

Decoding the ISO audit

What every department needs to know

10 departments. 50 sample questions.
Practical evidence examples for your team.

ISO 9001

Quality & customers

ISO 14001

Environmental
management

ISO 45001

Workplace health & safety

CHOOSE YOUR DEPARTMENT

Tap a card to go to its page.

01 Sales & Marketing

02 Purchasing

03 Operations

04 Human Resources

05 IT

06 Customer Service

07 Finance

08 Management

09 Maintenance

10 Warehouse

[Preparation checklist & support >](#)

DEPARTMENT 01 / 10

Sales & Marketing

Clarify promises before work begins.

ISO 9001

Customer satisfaction

ISO 14001

Environmental claims

ISO 45001

Safety requirements

FIVE QUESTIONS TO PREPARE FOR

1

How are customer needs confirmed and passed to the right teams?

Show: Customer requirements and internal handover records.

2

What supports your environmental or sustainability claims?

Show: Evidence behind the claims made to customers.

3

How do quotations account for environmental and safety needs?

Show: Reviewed quotations and proposals.

4

How do you act on quality, environmental or safety complaints?

Show: Complaint records and actions taken.

5

How do you keep up with changing customer needs and rules?

Show: Customer updates and review notes.

Use questions relevant to your audit scope. Evidence examples are illustrative.

DEPARTMENT 02 / 10

Purchasing / Procurement

Choose suppliers with confidence.

ISO 9001

Supplier controls

ISO 14001

Lifecycle considerations

ISO 45001

Contractor controls

FIVE QUESTIONS TO PREPARE FOR

1

How do you assess and approve suppliers and contractors?

Show: Supplier assessments and the approved supplier list.

2

How do purchases account for environmental and safety risks?

Show: Purchase specifications and risk reviews.

3

How are environmental and safety requirements shared with vendors?

Show: Supplier instructions and contract requirements.

4

How do you check that contractors follow site requirements?

Show: Site inspection and contractor records.

5

What happens when a supplier fails to meet requirements?

Show: Supplier issue records and follow-up actions.

Use questions relevant to your audit scope. Evidence examples are illustrative.

DEPARTMENT 03 / 10

Operations / Production

Show how everyday work stays controlled.

ISO 9001

Operational control

ISO 14001

Environmental impacts

ISO 45001

Hazard controls

FIVE QUESTIONS TO PREPARE FOR

1

What can go wrong with the product or process, and how is it prevented?

Show: Work instructions and quality check results.

2

How do you control waste, emissions and resource use?

Show: Waste records and energy or water readings.

3

Which workplace hazards matter most, and what controls are used?

Show: Risk assessments and safety checks.

4

How do you know daily quality, environmental and safety controls are followed?

Show: Inspection records and completed checklists.

5

How do you respond to breakdowns, spills or process failures?

Show: Incident reports and completed follow-up actions.

Use questions relevant to your audit scope. Evidence examples are illustrative.

DEPARTMENT 04 / 10

Human Resources

Build skills people can demonstrate.

ISO 9001

Competence & awareness

ISO 14001

Environmental awareness

ISO 45001

Worker participation

FIVE QUESTIONS TO PREPARE FOR

1

How do you identify the skills and training each role needs?

Show: Job requirements and training plans.

2

How do staff learn the environmental impact of their work?

Show: Induction and environmental training records.

3

How are employees trained on hazards and emergency procedures?

Show: Safety training and emergency drill records.

4

How do you check whether training has been effective?

Show: Skills assessments and training reviews.

5

How can employees contribute ideas or raise safety concerns?

Show: Staff feedback and consultation records.

Use questions relevant to your audit scope. Evidence examples are illustrative.

DEPARTMENT 05 / 10

IT / Information Technology

Keep systems dependable and work safe.

ISO 9001

Process support

ISO 14001

Energy & e-waste

ISO 45001

Ergonomics & safety

FIVE QUESTIONS TO PREPARE FOR

1

How do you protect business data and keep key systems available?

Show: Access reviews and system monitoring records.

2

How do you dispose of old equipment and electronic waste?

Show: E-waste collection and disposal records.

3

How do you address posture, eye strain and electrical risks?

Show: Workstation assessments and electrical safety checks.

4

How do you recover from system failures or data loss?

Show: Backup checks and recovery test records.

5

How do you identify and review applicable IT-related rules?

Show: Applicable requirements and review records.

Use questions relevant to your audit scope. Evidence examples are illustrative.

DEPARTMENT 06 / 10

Customer Service

Turn feedback into visible improvement.

ISO 9001

Customer improvement

ISO 14001

Environmental complaints

ISO 45001

Safety feedback

FIVE QUESTIONS TO PREPARE FOR

1

How do you record, track and resolve customer complaints?

Show: Complaint logs and resolution records.

2

How do you route environmental or safety concerns for action?

Show: Concern records and reports to responsible teams.

3

How do you identify recurring problems and escalate them?

Show: Complaint trends and team follow-up records.

4

How does customer feedback improve products or services?

Show: Feedback reviews and improvement actions.

5

Can you show a change made because of customer feedback?

Show: Improvement records and the resulting outcomes.

Use questions relevant to your audit scope. Evidence examples are illustrative.

DEPARTMENT 07 / 10

Finance / Accounts

Fund the controls and track their value.

ISO 9001

Resources & records

ISO 14001

Environmental funding

ISO 45001

Safety budgets

FIVE QUESTIONS TO PREPARE FOR

1

How do you maintain accurate and secure business records?

Show: Record checks and access controls.

2

How are environmental and safety budgets approved?

Show: Approved budgets and funding decisions.

3

How do you track waste disposal and utility costs?

Show: Waste invoices and utility bills.

4

How do you fund safety equipment, training and maintenance?

Show: Safety, training and maintenance budgets.

5

How do you assess the results of quality and safety spending?

Show: Spending reviews and performance results.

Use questions relevant to your audit scope. Evidence examples are illustrative.

DEPARTMENT 08 / 10

Management / Business Planning

Set direction and follow through.

ISO 9001

Strategic objectives

ISO 14001

Compliance oversight

ISO 45001

Risk management

FIVE QUESTIONS TO PREPARE FOR

1

What are your main business goals, and how is progress measured?

Show: Business objectives and progress reports.

2

Which environmental impacts need the most attention?

Show: Environmental assessments and priority actions.

3

Which health and safety risks require leadership attention?

Show: Risk assessments and action plans.

4

How do you evaluate compliance with applicable laws and rules?

Show: Applicable requirements and compliance checks.

5

What improvements are planned for quality, environment and safety?

Show: Improvement plans, responsible people and target dates.

Use questions relevant to your audit scope. Evidence examples are illustrative.

DEPARTMENT 09 / 10

Maintenance / Facilities

Keep equipment reliable and work controlled.

ISO 9001

Equipment control

ISO 14001

Environmental controls

ISO 45001

Safe maintenance

FIVE QUESTIONS TO PREPARE FOR

1

How do you plan maintenance to prevent equipment failures?

Show: Maintenance schedules and completed work records.

2

How do you control chemicals, leaks and energy use during maintenance?

Show: Environmental checks and chemical handling records.

3

How do you control risks from height work and electrical tasks?

Show: Risk assessments and work permits where needed.

4

How do you ensure contractors work safely on site?

Show: Contractor briefings and site inspection records.

5

How do you respond when equipment failure creates an emergency?

Show: Emergency plans and drill records.

Use questions relevant to your audit scope. Evidence examples are illustrative.

DEPARTMENT 10 / 10

Warehouse / Logistics

Protect goods, people and surroundings.

ISO 9001

Product preservation

ISO 14001

Spill & waste controls

ISO 45001

Warehouse safety

FIVE QUESTIONS TO PREPARE FOR

1

How are goods tracked, stored and moved correctly?

Show: Stock records and storage checks.

2

How do you store hazardous chemicals or sensitive materials safely?

Show: Storage instructions and inspection records.

3

How do you control forklift, lifting and traffic risks?

Show: Handling risk assessments and safety checks.

4

How do you manage waste, spills and damaged stock?

Show: Waste records and incident reports.

5

What should staff do during a spill, accident or environmental incident?

Show: Emergency plans and drill records.

Use questions relevant to your audit scope. Evidence examples are illustrative.

BEFORE YOUR AUDIT

Bring one real work example.

Walk through a recent order, purchase, delivery or complaint. Explain the work and show what happened.

- ☐ **Explain the process**
Describe your role and how work passes between teams.
- ☐ **Discuss risks and controls**
Show how you prevent or reduce problems.
- ☐ **Demonstrate competence**
Explain how skills are assessed and responsibilities understood.
- ☐ **Show evidence and results**
Use relevant records, measurements and actual work.
- ☐ **Explain improvements**
Describe the fix and how its effectiveness was checked.

If you are unsure, be honest and locate the right person or record. Your explanation should match the work.

Need help preparing your teams?

Arrange a complimentary 15-minute discussion.

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