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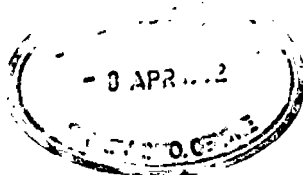
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**Quality management and quality  
system elements—Guidelines**

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(ISO Title: Quality management and quality system elements—  
Guidelines)

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**STANDARDS AUSTRALIA**



## **AS 3904.1—1987/NZS 9004.1:1990/ISO 9004:1987**

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**The following organizations are represented on the Committees responsible for this Standard:**

### **Standards Association of New Zealand Committee 56/1, Quality Assurance/Management Standards**

Cadform Manufacturing Services Limited  
Department of Scientific and Industrial Research—Auckland Industrial Development Division  
International Quality Consultants Limited  
Massey University  
Ministry of Works and Development  
New Zealand Dairy Board  
Standards Association of New Zealand  
Testing Laboratory Registration Council of New Zealand  
The Gallagher Group  
U.E.B. Packaging Limited

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### **Standards Australia Committee QR/-, Quality and Reliability Standards.**

Australian Organization for Quality Control  
Bureau of Steel Manufacturers of Australia  
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Suggestions for improvements to Australian and New Zealand Standards, addressed to the head office of the relevant organizations are welcomed. Notification of any inaccuracy or ambiguity found in either an Australian or New Zealand Standard should be made without delay in order that the matter may be investigated and appropriate action taken.

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## AS 3904.1—1987 PREFACE

This Standard is identical with ISO 9004—1987, Quality management and quality system elements—Guidelines, published by the International Organization for Standardization (ISO). It has been adopted under the direction of the Quality and Reliability Standards Committee.

The Australian Committee provided input to the International Committee ISO/TC 176 in the preparation of ISO 9000 to ISO 9004 and following a review of the final Standards it was decided that these should be endorsed in the interests of international harmonization and trade and issued nationally using a dual-number Australian Standard/ISO Standard reference.

This Standard provides guidance on the basic elements which make up a quality system and discusses means of ensuring their effectiveness.

The text of the International Standard has been approved for publication as an Australian Standard without deviation. However, where the words 'International Standard' appear in this Standard, they should be read as 'Australian Standard'.

## NZS 9004.1:1990 FOREWORD

These Standards have been prepared by the Standards Association of New Zealand at the request of the New Zealand Organisation for Quality Assurance which considered there was a need to provide clear guidance on Quality Assurance/Management Standards and a basis for training in New Zealand.

The Standards, previously numbered in the NZS 5600 series have been renumbered without change to the technical content and are identical in all respects to the ISO 9000-4 series, hence the dual numbering system.

There are three quality assurance levels defined in the Standards. Each level in the series is less comprehensive than the one above it. The cross-reference list of quality system Standards given in the Annex of NZS 9000 (ISO 9000) shows the decreasing requirements by clause. The list will assist when cross-referencing or upgrading from one Standard to another.

When contractually required to produce a product or provide a service to one of the Standards, suppliers should consider the benefits to them of implementing the applicable additional requirements of the higher levels.

The objectives of these Standards are:

- (a) To provide a customer with the assurance that a quality product or service will be supplied.
- (b) To give the supplier the minimum guidelines to allow the development of an appropriate quality management system which can demonstrate product or service Quality Assurance to the customers.

The selection of any one Standard does not change the contractual requirements to produce a product or provide a service of the required quality. Specifying a more comprehensive Standard does, in general, provide the customer and the supplier with greater assurance, supported by documentary evidence, that the quality requirements will be met providing that the quality assurance system is implemented and is effective.

For selecting and implementing the most appropriate Standard, the use of NZS 9000 (ISO 9000) Quality Systems—Guide to selection and use and NZS 9004.1 (ISO 9004) Quality management and quality system elements—Guidelines is recommended. These guidelines provide explanations and suggest means for satisfying the requirements of the Standard.

For some products or services, specifying a more comprehensive Standard may not lead to a higher degree of assurance. Selection of the appropriate Standard should be made by considering the parameters that are inherent in the product or service.

It should be noted that the quality system of an organization is influenced by the objectives of the organization, by the product or service and by the practices specific to the organization, and, therefore, the quality system varies from one organization to another and must suit that organization's operation.

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# Quality management and quality system elements

## Guidelines

### 0 Introduction

#### 0.1 General

A primary concern of any company or organization must be the quality of its products and services.

In order to be successful, a company must offer products or services that

- a) meet a well defined need, use or purpose;
- b) satisfy customers' expectations;
- c) comply with applicable standards and specifications;
- d) comply with statutory (and other) requirements of society (see 3.3);
- e) are made available — at competitive prices;
- f) are provided at a cost which will yield a profit.

#### 0.2 Organizational goals

In order to meet its objectives, the company should organize itself in such a way that the technical, administrative and human factors affecting the quality of its products and services will be under control. All such control should be oriented towards the reduction, elimination and, most importantly, prevention of quality deficiencies.

A quality management system should be developed and implemented for the purpose of accomplishing the objectives set out in a company's quality policies.

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

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

#### 0.3 Meeting company/customer needs

A quality management system has two inter-related aspects :

- a) **The company's needs and interests**
  - For the company, there is a business need to attain and to maintain the desired quality at an optimum cost;

the fulfilment of this quality aspect is related to the planned and efficient utilization of the technological, human and material resources available to the company.

- b) **The customer's needs and expectations**

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

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

### 0.4 Risks, costs and benefits

#### 0.4.1 General

Risk, cost and benefit considerations have great importance for both company and customer. These considerations are inherent aspects of most products and services. The possible effects and ramifications of these considerations are given in 0.4.2 to 0.4.4.

#### 0.4.2 Risk considerations

##### 0.4.2.1 For the company

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

##### 0.4.2.2 For the customer

Consideration has to be given to risks such as those pertaining to the health and safety of people, dissatisfaction with goods and services, availability, marketing claims and loss of confidence.

#### 0.4.3 Cost considerations

##### 0.4.3.1 For the company

Consideration has to be given to costs due to marketing and design deficiencies, including unsatisfactory materials, re-work, repair, replacement, re-processing, loss of production, warranties and field repair.