Obstacles and Negative Impacts of Implementing ISO 21001: 2018

Obstacles in implementation of ISO 21001:2018

1. Wide scope:

The scope of ISO 21001 system is widespread. It starts from kindergarten to post-doctoral level including vocational education and training with face to face and distance learning.

2. Multitude of support services:

The standard includes the multitude support services of an institution including libraries, counseling (cognitive, vocational, professional) and Restaurants, cafeteria, canteens, etc.

3. Accreditation & certification:

Accreditation and certification require a highly qualified audit teams and achieve a cost-efficient balance regarding the audit's durations is challenging.

4. Lack of awareness:

It is related to the requirements of the standard and the process of its implementation. As defined by many parties, quality isn't a science or a theory that can be taught; it's a culture that should be lived and it has been shown that the quality of awareness increases the confidence in organizations' EOMS.

5. Time management

Universities staff, instructors, professors, deans and other personnel are always overloaded with their educational duties and administrative tasks. Although multi-tasking is a part of their daily work, it represents a real challenge. Hence, the best way to address and tackle this issue is to assign the job of implementing quality management system to a new dedicated team of employees who are well trained and prepared for that mission. Universities as organizations must identify the training needs of its faculty and staff and provide for the adequate training.

6. Resistance to changes

Resistance to change refers to the level of impedance or opposition to any new implementation. At this level, it is noteworthy to realize that the need for change is taken for granted and for a certain extent in universities and faculty members are aware of the importance of stepping forward every now and then.

As a matter of fact, resistance to change in higher education institutions is stronger than other organizations because it includes intensively educated people who may not easily accept to be criticized in their style of work and they consider themselves as references to others. This may be traced to ineffective management of organizational resistance to change or the failure to create the new organizational culture and structure

7. Top management commitment

In case of universities, the top management is the decision maker; whether it was a board of directors, president, rector, director, dean, or other top management personnel. Commitment of top management is considered as one of the main challenges for educational organization management in higher education.

8. Lack of resources:

In this context, resources may be human resources (human power: staff and faculty members) or financial resources (such as machines and money and all material supplies), which include organizing, controlling, and scheduling of tasks. Resource management is one of the core requirements for ISO 21001, which contributes to the fine implementation for ISO 21001 in the higher education.

Negative impacts associated with ISO 21001:2015

Regardless of enormous advantages, there are number of negative impacts associated with ISO 21001:2018 to the educational institutions.

- **Expensive for small educational institute.**

  The cost of being ISO-21001 certified is limited to those institutes that can afford it whereas, small institutes may not have the resources to get certified, which results in larger educational organizations having a competitive advantage. Also, many large organizations require certification, which further limits smaller competitors. Businesses will get the most of their financial investment in ISO-9001 certification when they implement the strategies to improve quality once they're certified.

- **Lack of Improvement in Customer Satisfaction.**

  Many businesses acquire certification and see no benefit. But that's only because they fail to apply the standards of ISO-9001. Certification doesn't guarantee results but only the ongoing maintenance of quality standards will lead to long-term results.

- **Increasing the workload.**

  Having quality management system often requires documentation, review, trainings and continual improvements. Such heavy emphasis on documentation requires additional time and effort.

- **Requirement of expertise knowledge.**

  Top management and stakeholders may not have adequate understanding of ISO 21001 certification process. Therefore, adequate training and supervision of highly skillful staff are needed in order to implement the system.

- **Bad reputation of non-conformity.**

  Company requires to maintain the standard once they get the certification. However, some companies are interested about the certification rather than the quality. Therefore, system is prone to failure in such companies and this may lead to a cancelation of the certification.

- **Length of the process.**

  Getting ISO 21001 certified is not an easy or quick process, that takes many months to complete. The company must go through number of phases before the final audit.