SLOVENSKI STANDARD

SIST ISO/TR 10013:2002

april 2002

Smernice za dokumentacijo sistema vodenja kakovosti

Guidelines for quality management system documentation

Lignes directrices pour le développement de la documentation sur les systèmes de management de la qualité

Deskriptorji:

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Referenčna številka
SIST ISO/TR 10013:2002 (sl, en)

Nadaljevanje na straneh od 2 do 24

NACIONALNI UVOD

Standard SIST ISO/TR 10013 (sl,en), Smernice za dokumentacijo sistema vodenja kakovosti, druga izdaja, 2002, ima status slovenskega standarda in je enakovreden mednarodnemu standardu ISO/TR 10013 (en), Guidelines for quality management system documentation, 2001-07-01.

NACIONALNI PREDGOVOR

Mednarodni standard ISO/TR 10013:2001 je pripravil tehnični odbor Mednarodne organizacije za standardizacijo ISO/TC 176, Vodenje in zagotavljanje kakovosti.

Slovenski tehnični odbor SIST/TC VZK Vodenje in zagotavljanje kakovosti je dne 2002-04-00 privzel evropski standard ISO/TR 10013:2001 po metodi ponatisa. Standard v slovenskem jeziku je le njegova jezikovna različica.

ZVEZE S STANDARDI

S prevzemom tega mednarodnega standarda veljajo za omejeni namen referenčnih standardov vsi standardi, navedeni v izvirniku, razen standardov, ki smo jih že sprejeli v nacionalno standardizacijo:

SIST ISO 9000:2002 (sl,en) Sistemi vodenja kakovosti - Osnove in slovar

SIST ISO 9001:2000 (sl,en) Sistemi vodenja kakovosti - Zahteve

SIST ISO 9004:2002 (sl,en) Sistemi vodenja kakovosti - Smernice za izboljšanje delovanja

PREDHODNA(E) IZDAJA(E)

SIST ISO 10013:1997 (sl,en) Smernice za izdelavo poslovnikov kakovosti

OPOMBI

- Povsod, kjer se v besedilu standarda uporablja izraz “mednarodni standard”, v SIST ISO/TR:2002 to pomeni “slovenski standard”.
- Nacionalni uvod in nacionalni predgovor nista sestavni del standarda.

VSEBINA **Stran**

Predgovor

Mednarodna organizacija za standardizacijo (ISO) je svetovna zveza nacionalnih organov za standarde (članov ISO). Mednarodne standarde ponavadi pripravljajo tehnični odbori ISO. Vsak član, ki želi delovati na določenem področju, za katero je bil 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 povezane s standardizacijo na področju elektrotehnike, ISO tesno sodeluje z Mednarodno elektrotehniško komisijo (IEC).

Osnutki mednarodnih standardov so pripravljeni v skladu s pravili, podanimi v 3. delu Direktiv ISO/IEC.

Osnovna naloga tehničnih odborov je priprava mednarodnih standardov. Osnutki mednarodnih standardov, ki jih sprejmejo tehnični odbori, se pošljejo vsem članom v glasovanje. Za objavo mednarodnega standarda je treba pridobiti soglasje najmanj 75 odstotkov članov, ki se udeležijo glasovanja.

V izjemnih okoliščinah, kadar tehnični odbor zbere podatke, ki so drugačni od običajno objavljenih kot mednarodni standardi (npr. »stanje tehnike«), lahko o objavi tehničnega poročila odloča večina glasov polnopravnih članov. Tehnično poročilo je izključno informativne narave in ga ni treba pregledati, dokler se podatki, ki jih vsebuje, ne ocenijo za zastarele oz. neuporabne.

Opozoriti je treba na možnost, da so lahko nekateri elementi tega mednarodnega standarda predmet patentnih pravic. ISO ne prevzema odgovornosti za identifikacijo nekaterih ali vseh takih patentnih pravic.

Mednarodni standard ISO/TR 10013 je pripravil tehnični odbor ISO/TC 176 *Vodenje kakovosti in zagotavljanje kakovosti*, pododbor SC3 *Podporne tehnologije.*

Ta prva izdaja ISO/TR 10013 razveljavlja in nadomešča ISO 10013:1995, *Navodila za razvijanje poslovnikov za kakovost.*

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.

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

The main task of technical committees is to prepare International Standards. 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.

In exceptional circumstances, when a technical committee has collected data of a different kind from that which is normally published as an International Standard ("state of the art", for example), it may decide by a simple majority vote of its participating members to publish a Technical Report. A Technical Report is entirely informative in nature and does not have to be reviewed until the data it provides are considered to be no longer valid of useful.

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/TR 10013 was prepared by Technical Committee ISO/TC 176, Quality management and quality assurance, Subcommittee SC 3, Supporting technologies.

This first edition of ISO/TR 10013 cancels and replaces ISO 10013:1995, *Guidelines for developing quality manuals.*

Uvod

Skupina mednarodnih standardov ISO 9000 zahteva, da je sistem vodenja kakovosti v organizaciji dokumentiran.

To tehnično poročilo spodbuja privzem procesnega pristopa pri razvijanju in izvajanju sistema vodenja kakovosti ter izboljševanju njegove učinkovitosti.

Da bi organizacija delovala učinkovito, mora identificirati in voditi številne povezane aktivnosti. Aktivnost, ki uporablja vire in je vodena zato, da bi omogočila pretvorbo vhodov v izhode, lahko obravnavamo kot proces. Izhod enega procesa pogosto tvori vhod v drugi proces.

Uporaba sistema procesov znotraj organizacije, vključno z njihovo identifikacijo in medsebojnimi vplivi procesov in njihovim vodenjem, se lahko imenuje »procesni pristop«.

Prednost procesnega pristopa je v tem, da omogoča nenehni nadzor nad povezavami med posameznimi procesi znotraj sistema procesov in tudi nad njihovimi kombinacijami in medsebojnimi vplivi.

Organizacija lahko izbira način dokumentiranja sistema vodenja kakovosti. Vsaka posamezna organizacija naj razvije obseg dokumentacije, ki prikazuje učinkovito planiranje, delovanje, obvladovanje in nenehno izboljševanje sistema vodenja kakovosti in njegovih procesov.

Dokumentacija sistema vodenja kakovosti se lahko nanaša na vse aktivnosti organizacije ali na izbrane dele aktivnosti; na primer specifične zahteve, ki so odvisne od narave izdelkov, procesov, pogodbenih obveznosti, državnih predpisov ali predpisov organizacije.

Pomembno je, da zahteve in vsebina dokumentacije sistema vodenja kakovosti ustrezajo standardom kakovosti, katerim hočejo zadostiti.

Smernice v tem tehničnem poročilu so namenjene za pomoč organizaciji pri dokumentiranju sistema vodenja kakovosti. Niso namenjene za pogodbeno, regulatorno uporabo ali za certificiranje oz. registracijo.

Introduction

The ISO 9000 family of International Standards requires the quality management system of an organization to be documented.

This Technical Report promotes the adoption of the process approach when developing and implementing the quality management system and improving its effectiveness.

For an organization to function effectively, 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, can be considered as a process. Often the output from one of the processes directly forms the input to the next.

The application of a system of processes within an organization, together with the identification and interactions of these processes, and their management, can be reffered 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 over their combination and interaction.

An organization has flexibility in the way it chooses to document its quality management system. Each individual organization should develop that amount of documentation needed to demonstrate the effective planning, operation, control and continual improvement of its quality management system and its processes.

Quality management system documentation may relate to an organization’s total activities or to a selected part of those activities; for example, specified requirements depending upon the nature of products, processes, contractual requirements, governing regulations or the organization itself.

It is important that the requirements and content of the quality management system documentation address the quality standards they intend to satisfy.

The guidelines given in this Technical Report are intended to assist an organization with documenting its quality management system. They are not intended to be used as requirements for contractual, regulatory or certification/registration purposes.

Eden izmed vidikov sistema vodenja kakovosti je planiranje kakovosti. Dokumenti planov kakovosti lahko vsebujejo vodstvene in operativne plane, priprave za izvajanje sistema, uporabo sistema vodenja kakovosti, vključno z organiziranjem in časovnim načrtovanjem ter pristopom, s katerim naj bi dosegli cilje kakovosti.

One aspect of a quality management system is quality planning. Quality planning documents may include managerial and operational planning, preparing the application of the quality management system including organizing and scheduling, and the approach by which quality objectives are to be achieved.

Smernice za dokumentacijo sistema vodenja kakovosti

1 Predmet standarda

To tehnično poročilo podaja smernice za razvoj in vzdrževanje dokumentacije, potrebne za zagotavljanje učinkovitega sistema vodenja kakovosti, prilagojene posebnim potrebam organizacije. Uporaba teh smernic bo prispevala k vzpostavitvi dokumentiranega sistema na podlagi primernega standarda sistema vodenja kakovosti.

To tehnično poročilo se lahko uporabi tudi za dokumentiranje drugih sistemov vodenja kakovosti, ne samo za tiste iz skupine ISO 9000, kot na primer za sisteme ravnanja z okoljem in sisteme vodenja varnosti.

OPOMBA: Kadar je proces dokumentiran, se pogosto uporablja izraz "pisni postopek˝ ali "dokumentirani postopek".

2 Zveza z drugimi standardi

Spodaj navedeni standard vsebuje določila, ki s sklicevanjem v tem besedilu tvorijo določila tega tehničnega poročila. Pri datiranem sklicevanju se ne upoštevajo poznejši dodatki ali popravki navedenega standarda. Vendar se strankam, ki sklenejo dogovore na podlagi tega mednarodnega standarda, priporoča, naj raziščejo možnost uporabe najnovejše izdaje spodaj navedenega standarda. Pri nedatiranem sklicevanju velja najnovejša izdaja dokumenta, na katerega se sklicujemo. Člani ISO in IEC vzdržujejo register trenutno veljavnih mednarodnih standardov.

ISO 9000:2000, *Sistemi vodenja kakovosti – Osnove in slovar*

3 Izrazi in definicije

V tem mednarodnem standardu se uporabljajo izrazi in definicije, ki so podani v standardu ISO 9000. Sistem vodenja kakovosti organizacije lahko uporablja drugačno terminologijo za določeno vrsto dokumentacije.

3.1
navodila za delo
podrobni opisi kako izvajati naloge in kaj o njih zapisati

OPOMBA 1: Navodila za delo so lahko dokumentirana ali pa ne.

Guidelines for quality management system documentation

1 Scope

This Technical Report provides guidelines for the development and maintenance of the documentation necessary to ensure an effective quality management system, tailored to the specific needs of the organization. The use of these guidelines will aid in establishing a documented system as required by the applicable quality management system standard.

This Technical Report may be used to document management systems other than that of the ISO 9000 family, for example environmental management systems and safety management systems.

NOTE When a procedure is documented, the term “written procedure” or “documented procedure” is frequently used.

2 Normative reference

The following normative document contains provisions which, through reference in this text, constitute provisions of this Technical Report. For dated references, subsequent amendments to, or revisions of, any of these publications do not apply. However, parties to agreements based on this Technical Report 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 Technical Report, the terms and definitions given in ISO 9000 and the following apply. An organization's quality management system may use different terminology for the defined types of documentation.

3.1
work instructions
detailed descriptions of how to perform and record tasks

NOTE 1 Work instructions may be documented or not.

OPOMBA 2 Navodila za delo so lahko, na primer, podrobno napisana navodila, diagrami poteka, predloge, modeli, tehnični podatki, vključeni v risbo, specifikacije, navodila za uporabo opreme, slike, video posnetki, kontrolni seznami ali kombinacije naštetega. Navodila za delo morajo opisovati vse materiale, opremo in dokumentacijo, ki se bo uporabila. Če je smotrno, morajo delovna navodila vključevati tudi kriterije za prevzem.

NOTE 2 Work Instructions may be, for example, detailed written descriptions, flowcharts, templates, models, technical notes incorporated into drawings, specifications, equipment instruction manuals, pictures, videos, checklists, or combinations thereof. Work instructions should describe any materials, equipment and documentation to be used. When relevant, work instructions include acceptance criteria.

3.2.
obrazec
dokument, ki se uporablja za zapisovanje podatkov, ki jih zahteva sistem vodenja kakovosti

OPOMBA: Obrazec postane zapis ob vnosu podatkov vanj.

3.2
form
document used to record data required by the quality management system

NOTE A form becomes a record when data are entered

4 Dokumentacija sistema vodenja kakovosti

4.1 Splošno

Urejenost dokumentacije sistema vodenja kakovosti ponavadi sledi procesom organizacije ali strukturi uporabljenega standarda kakovosti ali kombinaciji obeh. Lahko se uporabi tudi kakšna druga ureditev, ki zadošča potrebam organizacije.

Strukturo dokumentacije v organizaciji lahko razvrstimo po hiearhiji. Takšna struktura olajša razdeljevanje, vzdrževanje in razumevanje dokumentacije. Dodatek A prikazuje tipično hierarhijo dokumentacije sistema vodenja kakovosti. Razvoj hierarhije je odvisen od okoliščin v organizaciji.

Obseg dokumentacije sistema vodenja kakovosti se od organizacije do organizacije razlikuje zaradi

a) velikosti organizacije in vrste aktivnosti,

b) kompleksnosti procesov in njihovih medsebojnih vplivov,

c) kompetentnosti osebja.

Dokumentacija sistema vodenja kakovosti lahko vključuje tudi definicije. Slovar, ki se v ta namen uporablja, naj bo v skladu z definicijami standarda in izrazi, ki so navedeni v standardu ISO 9000 ali v splošni jezikovni rabi.

Dokumentacija sistema vodenja kakovosti navadno vsebuje naslednje:

4 Quality management system documentation

4.1 General

The arrangement of quality management system documentation typically follows either the processes of the organization or the structure of the applicable quality standard, or a combination of both. Any other arrangement that satisfies the organization's needs may also be used.

The structure of the documentation used in the quality management system may be described as a hierarchy. This structure facilitates the distribution, maintenance and understanding of the documentation. Annex A illustrates a typical hierarchy of quality management system documentation. The development of a hierarchy depends on the circumstances of the organization.

The extent of the quality management system documentation can differ from one organization to another due to

a) the size of the organization and type of activities,

b) the complexity of processes and their interactions, and

c) the competence of personnel.

The quality management system documentation may include definitions. The vocabulary used should be in accordance with standard definitions and terms, which are referenced in ISO 9000 or in general dictionary usage.

The quality management system documentation usually includes the following:

a) politiko kakovosti in njene cilje,

b) poslovnik kakovosti,

c) dokumentirane postopke,

d) delovna navodila,

e) obrazce,

f) plane kakovosti,

g) specifikacije,

h) dokumente zunanjega izvora,

i) zapise.

Dokumentacija sistema vodenja kakovosti je lahko na vseh vrstah medijev, na primer na papirju ali elektronskem mediju.

OPOMBA: Nekatere prednosti uporabe elektronskih medijev so naslednje:

a) primerno osebje ima dostop do enakih najnovejših informacij v vsakem trenutku;

b) dostop do dokumentov in njihovo spreminjanje je zlahka izvedljivo in obvladljivo;

c) razporeditev je takojšnja in enostavno obvladovana z možnostjo tiskanja na papir;

d) možen dostop do dokumentov iz oddaljenih lokacij;

e) izločitev zastarelih dokumentov je preprosta in učinkovita.

a) quality policy and its objectives;

b) quality manual;

c) documented procedures;

d) work instructions;

e) forms;

f) quality plans;

g) specifications;

h) external documents;

i) records.

Quality management system documentation may be in any type of media, such as hard copy or electronic media.

NOTE Some advantages of using electronic media are the following:

a) appropriate personnel have access to the same up-to-date information at all times;

b) access and changes are easily made and controlled;

c) distribution is immediate and easily controlled with the option of printing hard copies;

d) there is access to documents from remote locations;

e) withdrawal of obsolete documents is simple and effective.

4.2. Namen in koristi

Dokumentacija sistema vodenja kakovosti ima za organizacijo v nadaljevanju navedene namene in koristi, vendar ne samo teh:

a) opisuje sistem vodenja kakovosti organizacije;

b) daje informacije za interdisciplinarne skupine in s tem omogoča boljše razumevanje njihovih medsebojnih povezav;

c) zaposlenim izraža zavezanost vodstva za sistem vodenja kakovosti;

d) pomaga zaposlenim k boljšemu razumevanju njihove vloge v podjetju in daje večji občutek glede namena in pomembnosti njihovega dela;

e) omogoča medsebojno razumevanje med zaposlenimi in vodstvom;

f) daje podlago za pričakovanje glede delovnih zmogljivosti;

g) določa, kako je treba delati, da bodo izpolnjene določene zahteve;

4.2 Purposes and benefits

The purposes and benefits of having quality management system documentation for an organization include, but are not limited to, the following:

a) describing the quality management system of the organization;

b) providing information for cross-functional groups so that they may better understand interrelationships;

c) communicating to employees management's commitment to quality;

d) helping employees to understand their role within the organization, thus giving them an increased sense of purpose and importance of their work;

e) providing mutual understanding between employees and management;

f) providing a basis for expectations of work performance;

g) stating how things are to be done in order to achieve specified requirements;

h) daje stvarne dokaze, da je zadoščeno specifičnim zahtevam;

i) daje jasen, učinkovit okvir delovanja;

j) daje podlago za usposabljanje novega kadra in periodično ponovno usposabljanje trenutno zaposlenih;

k) daje podlago za red in ravnotežje znotraj organizacije;

l) omogoča doslednost postopkov, ki temeljijo na dokumentiranih procesih;

m) daje podlago za nenehno izboljševanje;

n) omogoča zaupanje strank, ki temelji na dokumentiranem sistemu;

o) zainteresiranim stranem prikazuje sposobnosti znotraj organizacije;

p) daje jasen okvir zahtev za dobavitelje;

q) daje podlago za presojanje sistema vodenja kakovosti;

r) daje podlago za vrednotenje učinkovitosti in trajne primernosti sistema vodenja kakovosti.

h) providing objective evidence that specified requirements have been achieved;

i) providing a clear, efficient framework of operation;

j) providing a basis for training new employees and periodic re-training of current employees;

k) providing a basis for order and balance within the organization;

l) providing consistency in operations based on documented processes;

m) providing a basis for continual improvement;

n) providing customer confidence based on documented systems;

o) demonstrating to interested parties the capabilities within the organization;

p) providing a clear framework of requirements for suppliers;

q) providing a basis for auditing the quality management system;

r) providing a basis for evaluating the effectiveness and continuing suitability of the quality management system.

4.3 Politika kakovosti in njeni cilji

Politika kakovosti in njeni cilji naj bodo dokumentirani kot neodvisni dokumenti ali kot del poslovnika za kakovost.

4.3 Quality policy and its objectives

The quality policy and its objectives should be documented and may be an independent document or be included in the quality manual.

4.4 Poslovnik kakovosti

4.4.1 Vsebina

Poslovnik kakovosti je edinstven za vsako organizacijo. To tehnično poročilo dopušča prilagodljivost pri določanju strukture, oblike, vsebine ali metode predstavitve za dokumentiranje sistema vodenja kakovosti za vse vrste organizacij.

Za majhne organizacije je lahko primerno, da vključijo opis celotnega sistema vodenja kakovosti v enem samem poslovniku, ki vključuje tudi vse dokumentirane postopke, zahtevane v ISO 9001. Velike multinacionalne organizacije lahko potrebujejo več poslovnikov na globalni, nacionalni in regionalni ravni ter bolj kompleksno hierarhijo dokumentacije.

Poslovnik kakovosti naj vključuje predmet sistema vodenja kakovosti, podrobnosti in utemeljitev za vsakršnjo opustitev,

4.4 Quality manual

4.4.1 Contents

A quality manual is unique to each organization. This Technical Report allows for flexibility in defining the structure, format, content, or method of presentation for documenting the quality management system for all types of organizations.

A small organization may find it appropriate to include the description of its entire quality management system within a single manual, including all the documented procedures required by ISO 9001. Large, multinational organizations may need several manuals at the global, national or regional level, and a more complex hierarchy of documentation.

The quality manual should include the scope of the quality management system, the details of and justification for any exclusion, the

dokumentirane postopke ali sklicevanje nanje ter opise procesov sistema vodenja kakovosti in njihovih medsebojnih vplivov.

Informacije o organizaciji, kot so ime, lokacija in podatki za komuniciranje, naj bodo vključeni v poslovnik kakovosti. Vključene so lahko tudi dodatne informacije, kot so vrsta dejavnosti, kratek opis temeljnih podatkov, zgodovine in velikosti organizacije.

Poslovnik kakovosti naj vsebuje elemente, opisane v točkah od 4.4.2 do 4.4.9, vendar ne nujno v tem zaporedju.

4.4.2 Naslov in predmet

Naslov in/ali predmet poslovnika za kakovost naj opredeli organizacijo, na katero se nanaša. Poslovnik naj se sklicuje na reference za specifične standarde za sistem vodenja kakovosti, na katerih je zasnovan.

4.4.3 Kazalo vsebine

Kazalo vsebine poslovnika kakovosti naj vsebuje seznam vseh številk in naslovov posameznih poglavij ter njihovih lokacij.

4.4.4 Pregled, odobritev in izdaja

Dokazi o pregledu, odobritvi in statusu izdaje ter datumu poslovnika kakovosti naj bodo jasno navedeni v poslovniku.

Kjer je primerno, naj bo narava spremembe identificirana v dokumentu ali ustrezni prilogi.

4.4.5 Politika in cilji kakovosti

Kjer se organizacija odloči vključiti politiko kakovosti v poslovnik kakovosti, lahko poslovnik kakovosti vsebuje izjavo o politiki in okvirnih ciljih za kakovost. Izvedbeni cilji kakovosti za dosego okvirnih ciljev so lahko navedeni v kakšnem drugem delu dokumentacije sistema vodenja kakovosti, kot določi organizacija sama. Politika kakovosti naj vključuje zavezanost za izpolnjevanje zahtev in nenehno izboljševanje učinkovitosti sistema vodenja kakovosti.

Okvirni cilji so ponavadi izpeljani iz politike kakovosti organizacije in naj bodo dosegljivi. Ko so okvirni cilji kakovosti kvantificirani, postanejo izvedbeni cilji in so merljivi.

documented procedures or reference to them, and a description of the processes of the quality management system and their interactions.

Information about the organization, such as name, location and means of communication, should be included in the quality manual. Additional information such as its line of business, a brief description of its background, history and size may also be included.

A quality manual should contain the elements described in 4.4.2 to 4.4.9, but not necessarily in the same order.

4.4.2 Title and scope

The title and/or scope of the quality manual should define the organization to which the manual applies. The manual should make reference to the specific quality management system standard on which the quality management system is based.

4.4.3 Table of contents

The table of contents of the quality manual should list the number and title of each section and its location.

4.4.4 Review, approval and revision

Evidence of the review, approval, revision status and date of the quality manual should be clearly indicated in the manual.

Where practicable, the nature of the change should be identified in the document or the appropriate attachments.

4.4.5 Quality policy and objectives

Where the organization elects to include the quality policy in the quality manual, the quality manual may include a statement of the quality policy and the objectives for quality. The actual quality goals to meet these objectives may be specified in another part of the quality management system documentation as determined by the organization. The quality policy should include a commitment to comply with requirements and continually improve the effectiveness of the quality management system.

Objectives are typically derived from the organization's quality policy and are to be achieved. When the objectives are quantified they become goals and are measurable.