

AMERICAN NATIONAL STANDARD

Quality Management and Quality System Elements—Guidelines for Services



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Quality Management and Quality System Elements—Guidelines for Services

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ASQC Mission: To facilitate continuous improvement and increase customer satisfaction by identifying, communicating, and promoting the use of quality principles, concepts, and technologies; and thereby be recognized throughout the world as the leading authority on, and champion for, quality.

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Contents

	Page
1 Scope	1
2 Normative references	1
3 Definitions	1
4 Characteristics of services	2
4.1 Service and service delivery characteristics	2
4.2 Control of service and service delivery characteristics	2
5 Quality system principles	3
5.1 Key aspects of a quality system	3
5.2 Management responsibility	3
5.3 Personnel and material resources	4
5.4 Quality system structure	5
5.5 Interface with customers	8
6 Quality system operational elements	8
6.1 Marketing process	8
6.2 Design process	9
6.3 Service delivery process	12
6.4 Service performance analysis and improvement	13
Annexes	
A Examples to which ANSI/ISO/ASQC Q9004-2-1991 may be applied	15
B Cross-reference of quality system elements and clauses	16
C Bibliography	18

Foreword

(This foreword is not part of American National Standard ANSI/ISO/ASQC Q9004-2-1991, *Quality Management and Quality System Elements—Guidelines for Services*.)

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 nongovernmental, 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.

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.

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

ISO 9004 consists of the following parts, under the general title *Quality management and quality system elements*:

—Part 2: *Guidelines for services*

—Part 3: *Guidelines for processed materials*

—Part 4: *Guidelines for managing quality improvement*

—Part 5: *Guidelines for quality plans*

—Part 6: *Guidelines for configuration management*

Part 1 is a revision of ISO 9004:1987 (ANSI/ASQC Q94-1987). Parts 3 to 6 are in preparation.

The United States Technical Advisory Group (TAG) to ISO/TC 176 is active in all of the activities of this committee. It seeks to ensure that all standards written by ISO/TC 176 are consistent with United States interests. This is done by representative membership on the U.S. TAG, by circulating drafts of proposed standards widely in the United States for comment, and by ensuring that these comments are considered by the appropriate ISO/TC 176 working group. By these means, most new or revised International Standards can be adopted readily as American National Standards. Although there are editorial changes to incorporate American language usage and spelling, the American National Standards are equivalent to the corresponding ISO Standards. To demonstrate this equivalence, the numerical designation of the American National Standards is the same numerical designation as the corresponding International Standard with a prefix such as Q, in this case Q9004-2.

Annexes A, B, and C of ANSI/ISO/ASQC Q9004-2-1991 are for information only.

Comments concerning this standard will be welcome and considered in future standards development and revision. They should be sent to the Standards Administrator, American Society for Quality Control, 611 East Wisconsin Avenue, Milwaukee, Wisconsin 53202.

Introduction

Quality and customer satisfaction are important subjects receiving increasing attention worldwide. ANSI/ISO/ASQC Q9004-2-1991 provides a response to this awareness and seeks to encourage organizations and companies to manage the quality aspects of their service activities in a more effective manner.

ANSI/ISO/ASQC Q9004-2-1991 builds on the quality management principles given in the ISO 9000 to ISO 9004 series. It recognizes that a failure to meet quality objectives can have consequences that may adversely affect the customer, the organization, and society. It further recognizes that it is a management responsibility to ensure that such failures are prevented.

The creation and maintenance of quality in an organization is dependent upon a systematic approach to quality management aimed at ensuring that customer needs are understood and met. The achievement of quality necessitates a commitment to quality principles at all levels in the organization and a continual review and improvement of the established system of quality management based on feedback of the customer's perception of the service provided.

The successful application of quality management to a service provides significant opportunities for

- improved service performance and customer satisfaction,
- improved productivity, efficiency, and cost reduction, and
- improved market share.

To achieve these benefits, a quality system for services should also respond to the human aspects involved in the provision of a service by

- managing the social processes involved in a service,
- regarding human interactions as a crucial part of service quality,
- recognizing the importance of a customer's perception of the organization's image, culture, and performance,
- developing the skills and capability of personnel, and
- motivating personnel to improve quality and to meet customer expectations.

Quality Management and Quality System Elements—Guidelines for Services

1 SCOPE

ANSI/ISO/ASQC Q9004-2-1991 gives guidance for establishing and implementing a quality system within an organization. It is based on the generic principles of internal quality management described in ISO 9004:1987 (ANSI/ASQC Q94-1987) and provides a comprehensive overview of a quality system specifically for services.

ANSI/ISO/ASQC Q9004-2-1991 can be applied in the context of developing a quality system for a newly offered or modified service. It can also be applied directly when implementing a quality system for an existing service. The quality system embraces all the processes needed to provide an effective service, from marketing to delivery, and includes the analysis of service provided to customers.

The concepts, principles, and quality system elements described are applicable to all forms of service, whether solely of a service character or in combination with the manufacture and supply of a product. This can be shown as a continuum ranging from a situation where the service is directly related to a product to a situation where there is little product involved. Figure 1 illustrates this concept for three types of service.

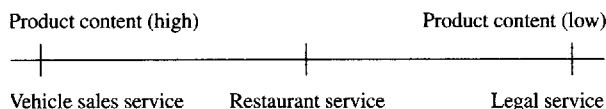


Figure 1 — Product content in a service continuum

NOTE 1 Equipment or facilities may also be directly involved in providing a service, for example, vending machines or automatic banking machines.

The concepts and principles in ANSI/ISO/ASQC Q9004-2-1991 are appropriate to large and small organizations. Although the small service organization will not have, nor need, the complex structure necessary in the larger enterprise, the same principles apply. The difference is simply one of scale.

Primarily, the customer will be the ultimate recipient of the service external to the organization. Frequently though, the

customer can be internal within the organization; this is especially so in larger organizations where the customer can be at a subsequent stage in the provisioning process. While ANSI/ISO/ASQC Q9004-2-1991 is written principally with respect to external customers, it can also apply to internal customers for overall achievement of the required quality.

The selection of operational elements and the extent to which they are applied depends on such factors as the market being served, the options of the organization, the nature of the service, the service processes, and the customer needs.

Annex A is for information only, and gives examples of services to which ANSI/ISO/ASQC Q9004-2-1991 may be applied. The examples include service activities inherently performed in product manufacturing industries.

2 NORMATIVE REFERENCES

The following standards contain provisions which, through reference in this text, constitute provisions of ANSI/ISO/ASQC Q9004-2-1991. At the time of publication, the editions indicated were valid. All standards are subject to revision, and parties to agreements based on ANSI/ISO/ASQC Q9004-2-1991 are encouraged to investigate the possibility of applying the most recent editions of the standards indicated below. The American National Standards Institute and members of IEC and ISO maintain registers of currently valid American National Standards and International Standards.

ANSI/ISO/ASQC A8402-1994, *Quality Management and Quality Assurance—Vocabulary*.

ANSI/ISO/ASQC Q9000-1-1994, *Quality Management and Quality Assurance Standards—Guidelines for Selection and Use*.

ANSI/ISO/ASQC Q9004-1-1994, *Quality Management and Quality System Elements—Guidelines*.

3 DEFINITIONS

For the purposes of this American National Standard, the definitions given in ANSI/ISO/ASQC A8402-1994, together with the following definitions, apply.

ANSI/ISO/ASQC Q9004-2-1991

NOTES

2 The term “service organization” is also used to denote “supplier,” as appropriate.

3 To provide clearer guidance, some existing definitions (without notes) are repeated with the source given in brackets.

3.1 organization: A company, corporation, firm, enterprise, or association, or part thereof, whether incorporated or not, public or private, that has its own function(s) and administration.

3.2 supplier: An organization that provides a product or a service to a customer.

NOTE 4 The supplier is sometimes referred to as a “business first party.”

3.3 subcontractor: A supplier to the service organization in a contractual situation.

3.4 customer: The recipient of a product or a service.

NOTES

5 A customer may be, for example, the ultimate consumer, user, beneficiary, or purchaser.

6 A customer is sometimes referred to as a “business second party.”

7 A customer may be a unit within the service organization.

3.5 service: The results generated, by activities at the interface between the supplier and the customer and by supplier internal activities, to meet customer needs.

NOTES

8 The supplier or the customer may be represented at the interface by personnel or equipment.

9 Customer activities at the interface with the supplier may be essential to the service delivery.

10 Delivery or use of tangible product may form part of the service delivery.

11 A service may be linked with the manufacture and supply of tangible product.

3.6 service delivery: Those supplier activities necessary to provide the service.

3.7 quality: The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. [ANSI/ISO/ASQC A8402]

3.8 quality policy: The overall quality intentions and direction of an organization as regards quality, as formally expressed by top management. [ANSI/ISO/ASQC A8402]

3.9 quality management: That aspect of the overall management function that determines and implements the quality policy. [ANSI/ISO/ASQC A8402]

3.10 quality system: The organizational structure, responsibilities, procedures, processes, and resources for implementing quality management. [ANSI/ISO/ASQC A8402]

4 CHARACTERISTICS OF SERVICES

4.1 Service and service delivery characteristics

The requirements of a service need to be clearly defined in terms of characteristics that are observable and subject to customer evaluation.

The processes that deliver a service also need to be defined in terms of characteristics that may not always be observable by the customer, but directly affect service performance.

Both types of characteristic need to be capable of evaluation by the service organization against defined standards of acceptability.

A service or service delivery characteristic may be quantitative (measurable) or qualitative (comparable), depending on how it is evaluated and whether the evaluation is done by the service organization or the customer.

NOTE 12 Many qualitative characteristics subjectively evaluated by customers are candidates for quantitative measurement by the service organization.

Examples of characteristics that might be specified in requirement documents include:

—facilities, capacity, number of personnel, and quantity of materials;

—waiting time, delivery time, and process times;

—hygiene, safety, reliability, and security;

—responsiveness, accessibility, courtesy, comfort, aesthetics of environment, competence, dependability, accuracy, completeness, state of the art, credibility, and effective communication.

4.2 Control of service and service delivery characteristics

In most cases the control of service and service delivery characteristics can only be achieved by controlling the