
**Vodenje kakovosti in elementi sistema kakovosti - 2. del: Smernice
za storitve (istoveten ISO 9004-2:1991)**

Quality management and quality system elements - Part 2: Guidelines for
services

Gestion de la qualité et éléments de système qualité - Partie 2: Lignes
directrices pour les services

Qualitätsmanagement und Elemente eines Qualitätssicherungssystems -
Teil 2: Leitfaden für Dienstleistungen

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Deskriptorji: vodenje kakovosti, zagotavljanje kakovosti, sistem kakovosti, storitve, splošni pogoji

ICS 03.120.10

Referenčna številka
SIST ISO 9004-2:1997 (sl,en)

Nadaljevanje na straneh od 2 do 51

UVOD

Standard SIST ISO 9004-2, Vodenje kakovosti in elementi sistema kakovosti - Smernice za storitve, prva izdaja, 1997, ima status slovenskega standarda in je istoveten mednarodnemu standardu ISO 9004-2:1991, Quality management and quality system elements - Part 2: Guidelines for services, 1991.

NACIONALNI PREDGOVOR

Mednarodni standard ISO 9004-2:1991 je pripravil tehnični odbor Mednarodne organizacije za standardizacijo ISO/TC 176 Vodenje in zagotavljanje kakovosti. Slovenski standard SIST ISO 9004-2:1997, prva izdaja, je prevod angleškega besedila mednarodnega standarda ISO 9004-2:1991. V primeru spora glede besedila slovenskega prevoda v tem standardu je odločilen izvorni mednarodni standard v angleščini. Predlog slovensko-angleške izdaje standarda je pripravil tehnični odbor USM/TC QAS Zagotavljanje kakovosti, njegovo delo je nadaljeval tehnični odbor USM/TC VZK Vodenje in zagotavljanje kakovosti.

Ta slovenski standard je dne 1997-10-27 odobril direktor USM.

ZVEZE S STANDARDI

S prevzemom tega mednarodnega standarda veljajo naslednje zveze:

- SIST EN ISO 8402:1997 (sl,en,de,fr) Vodenje in zagotavljanje kakovosti - Slovar
- SIST ISO 9000-1:1996 (en) Standardi za vodenje in zagotavljanje kakovosti - 1. del: Smernice za izbiro in uporabo
- SIST ISO 9000-2:1996 (en) Standardi za vodenje in zagotavljanje kakovosti - 2. del: Splošne smernice za uporabo standardov ISO 9001, ISO 9002 in ISO 9003
- SIST ISO 9000-3:1996 (en) Standardi za vodenje in zagotavljanje kakovosti - 3. del: Smernice za uporabo standarda ISO 9001 pri razvoju, nabavi in vzdrževanju programske opreme
- SIST ISO 9000-4:1996 (en) Standardi za vodenje in zagotavljanje kakovosti - 4. del: Vodilo za vodenje programa zagotovljivosti
- SIST ISO 9001:1995 (sl,en) Sistemi kakovosti - Model zagotavljanja kakovosti v razvoju, proizvodnji, vgradnji in servisiranju
- SIST ISO 9002:1995 (sl,en) Sistemi kakovosti - Model zagotavljanja kakovosti v proizvodnji, vgradnji in servisiranju
- SIST ISO 9003:1995 (sl,en) Sistemi kakovosti - Model zagotavljanja kakovosti v končni kontroli in preskušanju
- PSIST EN ISO 9004-1:1994 (sl,en) Vodenje kakovosti in elementi sistema kakovosti - 1. del: Smernice
- SIST ISO 9004-3:1996 (en) Vodenje kakovosti in elementi sistema kakovosti - 3. del: Smernice za predelane materiale

SIST ISO 9004-4:1996 (en) Vodenje kakovosti in elementi sistema kakovosti - 4. del: Smernice za izboljševanje kakovosti

OSNOVA ZA IZDAJO STANDARDARDA

- Prezem standarda ISO 9004-2:1991

OPOMBE

- Povsod, kjer se v besedilu standarda uporablja izraz mednarodni standard, v SIST ISO 9004-2:1997 to pomeni slovenski standard.
- Uvod in nacionalni predgovor nista sestavni del standarda.
- Standardi ISO 8402:1986, Quality - Vocabulary, ISO 9000:1987, Quality management and quality assurance standards - Guidelines for selection and use, ISO 9004:1987, Quality management and quality system elements - Guidelines, navedeni v izvorniku ISO 9004-2:1991 pod rubriko zveza s standardi, so umaknjeni in nadomeščeni z novimi, kot sledi:

ISO 8402:1994	Quality management and quality assurance - Vocabulary; Vodenje in zagotavljanje kakovosti - Slovar
ISO 9000-1:1994	Quality management and quality assurance standards - Part 1: Guidelines for selection and use; Standardi za vodenje in zagotavljanje kakovosti - 1. del: Smernice za izbiro in uporabo
ISO 9000-2:1993	Quality management and quality assurance standards - Part 2: Generic guidelines for the application of ISO 9001, ISO 9002 and ISO 9003; Standardi za vodenje in zagotavljanje kakovosti - 2. del: Splošne smernice za uporabo standardov ISO 9001, ISO 9002 in ISO 9003
ISO 9000-3:1991	Quality management and quality assurance standards - Part 3: Guidelines for the application of ISO 9001 to the development, supply and maintenance of software; Standardi za vodenje in zagotavljanje kakovosti - 3. del: Smernice za uporabo standarda ISO 9001 pri razvoju, nabavi in vzdrževanju programske opreme
ISO 9000-4:1993	Quality management and quality assurance standards - Part 4: Guide to dependability programme management; Standardi za vodenje in zagotavljanje kakovosti - 4. del: Vodilo za vodenje programa zagotovitljivosti
EN ISO 9004-1:1994	Quality management and quality system elements - Part 1: Guidelines; Vodenje kakovosti in elementi sistema kakovosti - 1. del: Smernice

ISO 9004-3:1993	Quality management and quality system elements - Part 3: Guidelines for processed materials; Vodenje kakovosti in elementi sistema kakovosti - 3. del: Smernice za predelane materiale
ISO 9004-4:1993	Quality management and quality system elements - Part 4: Guidelines for quality improvement; Vodenje kakovosti in elementi sistema kakovosti - 4. del: Smernice za izboljševanje kakovosti

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Predgovor

ISO (Mednarodna organizacija za standardizacijo) je svetovna zveza nacionalnih organov za standarde (članov ISO). Mednarodne standarde ponavadi pripravljajo tehnični odbori ISO. Vsak član, ki želi sodelovati na določenem področju, za katero je ustanovljen tehnični odbor, ima pravico biti zastopan v tem odboru. Pri delu sodelujejo tudi vladne in nevladne mednarodne organizacije, povezane z ISO. V vseh zadevah, ki so na področju elektrotehnike povezane s standardizacijo, ISO tesno sodeluje z Mednarodno elektrotehniško komisijo (IEC).

Osnutki mednarodnih standardov, ki jih sprejmejo tehnični odbori, se pošljejo vsem članicam v glasovanje. Za objavo mednarodnega standarda je treba pridobiti soglasje najmanj 75 odstotkov članic, ki se udeležijo glasovanja.

Mednarodni standard ISO 9004-2 je pripravil tehnični odbor ISO/TC 176 Vodenje in zagotavljanje kakovosti.

ISO 9004 sestoji iz naslednjih delov pod skupnim naslovom *Vodenje kakovosti in elementi sistema kakovosti*:

- 1. del: *Smernice*
- 2. del: *Smernice za storitve*
- 3. del: *Smernice za predelane materiale*
- 4. del: *Smernice za izboljševanje kakovosti*
- 5. del: *Smernice za plane kakovosti*
- 6. del: *Smernice o zagotavljanju kakovosti za vodenje projektov*
- 7. del: *Smernice za vodenje konfiguracij*

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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

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

ISO 9004 consists of the following parts, under the general title *Quality management and quality system elements*.

- Part 1: *Guidelines*
- Part 2: *Guidelines for services*
- Part 3: *Guidelines for processed materials*
- Part 4: *Guidelines for quality improvement*
- Part 5: *Guidelines for quality plans*
- Part 6: *Guide to quality assurance for project management*
- Part 7: *Guidelines for configuration management*

- 8. del: *Smernice za načela kakovosti in njihovo uporabnost pri vodenju*

- Part 8: *Guidelines on quality principles and their application to management practices*

Prvi del bo prenovljena izdaja standarda ISO 9004:1987. Deli od 3 do 6 so v pripravi.

Part 1. will be a revision of ISO 9004:1987. Parts 3 to 6 are in preparation.

Dodatki A, B in C tega dela standarda ISO 9004 so namenjeni samo informiranju.

Annexes A, B and C of this part of ISO 9004 are for information only.

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Uvod

Kakovost in zadovoljstvo odjemalcev sta pomembna elementa, ki jima v svetu posvečajo čedalje več pozornosti. Ta del standarda ISO 9004 je odgovor na to zavest in skuša organizacije in podjetja spodbujati k učinkovitejšemu načinu vodenja storitvenih dejavnosti.

ISO 9004 temelji na načelih vodenja kakovosti iz serije mednarodnih standardov od ISO 9000 do ISO 9004. Standard opozarja, da lahko posledice, nastale zaradi neustrezne kakovosti, prizadenejo odjemalca, delovno organizacijo in družbo. Poudarja pa, da je vodstvo odgovorno za preprečitev takšnih pomanjkljivosti.

Oblikovanje in vzdrževanje kakovosti v neki organizaciji je odvisno od sistematičnega pristopa k vodenju kakovosti, s ciljem spoznati in zadovoljiti potrebe in želje strank. Za doseganje kakovosti je treba načela kakovosti dosledno upoštevati na vseh ravneh organizacije, ob trajnem spremljanju in izboljševanju sistema vodenja kakovosti, na podlagi povratnih informacij o zaznavah odjemalcev glede izvajanja storitev.

Uspešno vodenje kakovosti storitev omogoča:

- izboljševanje izvedbe storitev in zadovoljstvo odjemalcev
- izboljševanje produktivnosti, učinkovitosti in zmanjševanje stroškov in
- povečevanje tržnega deleža

Introduction

Quality and customer satisfaction are important subjects receiving increasing attention worldwide. This part of ISO 9004 provides a response to this awareness and seeks to encourage organizations and companies to manage the quality aspects of their service activities in a more effective manner.

This part of ISO 9004 builds on the quality management principles given in the ISO 9000 to ISO 9004 series. It recognizes that a failure to meet quality objectives can have consequences that may adversely affect the customer, the organization and society. It further recognises that it is a management responsibility to ensure that such failures are prevented.

The creation and maintenance of quality in an organization is dependent upon a systematic approach to quality management aimed at ensuring that customer needs are understood and met. The achievement of quality necessitates a commitment to quality principles at all levels in the organization and a continual review and improvement of the established system of quality management based on feedback of the customer's perception of the service provided.

The successful application of quality management to a service provides significant opportunities for

- improved service performance and customer satisfaction,
- improved productivity, efficiency and cost reduction and
- improved market share.

Za doseganje teh izboljšav je potrebno, da sistem kakovosti izpolni človeške vidike, ki so pomembni pri izvajanju storitev z:

- urejanjem družbenih procesov, vključenih v storitve
- upoštevanjem medčloveških odnosov, ki so temeljnega pomena za kakovost storitev
- prepoznavanjem pomena zaznav odjemalcev in njihovega dojemanja ugleda, kulture in dosežkov organizacije
- razvijanjem veščin in sposobnosti osebja in
- motiviranjem osebja za izboljševanje kakovosti in za zadovoljitev pričakovanj odjemalcev.

To achieve these benefits, a quality system for services should also respond to the human aspects involved in the provision of a service by

- managing the social processes involved in a service,
- regarding human interactions as a crucial part of service quality,
- recognizing the importance of a customer's perception of the organization's image, culture and performance,
- developing the skills and capability of personnel, and
- motivating personnel to improve quality and to meet customer expectations.

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Vodenje kakovosti in elementi sistema kakovosti - 2. del: Smernice za storitve

Quality management and quality system elements - Part 2: Guidelines for services

1 Predmet standarda

Ta del standarda ISO 9004 vsebuje navodila za vzpostavitev in uveljavljanje sistema kakovosti v organizaciji. Temelji na splošnih načelih vodenja kakovosti, ki so opisani v ISO 9004:1987, in daje obsežen pregled sistema kakovosti za storitve.

Ta del standarda ISO 9004 se lahko uporabi za razvoj sistema kakovosti pri ponudbi novih ali modificiranih storitev. Uporaben je tudi neposredno, ko uvajamo sistem kakovosti za obstoječe storitve. Sistem kakovosti vključuje vse procese, ki so potrebni za zagotavljanje učinkovitejših storitev, od trženja do izvedbe, vključno z analizo storitve pri odjemalcih.

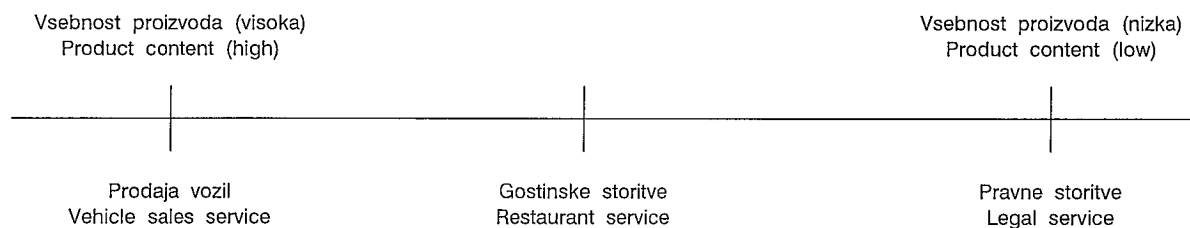
Opisane zasnove, načela in elementi sistema kakovosti se lahko uporabijo za vse vrste storitev, in sicer ne glede na to, ali gre samo za storitev ali za kombinacijo z izdelavo in dobavo proizvoda. To se lahko prikaže kot nepretrgana zveza od primera, ko je storitev neposredno vezana na proizvod, do primera, kjer proizvod ni vključen v veliki meri. Slika 1 prikazuje to zasnovo za tri tipe storitev.

1 Scope

This part of ISO 9004 gives guidance for establishing and implementing a quality system within an organization. It is based on the generic principles of internal quality management described in ISO 9004:1987 and provides a comprehensive overview of a quality system specifically for services.

This part of ISO 9004 can be applied in the context of developing a quality system for a newly offered or modified service. It can also be applied directly when implementing a quality system for an existing service. The quality system embraces all the processes needed to provide an effective service, from marketing to delivery and includes the analysis of service provided to customers.

The concepts, principles and quality system elements described are applicable to all forms of service, whether solely of a service character or in combination with the manufacture and supply of a product. This can be shown as a continuum ranging from a situation where the service is directly related to a product to a situation where there is little product involved. Figure 1 illustrates this concept for three types of service.



Slika 1: Zveznost vsebnosti proizvoda v storitvi

Figure 1 – Product content in a service continuum

Opomba:

1. Oprema ali pripomočki so lahko tudi neposredno vključeni v storitev na primer prodajni ali bančni avtomati.

NOTE

- 1 Equipment or facilities may also be directly involved in providing a service, for example, vending machines or automatic banking machines.

Zasnove in načela v tem delu ISO 9004 so primerni za velike in majhne organizacije. Čeprav majhne storitvene organizacije ne bodo imele ali potrebovale kompleksne strukture, kakršna je potrebna v velikem podjetju, veljajo enaka načela. Edina razlika je v obsegu.

Odjemalec bo predvsem končni prejemnik storitve zunaj organizacije. Pogosto pa je odjemalec znotraj organizacije; to se nanaša predvsem na večje organizacije, kjer je lahko odjemalec v naslednji fazi izvajanja procesa. Ne glede na to, da je ta del ISO 9004 pisan predvsem za zunanje odjemalce, se lahko uporablja tudi za notranje odjemalce za splošno doseganje zahtevane kakovosti.

Izbor operativnih elementov in obseg njihove uporabe sta odvisna od dejavnikov, kot so trg, katerega oskrbujejo, izbor organizacije, narava storitve, potek storitve in potrebe odjemalca.

Dodatek A je le v informacijo in navaja primere storitev, za katere se lahko uporablja ta del standarda ISO 9004. Primeri vsebujejo storitvene dejavnosti v proizvodnih organizacijah.

2 Zveza z drugimi standardi

Spodaj navedeni standardi vsebujejo določila, ki v povezavi s tem besedilom tvorijo določila tega dela ISO 9004. V času objave so bile veljavne navedene izdaje. Vsi standardi se revidirajo in strankam, ki sklenejo pogodbo, zasnovano na tem delu ISO 9004, se priporoča, da raziščejo možnost uporabe najnovejših izdaj spodaj naštetih standardov. Članice IEC in ISO vzdržujejo registre trenutno veljavnih mednarodnih standardov.

The concepts and principles in this part of ISO 9004 are appropriate to large and small organizations. Although the small service organization will not have, nor need, the complex structure necessary in the larger enterprise, the same principles apply. The difference is simply one of scale.

Primarily, the customer will be the ultimate recipient of the service external to the organization. Frequently though, the customer can be internal within the organization; this customer can be at a subsequent stage in the provisioning process. While this part of ISO 9004 is written principally with respect to external customers, it can also apply to internal customers for overall achievement of the required quality.

The selection of operational elements and the extent to which they are applied depends on such factors as the market being served, the options of the organization, the nature of the service, the service processes and the customer needs.

Annex A is for information only, and gives examples of services to which this part of ISO 9004 may be applied. The examples include service activities inherently performed in product manufacturing industries.

2 Normative references

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 8402:1986, Kakovost - Slovar

ISO 8402:1986, *Quality - Vocabulary*

ISO 9000:1987, Standardi za vodenje in zagotavljanje kakovosti - Smernice za izbiro in uporabo

ISO 9000:1987, *Quality management and quality assurance standards - Guidelines for selection and use*

ISO 9004:1987, Vodenje kakovosti in elementi sistema kakovosti - Smernice

ISO 9004:1987, *Quality management and quality system elements - Guidelines*

3 Definicije

V tem mednarodnem standardu se uporabljajo definicije iz ISO 8402 skupaj z naslednjimi.

Opombi:

2. Ime "storitvena organizacija" se uporablja tudi za dobavitelje, kadar to ustreza.
3. Da bi bilo navodilo bolj jasno, se nekatere obstoječe definicije (brez opomb) ponavljajo z danim virom v oklepaju.

3.1 Organizacija: Družba, korporacija, podjetje, državno ali zasebno združenje, ki ima lastno funkcijo in administracijo.

3.2 Dobavitelj: Organizacija, ki odjemalcu dobavlja proizvod ali storitev.

Opomba:

4. Dobavitelj se včasih omenja kot "prva stranka v poslovnem odnosu".

3.3 Podpogodbenuk: Dobavitelj, ki v pogodbenem odnosu dobavlja storitveni organizaciji.

3.4 Odjemalec: Prejemnik proizvoda ali storitve.

Opombe:

5. Odjemalec je lahko na primer končni porabnik, uporabnik, koristnik ali kupec.
6. Odjemalec se včasih omenja kot "druga stranka v poslovnem odnosu."
7. Odjemalec je lahko enota znotraj storitvene organizacije.

3.5 Storitve: Rezultati, ki nastanejo z dejavnostmi med dobaviteljem in odjemalcem in z dobaviteljevimi notranjimi dejavnostmi, da se zadovoljijo potrebe odjemalca.

3 Definitions

For the purposes of this International Standard, the definitions given in ISO 8402, together with the following definitions, apply.

NOTES

- 2 The term service organization is also used to denote supplier, as appropriate.
- 3 To provide clearer guidance, some existing definitions (without notes) are repeated with the source given in brackets.

3.1 organization: A company, corporation, firm, enterprise or association, or part thereof, whether incorporated or not, public or private, that has its own function(s) and administration.

3.2 supplier: An organization that provides a product or a service to a customer.

NOTE

- 4 The supplier is sometimes referred to as a business first party.

3.3 sub-contractor: A supplier to the service organization in a contractual situation.

3.4 customer: The recipient of a product or a service.

NOTES

- 5 A customer may be, for example, the ultimate consumer, user, beneficiary or purchaser.
- 6 A customer is sometimes referred to as a business second party.
- 7 A customer may be a unit within the service organization.

3.5 service: The results generated, by activities at the interface between the supplier and the customer and by supplier internal activities, to meet customer needs.

Opombe:

8. Dobavitelja ali odjemalca lahko v tej medsebojni povezavi predstavlja osebje ali oprema.
9. Dejavnosti odjemalca v medsebojni povezavi z dobaviteljem so lahko bistvene za izvedbo storitve.
10. Dobava ali uporaba proizvoda lahko tvori del izvedbe storitev.
11. Storitve je lahko vezana na izdelavo in dobavo proizvoda.

NOTES

- 8 The supplier or the customer may be represented at the interface by personnel or equipment.
- 9 Customer activities at the interface with the supplier may be essential to the service delivery.
- 10 Delivery or use of tangible product may form part of the service delivery.
- 11 A service may be linked with the manufacture and supply of tangible product.

3.6 Izvedba storitev: Dejavnosti dobavitelja, ki so potrebne, da se zagotovi storitev.

3.6 service delivery: Those supplier activities necessary to provide the service.

3.7 Kakovost: Skupek vseh lastnosti in karakteristik proizvoda ali storitve, ki se nanašajo na sposobnost proizvoda ali storitve, da zadovolji izražene ali pričakovane potrebe [ISO 8402].

3.7 quality: The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. [ISO 8402]

3.8 Politika kakovosti: Splošne usmeritve in cilji organizacije glede kakovosti, kot jih formalno določi najvišje vodstvo [ISO 8402].

3.8 quality policy: The overall quality intentions and direction of an organization as regards quality, as formally expressed by top management. [ISO 8402]

3.9 Vodenje kakovosti: Vidik celotne funkcije vodenja, ki določa in izvaja politiko kakovosti [ISO 8402].

3.9 quality management: That aspect of the overall management function that determines and implements the quality policy. [ISO 8402]

3.10 Sistem kakovosti: Organizacijska struktura, odgovornosti, postopki, procesi in viri za izvajanje vodenja kakovosti [ISO 8402].

3.10 quality system: The organizational structure, responsibilities, procedures, processes and resources for implementing quality management. [ISO 8402]

4 Značilnosti storitev

4 Characteristics of services

4.1 Značilnosti storitev in izvedbe storitev

4.1 Service and service delivery characteristics

Zahteve za storitev naj bodo jasno definirane v obliki značilnosti, ki jih je mogoče opazovati in ki jih odjemalec lahko ocenjuje.

The requirements of a service need to be clearly defined in terms of characteristics that are observable and subject to customer evaluation.

Proces izvedbe storitve naj bo določen tudi v obliki značilnosti, ki jih odjemalec morda ne opazi vedno, vendar pa neposredno vplivajo na storitev.

The processes that deliver a service also need to be defined in terms of characteristics that may not always be observable by the customer, but directly affect service performance.

Storitvena organizacija naj bo sposobna ovrednotiti oba tipa značilnosti na podlagi definiranih meril sprejemljivosti.

Both types of characteristic need to be capable of evaluation by the service organization against defined standards of acceptability.

Značilnost storitve ali izvedbe storitve je lahko kvantitativna (merljiva) ali kvalitativna (primerljiva), kar je odvisno od tega, kako jo ocenjuje in vrednoti storitvena organizacija ali odjemalec.

A service or service delivery characteristic may be quantitative (measurable) or qualitative (comparable), depending on how it is evaluated and whether the evaluation is done by the service organization or the customer.

Opomba:

12. Za številne kvalitativne značilnosti, ki jih subjektivno ocenjuje odjemalec, obstaja možnost za kvantitativne meritve, ki jih izvaja storitvena organizacija.

NOTE

12 Many qualitative characteristics subjectively evaluated by customers are candidates for quantitative measurement by the service organization.

Primeri značilnosti, ki so lahko specificirane v dokumentiranih zahtevah, vključujejo:

Examples of characteristics that might be specified in requirement documents include:

- možnosti, zmogljivost, število osebja in količino materiala
- čas čakanja, rok dobave in čas izvedbe
- higieno, zaščito, zanesljivost, varnost
- ustrežljivost, dostopnost, vljudnost, udobje, estetsko okolje, usposobljenost, zagotoviteljnost, točnost, popolnost, stanje tehnike, kredibilnost in učinkovito komuniciranje.

- facilities, capacity, number of personnel and quantity of materials;
- waiting time, delivery time and process times;
- hygiene, safety, reliability and security;
- responsiveness, accessibility, courtesy, comfort, aesthetics of environment, competence, dependability, accuracy, completeness, state of the art, credibility and effective communication.

4.2 Obvladovanje storitev in značilnosti izvedbe storitev

V večini primerov se lahko obvladovanje storitve in značilnosti izvedbe storitve dosežejo le z nadzorom procesa izvedbe storitev. Merjenje sposobnosti in nadzor procesa sta torej bistvena za doseganje in ohranjanje zahtevane kakovosti storitve. Čeprav je korekcija včasih mogoča še v času izvedbe storitve, se ponavadi ni mogoče zanašati na to, da bo končna kontrola izvedbe storitve pri odjemalcu vplivala na kakovost storitve, ker odjemalec pogosto takoj ugotovi neskladnost.

4.2 Control of service and service delivery characteristics

In most cases the control of service and service delivery characteristics can only be achieved by controlling the process that delivers the service. Process performance measurement and control are therefore essential to achieve and maintain the required service quality. While remedial action is sometimes possible during service delivery, it is usually not possible to rely on final inspection to influence service quality at the customer interface where customer assessment of any nonconformity is often immediate.

Proces izvedbe storitve je lahko visoko mehaniziran (kot pri neposrednem telefonskem klicu) ali zelo oseben (kot so pravne, medicinske, svetovalne storitve). Čim bolj je mogoče proces definirati (tako opremo kot postopke), tem večja je možnost, da se lahko uporabljajo sistematično izoblikovana načela sistema kakovosti.

5 Načela sistema kakovosti

5.1 Ključni vidiki sistema kakovosti

Slika 2 prikazuje odjemalca v žarišču treh ključnih vidikov sistema kakovosti. Prikazuje tudi, da je mogoče zagotoviti zadovoljstvo odjemalca le v skladnem sodelovanju in medsebojni povezavi odgovornosti vodstva, osebja in materialnih virov ter zgradbi sistema kakovosti.

5.2 Odgovornost vodstva

5.2.1 Splošno

Vodstvo je odgovorno za vzpostavitev politike, usmerjene v kakovost storitev in zadovoljstvo odjemalca. Uspešno izvajanje te politike je odvisno od vključenosti in usmeritve vodstva v razvoj in učinkovito delovanje sistema kakovosti.

5.2.2 Politika kakovosti

Odgovornost in zavezanost za politiko kakovosti v storitveni organizaciji nosi najvišje vodstvo, ki razvija in dokumentira politiko kakovosti glede na:

- stopnjo kakovosti storitve, ki jo ponuja
- ugled in sloves storitvene organizacije glede kakovosti
- cilje kakovosti storitve
- način spremljanja doseganja postavljenih ciljev kakovosti
- vlogo osebja, odgovornega za izvajanje politike kakovosti

The service delivery process may range from being highly mechanized (as in a directly dialed telephone call) to one that is highly personalized (as in services such as legal, medical or consultancy). The more definable the process, whether by mechanization or by detailed procedures, the greater the opportunity to apply structured and disciplined quality system principles.

5 Quality system principles

5.1 Key aspects of a quality system

Figure 2 illustrates that the customer is the focal point of the three key aspects of a quality system. It also illustrates that customer satisfaction can only be assured when there is harmony of interaction between the management responsibility, the personnel and material resources and the quality system structure.

5.2 Management responsibility

5.2.1 General

Management is responsible for establishing a policy for service quality and customer satisfaction. Successful implementation of this policy is dependent upon management commitment to the development and effective operation of a quality system.

5.2.2 Quality policy

The responsibility for and commitment to a quality policy for the service organization belongs to the highest level of management. Management should develop and document a quality policy relating to the following:

- grade of service to be provided;
- service organization's image and reputation for quality;
- objectives for service quality;
- approach to be adopted in pursuit of quality objectives;
- role of company personnel responsible for implementing the quality policy.