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**Vodenje kakovosti in elementi sistema kakovosti - Smernice**  
(identičen z ISO 9004-1:1994)

Quality management and quality system elements - Guidelines

Gestion de la qualité et éléments de système qualité - Lignes directrices

Qualitätsmanagement und Elemente eines Qualitätssicherungssystems -  
Leitfaden

Deskriptorji: zagotavljanje kakovosti, program zagotavljanja kakovosti, vodenje, uporaba

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ICS

Referenčna številka  
SIST ISO 9004-1:1995 (sl, en)

Nadaljevanje na straneh od 2 do ...

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## UVOD

Standard SIST ISO 9004, Vodenje kakovosti in elementi sistema kakovosti - Smernice, druga izdaja, 1995, ima status slovenskega standarda in je identičen mednarodnemu standardu ISO 9004, QUALITY MANAGEMENT AND QUALITY SYSTEM ELEMENTS - GUIDELINES, First edition, 1994??

## PREDGOVOR

Mednarodni standard ISO 9004:1987, VODENJE KAKOVOSTI IN ELEMENTI SISTEMA KAKOVOSTI - SMERNICE je pripravil tehnični odbor Mednarodne organizacije za standardizacijo ISO/TC 176 Zagotavljanje kakovosti. Slovenski standard SLS ISO 9004:1993 je prevod angleškega besedila mednarodnega standarda ISO 9004:1987. V primeru spora glede besedila slovenskega prevoda v tem standardu je odločilen izvorni mednarodni standard v angleščini. Slovensko izdajo standarda je pripravil tehnični odbor pri USM/TC QAS Zagotavljanje kakovosti.

Ta slovenski standard je dne 1992-09-21 odobril in potrdil strokovni odbor USM za področje standardizacije.

## ZVEZE S STANDARDI

S prevzemom tega mednarodnega standarda veljajo naslednje zveze:

ISO 8402:1986 idt SLS ISO 8402:1993  
ISO 9000:1987 idt SLS ISO 9000:1992  
ISO 9001:1987 idt SLS ISO 9001:1992  
ISO 9002:1987 idt SLS ISO 9002:1992  
ISO 9003:1987 idt SLS ISO 9003:1992

Oznake in naslovi navedenih slovenskih standardov so:

SLS ISO 8402:1993	Kakovost - Slovar (identičen z ISO 8402:1986)
SLS ISO 9000:1992	Standardi za vodenje in zagotavljanje kakovosti - Smernice za izbiro in uporabo (identičen z ISO 9000:1987)
SLS ISO 9001:1992	Sistemi kakovosti - Model zagotavljanja kakovosti v načrtovanju/razvoju, proizvodnji, vgradnji in servisiranju (identičen z ISO 9001:1987)
SLS ISO 9002:1992	Sistemi kakovosti - Model zagotavljanja kakovosti v proizvodnji in vgradnji (identičen z ISO 9002:1987)
SLS ISO 9003:1992	Sistemi kakovosti - Model zagotavljanja kakovosti v končni kontroli in preskušanju (identičen z ISO 9003:1987)

## OSNOVA ZA IZDAJO STANDARDA

- Prevzem standarda ISO 9004-1:1994

## OPOMBE

- Povsod, kjer se v besedilu standarda uporablja izraz "mednarodni standard", v SLS ISO 9004:1993 to pomeni "slovenski standard".
- Uvod in predgovor nista sestavni del standarda.
- Slovenski standard SIS ISO 9004-1:1995 je identičen tudi standardu EN ISO 9004-1:1994.

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## Uvod

### 0.1 Splošno

Ta del standarda ISO 9004 in vsi drugi mednarodni standardi v skupini ISO 9000 so splošni in neodvisni od katerekoli industrije ali gospodarskega sektorja. Skupaj so vodilo za vodenje kakovosti in model zagotavljanja kakovosti.

Mednarodni standardi skupine ISO 9000 opisujejo, katere elemente naj vključujejo sistemi kakovosti, ne pa, kako naj posamezna organizacija izvaja te elemente. Zaradi različnih potreb organizacij ni namen teh mednarodnih standardov, da vsiljujejo enoznačnost sistemov kakovosti. Na razvoj in izvajanje sistema kakovosti vplivajo posamezni cilji, proizvodi in lastna praksa organizacije.

Kakovost proizvodov naj bo glavna skrb vsake organizacije. (Glej 3.5 za definicijo "proizvoda", ki vključuje tudi storitev.)

Organizacija naj, če hoče biti uspešna, ponuja proizvode, ki:

- a) izpolnjujejo dobro opredeljene potrebe, uporabo ali namen
- b) zadovoljujejo odjemalčeva pričakovanja
- c) so skladni z zadevnimi standardi in specifikacijami
- d) izpolnjujejo zahteve družbe (glej 3.3)
- e) odraža potrebe okolja
- f) so dostopni po konkurenčnih cenah
- g) so izdelani ekonomično

### 0.2 Organizacijski cilji

## Introduction

### 01 General

This part of ISO 9004 and all other International Standards in the ISO 9000 family are generic and independent of any specific industry or economic sector. Collectively they provide guidance for quality management and models for quality assurance.

The International Standards in the ISO 9000 family describe what elements quality systems should encompass, but not how a specific organization should implement these element. Because the needs of organizations vary, it is not the purpose of these International Standards to enforce uniformity of quality systems. The design and implementation of a quality system will be influenced by the particular objectives, products, processes and individual practices of the organization.

A primary concern of any organization should be the quality of its products. (See 3.5 for the definition of "product" which includes service.)

In order to be successful, an organization should offer products that:

- a) meet a well-defined need, use or purpose;
- b) satisfy customers' expectations;
- c) comply with applicable standards and specifications;
- d) comply with requirements of society (see 3.3);
- e) reflect environmental needs;
- f) are made available at competitive prices;
- g) are provided economically.

### 02 Organizational goals

Organizacija, ki hoče doseči svoje cilje, naj zagotovi, da bodo obvladovani tehnični, administrativni in človeški dejavniki, ki vplivajo na kakovost njenih proizvodov: strojna oprema, programska oprema, predelani materiali ali storitve. Vse to obvladovanje naj bo usmerjeno v zmanjševanje, izločanje in, kar je najpomembnejše, v preprečevanje neskladnosti.

Z namenom, da se dosežejo cilji, zastavljeni v politiki kakovosti organizacije, je treba razviti in izvajati sistem kakovosti.

Vsak element (ali zahteva) sistema kakovosti ima drugačen pomen, kar je odvisno od dejavnosti, proizvoda ali storitve.

Da bi se dosegla največja učinkovitost in zadovoljilo pričakovanja odjemalcev, je bistveno, da je sistem kakovosti primeren vrsti dejavnosti in proizvodom ali storitvam, ki jih organizacija ponuja.

### **0.3 Izpolnjevanje potreb in pričakovanj odjemalca/organizacije**

Sistem kakovosti ima dva med seboj povezana vidika:

a) potrebe in pričakovanja odjemalca

Potreba odjemalca je zaupanje v sposobnost organizacije, da dobavlja želeno kakovost in da jo tudi ves čas vzdržuje.

b) potrebe in interesi organizacije

Poslovna potreba organizacije je, da doseže in vzdržuje želeno kakovost ob optimalnih stroških; izpolnjevanje tega vidika je povezano z načrtovano in učinkovito uporabo tehnoloških, človeških in materialnih virov, dostopnih organizaciji.

In order to meet its objectives, an organization should ensure that the technical, administrative and human factors affecting the quality of its products will be under control, whether hardware, software, processed materials or services. All such control should be oriented towards the reduction, elimination and, most importantly, prevention of nonconformities.

A quality system should be developed and implemented for the purpose of accomplishing the objectives set out in the organization's quality policy.

Each element (or requirement) in a quality system varies in importance from one type of activity to another and from one product to another.

In order to achieve maximum effectiveness and to satisfy customer expectations, it is essential that the quality system be appropriate to the type of activity and to the product being offered.

### **0.3 Meeting customer/organization needs and expectations**

A quality system has two interrelated aspects, as follows.

a) The customer's needs and expectations

For the customer, there is a need for confidence in the ability of the organization to deliver the desired quality as well as the consistent maintenance of that quality.

b) The organization's needs and interests

For the organization, there is a business need to attain and to maintain the desired quality at an optimum cost; the fulfilment of this aspect is related to the planned and efficient utilization of the technological, human and material resources available to the organization.

Oba vidika sistema kakovosti zahtevata stvarne dokaze v obliki informacij in podatkov o kakovosti sistema in kakovosti proizvodov organizacije.

#### 0.4 Koristi, stroški in tveganje

Upoštevanje koristi, stroškov in tveganja je zelo pomembno tako za organizacijo kot za odjemalca in neločljivo spremlja največje število proizvodov in storitev. Mogoči učinki in razvejanost teh obravnav so dani v točkah od a) do c).

##### a) obravnava prednosti

Za odjemalca je treba upoštevati zmanjševanje stroškov, izboljšanje primernosti za uporabo, povečanje zadovoljstva in zaupanja.

Za organizacijo je treba upoštevati povečanje donosnosti in tržnega deleža.

##### b) obravnava stroškov

Za odjemalca je treba upoštevati varnost, stroške nabave, delovanja, vzdrževanja, zastojev in popravil ter morebitne stroške odstranitve.

Za organizacijo je treba upoštevati stroške, ki izvirajo iz pomanjkljivosti pri trženju in razvoju, vključno s stroški zaradi neustreznih proizvodov, dodelav, popravil, zamenjav, predelav, izgube proizvodnje, jamstva in popravil na terenu.

##### c) obravnava tveganja

Za odjemalca je treba upoštevati tveganja glede zdravja in varnosti ljudi, nezadovoljstva s proizvodi, razpoložljivosti, reklamacij in izgube zaupanja.

Each of the above aspects of a quality system requires objective evidence in the form of information and data concerning the quality of the system and the quality of the organization's products.

#### 0.4 Benefits, costs and risks

Benefit, cost and risk considerations have great importance for both the organization and customer. These considerations are inherent aspects of most products. The possible effects and ramifications of these considerations are given in a) to c).

##### a) Benefit considerations

For the customer, consideration has to be given to reduced costs, improved fitness to use, increased satisfaction and growth in confidence.

For the organization, consideration has to be given to increased profitability and market share.

##### b) Cost considerations

For the customer, consideration has to be given to safety, acquisition cost, operating, maintenance, downtime and repair costs, and possible disposal costs.

For the organization, consideration has to be given to costs due to marketing and design deficiencies, including unsatisfactory product, rework, repair, replacement, reprocessing, loss of production, warranties and field repair.

##### c) Risk considerations

For the customer, consideration has to be given to risks such as those pertaining to the health and safety of people, dissatisfaction with product, availability, marketing claims and loss of confidence.

Za organizacijo je treba upoštevati tveganja zaradi pomanjkljivih proizvodov, ki vodijo k izgubi dobrega imena ali slovesa, k izgubi trga, pritožbam, reklamacijam, odgovornosti za posledice in zapravljanju človeških in finančnih virov.

### **0.5 Sklepi**

Učinkovit sistem kakovosti naj bo načrtovan tako, da izpolni potrebe in pričakovanja odjemalca in hkrati varuje interese organizacije. Dobro strukturiran sistem kakovosti je koristno sredstvo vodenja pri optimiranju in obvladovanju kakovosti v povezavi z upoštevanjem koristi, stroškov in tveganja.

For the organization, consideration has to be given to risks related to deficient products which lead to loss of image or reputation, loss of market, complaints, claims, liability and waste of human and financial resources.

### **0.5 Conclusions**

An effective quality system should be designed to satisfy customer needs and expectations while serving to protect the organization's interests. A well-structured quality system is a valuable management resource in the optimization and control of quality in relation to benefit, cost and risk considerations.



## Vodenje kakovosti in elementi sistema kakovosti - 1. del: Smernice

### 1 Predmet standarda

Ta del mednarodnega standarda ISO 9004 podaja smernice za vodenje kakovosti in za elemente sistema kakovosti

Elementi sistema kakovosti so primerni za razvijanje in izvajanje celovitega in učinkovitega sistema kakovosti v organizaciji, cilj pa je zadovoljiti odjemalca.

Ta del mednarodnega standarda se ne uporablja v pogodbene in regulativne namene ali za certificiranje. Prav tako to ni smernica za izvajanje ISO 9001, ISO 9002 in ISO 9003. V ta namen se uporablja ISO 9000-2.

Izbira primernih elementov standarda ISO 9004 in obseg, do katerega jih organizacija privzame in izvaja, sta odvisna od dejavnikov, kot so trg, narava proizvoda, proizvodni procesi in potrebe odjemalca in uporabnika

Izraz "proizvod" naj se v tem delu standarda ISO 9004 razlaga, kot je uporabljen v splošnih kategorijah proizvodov, kot so strojna oprema, programska oprema, predelani materiali ali storitve (v skladu z definicijo "proizvoda" v ISO 8402).

#### OPOMBI

- 1 Za nadaljnja vodila glej ISO 9004-2 in ISO 9004-3.
- 2 Informativno so zveze z drugimi standardi navedene v dodatku A.

### 2 Zveze z drugimi standardi

## Quality management and quality system elements - Part 1: Guidelines

### 1 Scope

This part of ISO 9004 provides guidance on quality management and quality system elements.

The quality system elements are suitable for use in the development and implementation of a comprehensive and effective in-house quality system, with a view to ensuring customer satisfaction.

This part of ISO 9004 is not intended for contractual, regulatory or certification use. Consequently, it is not a guideline for the implementing of ISO 9001, ISO 9002 and ISO 9003. ISO 9000-2 should be used for that purpose.

The selection of appropriate elements contained in this part of ISO 9004 and the extent to which these elements are adopted and applied by an organization depends upon factors such as the market being served, nature of the product, production processes, and customer and consumer needs.

References in this part of ISO 9004 to a "product" should be interpreted as applicable to the generic product categories of hardware, software, processed materials or service (in accordance with the definition of "product" in ISO 8402).

#### NOTES

- 1 For further guidance, see ISO 9004-2 and ISO 9004-3.
- 2 For informative references, see annex A.

### 2 Normative references

V spodaj navedenih standardih so dana določila, ki z zvezami v tem besedilu tvorijo določila tega dela standarda ISO 9004. V času objave sta bili navedeni izdaji standardov veljavni. Vsi standardi so predmet pregleda. Vsem strankam, katerih dogovor temelji na tem delu standarda ISO 9004, se priporoča, da raziščejo možnost uporabe najnovejših izdaj spodaj navedenih standardov. Registre trenutno veljavnih mednarodnih standardov vzdržujejo članice IEC in ISO.

ISO 8402: 1994, *Vodenje in zagotavljanje kakovosti - Slovar*

ISO 9000-1:1994, *Standardi za vodenje in zagotavljanje kakovosti - 1.del: Smernice za izbiro in uporabo*

### 3 Definicije

V tej reviziji ISO 9004 so izrazi bolje usklajeni z drugimi mednarodnimi standardi družine ISO 9000. V preglednici 1 so prikazani izrazi za člene v dobavni verigi, kot so uporabljeni v teh mednarodnih standardih.

Preglednica 1 - Odnosi med organizacijami v dobavni verigi

ISO 9000-1	pod-dobavitelj	→	dobavitelj ali organizacija	→	odjemalec
ISO 9001, ISO 9002, ISO 9003	pod-pogodbenik	→	dobavitelj	→	odjemalec
ISO 9004-1	pod-pogodbenik	→	organizacija	→	odjemalec

Da se ogne zmedi zaradi pomena izraza "dobavitelj" v standardih ISO 9000 in ISO 9001, se v tem delu standarda ISO 9004 bolj uporablja izraz "podpogodbenik" kot pa "dobavitelj". Za popolno razlago ozadja uporabe teh izrazov glej standard ISO 9000-1.

Za potrebe tega dela standarda ISO 9004 se uporabljajo definicije, ki so navedene v ISO 8402.

The following standards contain provisions which, through reference in this text, constitute provisions of this part of ISO 9004. At the time of publication, the editions indicated were valid. All standards are subject to revision, and parties to agreements based on this part of ISO 9004 are encouraged to investigate the possibility of applying the most recent editions of the standards indicated below. Members of IEC and ISO maintain registers of currently valid International Standards.

ISO 8402:1984, *Quality management and quality assurance - Vocabulary*

ISO 9000-1:1994, *Quality management and quality assurance standards - Part 1: Guidelines for selection and use.*

### 3 Definitions

This revision of ISO 9004 has improved the harmonization of terminology with other International Standards in the ISO 9000 family. Table 1 shows the supply chain terminology used in these International Standards.

Table 1 - Relationships of organizations in the supply chain

ISO 9000-1	Sub-supplier	→	supplier or organization	→	customer
ISO 9001, ISO 9002, ISO 9003	Sub-contractor	→	supplier	→	customer
ISO 9004-1	Sub-contractor	→	organization	→	customer

Thus, the term "subcontractor" is used rather than the term "supplier" in this part of ISO 9004 to avoid confusion with the meaning of the term "supplier", in ISO 9000 and ISO 9001. See ISO 9000-1 for a fuller explanation of the basis for usage of these terms.

For the purposes of this part of ISO 9004, the definitions given in ISO 8402 apply.

Za lažjo uporabo tega dela standarda ISO 9004 so navedene naslednje definicije iz standarda ISO 8402.

**3.1 Organizacija:** Družba, korporacija, firma, podjetje ali institucija, ali njen (njegov) del, združena ali ne, javna ali zasebna, ki ima svoje funkcije in upravo.

**3.2 Odjemalec:** Prejemnik proizvoda, ki ga priskrbi dobavitelj.

OPOMBE

- 3 V pogodbenih odnosih se odjemalec imenuje "kupec".
- 4 Odjemalec je lahko na primer končni porabnik, uporabnik, pridobitnik ali kupec.
- 5 Odjemalec je lahko bodisi zunaj bodisi znotraj organizacije.

**3.3 Zahteve družbe:** Obveznosti, ki izhajajo iz zakonov, pravil, predpisov, pravil obnašanja, statutih in drugih vidikov.

OPOMBE

- 6 "Drugi vidiki" vključujejo predvsem varstvo okolja, zdravje, varnost, zaščito, ohranjanje energetskih in naravnih virov.
- 7 Pri definiranju zahtev za kakovost je treba upoštevati vse zahteve družbe.
- 8 Zahteve družbe vključujejo zakonodajne in regulativne zahteve. Le-te se razlikujejo od ene zakonodajne oblasti do druge.

**3.4 Plan kakovosti:** Dokument, ki opredeljuje specifične tehnike dela, viri in zaporedje ukrepov za kakovost za določen proizvod, projekt ali pogodbo.

OPOMBI

- 9 Plan kakovosti se običajno sklicuje na tiste dele poslovnika kakovosti, ki se nanašajo na dani primer.
- 10 Naslov dokumenta se lahko oblikuje glede na namen plana, na primer "plan zagotavljanja kakovosti" ali "plan vodenja kakovosti".

**3.5 Proizvod:** Rezultat aktivnosti ali procesov.

OPOMBE

For the convenience of users of this part of ISO 9004, the following definitions are quoted from ISO 8402.

**3.1 organization:** Company, corporation, firm, enterprise or institution, or part thereof, whether incorporated or not, public or private, that has its own functions and administration.

**3.2 customer:** Recipient of a product provided by the supplier.

NOTES

- 3 In a contractual situation, the customer is called the "purchaser".
- 4 The customer may be, for example, the ultimate consumer, user, beneficiary of purchaser.
- 5 The customer can be either external or internal to the organization.

**3.3 requirements of society:** Obligations resulting from laws, regulations, rules, codes, statutes and other considerations.

NOTES

- 6 "Other considerations" include notably protection of the environment, health, safety security, conservation of energy and natural resources.
- 7 All requirements of society should be taken into account when defining the requirements for quality.
- 8 Requirerents of society include jurisdictional and regulatory requirements. These may vary from one jurisdiction to another.

**3.4 Quality plan:** Document setting out the specific quality practices, resources and sequence of activities relevant to a particular product, project or contract.

NOTES

- 9 A quality plan usually makes reference to the parts of the quality manual applicable to the specific case.
- 10 Depending on the scope of the plan, a qualifier may be used, for example, "quality assurance plan", "quality management plan".

**3.5 product:** Result of activities or processes.

NOTES

- 11 Proizvod lahko vključuje storitev, strojno opremo, programsko opremo, predelane materiale ali njihovo kombinacijo.
- 12 Proizvod je lahko materialen (na primer sestavi ali predelani materiali) ali nematerialen (na primer znanje ali zasnove) ali kombinacija obeh.
- 13 Proizvod je lahko namenjen (na primer ponudba odjemalcem) ali namenjen (onesnaževalne snovi ali nezaželeni učinki).

**3.6 Storitev:** Rezultat, ki ga proizvedejo aktivnosti na stiku med dobaviteljem in odjemalcem ter interne aktivnosti dobavitelja z namenom, da se izpolnijo potrebe odjemalca.

#### OPOMBE

- 14 Dobavitelja ali odjemalca lahko na stiku predstavlja osebe ali oprema.
- 15 Dejavnosti odjemalca na stiku med njim in dobaviteljem so lahko odločilnega pomena za izvedbo storitve.
- 16 Dobava ali uporaba materialnih proizvodov je lahko del izvedbe storitve.
- 17 Storitev je lahko povezana z izdelavo in dobavo materialnega proizvoda.

## 4 Odgovornost vodstva

### 4.1 Splošno

Odgovornost za politiko kakovosti in zavezanost njej sodita na najvišjo raven vodenja. Vodenje kakovosti obsega vse aktivnosti celotne funkcije vodenja, ki določajo politiko kakovosti, cilje in odgovornosti ter jih izvaja s pomočjo planiranja kakovosti, obvladovanja kakovosti, zagotavljanja kakovosti in izboljševanja kakovosti v okviru sistema kakovosti.

### 4.2 Politika kakovosti

Vodstvo organizacije naj določi in dokumentira svojo politiko kakovosti. Ta politika naj bo usklajena z drugimi politikami organizacije. Vodstvo naj stori vse, kar je potrebno, da se njegova politika kakovosti razume, izvaja in pregleduje na vseh ravneh organizacije.

11 A product may include service, hardware, processed materials, software or a combination thereof.

12 A product can be tangible (e.g. assemblies or processed materials) or intangible (e.g. knowledge or concepts), or a combination thereof.

13 A product can be either intended (e.g. offering to customers) or unintended (e.g. pollutant or unwanted effects).

**3.6 service:** Result generated by activities at the interface between the supplier and the customer and by supplier internal activities to meet the customer needs.

#### NOTES

- 14 The supplier or the customer may be represented at the interface by personnel or equipment.
- 15 Customer activities at the interface with the supplier may be essential to the service delivery.
- 16 Delivery or use of tangible products may form part of the service delivery.
- 17 A service may be linked with the manufacture and supply of tangible product.

## 4 Management responsibility

### 4.1 General

The responsibility for and commitment to a quality policy belongs to the highest level of management. Quality management encompasses all activities of the overall management function that determine the quality policy, objectives and responsibilities, and implement them by means such as quality planning, quality control, quality assurance and quality improvement within the quality system.

### 4.2 Quality policy

The management of an organization should define and document its quality policy. This policy should be consistent with other policies within the organization. Management should take all necessary measures to ensure that its quality policy is understood, implemented and reviewed, at all levels of the organization.

### 4.3 Cilji kakovosti

**4.3.1** Vodstvo naj dokumentira cilje in zavezanost, ki se nanašajo na ključne elemente kakovosti, kot so primernost za uporabo, delovanje, varnost in zagotovitljivost.

**4.3.2** S ciljem, da se zmanjšajo izgube zaradi slabe kakovosti, naj se posebna pozornost posveti izračunu in ovrednotenju stroškov, ki so povezani z vsemi elementi in cilji kakovosti.

**4.3.3** Ustrezne ravni vodenja naj dokumentirajo posebne cilje kakovosti, ki naj bodo usklajeni tako s skupno politiko kakovosti kot tudi z drugimi cilji organizacije.

### 4.4 Sistem kakovosti

**4.4.1** Sistem kakovosti tvorijo organizacijska struktura, postopki, procesi in viri potrebni za izvajanje vodenja kakovosti.

**4.4.2** Vodstvo organizacije naj razvije, vzpostavi in izvaja sistem kakovosti, da uresničuje postavljeno politiko in cilje.

**4.4.3** Sistem kakovosti naj bo zgrajen tako, da je prilagojen vrsti posla organizacije in naj pri tem upošteva ustrezne elemente, navedene v tem delu standarda ISO 9004.

**4.4.4** Sistem kakovosti naj deluje tako, da zbuja primerno zaupanje:

- a) da ga razumejo, izvajajo, vzdržujejo in da je učinkovit
- b) da proizvodi ali storitve dejansko zadovoljujejo potrebe in pričakovanja odjemalca
- c) da so upoštewane tako potrebe družbe, kot tudi potrebe varovanja okolja
- d) da je poudarek bolj na preprečevanju, kot na odkrivanju problemov po njihovem nastanku

### 4.3 Quality objectives

**4.3.1** Management should document objectives and commitments pertaining to key elements of quality, such as fitness for use, performance, safety and dependability.

**4.3.2** The calculation and evaluation of costs associated with all quality elements and objectives should always be an important consideration, with the objective of minimizing quality losses.

**4.3.3** Appropriate levels of management should document specific quality objectives consistent with quality policy as well as other objectives of the organization.

### 4.4 Quality system

**4.4.1** A quality system is the organizational structure, procedures, processes and resources needed to implement quality management.

**4.4.2** The organization's management should develop, establish and implement a quality system to accomplish the stated policies and objectives.

**4.4.3** The quality system should be structured and adapted to the organization's particular type of business and should take into account the appropriate elements outlined in this part of ISO 9004.

**4.4.4** The quality system should function in such a manner as to provide confidence that:

- a) the system is understood, implemented, maintained and effective;
- b) the products actually do satisfy customer needs and expectations;
- c) the needs of both society and the environment have been addressed;
- d) emphasis is placed on problem prevention rather than dependence on detection after occurrence.