

Interim Australian/New Zealand
Standards™

**Quality management systems—
Guidelines for performance
improvement**

AS/NZS ISO 9004(Int):2000

This Interim Joint Australian/New Zealand Standard was prepared by Joint Technical Committee QR/8, Quality Systems. It was approved on behalf of the Council of Standards Australia on 20 October 1999 and on behalf of the Council of Standards New Zealand on 20 October 1999. It was published on 15 November 1999.

The following interests are represented on Committee QR/8:

Australian Association of Certification Bodies
Australian Chamber of Commerce and Industry
Australian Electrical and Electronic Manufacturers Association
Australian Industry Group
Australian Information Industry Association
Australian Organisation for Quality
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We also welcome suggestions for improvement in our Standards, and especially encourage readers to notify us immediately of any apparent inaccuracies or ambiguities. Please address your comments to the Chief Executive of either Standards Australia International or Standards New Zealand at the address shown on the back cover.

Interim
Australian/New Zealand Standard™

**Quality Management Systems—
Guidelines for performance
improvement**

Originated in Australia as AS 3904—1987/ISO 9004:1987.
Originated in New Zealand as NZS 5600.2:1987.
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PREFACE

This Interim Standard was prepared by the Joint Standards Australia/Standards New Zealand Committee QR/8, Quality Systems.

This Interim Standard is identical with ISO/DIS 9004:2000, *Quality Management Systems—Guidelines for performance improvement* published by the International Organization for Standardization (ISO).

Committee QR/8 provided input to the International Organization for Standardization Committee ISO/TC176 for the preparation of the revisions of the ISO 9000 series of Standards. The Joint Committee has decided to publish this Interim Standard to give users a twelve month window of opportunity to adapt and develop their quality management systems and to gain experience with the new version of ISO 9004 prior to its publication as ISO 9004:2000, *Quality Management Systems—Guidelines for performance improvement*, expected in November or December, 2000.

Attention is drawn to the fact that this document is an interim Australian/New Zealand Standard and should be regarded as a developmental Standard and liable to further alteration.

This Interim Standard does not supersede AS/NZS ISO 9004.1:1994. This Standard together with this Interim Standard will be superseded by ISO 9004:2000 when it is published.

Standards Australia/Standards New Zealand invite comment on this Interim Standard from persons and organizations concerned with the subject. The Joint Committee will monitor all comment as it is received. The date of expiry for comment is nominally two years after publication, but the status of the interim Standard will be reviewed upon publication, by ISO, of the final Standard. At that time the Interim Standard will be confirmed, withdrawn or revised in light of public comment.

For the purpose of this Interim Standard, the ISO text should be modified as follows:

- (a) Terminology The words 'this Joint Australian/New Zealand Interim Standard' should replace the words 'this International Standard' wherever they appear.
- (b) Certain Standards, referenced in the International Standard have been adopted as Joint Australian/New Zealand Standards and these are identified in the Bibliography on page 61.

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

The term 'informative' has been used in this Standard to define the application of the annex to which it applies. An 'informative' annex is only for information and guidance.

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FOREWORD

The International Organization for Standardization (ISO) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is 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.

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 elements of this International Standard may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

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

This edition of ISO 9004 has been technically revised and, when finalized, will cancel and replace ISO 9004-1:1994. Also, many of the existing International Standards within the ISO 9000 family will be reviewed for withdrawal, or for re-issue as technical reports, as many of their provisions have been incorporated into this International Standard.

STANDARDS AUSTRALIA/STANDARDS NEW ZEALAND

Interim Australian/New Zealand Standard
Quality Management Systems — Guidelines for performance improvement

0 Introduction**0.1 General**

This International Standard provides guidelines to organizations for performance improvement. It is based on the same quality management principles as ISO 9001:2000.

It gives guidance on the application of quality management and describes what processes quality management systems should encompass. It is to assist an organization in establishing and improving its quality management system.

The aim of this International Standard is to improve the processes of an organization in order to enhance performance. It may be used to evaluate the maturity of a quality management system.

The design and implementation of an organization's quality management system is influenced by its varying needs, its particular objectives, the products it provides, and the processes it employs. It is not the purpose of this International Standard to imply uniformity of quality management systems.

The selection of the appropriate quality related processes described in this International Standard and the extent to which these processes are adopted and applied by an organization depends upon factors such as its size and structure, the market being served and the resources available.

The purpose of an organization is:

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

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

- (c) revenue (turnover), profits and market share; these may be increased by such aspects as leadership, increased efficiency, improved employee performance, and employee and customer satisfaction;
- (d) costs due to resources needed for business; inadequate resource funding is likely to cause losses and be a competitive disadvantage through the sale of deficient products.

Additional losses may be incurred through loss of market share, poor image and reputation, customer complaints, increased liability and inefficient use of human and financial resources.