



SLOVENSKI STANDARD SIST EN ISO 9004:2009

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Vodenje za trajno uspešnost organizacije - Pristop z vodenjem kakovosti (ISO 9004:2009)

Managing for the sustained success of an organization - A quality management approach (ISO 9004:2009)

Leiten und Lenken für den nachhaltigen Erfolg einer Organisation - Ein Qualitätsmanagementansatz (ISO 9004:2009)

Gestion des performances durables d'un organisme - Approche de management par la qualité (ISO 9004:2009)

Ta slovenski standard je istoveten z: EN ISO 9004:2009

ICS:

03.120.10	Vodenje in zagotavljanje kakovosti	Quality management and quality assurance
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EUROPEAN STANDARD
NORME EUROPÉENNE
EUROPÄISCHE NORM

EN ISO 9004

November 2009

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Supersedes EN ISO 9004:2000

English Version

Managing for the sustained success of an organization - A quality management approach (ISO 9004:2009)

Gestion des performances durables d'un organisme -
Approche de management par la qualité (ISO 9004:2009)

Leiten und Lenken für den nachhaltigen Erfolg einer
Organisation - Ein Qualitätsmanagementansatz (ISO
9004:2009)

This European Standard was approved by CEN on 1 October 2009.

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Foreword

This document (EN ISO 9004:2009) has been prepared by Technical Committee ISO/TC 176 "Quality management and quality assurance".

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of an identical text or by endorsement, at the latest by May 2010, and conflicting national standards shall be withdrawn at the latest by May 2010.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

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INTERNATIONAL STANDARD

ISO 9004

Third edition
2009-11-01

Managing for the sustained success of an organization — A quality management approach

*Gestion des performances durables d'un organisme — Approche de
management par la qualité*

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ISO 9004:2009(E)**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 2.

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.

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

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

This third edition cancels and replaces the second edition (ISO 9004:2000), which has been technically revised.

Managing for the sustained success of an organization is a major change in focus for ISO 9004, leading to substantial changes to its structure and contents.

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Introduction

This International Standard provides guidance to support the achievement of sustained success for any organization in a complex, demanding, and ever-changing environment, by a quality management approach.

The sustained success of an organization is achieved by its ability to meet the needs and expectations of its customers and other interested parties, over the long term and in a balanced way. Sustained success can be achieved by the effective management of the organization, through awareness of the organization's environment, by learning, and by the appropriate application of either improvements, or innovations, or both.

This International Standard promotes self-assessment as an important tool for the review of the maturity level of the organization, covering its leadership, strategy, management system, resources and processes, to identify areas of strength and weakness and opportunities for either improvements, or innovations, or both.

This International Standard provides a wider focus on quality management than ISO 9001; it addresses the needs and expectations of all relevant interested parties and provides guidance for the systematic and continual improvement of the organization's overall performance. An extended model of a process-based quality management system incorporating the elements of ISO 9001 and ISO 9004 is given in Figure 1.

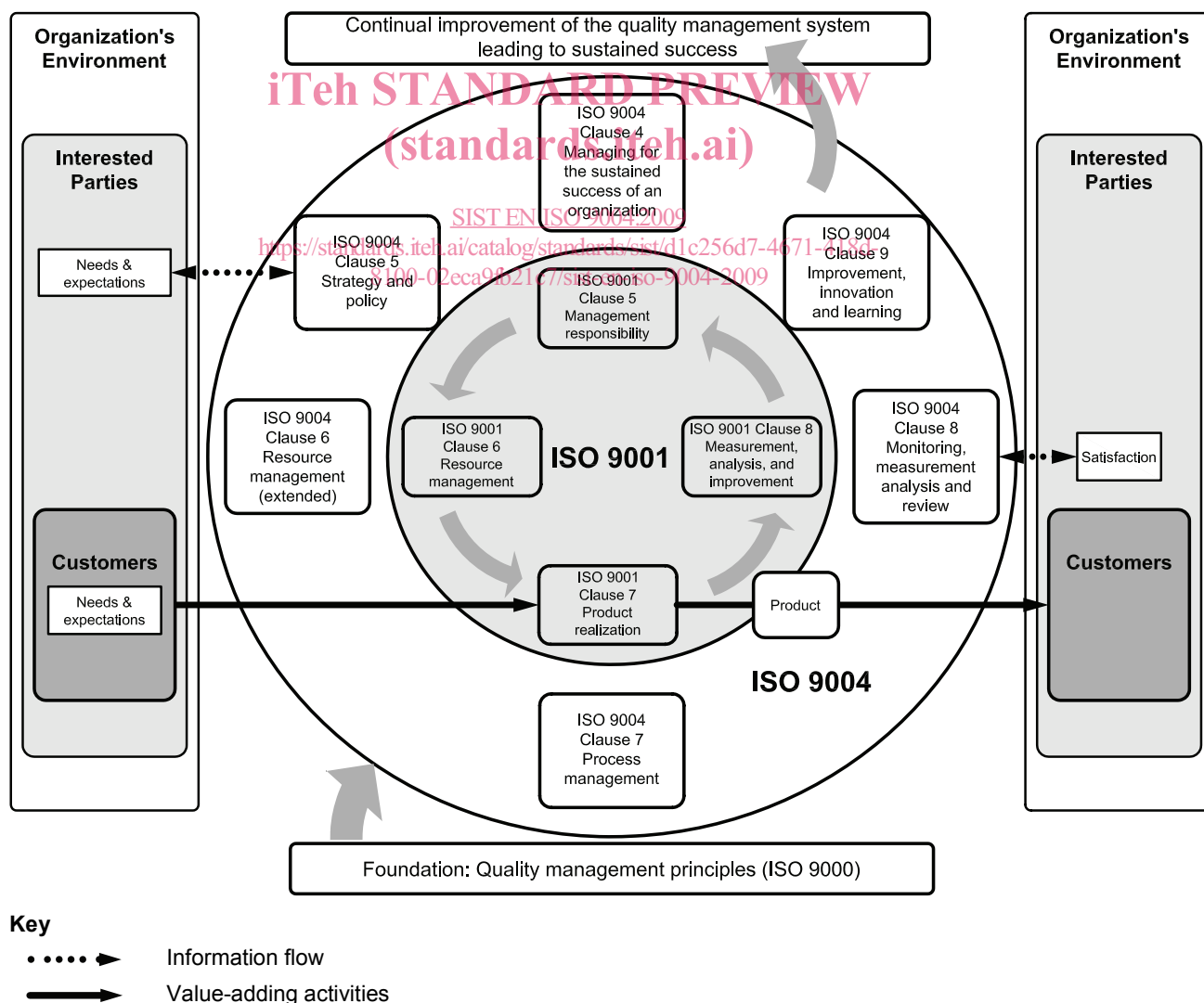


Figure 1 — Extended model of a process-based quality management system

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This International Standard has been developed to maintain consistency with ISO 9001 and be compatible with other management system standards. Such standards complement each other, but can also be used independently.

Annex A provides a tool for organizations to self-assess their own strengths and weaknesses, to determine their level of maturity, and to identify opportunities for improvement and innovation.

Annex B provides a description of the quality management principles that are the basis of the quality management standards prepared by ISO/TC 176.

Annex C gives a clause by clause correspondence between ISO 9001:2008 and this International Standard.

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Managing for the sustained success of an organization — A quality management approach

1 Scope

This International Standard provides guidance to organizations to support the achievement of sustained success by a quality management approach. It is applicable to any organization, regardless of size, type and activity.

This International Standard is not intended for certification, regulatory or contractual use.

2 Normative references

The following referenced documents relate to the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9000, *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000 and the following apply.

3.1

sustained success

(organization) result of the ability of an organization to achieve and maintain its objectives in the long term

3.2

organization's environment

combination of internal and external factors and conditions that can affect the achievement of an organization's objectives and its behaviour towards its interested parties

4 Managing for the sustained success of an organization

4.1 General

To achieve sustained success, top management should adopt a quality management approach. The organization's quality management system should be based on the principles described in Annex B. These principles describe concepts that are the foundation of an effective quality management system. To achieve sustained success, top management should apply these principles to the organization's quality management system.

The organization should develop the organization's quality management system to ensure

— the efficient use of resources,

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- decision making based on factual evidence, and
- focus on customer satisfaction, as well as on the needs and expectations of other relevant interested parties.

NOTE In this International Standard, the term “top management” refers to the highest level of decision making authority in an organization and the term “the organization” covers all people in an organization. This is consistent with the definitions of these terms given in ISO 9000.

4.2 Sustained success

The organization can achieve sustained success by consistently meeting the needs and expectations of its interested parties, in a balanced way, over the long term.

An organization's environment is ever-changing and uncertain, and to achieve sustained success its top management should

- have a long-term planning perspective,
- constantly monitor and regularly analyse the organization's environment,
- identify all its relevant interested parties, assess their individual potential impacts on the organization's performance, as well as determining how to meet their needs and expectations in a balanced way,
- continually engage interested parties and keep them informed of the organization's activities and plans,
- establish mutually beneficial relationships (with suppliers, partners and other interested parties,
- make use of a wide variety of approaches, including negotiation and mediation, to balance the often competing needs and expectations of interested parties,
- identify associated short and long-term risks and deploy an overall strategy for the organization to mitigate them,
- anticipate future resource needs (including the competences required of its people),
- establish processes appropriate to achieving the organization's strategy, ensuring that they are capable of responding quickly to changing circumstances,
- regularly assess compliance with current plans and procedures, and take appropriate corrective and preventive actions,
- ensure that people in the organization have opportunities for learning for their own benefit, as well as for maintaining the vitality of the organization, and
- establish and maintain processes for innovation and continual improvement.

4.3 The organization's environment

An organization's environment will be undergoing change continually, regardless of its size (large or small), its activities and products, or its type (for profit or not-for-profit); consequently this should be monitored constantly by the organization. Such monitoring should enable the organization to identify, assess and manage the risks related to interested parties, and their changing needs and expectations.

Top management should make decisions for organizational change and innovation in a timely manner in order to maintain and improve the organization's performance.

NOTE For more information on risk management, see ISO 31000.

4.4 Interested parties, needs and expectations

Interested parties are individuals and other entities that add value to the organization, or are otherwise interested in, or affected by, the activities of the organization. Meeting the needs and expectations of interested parties contributes to the achievement of sustained success by the organization.

In addition, the needs and expectations of individual interested parties are different, can be in conflict with those of other interested parties, or can change very quickly. The means by which the needs and expectations of interested parties are expressed and met can take a wide variety of forms, including collaboration, cooperation, negotiation, outsourcing, or by terminating an activity.

Table 1 — Examples of interested parties and their needs and expectations

Interested party	Needs and expectations
Customers	Quality, price and delivery performance of products
Owners/shareholders	Sustained profitability Transparency
People in the organization	Good work environment Job security Recognition and reward
Suppliers and partners	Mutual benefits and continuity
Society	Environmental protection Ethical behaviour Compliance with statutory and regulatory requirements

NOTE Although most organizations use similar descriptions for their interested parties (e.g. customers, owners/shareholders, suppliers and partners, people in the organization), the composition of those categories can differ significantly over time and between organizations, industries, nations and cultures.

5 Strategy and policy

5.1 General

To achieve sustained success, top management should establish and maintain a mission, a vision and values for the organization. These should be clearly understood, accepted and supported by people in the organization and, as appropriate, by other interested parties.

NOTE In this International Standard, a “mission” is a description of why the organization exists, and a “vision” describes its desired state, i.e. what the organization wants to be and how it wants to be seen by its interested parties.

5.2 Strategy and policy formulation

Top management should set out the organization's strategy and policies clearly, in order to get the mission, vision and values accepted and supported by its interested parties. The organization's environment should be regularly monitored to determine if there is a need to review and (when appropriate) revise the strategy and policies. In order to establish, adopt and sustain an effective strategy and policy, the organization should have processes to

- continually monitor and regularly analyse the organization's environment, including its customers' needs and expectations, the competitive situation, new technologies, political changes, economic forecasts, or sociological factors,
- identify and determine the needs and expectations of other interested parties,