

# Halderstone



Training module

# Auditing Production & Service Provision

Assess whether production and service provision are controlled, monitored and capable of delivering consistent outcomes in an ISO 9001 QMS



# Do documented procedures exist but delivery still varies?

## Overview

Production and service provision represent the point where organisational plans and requirements are translated into real outcomes. ISO 9001 expects organisations to control these activities so that products and services are delivered consistently and meet agreed requirements.

In practice, delivery processes often appear structured on paper while operational reality shows variation: unclear work instructions, uncontrolled process changes, inconsistent identification or traceability, and weak release controls.

This module develops the capability to audit whether production and service provision controls are sufficient to deliver reliable outcomes. Participants first review how operational delivery is structured and controlled in ISO 9001, then learn how auditors test control effectiveness, trace delivery evidence, and identify patterns that signal systemic weaknesses.



## Target audience

- Aspiring auditors who want to audit quality management systems against ISO 9001 following best practices
- Practising ISO 9001 auditors who want to strengthen their audit knowledge, judgement, and effectiveness

# Is this module for you?

## It is a good fit for you if you...

- audit production or service delivery processes within ISO 9001 management systems.
- seek to judge whether operational controls produce consistent outcomes.
- want to strengthen how you audit work instructions, release decisions, and traceability evidence.
- need to distinguish isolated execution errors from systemic control weaknesses.
- expect to strengthen audit conclusions on operational delivery effectiveness.

## It may be less suitable for you if you...

- prefer to design production processes or service delivery methods yourself.
- are looking for operational improvement or process optimisation techniques.
- focus primarily on production management rather than auditing.
- do not intend to audit production or service provision activities.

# Learning outcomes

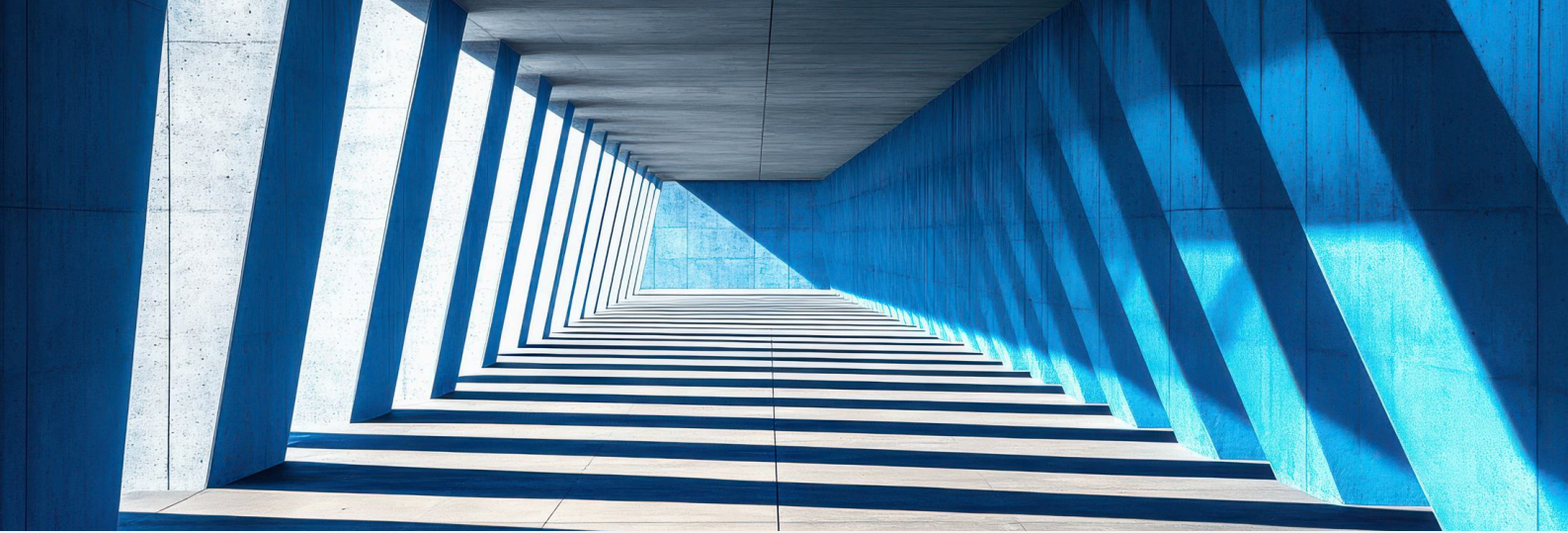


## Key outcomes

- Assess whether production and service provision processes are sufficiently controlled to deliver consistent outcomes
- Test whether operational controls, work instructions, and process monitoring are applied in practice
- Trace delivery evidence from requirements and plans to outputs and release decisions

## Additional capabilities

- Evaluate whether identification, traceability, and status controls support reliable delivery
- Detect common operational failure patterns such as informal workarounds or uncontrolled process changes
- Select meaningful sampling targets when auditing production and service provision activities
- Formulate defensible audit conclusions on operational control effectiveness



# Agenda

## **Production and service provision in ISO 9001**

How operational delivery processes translate requirements and plans into products or services and where delivery failures typically originate

## **Effective auditing of production and service provision**

How auditors judge whether operational controls reliably support delivery rather than relying on documentation alone

## **Operational control and work instructions**

How to evaluate whether activities are performed under controlled conditions using clear instructions, defined responsibilities, and suitable resources

## **Identification, traceability, and status control**

How auditors test whether products, services, and work items are correctly identified and their status is known throughout the delivery process

## **Monitoring, inspection, and release decisions**

How to evaluate whether monitoring and acceptance activities demonstrate that outputs meet requirements before release

## **Changes and deviations during delivery**

How to detect uncontrolled process changes, informal workarounds, and deviation patterns that undermine consistent delivery

## **Evidence trails from plan to delivery outcome**

How to follow evidence across planning, execution, monitoring, and release records to judge operational control effectiveness

## **Case-based audit simulation**

Applying the learned concepts, methods, and approaches in a realistic case setting

# Included materials



## Learning materials

- Slide deck
- Participant workbook

## Templates & tools

- Audit interview planning tool
- Documented information checklist
- Sampling tool
- Audit analysis worksheets
- Failure pattern library
- Supporting AI prompt set

## Confirmation

- Confirmation of participation

# Preparation guidance

## Assumed background

This module assumes participants can perform basic audit activities and apply evidence-based judgement.

Helpful background includes:

- General understanding of ISO 9001 terminology and management system structures
- Ability to follow audit trails across operational records and production or service activities
- Basic familiarity with how organisations control operational delivery processes

## Preparatory modules

### Foundation (depending on background)

Useful if you are new to the underlying concepts

- Audit Principles

### Supporting (optional)

Helpful but not required to participate effectively

- Auditing Operational Control

# Logistics



## Available languages

- English
- German

## Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

## Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



# Halderstone

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