SINGAPORE STANDARD

SS ISO 9004 : 2000

(ICS 03.120.10)

Quality management systems – Guidelines for performance improvements

Published by
Singapore Productivity and Standards Board
2 Bukit Merah Central
Singapore 159835
PSB Website : www.psb.gov.sg
Standards Website: www.standards.org

PSB SINGAPORE

SINGAPORE STANDARD

SS ISO 9004 : 2000

(ICS 03.120.10)

Quality management systems – Guidelines for performance improvements

All rights reserved. Unless otherwise specified, no part of this Singapore Standard may be reproduced or utilised in any form or by any means, electronic or mechanical, including photocopying and microfilming, without permission in writing from the Singapore Productivity and Standards Board at the address below:

Director
Centre for Standardisation
Singapore Productivity and Standards Board
2 Bukit Merah Central
Singapore 159835
Telephone: 2786666 Telefax: 2786667
Email: cfs@psb.gov.sg

ISBN 9971-67-823-3

Contents

		Page
National Foreword		5
Foreword		6
Introduction		7
1	Scope	10
2	Normative reference	10
3	Terms and defintions	10
4	Quality management system	11
4.1	Managing systems and processes	11
4.2	Documentation	12
4.3	Use of quality management principles	13
5	Management responsibility	14
5.1	General guidance	14
5.2	Needs and expectatons of interested parties	16
5.3	Quality policy	18
5.4	Planning	19
5.5	Responsibility, authority and communication	20
5.6	Management review	21
6	Resource management	23
6.1	General guidance	23
6.2	People	24
6.3	Infrastructure	26
6.4	Work environment	27
6.5	Information	27
6.6	Suppliers and partnerships	28
6.7	Natural resources	28
6.8	Financial resources	28
7	Product realization	29
7.1	General guidance	29
7.2	Processes related to interested parties	32
7.3	Design and development	33
7.4	Purchasing	38
7.5	Production and service operations	40
7.6	Control of measuring and monitoring devices	42
8	Measurement, analysis and improvement	43
8.1	General guidance	43
8.2	Measurement and monitoring	44
8.3	Control of nonconformity	49

Page

8.4 Analysis of data 50
8.5 Improvement 51

ANNEXES

A Guidelines for self-assessment 55
B Process for continual improvement 62
Bibliography 64

National Foreword

This Singapore Standard was prepared by the Special Technical Committee on Quality Management and Quality Assurance under the direction of the Standards Council of Singapore. This standard is a revision of SS ISO 9004-1:1994 and is identical with ISO 9004:2000. Where the words 'International Standard' appear, they should be interpreted as 'Singapore Standard'. The references to International Standards shall be replaced by the following Singapore Standards:

International Standard	Corresponding Singapore Standard
ISO 9000:2000	SS ISO 9000:2000 Quality management systems – Fundamentals and vocabulary
ISO 9001:2000	SS ISO 9001:2000 Quality management systems – Requirements

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

NOTE

1. *Singapore Standards are subject to periodic review to keep abreast of technological changes and new technical developments. The revisions of Singapore Standards are announced through the issue of either amendment slips or revised editions.*

2. *Compliance with a Singapore Standard does not exempt users from legal obligations.*

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.

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 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 second edition of ISO 9004 cancels and replaces ISO 9004-1:1994, which has been technically revised. The title has been modified to reflect the comprehensiveness of the quality management system. 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 are incorporated into this International Standard.

In comparison to previous editions, ISO 9001 and ISO 9004 now form a consistent pair of standards on quality management. ISO 9001 aims to give quality assurance of product and to enhance customer satisfaction, while ISO 9004 uses a broader perspective of quality management to give guidance for performance improvement.

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

Quality management systems — Guidelines for performance improvements

1 Scope

This International Standard provides guidelines beyond the requirements given in ISO 9001 in order to consider both the effectiveness and efficiency of a quality management system, and consequently the potential for improvement of the performance of an organization. When compared to ISO 9001, the objectives of customer satisfaction and product quality are extended to include the satisfaction of interested parties and the performance of the organization.

This International Standard is applicable to the processes of the organization and consequently the quality management principles on which it is based can be deployed throughout the organization. The focus of this International Standard is the achievement of ongoing improvement, measured through the satisfaction of customers and other interested parties.

This International Standard consists of guidance and recommendations and is not intended for certification, regulatory or contractual use, nor as a guide to the implementation of ISO 9001.

2 Normative reference

The following normative document contains provisions which, through reference in this text, constitute provisions of this International Standard. For dated references, subsequent amendments to, or revisions of, any of these publications do not apply. However, parties to agreements based on this International Standard 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 International Standard, the terms and definitions given in ISO 9000 apply.

The following terms, used in this edition of ISO 9004 to describe the supply-chain, have been changed to reflect the vocabulary currently used:

supplier → **organization** → **customer (interested parties)**

Throughout the text of this International Standard, wherever the term “product” occurs, it can also mean “service”.