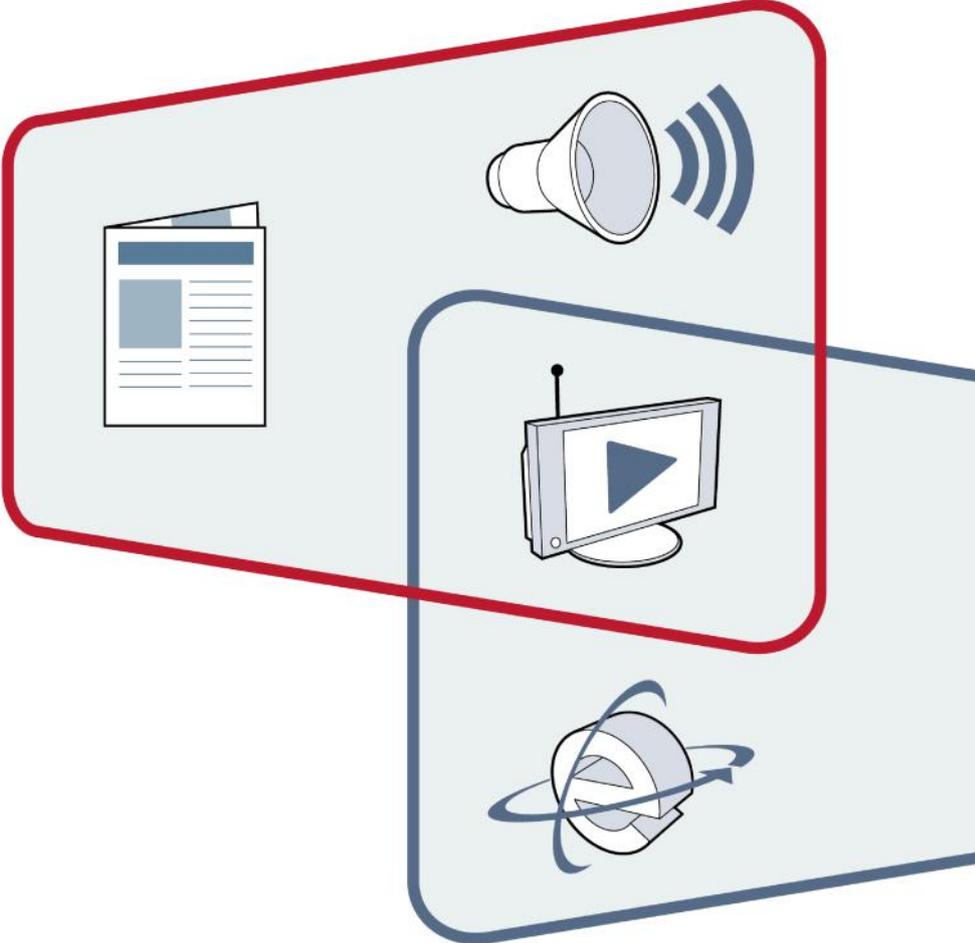INTERNATIONAL STANDARD

ISAS MEDIA 9001:2016 | April 19th, 2016

# QUALITY MANAGEMENT SYSTEMS
Requirements for the media

## CAUTION

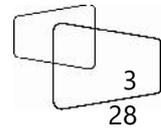**ISAS MEDIA 9001: 2016 is based on ISO 9001:2015.**

**Reading the IS0 9001:2015 text alongside that of ISAS MEDIA is indispensable.**

**References are made to ISO 9001:2015 throughout the text of ISAS MEDIA.**

**The sentences directly borrowed from ISO 9001:2015 are indicated by the use of italic characters.**

**In the text of ISO 9001:2015, for the purpose of ISAS MEDIA 9001:2016, one must read "content\*" in addition to "products and services" and "stakeholders" instead of "customer".**

# SUMMARY

**Section N°**

## 8 Operations
8.1  Operational planning and control
8.2  Requirements for content
        8.2.1     Communication with audience & advertisers
        8.2.2     Determining the requirements for content, products and services
        8.2.3     Review of the requirements for content, products and services
        8.2.4     Changes to requirements for content, products and services
8.3  Design and development of content
        8.3.1     General
        8.3.2     Design and development planning
        8.3.3     Design and development inputs
        8.3.4     Design and development controls
        8.3.5     Design and development outputs
        8.3.6     Design and development changes
8.4  Control of externally provided processes, content
        8.4.1     General
        8.4.2     Type and extent of control
        8.4.3     Information for external providers
8.5  Production and service provision
        8.5.1     Control of production and service provision
        8.5.2     Identification and traceability
        8.5.3     Property belonging to customers or external providers
        8.5.4     Preservation
        8.5.5     Post-delivery activities
        8.5.6     Control of changes
8.6  Release of content
8.7  Control of non-conforming outputs

## 9 Performance evaluations
9.1  Monitoring, measurement, analysis and evaluation
        9.1.1     General
        9.1.2     Audience and advertisers' satisfaction
        9.1.3     Analysis and evaluation
9.2  Internal audit
9.3  Management review
        9.3.1     General
        9.3.2     Management review inputs
        9.3.3     Management review outputs

## 10 Improvement
10.1  General
10.2  Nonconformity and corrective action
10.3  Continual improvement

## Appendices
## Bibliography
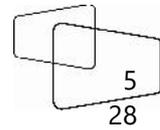
# FOREWORD

Since the early 1980's companies and other institutions around the world have sought for independent recognition of the quality of their management systems. The most renowned and widely used international quality management standard up to now is the ISO 9000.The objective behind such management practices is twofold: (1) to benefit from unbiased, external reviews of their activities, (2) to create an ongoing process ensuring that highest standards of quality are continuously pursued.

From 2002 to 2015 the Media and Society Foundation (MSF), a Swiss non-profit organization established in Geneva, with the help of International Standardization and Accreditation Services (ISAS) developed a quality management standard specifically for the media industry based on ISO 9001. MSF was an initiative by media professionals with the support of the Swiss Development and Cooperation Agency to encourage quality in media (TV/radio broadcasting & press) by applying best management practices to media companies through a voluntary process of self-regulation, subject to third party independent control. MSF data is accessible online at www.media-society.org.

The New York-based ISAS is a private company that specializes in standardization and accreditation services. Its mission is to assist private, public and governmental institutions that seek to establish and maintain quality standards and to accredit the certification bodies that verify compliance with these standards. ISAS is particularly active in voluntary certification. Its services complement the official and governmental standardization and accreditation bodies such as ISO. ISAS data is accessible online at www.isas.org.

After conducting a grassroots survey on media quality criteria in five continents, MSF launched the BC 9001 standard for broadcasters at the World Electronic Media Forum during the UN World Summit on the Information Society (WSIS) in 2003 and the P 9001 standard for the press in 2005. Based on responses gathered from the field, the decision was made in 2009 by the Board of the Foundation and the Standardization Committee, which is in charge of maintaining the standards, to merge the two existing standards into one document that covered broadcasters, the press, and new media organizations, under the reference ISAS BCP 9001:2010.

The professional community worldwide has recognized the standard, successfully implemented by media organizations in several continents. Among those certified were: Canal Once in Mexico, Trans TV in Indonesia, Asia-Pacific Institute for Broadcasting Development (AIBD) in Malaysia, La Chaîne Parlementaire (LCP) in France, La Télé, BNJ Radios, Energy Radios (NRJ), Media One Group, Radio Fribourg and Radio Chablais in Switzerland. Several other media companies from Thailand, Vietnam, Mongolia, Romania, Mexico and Switzerland are currently engaged at various stages of implementing the standard.

In 2015 the MSF handed over the ISAS BCP 9001 standard to the Asia-Pacific Broadcasting Union (ABU) that will be responsible in maintaining the standard and promoting the related certification system worldwide.

ABU, based in Malaysia, is one of the world's largest non-profit, non-government, professional association to assist the development of broadcasting. It represents both public and private broadcasters in the Asia-Pacific region and is dedicated to facilitating the media organizations in reaching out to over 4.2 billion audiences with « knowledge and information to enrich people's lives» (www.abu.org.my).
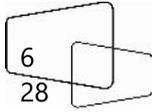
SGS, the inspection, verification, testing and certification company (www.sgs.com), is the non-exclusive certification body on all continents, except Latin America, where certification is entrusted to Instituto Mexicano de Normalizaciòn y Certificaciòn (IMNC, www.imnc.org.mx).

As a result of a meeting organized by the ABU on 2nd and 3rd March 2016 in Kuala Lumpur, the Standardization Committee drafted ISAS MEDIA 9001. This standard is an updated version of ISAS BCP 9001and is based on the new 2015 version of ISO 9001 while also taking into account the feedback from the field since 2009, The name MEDIA, rather than BCP, was chosen in consideration of the digital media landscape, where differences between different types of media are fading.

# ACKNOWLEDGEMENTS

# 0. INTRODUCTION

## 0.1  General
**Section 0.1 of ISO 9001:2015 applies, with the following media specific additional remarks:**

The adoption of the ISAS MEDIA quality management system by a media organization (radio, TV, newspaper, magazine, online or other) is strictly voluntary. It is a move to make sure that the organization is managed in such a way as to meet the highest quality standards in the following areas:

- Service of the public interest
- Service to its audience and advertisers.
- Collaboration with other important stakeholders, including but not limited to:
    o   Staff;
    o   Content producers and other external providers and subcontractors;
    o   Owners and shareholders;
    o   Civil society*;
    o   Public authorities.

Terms used with the symbol * are defined in Section 3.

## 0.2    Quality management principles: specifics of the media industry
**Section 0.2 of ISO 9001:2015 applies with the following media specific additional remarks:**

Any quality management system applied to a media organization must recognize the specific characteristics of the media industry:

- Its social role cannot be measured with the usual financial yardsticks;
- It is subject to pressure from owners, governments and other powerful institutions that may seek to influence its content*;
- Its business model usually depends on both the support of two kinds of users (audience and advertisers*), whose interests do not necessarily converge.

The quality of a media organization cannot be evaluated by merely relying on the data routinely used in business: distribution*, revenue or profit. Any media organization that aspires to a standard of quality must above all have integrity, be honest, fair, trustworthy and aiming at serving the public interest. It must be

- Editorially independent*;
- Reflecting society's diversity;
- Listening to its stakeholders;
- Transparent with regard to ownership and other connections that can impact content*;
- Governed by editorial guidelines* understood by the content producers, the audience, advertisers and all relevant stakeholders;
- Mindful of international standards dealing with working conditions and social dialogue.

The diagram below shows the complex interactions of the media industry with its external environment.
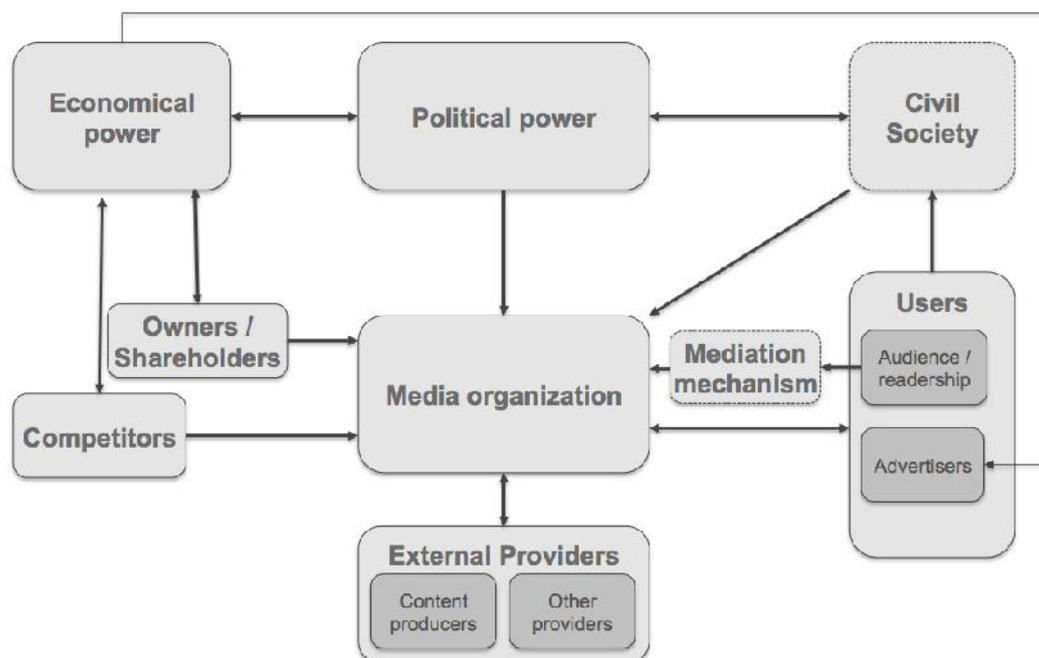


Figure 1: Interactions of the media industry with its external environment.

This model is often unbalanced due to factors such as:

– Too much dependency of media organizations on governments, when it represents a significant, even dominant source of financing and/or exerts pressure through legal, technical, economical or political measures, as well as through direct intervention.

– Outdated and lopsided legal framework.

– Measuring audience and advertisers' satisfaction in terms of quantity rather than quality.
– Owners' and shareholders' undue influence on the content. There is a danger of vested interests interfering with the selection of news provided by the media organization.
– Links between media owners and the political authorities. Other loops from the feedback not shown on the diagram, such as the ones between competitors and/or advertisers* and political power, should also be examined.

– Too much dependency of the media organization on advertisers*, who may want to influence content.

– Dependency of civil society organizations on the political power.
– Too much dependency of media organization on external providers over whom they do not exercise sufficient control.
**This International Standard aims to help media organizations and all associated stakeholders to comply with a balanced model of their industry.**

## 0.3 Process approach
**Section 0.3 of ISO 9001:2015 applies, with the following additional media specific remarks:**

It is notably essential to understand how clauses 4 to 10 of the standard can be grouped in relation with the Plan-Do-Check-Act (PDCA) Cycle, as illustrated in Figure 2.
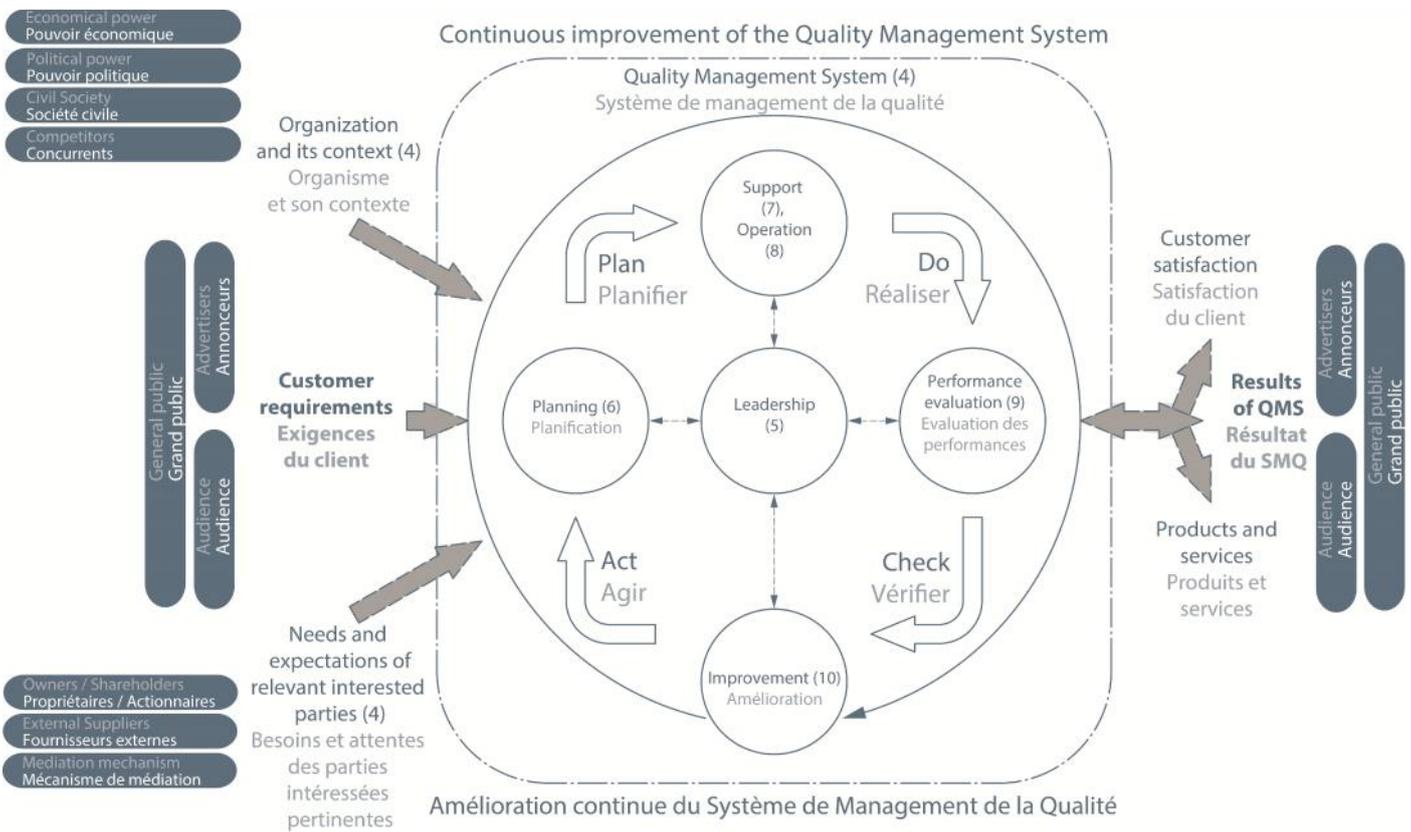
Figure 2 - Representation of the structure of this International Standard in the PDCA cycle

**Media specific remarks:**

The internal culture and processes of a media organization should include:
- A clear mission and editorial viewpoint for each publishing or broadcasting platform within the organization;
- High quality information and other content;
- Accurate reporting of facts;
- Confidentiality of information sources;
- Distinction between opinion and fact;
- Separation of advertising and editorial content*;
- Widely publicized guidelines on ethics;
- Effective mechanisms for identifying and correcting errors;
- Responsiveness to feedback from audience, advertisers and other stakeholders;
- High-quality training and evaluation of staff;
- A risk-based thinking enabling to mitigate the effects of uncertainties and threats which are particularly present in a media organization (see section 0.3.3 and clause A.4 of ISO 9001:2015).

The media organization should formalize its internal processes as per the recommendations of sections 0.3.1 and 0.3.2 of ISO 9001:2015.

Each process of the media organization having a direct or indirect impact on the quality of the content should be clearly defined in terms of inputs, activities, outputs (added-value), controls and follow the representation proposed by ISO 9001:2015 in its clause 0.3.1.

## 0.4 Relationship with other management system standards
**Section 0.4 of ISO 9001:2015 applies.**

# QUALITY MANAGEMENT SYSTEMS – REQUIREMENTS

## 1. SCOPE

This International Standard ISAS MEDIA 9001:2016 specifies requirements for a quality management system when a media organization:

• Needs to demonstrate its ability to consistently provide content* that serve the public interest, reflect media corporate social responsibility (CSR), meet stakeholders' and applicable statutory and regulatory requirements;
• Aims to enhance stakeholders' satisfaction through the effective application of the system, including processes for improvement of the system in the public interest as well as that of audience, advertisers and other stakeholders, and the assurance of conformity to stakeholders' and applicable statutory and regulatory requirements.

All the requirements of this International Standard are specific to the media industry and are intended to be applicable to all media organizations and their suppliers, regardless of platform (Radio, Television, Newspapers, Magazines, online, , etc.), status (public or private*, free or paid), size, and editorial approach.

**CAUTION: Media organizations that do not recognize the general aim of this International Sstandard will not be considered for certification.**

## 2. NORMATIVE REFERENCE

*The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application:*

1   ISO 9000:2015:    Quality management systems – Fundamentals and vocabulary.
2   ISO 9001:2015:    Quality management systems – Requirements.
3   ISO 19011:2011:   Guidelines for quality and/or environmental management systems auditing.
4   ISO 26000:2010:   Guidance on social responsibility.
5   ISO 45001:2016:   Occupational health & Safety.
6   Media sector supplement of the Global Reporting Initiative.
7   Freelance Journalist Safety Principles - Dart Center for journalists and trauma.

ISAS maintains registers of International Standards that are of its competence. They are available online at www.isas.org.
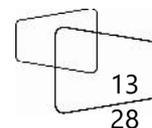
# 3. TERMS & DEFINITIONS
**The terms and definitions given in ISO 9000:2015 apply.**
**In addition, the following media specific terms are defined:**

- **Advertiser**
  External entity buying advertising space or time from the media organization and/or sponsoring a specific content.

- **Audience**
  TV viewers, radio listeners, readers of newspapers and users of digital media on any platform.

- **Civil Society**
  Citizens and social not-for-profit initiatives, organizing themselves autonomously from the state, around objectives, constituencies and thematic interests.

- **Code of ethics**
  Ethical rules considered fundamental, establishing the deontology of the media organization.

- **Content**
  Any text, sound and/or image produced, published and/or broadcast by a media organization.

- **Critical process**
  Any sequence of activities that the media organization has to master (through documentation and control), in order to ensure the quality of its content and/ or of its organization.

- **Dashboards**
  Set of relevant and regularly updated data (figures/ indicators) to monitor the performance of the organization according to set objectives.

- **Editorial charter/ Mission statement**
  Editorial directives stating the overall objectives of a media organization.

- **Editorial guidelines/code of programme (for broadcasters)**
  Detailed editorial and quality objectives for each segment of the media content.

- **Editorial independence**
  Editorial production free from any external and any other interference or control, be it governmental, political, technical, economical or other. Editorial independence should be an objective constantly fought for since it is often impaired by imperatives of diverse origins. When total editorial independence cannot be guaranteed within the legal/political system of a country, one should at least require that the perimeter of the media independence, as large as possible, be clearly established.

- **Independent self-regulation body**
  Independent professional entity, often called Media or Press Council, evaluating the consistency of editorial content with Editorial Charters and Journalists' Code of Ethics.

- **Internet Content Producer**
  Producer of media content on the Internet.

- **Mediation mechanism**
  Independent bodies created inside or outside media organizations that work as interface between media journalists and their audience and handle complaints of ethical issues raised by the latter.

- **National Regulation Authority**
  Public authority in charge of media licensing regulation.

- **Public authorities**
  Governmental organizations, whether local, national.

- **Social Investment**
  Not-for-profit contribution by companies to the welfare of society; also referred to as community services.

- **Social responsibility**
  Responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior.

- **Women empowerment**
  Make women stronger and more confident, especially in controlling their life and claiming their rights.


Note: Words defined in this glossary are highlighted in the text by the symbol *.
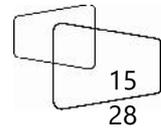
# 4. CONTEXT OF THE ORGANIZATION

## 4.1 Understanding the organization and its context
Section 4.1 of ISO 9001:2015 shall be applied, with the following additional specific requirements for media organizations:

The media organization shall identify and document all the critical processes having a direct impact on:

- The quality of the content* (from design to audience* feedback through content production and acquisition), with a special emphasis on the quality of the information delivered to the public;
- The relationship with an independent self-regulation body* (if any);
- The relationship with the regulation authority (if any) and public authorities* in general;
- The relationship with the public;
- The relationship with advertisers*;
- The relationship with content producers and other external providers;
- The relationship with staff, including freelancers;
- The measurement of audience* numbers and satisfaction.

**N.B.: The Certification Body shall identify and document the media environment of the country in which the media organization operates, with a specific focus on freedom of expression and information. It will document government involvement, regulatory conditions, self-regulation* mechanisms (if any), the ownership and control of broadcast/ publishing equipment and other factors that can influence the content and the organization of the media company.**

## 4.2 Understanding the needs and expectations of interested parties
Section 4.2 of ISO 9001:2015 shall be applied.

## 4.3 Determining the scope of the quality management system
Section 4.3 of ISO 9001:2015 shall be applied.

## 4.4 Quality management system and its processes
Section 4.4 of ISO 9001:2015 shall be applied.

# 5. LEADERSHIP

## 5.1 Leadership and commitment

### 5.1.1 General
Section 5.1.1 of ISO 9001:2015 shall be applied with the following additional media specific requirements:

The top management of the media organization shall provide concrete evidence of its leadership and commitment with respect to well-defined core-values including, but not limited to:

- Service of the public interest;
- Editorial independence*;
- Protection of sources;
- Relevance and accuracy of information;
- Distinction between opinion and fact;
- Separation of advertising and editorial content*;
- Quality of content other than information;
- Innovation and creation;
- Respect of ethical guidelines;
- Transparency in terms of ownership, shareholding, editorial / political / religious direction, financial reporting and decision making processes;
- Social responsibility;
- Disaster and disease prevention;
- Reflection of diversity of society and types of audiences;
- Fair representation of minorities;
- Care for children and other vulnerable types of public;
- Access to content of visually impaired or hard of hearing people;
- Women empowerment;
- Gender equality;
- Technical quality;
- Multi-platform access to content;
- Sustainable financial management;
- Attention to needs and expectations of staff including freelancers and other external providers;
- Occupational health & safety management.

### 5.1.2 Stakeholder focus
Section 5.1.2 of ISO 9001:2015 shall be applied with the following additional media specific requirements:

The top management of the media organization shall ensure that audience, advertisers' and all other all stakeholders' requirements and expectations are determined and given due consideration.

Other stakeholders shall include:

- Staff, including freelancers;
- Shareholders;

- Content producers and other external providers;
- General public;
- Civil society* organizations;
- Regulation authority*;
- Self-regulation body*;
- Public authorities*;
- Educational institutions.

## 5.2 Policy

### 5.2.1 Establishing the quality policy
**Section 5.2.1 of ISO 9001:2015 shall be applied with the following additional media specific requirement:**

The quality policy shall emphasize all items mentioned in 5.1.

### 5.2.2 Communicating the quality policy
**Section 5.2.2 of ISO 9001:2015 shall be applied with an additional media specific requirement:**

The media quality policy shall be formalized in a document communicated to all stakeholders and widely disseminated both inside and outside the media organization using the maximum of media platforms.

## 5.3 Organizational roles, responsibilities and authorities
**Section 5.3 of ISO 9001:2015 shall be applied with additional media specific requirements:**

The top management of the media organization shall:

- Appoint a Quality Manager reporting directly to the head of the company. To avoid conflicts of interest, the Quality Manager should be independent from other key operational responsibilities. If this is not possible, potential conflicts of interest likely to affect the position of quality manager shall be documented.  The rules of recruitment and professional evolution of the Quality Manager shall be transparent;

- Appoint an ad hoc Quality Content Committee, under the chairmanship of the Quality Manager, with representatives from all relevant departments in order to formally review quality requirements related to the content, including validation of new content and specific procedures to ensure the quality control and continuous improvement of the content;

- Establish a mediation mechanism* to deal impartially with external complaints about the content*;

- Describe the organization's relationship to such constituencies as owners/shareholders, political authorities* and advertisers* and clearly communicate to the staff how the organization interacts with these groups, under established rules.

The quality policy shall be reviewed at least once a year so as to ensure its constant adequacy with

the quality objectives defined by the management.

## 5.4 Ethics Management

This requirement is not in ISO 9001:2015. It is specific to media organizations.

Any stakeholder shall be able to report any conflict with the organization's code of ethics to the top management without fear of repercussions.
A mechanism shall be in place to receive, analyze and provide feedback on such reports to relevant stakeholders.

## 5.5 Corporate social responsibility

This requirement is not in ISO 9001:2015. It refers to ISO 26000.

Media organizations shall devote resources (staff, time, equipment or money) to corporate social responsibility, namely social investment* and/or community services.

The corresponding actions shall be properly identified and evaluated especially in terms of effectiveness, at least once a year, on the occasion of management reviews.

Media organizations shall publish an annual report on their service to society.

NOTE: The Media Sector Supplement published by the Global Reporting Initiative assists media organizations in clearly articulating their role in supporting progress towards a sustainable society and to develop ways to measure and improve their performance in this respect. It provides a comprehensive guidance on how to report CSR.

# 6. PLANNING

### 6.1 Actions to address risks and opportunities
**Section 6.1 of ISO 9001:2015 shall be applied with the following additional media specific requirement:**

The media organization shall evaluate on a regular basis the risks of any nature likely to impair its code of ethics.

### 6.2 Quality objectives and planning to achieve them
**Section 6.2 of ISO 9001:2015 shall be applied with an additional media specific objective:**

The quality objectives shall cover all items mentioned in 5.1.1.

### 6.3 Planning of changes
**Section 6.1 of ISO 9001:2015 shall be applied with an additional media specific requirements:**

Quality objectives shall be reviewed at least once a year.
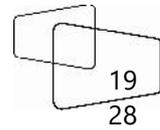
# 7- SUPPORT

## 7.1 Resources

### 7.1.1 General
Section 7.1.1 of ISO 9001:2015 shall be applied.

### 7.1.2 People
Section 7.1.2 of ISO 9001:2015 shall be applied.

### 7.1.3 Infrastructure
Section 7.1.3 of ISO 9001:2015 shall be applied with the following additional media specific requirement

The media organization should provide the necessary infrastructure to ensure access to its content on as many diverse platforms as possible.

### 7.1.4 Environment for the operation of processes
Section 7.1.4 of ISO 9001:2015 shall be applied with the following additional media specific requirement:

The media organization shall pay special attention to the safety of its journalists and other employees including freelancers when their activities are likely to expose them to major risks, particularly in areas of conflicts.
If required, it shall provide psychological assistance to journalists and other employees including freelancers.

### 7.1.5 Monitoring and measuring resources
Section 7.1.5 of ISO 9001:2015 shall be applied.

### 7.1.6 Organizational knowledge
Section 7.1.6 of ISO 9001:2015 shall be applied.

## 7.2 Competence
Section 7.2 of ISO 9001:2015 shall be applied with the following additional media specific requirements:

The media organization shall provide:
- Clear and equitable rules of recruitment and professional evolution for each and every one of its employees;
- Specific training for beginners;
- Ad hoc training for journalists in relation to subjects covered;
- On-going training and improvement program for journalists and other related staff;
- Specific training on health and safety issues, crisis management / emergency cases, and risk mitigation;
- Performance evaluation of all employees on a regular basis in consultation with them;

## 7.3 Awareness
**Section 7.3 of ISO 9001:2015 shall be applied with the following additional media specific requirement:**

The media shall create a formal system to encourage staff suggestions of quality improvements for both the organization and the public interest.

## 7.4 Communication
**Section 7.4 of ISO 9001:2015 shall be applied with the following additional media specific requirement:**

The top management of the media organization shall establish a comprehensive internal and external communication policy reaching out to all relevant stakeholders and the general public.

## 7.5 Documented information

### 7.5.1 General
**Section 7.5.1 of ISO 9001:2015 shall be applied with additional media specific requirements:**

The media documentation shall include, whatever its denomination, the equivalent for:
- Editorial Charter* / Mission Statement;
- Editorial guidelines / Code of Programs (broadcasters);
- Code of Advertising;
- Code of Ethics;
- Safety policy in case of crisis;
- Social media policy;
- Stakeholders' satisfaction surveys;
- Recommendations made by an independent self regulation body* if any;
- Requirements of the national regulation authority*, if any;
- Management commitment to quality (5.1.1);
- Description of the quality system and processes.

### 7.5.2 Creating and updating
**Section 7.5.2 of ISO 9001:2015 shall be applied.**

### 7.5.3 Control of documented information
**Section 7.5.3 of ISO 9001:2015 shall be applied.**
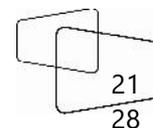
# 8- OPERATION

## 8.1 Operational planning and control
**Section 8.1 of ISO 9001:2015 shall be applied.**

## 8.2 Requirements for content

### 8.2.1 Communication with audience & advertisers
**Section 8.2.1 of ISO 9001:2015 shall be applied with additional media specific requirements:**

The media organization shall particularly be attentive to:

- Audience * quantitative measurement of media use on any platform;

- Qualitative surveys of audience *, advertisers'* satisfaction;

- Audience & advertisers' complaints (through the mediation mechanism* and the quality management system).

### 8.2.2 Determining the requirements for content
**Section 8.2.2 of ISO 9001:2015 shall be applied with additional media specific requirements:**

When determining the quality requirements for a new program/ publication/ web site/ and/or any other new content*, the media organization shall ensure that the content producers:

- Use extensively the documents listed under 7.5.1 and apply core values listed in 5.1.1;
- Check the number and diversity or their sources of information and renew them regularly;
- Use relevant information on similar past programs / publications / web sites;
- Use relevant information on similar programs / publications / web sites proposed by the competition or by other media organizations at the international level.

### 8.2.3 Review of the requirements for content
**Section 8.2.3 of ISO 9001:2015 shall be applied.**

### 8.2.4 Changes to requirements for content
**Section 8.2.4 of ISO 9001:2015 shall be applied.**

### 8.3 Design and development of content
**Section 8.3 of ISO 9001:2015 shall be applied.**

### 8.4 Control of externally provided processes, content
**Section 8.4 of ISO 9001:2015 shall be applied with additional media specific requirements:**

For sub-contracting to and/or working with external entities involved in the design of new programs / publications / web sites and other content*, the media organization shall establish clear rules including:

- Quality requirements using all sources listed under 8.2.2;
- Technical requirements;
- The management of copyrights by both the media organization and the external content producers (see also chap. 8.4.3);
- Deadlines.

All requirements of section 8.3 of ISO 9001:2015 shall be known, understood and applied by these external parties.

The media organization shall exercise particular care over advertising content. An advertising content* evaluation prior to broadcasting or publication shall be conducted in terms of compliance with the Code of Advertising and other criteria (see section 7.5.1), any deviation being timely reported to the Quality Manager and records maintained.

### 8.4.1 General
**Section 8.4.1 of ISO 9001:2015 shall be applied with additional media specific requirement.**

The Media organization shall ensure that its external providers strictly apply copyrights' rules.

### 8.4.2 Type and extent of control
**Section 8.4.2 of ISO 9001:2015 shall be applied with additional media specific requirements:**

The media organization shall proceed with audience satisfaction surveys for each and every new content* commissioned to external producers. The results of these surveys shall be regularly communicated to the ad hoc Committee described in 5.3.

Evaluations of content commissioned to external producers shall take place as often as necessary to eliminate non-conformities in collaboration with them.

For any content* both acquired from and commissioned to external producers, the media organization shall control the associated rights.

### 8.4.3 Information for external providers
**Section 8.4.3 of ISO 9001:2015 shall be applied.**

### 8.5 Production and service provision

### 8.5.1 Control of production and service provision
**Section 8.5.1 of ISO 9001:2015 shall be applied with the following additional media specific requirements:**

The media organization shall define:
- News selection criteria (relevance and accuracy);
- Selection criteria for information sources (credibility, number, diversity, potential conflicts of interest, safety of sources);
- Planning of predictable information items;
- Quality control of information content before and after broadcasting / publication;
- A standard operational procedure to manage emergency situations.

All the above items shall be published internally in appropriate form.

The media organization shall establish and maintain quality dashboards* giving a clear picture of the evolution of key indicators related to the quality of its content, i.e.:

- Quality of information : relevance and accuracy of information, distinction between opinion and fact, separation of advertising and editorial content*;
- Quality of other content*;
- Innovation and creation;
- Respect of ethical guidelines;
- Multi-platform availability;
- Technical quality;
- Service of the public interest: social investments, disaster and disease prevention, reflection of society's diversity*, fair treatment of minorities, women empowerment and gender

equality;
- Audience* numbers and satisfaction;
- Audience* complaints / mediation mechanism reports*;
- Advertisers' satisfaction*;
- Advertisers' complaints;
- Self-regulation body* complaints (where applicable);
- National regulation authority* complaints (where applicable).

These indicators shall be measured, monitored and reported to the Quality Manager on a regular basis with set deadlines.


## 8.5.2 Identification and traceability
**Section 8.5.2 of ISO 9001:2015 shall be applied.**


## 8.5.3 Property belonging to customers or external providers
**Section 8.5.3 of ISO 9001:2015 shall be applied with the following specific media requirements:**

Any information received under condition of confidentiality by the media organization shall be appropriately protected as such.

A policy on protection of personal data and submission/operation on digital platforms should be in place.
Authors' rights should be specifically protected on digital platforms.


## 8.5.4 Preservation
**Section 8.5.4 of ISO 9001:2015 shall be applied with additional media specific requirements:**

The media organization shall exercise particular care over the storage of its content, making sure that appropriate technical supports ensure their long-term conservation.

## 8.5.5 Post-delivery activities
**Section 8.5.5 of ISO 9001:2015 shall be applied with additional media specific requirements:**

The media organization shall pay particular attention to the way audience* figures are measured either internally or externally. A public review of the methods and equipment used for such measurements shall be regularly undertaken in order to evaluate their accuracy, to balance quantitative results with qualitative ones and to foster holistic measurements of content use on diverse platforms.

The media organization shall establish clear rules for correcting mistakes in information content and providing an appropriate right of reply to individuals or organizations concerned.

## 8.5.6 Control of changes
**Section 8.5.6 of ISO 9001:2015 shall be applied.**

## 8.6 Release of content
**Section 8.6 of ISO 9001:2015 shall be applied.**


## 8.7 Control of nonconforming outputs
**Section 8.7 of ISO 9001:2015 shall be applied.**


# 9- PERFORMANCE EVALUATION


## 9.1 Monitoring, measurement, analysis and evaluation

### 9.1.1 General
**Section 9.1.1 of ISO 9001:2015 shall be applied with an additional media specific requirement:**

Quality dashboards* integrating Key Performance Indicators on process and quality management system performance will be prepared by the Quality Manager in order to prepare the ground for corrective/ preventive actions and continual improvement (see section 8.5).


### 9.1.2 Audience and advertisers' satisfaction
**Section 9.1.2 of ISO 9001:2015 shall be applied with an additional media specific requirements:**

The media organization shall monitor information relating to stakeholders' perception from various sources such as:
- Audience* figures monitored on a regular basis;
- Audience* satisfaction surveys organized at regular intervals;
- Advertisers' satisfaction* surveys;
- Reports from the mediation mechanism* and from the independent regulation body if any;
- Studies of impact of selected content on the public or specific segments of the public, in particular the minors;


### 9.1.3 Analysis and evaluation
**Section 9.1.3 of ISO 9001:2015 shall be applied.**


## 9.2 Internal audit
**Section 9.2 of ISO 9001:2015 shall be applied with an additional media specific requirement:**

Internal audits of the content producing and news making processes shall be planned and carried out by media professionals.


## 9.3 Management review

### 9.3.1 General
**Section 9.3.1 of ISO 9001:2015 shall be applied with an additional media specific requirement:**

Management reviews shall take place at least once a year under the chairmanship of the head of the media organization.

### 9.3.2 Management review inputs
**Section 9.3.2 of ISO 9001:2015 shall be applied with additional media specific requirements:**

Inputs to management reviews shall include the following documents:

- Quality dashboards*;
- Report from the Quality Manager integrating, as much as possible, inputs from:
    - the content quality committee (including innovation and creation);
    - the mediation mechanism*;
    - the independent self-regulation body* (if any);
    - the national regulation authority* (if any);
    - audience* numbers;
    - audience* satisfaction surveys;
    - impact of selected content;
    - advertisers* satisfaction surveys;
    - suppliers and partners evaluations;
    - staff feed-back;
- Civil society* initiatives' reports;
- Actions of public interest as per items listed in 5.1.1.

### 9.3.3 Management review outputs
**Section 9.3.3 of ISO 9001:2015 shall be applied with additional media specific requirements:**

The output from management review of a media organization shall include

- Opportunities for updating the quality policy;
- Quality report to all stakeholders as defined in section 0.1;
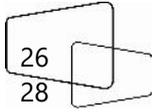- Audit planning for the next period.

## 10- IMPROVEMENT

### 10.1 General
**Section 10.1 of ISO 9001:2015 shall be applied.**

### 10.2 Non-conformity and corrective action
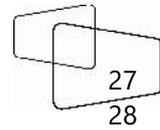**Section 10.2 of ISO 9001:2015 shall be applied.**

### 10.3 Continual improvement
**Section 10.3 of ISO 9001:2015 shall be applied.**

# BIBLIOGRAPHY

[1] **ISO 9000:2015**: Quality Management Systems – Fundamentals and vocabulary.

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[6] **Global Reporting Initiative (GRI) Media sector supplement,** 2012.

[7] **Freelance Journalist Safety principles** Dart - Center for journalists and trauma.

[8] **OHSAS 18001:2007** – Occupational Health and Safety Advisory Services.

[9] **ISO 45001:2016**: Occupational Health & Safety.

[10] **Online News Association**: Social Newsgathering Ethics Code.

Additional references to standards and guidelines related to the topics covered by the standard will be added to the bibliography. It is recommended to check the Ethical Journalism Network's website (www.ethicaljournalismnetwork).

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