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Kwaliteitsmanagementsystemen - Richtlijnen voor prestatieverbetering (ISO 9004:2000)

Systèmes de management de la qualité - Lignes directrices pour l'amélioration des performances (ISO 9004:2000)

Quality management systems - Guidelines for performance improvements (ISO 9004:2000)

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**Systèmes de management de la qualité - Lignes directrices pour
l'amélioration des performances (ISO 9004:2000)**

Kwaliteitsmanagementsystemen - Richtlijnen voor prestatieverbetering (ISO 9004:2000)

Quality management systems - Guidelines for performance improvements (ISO 9004:2000)

Autorisation de publication: 21 décembre 2000

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La présente norme européenne EN ISO 9004 : 2000 a le statut d'une norme belge.

La présente norme européenne existe en trois versions officielles (allemand, anglais, français); la traduction néerlandaise a été faite par l'Institut Belge de Normalisation (IBN) et a le même statut.



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English version

**Quality management systems - Guidelines for performance
improvements (ISO 9004:2000)**

Systèmes de management de la qualité - Lignes directrices
pour l'amélioration des performances (ISO 9004:2000)

Qualitätsmanagementsysteme - Leitfaden zur
Leistungsverbesserung (ISO 9004:2000)

This European Standard was approved by CEN on 15 December 2000.

CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration. Up-to-date lists and bibliographical references concerning such national standards may be obtained on application to the Management Centre or to any CEN member.

This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the Management Centre has the same status as the official versions.

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COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

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Foreword

The text of the International Standard ISO 9004:2000 has been prepared by Technical Committee ISO/TC 176 "Quality management and quality assurance", Subcommittee 2, "Quality systems", in collaboration with the CEN Management Centre (CMC).

This European Standard supersedes EN ISO 9004-1:1994.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by June 2001, and conflicting national standards shall be withdrawn at the latest by June 2001.

According to the CEN/CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland and the United Kingdom.

Endorsement notice

The text of the International Standard ISO 9004:2000 has been approved by CEN as a European Standard without any modifications.

NOTE: Normative references to International Standards are listed in annex ZA (normative).

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International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 3.

Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

Attention is drawn to the possibility that some of the elements of this International Standard may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

International Standard ISO 9004 was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 2, *Quality systems*.

This second edition of ISO 9004 cancels and replaces ISO 9004-1:1994, which has been technically revised. The title has been modified to reflect the comprehensiveness of the quality management system. Many of the existing International Standards within the ISO 9000 family will be reviewed for withdrawal, or for re-issue as Technical Reports, as many of their provisions are incorporated into this International Standard.

In comparison to previous editions, ISO 9001 and ISO 9004 now form a consistent pair of standards on quality management. ISO 9001 aims to give quality assurance of product and to enhance customer satisfaction, while ISO 9004 uses a broader perspective of quality management to give guidance for performance improvement.

Annexes A and B of this International Standard are for information only.

Annex ZA (normative)

Normative references to international publications with their corresponding European publications

This European Standard incorporates, by dated or undated reference, provisions from other publications. These normative references are cited at the appropriate places in the text, and the publications are listed hereafter. For dated references, subsequent amendments to or revisions of any of these publications apply to this European Standard only when incorporated in it by amendment or revision. For undated references the latest edition of the publication referred to applies (including amendments).

NOTE Where an International Publication has been modified by common modifications, indicated by (mod.), the relevant EN/HD applies.

| <u>Publication</u> | <u>Year</u> | <u>Title</u> | <u>EN/HD</u> | <u>Year</u> |
|--------------------|-------------|--|--------------|-------------|
| ISO 9000 | 2000 | Quality management systems – Fundamentals and vocabulary | EN ISO 9000 | 2000 |

INTERNATIONAL STANDARD

ISO 9004

Second edition
2000-12-15

Quality management systems — Guidelines for performance improvements

*Systèmes de management de la qualité — Lignes directrices pour
l'amélioration des performances*



Reference number
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Foreword

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In comparison to previous editions, ISO 9001 and ISO 9004 now form a consistent pair of standards on quality management. ISO 9001 aims to give quality assurance of product and to enhance customer satisfaction, while ISO 9004 uses a broader perspective of quality management to give guidance for performance improvement.

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Introduction

0.1 General

The adoption of a quality management system should be a strategic decision by the top management of an organization. The design and implementation of an organization's quality management system is influenced by varying needs, particular objectives, the products provided, the processes employed and the size and structure of the organization. This International Standard is based on eight quality management principles. However, it is not the intent of this International Standard to imply uniformity in the structure of quality management systems or uniformity of documentation.

The purpose of an organization is

- to identify and meet the needs and expectations of its customers and other interested parties (people in the organization, suppliers, owners, society), to achieve competitive advantage, and to do this in an effective and efficient manner, and
- to achieve, maintain, and improve overall organizational performance and capabilities.

The application of quality management principles not only provides direct benefits but also makes an important contribution to managing costs and risks. Benefit, cost and risk management considerations are important for the organization, its customers and other interested parties. These considerations on overall performance of the organization may impact

- customer loyalty,
- repeat business and referral,
- operational results such as revenue and market share,
- flexible and fast responses to market opportunities,
- costs and cycle times through effective and efficient use of resources,
- alignment of processes which will best achieve desired results,
- competitive advantage through improved organizational capabilities,
- understanding and motivation of people towards the organization's goals and objectives, as well as participation in continual improvement,
- confidence of interested parties in the effectiveness and efficiency of the organization, as demonstrated by the financial and social benefits from the organization's performance, product life cycle, and reputation,
- ability to create value for both the organization and its suppliers by optimization of costs and resources as well as flexibility and speed of joint responses to changing markets.

0.2 Process approach

This International Standard promotes the adoption of a process approach when developing, implementing and improving the effectiveness and efficiency of a quality management system to enhance interested party satisfaction by meeting interested party requirements.

For an organization to function effectively and efficiently, it has to identify and manage numerous linked activities. An activity using resources, and managed in order to enable the transformation of inputs into outputs, is considered as a process. Often the output from one process directly forms the input to the next.

The application of a system of processes within an organization, together with the identification and interactions and managing of these processes can be referred to as the "process approach".

An advantage of the process approach is the ongoing control that it provides over the linkage between the individual processes within the system of processes, as well as their combination and interaction.

When used within a quality management system, such an approach emphasizes the importance of

- a) understanding and fulfilling the requirements,
- b) the need to consider processes in terms of added value,
- c) obtaining results of process performance and effectiveness, and
- d) continual improvement of processes based on objective measurement.

The model of a process-based quality management system shown in Figure 1 illustrates the process linkages presented in clauses 4 to 8. This illustration shows that interested parties play a significant role in defining requirements as inputs. Monitoring the satisfaction of interested parties requires the evaluation of information relating to the perception of interested parties as to whether the organization has met their requirements. The model shown in Figure 1 does not show processes at a detailed level.

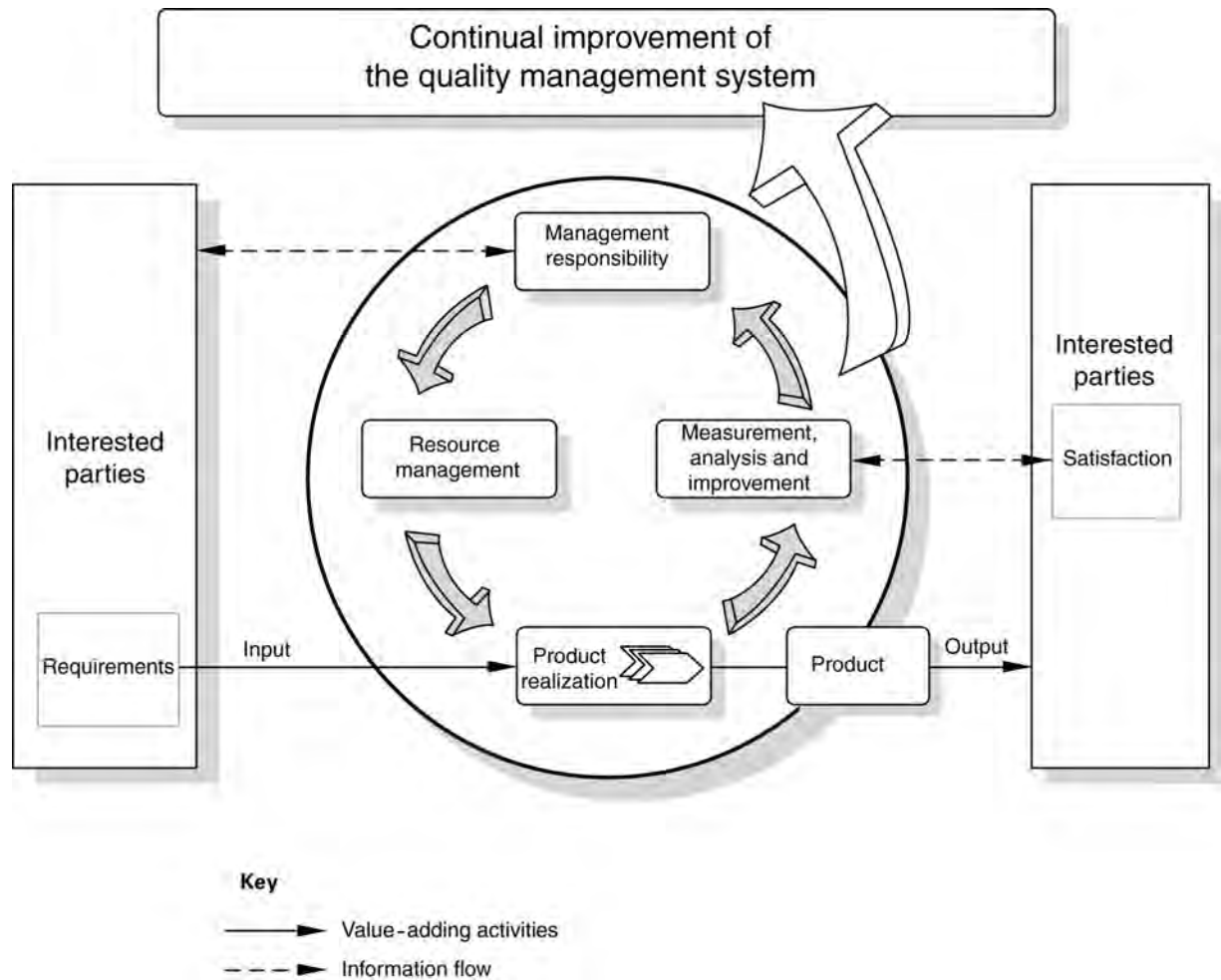


Figure 1 — Model of a process-based quality management system

0.3 Relationship with ISO 9001

The present editions of ISO 9001 and ISO 9004 have been developed as a consistent pair of quality management system standards which have been designed to complement each other but can also be used independently. Although the two International Standards have different scopes, they have similar structures in order to assist their application as a consistent pair.

ISO 9001 specifies requirements for a quality management system that can be used for internal application by organizations, or for certification, or for contractual purposes. It focuses on the effectiveness of the quality management system in meeting customer requirements.

ISO 9004 gives guidance on a wider range of objectives of a quality management system than does ISO 9001, particularly for the continual improvement of an organization's overall performance and efficiency, as well as its effectiveness. ISO 9004 is recommended as a guide for organizations whose top management wishes to move beyond the requirements of ISO 9001, in pursuit of continual improvement of performance. However, it is not intended for certification or for contractual purposes.

For further benefit to the user, the basic content of the ISO 9001 requirements are included in boxed text following the comparable clause in this International Standard. Information marked "NOTE" is for guidance in understanding or clarification.

0.4 Compatibility with other management systems

This International Standard does not include guidance specific to other management systems, such as those particular to environmental management, occupational health and safety management, financial management, or risk management. However, this International Standard enables an organization to align or integrate its own quality management system with related management systems. It is possible for an organization to adapt its existing management system(s) in order to establish a quality management system that follows the guidelines of this International Standard.

Quality management systems — Guidelines for performance improvements

1 Scope

This International Standard provides guidelines beyond the requirements given in ISO 9001 in order to consider both the effectiveness and efficiency of a quality management system, and consequently the potential for improvement of the performance of an organization. When compared to ISO 9001, the objectives of customer satisfaction and product quality are extended to include the satisfaction of interested parties and the performance of the organization.

This International Standard is applicable to the processes of the organization and consequently the quality management principles on which it is based can be deployed throughout the organization. The focus of this International Standard is the achievement of ongoing improvement, measured through the satisfaction of customers and other interested parties.

This International Standard consists of guidance and recommendations and is not intended for certification, regulatory or contractual use, nor as a guide to the implementation of ISO 9001.

2 Normative reference

The following normative document contains provisions which, through reference in this text, constitute provisions of this International Standard. For dated references, subsequent amendments to, or revisions of, any of these publications do not apply. However, parties to agreements based on this International Standard are encouraged to investigate the possibility of applying the most recent edition of the normative document indicated below. For undated references, the latest edition of the normative document referred to applies. Members of ISO and IEC maintain registers of currently valid International Standards.

ISO 9000:2000, *Quality management systems — Fundamentals and vocabulary*.

3 Terms and definitions

For the purposes of this International Standard, the terms and definitions given in ISO 9000 apply.

The following terms, used in this edition of ISO 9004 to describe the supply-chain, have been changed to reflect the vocabulary currently used:

supplier \longrightarrow **organization** \longrightarrow **customer (interested parties)**

Throughout the text of this International Standard, wherever the term “product” occurs, it can also mean “service”.