **workplace experience** in the specific field of quality management or quality assurance (minimum one year is considered as sufficient).
Personal behaviour and skills	• Generic work skills and personnel behaviour developed in a professional or technical position involving the exercise of judgement, problem solving and communication with other managerial or professional personnel, peers, customers and/or interested parties at a level which can be awaited after two years of **work experience**. • Mind set and personal behaviour shall be geared to the approach defined in chapter 5.1 and be demonstrated by signing the **EOQ Code of Professional Conduct**.

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6.2 Quality Manager

	Quality Manager
Generic knowledge and skills	Generic knowledge and skills on a level which can be usually achieved by a university / higher **education** degree.
Specific knowledge and skills	shall be achieved through • specific **training programme** (in addition to the training programme for QMR in 6.1) content of the training programme : the learning targets and objectives shall refer to the 'Quality Manager' specific knowledge and skills defined in section 5 duration and methods: 160 (80 QMR plus 80 QM) hours (per 45 min.) classroom-based training. Alternative learning forms (e.g. self-study, eLearning) may be defined in the training program, if suitable to the learning objectives, but not more than 40 **%** of classroom hours should be replaced by them. Alternative learning forms may be applied, when the following conditions are fulfilled: The learning form is suitable to the learning objectives. Any learning form has to be specified in a training plan by the training institution. The fulfilment of the training plan has to be documented by the training institution. and • **workplace experience** in the specific field of quality management (two years is considered as sufficient).
Personal attributes and skills	• Generic work skills in a professional or technical position involving the exercise of judgement, problem solving and communication with other managerial or professional personnel, peers, customers and/or interested parties and managing a group of people in a job situation at a level which can be awaited after four years of **work experience**. • Mind set and personal behaviour shall be geared to the approach defined in chapter 5.1 and be demonstrated by signing the **EOQ Code of Professional Conduct**.

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6.3 Quality Auditor

	Quality Auditor
Generic knowledge and skills	Generic knowledge and skills on a level which can be usually achieved through a university / higher **education** degree.
Specific knowledge and skills	Specific knowledge and skills which shall be achieved through the following: 1. quality management specific **training programme**. 2. content: the learning targets and objectives shall refer to the "Quality Management Representative (Part 1)" specific knowledge and skills defined in section 5 duration and methods: 40 hours (per 45 min.) classroom-based training. Alternative learning forms (e.g. self-study, eLearning) may be defined in the training program, if suitable to the learning objectives, but not more than **40 %** of classroom hours should be replaced by them. Alternative learning forms may be applied, when the following conditions are fulfilled: The learning form is suitable to the learning objectives. Any learning form has to be specified in a training plan by the training institution. The fulfilment of the training plan has to be documented by the training institution. and 3. audit specific **training programme**. content: the learning targets and objectives shall refer to the 'Quality Auditor' specific knowledge and skills defined in section 5 duration and methods: see above under 2. and 4. the **performance of audit activities** of at least four complete quality management system audits or business process audits, comprising not less than 20 audit days (minimum 12 days on site) within the last 3 years prior to the certification. Alternatively evaluation by a designated peer is acceptable. This shall include at least 2 days of on-site witnessing, where the candidate is acting as lead auditor. The audit documentation prepared by the candidate shall be evaluated by the peer.
Personal attributes and skills	• Generic work skills at a level which can be awaited after four years of **work experience** in a professional or technical position involving the exercise of judgement, problem solving and communication with other managerial or professional personnel, peers, customers and/or interested parties and managing a group of people in a job situation. • Mind set and personal behaviour shall be geared to the approach defined in chapter 5.1 and be demonstrated by signing the **EOQ Code of Professional**

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	Quality Auditor
	Conduct.

6.4 Quality Lead Auditor

	Quality Lead Auditor
Generic knowledge and skills	Generic knowledge and skills on a level which can be usually achieved through a university / higher **education** degree.
Specific knowledge and skills	Specific knowledge and skills which shall be achieved through the following: 1. Quality management specific **training programme**. content: the learning targets and objectives shall refer to ***'EOQ Quality Manager'*** specific knowledge and skills defined in section 5 duration and methods: as specified in section 6.2 and 2. Audit specific **training programme**. content: the learning targets and objectives shall refer to the ***'EOQ Quality Auditor'*** specific knowledge and skills defined in section 5 duration and methods: 40 hours (per 45 min.) classroom-based training. Alternative learning forms (e.g. self-study, eLearning) could be defined in the training program, if suitable to the learning objectives, but not more than **40%** of classroom hours should be replaced by them. Alternative learning forms may be applied, when the following conditions are fulfilled: The learning form is suitable to the learning objectives. Any learning form has to be specified in a training plan by the training institution. The fulfilment of the training plan has to be documented by the training institution. and 3. the **performance of audit activities** of at least four complete quality management system and / or business process audits, comprising not less than 20 audit days (minimum 12 days on site), within the last 3 years prior to the certification, from which three audits were performed in the function as an audit leader, not less than 15 audit days (minimum 9 days on site and at least 5 days leading a team). Alternatively evaluation by a designated peer is acceptable. This shall include at least 2 days of on-site witnessing, where the candidate is acting as lead auditor. The audit documentation prepared by the candidate shall be evaluated by the peer.
Personal attributes	• Generic work skills in a professional or technical position involving the exercise of judgement, problem solving and communication with other managerial or

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and skills	professional personnel, peers, customers and/or interested parties and managing a group of people in a job situation at a level which can be awaited after four years of **work experience**. • Mind set and personal behaviour shall be geared to the approach defined in chapter 5.1 and be demonstrated by signing the **EOQ Code of Professional Conduct**.

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