LETA
ADVISORY

SAMPLE CONSULTANCY DELIVERABLE

ISO management-system gap analysis report

A practical example of how LETA can turn interviews, existing evidence and operational observations into a prioritised implementation plan.

ILLUSTRATIVE ORGANISATION	Northstar Technical Services LLC (fictional example)
REVIEW SCOPE	Sample quality-management readiness review - UAE operations
DELIVERY MODE	Online interviews and targeted operational review
DOCUMENT STATUS	Illustrative sample only - not an audit, certificate or client report

LETA provides consultancy and implementation support. An independent certification body conducts certification audits and makes certification decisions.

01 EXECUTIVE SNAPSHOT

Start with the decisions management needs to make.

This fictional example shows the level of clarity a useful gap analysis should provide. It is not an exhaustive checklist and does not reproduce the text of any ISO standard. A real review is tailored to the selected standard, certification scope, operating risks and evidence available.

58%	ILLUSTRATIVE READINESS
6	PRIORITY FINDINGS
90	DAY ACTION HORIZON
3	MANAGEMENT DECISIONS

Readiness by management-system area

AREA	SAMPLE STATUS	WHAT THE REVIEW INDICATES
Scope and process ownership	**PARTIAL**	Core services are understood, but the formal scope and process ownership are not yet approved.
Objectives and performance	**PARTIAL**	Operational measures exist in different spreadsheets without one management review view.
Documented information	**DEVELOPING**	Useful forms exist, but approval, version control and retention rules are inconsistent.
Risks and operational controls	**PARTIAL**	Teams manage risks informally; ownership and review evidence need to be standardised.
Internal assurance	**GAP**	No complete internal audit or formal management review has been conducted for the proposed scope.

MANAGEMENT DECISIONS REQUIRED

1. Approve the proposed certification scope and accountable system owner.
2. Confirm process owners and the time they can commit during implementation.
3. Agree a realistic target date only after the independent certification body confirms audit availability.

02 PRIORITY FINDINGS

Each gap needs evidence, ownership and a next action.

A finding should be specific enough for an owner to act on. Severity in this sample is a consultancy prioritisation aid, not a certification-body grading.

ID	AREA / SAMPLE OBSERVATION	RISK	RECOMMENDED NEXT ACTION	OWNER / TARGET
F-01	Scope and ownership Activities and exclusions are discussed but not formally approved.	**HIGH**	Confirm legal entity, sites, activities, boundaries and accountable system owner.	GM Day 10
F-02	Process control Sales-to-delivery handover differs between teams.	**HIGH**	Map the handover, define minimum inputs and assign approval responsibility.	Operations Day 25
F-03	Supplier evaluation Supplier selection evidence is inconsistent.	**MEDIUM**	Define risk-based approval, monitoring and re-evaluation criteria.	Procurement Day 35
F-04	Corrective action Issues are logged, but cause, owner and effectiveness checks are not consistent.	**HIGH**	Use one NCR workflow with due dates, cause review, evidence and effectiveness confirmation.	Quality Day 30
F-05	Internal audit No audit programme covers the proposed system scope.	**HIGH**	Plan and complete a risk-based internal audit after the revised processes operate.	Audit lead Day 70
F-06	Management review Management has not reviewed the full management-system performance.	**HIGH**	Hold a structured review using live performance, audit, customer, risk and action information.	GM Day 82

What is deliberately absent from this sample

There are no copied standard clauses, invented certificates, guaranteed outcomes or generic lists of documents. A real report would reference the licensed standard used by the organisation and record the actual evidence reviewed.

03 90-DAY IMPLEMENTATION PLAN

Sequence work so the system can operate before it is audited.

STAGE	DAYS	FOCUS	SAMPLE OUTPUTS	EXIT TEST
1. Define	**1-15**	Scope, owners, process map and project controls	Approved scope; process-owner list; action tracker; implementation schedule	Management approves boundaries and resources
2. Implement	**16-45**	Close priority operational and documentation gaps	Right-sized procedures; registers; forms; responsibilities; training	Owners use the controls in normal work
3. Evidence	**46-65**	Operate the system and collect real records	Completed records; KPI updates; supplier evidence; customer and NCR actions	Evidence is current, owned and retrievable
4. Assure	**66-82**	Internal audit, corrective action and management review	Audit report; NCR closure evidence; management decisions and actions	Major implementation gaps have owners and plans
5. Prepare	**83-90**	Readiness check and independent audit coordination	Evidence index; interview readiness; logistics; open-action summary	Organisation is ready for the agreed external-audit stage

Minimum-effective documentation principle

KEEP	CREATE OR IMPROVE	AVOID
Existing policies, systems and records that are accurate, owned and used.	Only the controls and documented information needed for scope, risk, consistency and evidence.	Generic manuals, duplicated registers and procedures that do not match actual work.

Automated NCR follow-up

LETA's Automated NCR approach can give each finding an owner, target date, cause, action evidence, status and effectiveness check. Automation supports follow-up; it does not replace management judgement or the independent auditor's decision.

04 EVIDENCE AND HANDOVER

A useful report should leave the client able to continue.

EVIDENCE GROUP	EXAMPLES A REAL REVIEW MAY EXAMINE	WHAT GOOD LOOKS LIKE
Governance	Approved scope, responsibilities, objectives, review decisions	Current, approved and understood by accountable owners
Operations	Work instructions, job files, handovers, inspections, service records	Controls match actual work and records can be retrieved
People	Competence criteria, induction, training and evaluation evidence	Capability is linked to assigned work and risk
Suppliers	Approval, purchase requirements, performance and re-evaluation	Control is proportionate to supplier impact
Improvement	Complaints, incidents, NCRs, causes, actions and effectiveness	Problems are contained, corrected and used to prevent recurrence

A LETA GAP-ANALYSIS HANDOVER CAN INCLUDE

- Executive summary for management
- Prioritised findings with evidence and risk
- Named owners and target dates
- Minimum-effective documentation plan
- Implementation sequence and decision points
- Independent certification-body boundary
- Review meeting to agree the next-step scope

Important use note

This document is an illustrative sample created to show report structure and decision quality. Northstar Technical Services LLC is fictional. The observations, percentages, dates and actions are examples and must not be used as evidence of any organisation's conformity, readiness or certification status.

READY TO TURN YOUR REQUIREMENT INTO A PLAN?

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