

Quality systems —

Part 8: Guide to quality management and quality systems elements for services

The European Standard EN 29004-2:1993 has the status of a
British Standard

Committees responsible for this British Standard

The preparation of this British Standard was entrusted by the Quality, Management and Statistics Standards Policy Committee (QMS/-) to Technical Committee QMS/22, upon which the following bodies were represented:

Association for Consumer Research (ACRE)	Electronic Engineering Association
BEAMA Ltd.	Energy Industries Council
British Quality Association	GAMBICA (BEAMA) Ltd.
British Railways Board	Home Office
British Shipbuilders	Institute of Clerks of Works of Great Britain Inc.
British Telecommunications plc	Institute of Quality Assurance
British Valve and Actuator Manufacturers' Association	Institute of Trading Standards Administration
Ceramic Industry Certification Scheme Ltd.	Institution of Civil Engineers
Chemical Industries Association	Institution of Electrical Engineers
Computing Services Association	Institution of Mechanical Engineers
Consumer Policy Committee of BSI	Institution of Production Engineers
Contract Flooring Association	Lloyd's Register of Shipping
Defence Manufacturers' Association	Medical Sterile Products Association
Department of Trade and Industry (National Weights and Measures Laboratory)	Ministry of Defence
Department of Trade and Industry (Standards and Quality Policy Unit — Quality, Design and Education Division)	National House Building Council
Electricity Supply Industry in England and Wales	Production Engineering Research Association of Great Britain
	Society of British Aerospace Companies
	Telecommunication Engineering and Manufacturing Association

The following bodies were also represented in the drafting of the standard, through subcommittees and panels:

Association of Consulting Engineers	Guildford County College and Technology
Association of Consulting Scientists	Institute of Maintenance and Building Management
British Cement Association	Institute of Purchasing and Supply
British Coal Corporation	London Regional Transport
British Gas plc	National Association of Plumbing, Heating and Mechanical Services Contractors
British Industrial Fasteners Federation	PIRA
British Maritime Technology	Post Office
British Non-ferrous Metals Federation	Power Generation Contractors' Association (BEAMA) Ltd.
British Nuclear Forum	Rotating Electrical Machines Association (BEAMA) Ltd.
British Nuclear Fuels	Society of Motor Manufacturers and Traders Ltd.
British Steel Industry	Solvents Industry Association Ltd.
British Welded Steel Tube Association	Steel Casting Research and Trade Association
Business Equipment and Information Technology Association	Transmission and Distribution Association (BEAMA) Ltd.
Cable and Wireless plc	
Chartered Institute of Management Accountants	
Department of Trade and Industry (National Physical Laboratory)	
Engineering Equipment and Materials Users' Association	

This British Standard, having been prepared under the direction of the Quality, Management and Statistics Standards Policy Committee, was published under the authority of the Standards Board and comes into effect on 30 September 1991

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Amendments issued since publication

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National foreword

This Part of BS 5750 has been prepared under the direction of the Quality, Management and Statistics Standards Policy Committee. It is identical with ISO 9004-2 “Quality management and quality system elements — Part 2: Guidelines for services”, published by the International Organization for Standardization (ISO).

In 1993 the European Committee for Standardization (CEN) accepted the text of the International Standard ISO 9004-2:1991 as European Standard EN 29004-2:1993 without modification.

The following Parts of BS 5750 have now been published:

- *Part 0: Section 0.1 Guide to selection and use;*
Section 0.2: Guide to quality management and quality system elements;
- *Part 1: Specification for design/development, production, installation and servicing;*
- *Part 2: Specification for production and installation;*
- *Part 3: Specification for final inspection;*
- *Part 4: Guide to the use of BS 5750-1 “Specification for design/development, production, installation and servicing”, Part 2 “Specification for production and installation” and Part 3 “Specification for final inspection and test”;*
- *Part 5: Withdrawn see Part 4;*
- *Part 6: Withdrawn see Part 4;*
- *Part 8: Guide to quality management and quality system elements for services;*
- *Part 13: Guide to the application of BS 5750-1 to the development supply and maintenance of software.*

It is envisaged that further Parts of BS 5750 will be produced which will be identical with the following international standards which are currently in preparation.

- ISO 9004 Quality management and quality system elements;*
- *Part 7¹⁾: ISO 9004-1 General guidelines;*
- *Part 9: ISO 9004-3 Guide for processed materials;*
- *Part 10: ISO 9004-4 Guide to quality improvement;*
- *Part 11: ISO 9004-5 Guide to the use of quality plans;*
- *Part 12: ISO 9004-6 Guide to configuration management.*

Cross-references

International Standard	Corresponding British Standard
ISO 8402:1986	BS 4778 Quality vocabulary Part 1:1987 International terms (Identical) BS 5750 Quality systems Part 0 Principal concepts and applications
ISO 9000:1987	Section 0.1:1987 Guide to selection and use (Identical)
ISO 9004:1987	Section 0.2:1987 Guide to quality management and quality system elements (Identical)

¹⁾ Revision of Section 0.2.

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Summary of pages

This document comprises a front cover, an inside front cover, pages i to iv, the EN title page, pages 2 to 20, an inside back cover and a back cover.

This standard has been updated (see copyright date) and may have had amendments incorporated. This will be indicated in the amendment table on the inside front cover.

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Descriptors: Quality, management, quality assurance, quality assurance program, generalities, design, implementation

English version

Quality management and quality system elements — Part 2: Guidelines for services

(identical with ISO 9004-2:1991)

Gestion de la qualité et éléments de système
qualité —
Partie 2: Lignes directrices pour les services
(identique à ISO 9004-2:1991)

Qualitätsmanagement und Elemente eines
Qualitätssicherungssystems —
Teil 2: Leitfaden für Dienstleistungen
(identisch mit ISO 9004-2:1991)

This European Standard was approved by CEN on 1993-05-24. CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration.

Up-to-date lists and bibliographical references concerning such national standards may be obtained on application to the Central Secretariat or to any CEN member.

This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the Central Secretariat has the same status as the official versions.

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CEN

European Committee for Standardization
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Foreword

Following the resolution BT 221/1991, ISO 9004-2:1991 *“Quality management and quality system elements — Part 2: Guidelines for services”* was submitted to the unique acceptance procedure.

The result of the UAP was positive.

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 December 1993, and conflicting national standards shall be withdrawn at the latest by December 1993.

According to the CEN/CENELEC Internal Regulations, the following countries are bound to implement this European Standard: Austria, Belgium, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Luxembourg, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom.

Introduction

Quality and customer satisfaction are important subjects receiving increasing attention worldwide. This part of ISO 9004 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.

This part of ISO 9004 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 recognises 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

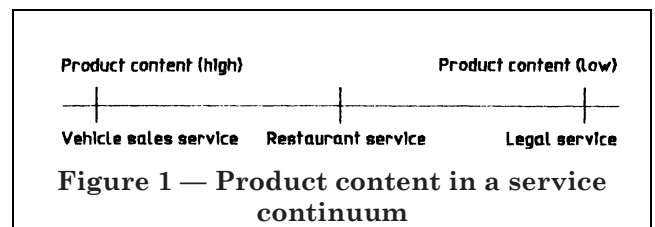
- managing the social processes involved in a service,
- regarding human interactions as a crucial part of service quality,
- recognizing the importance of a customer's perception of the organization's image, culture and performance,
- developing the skills and capability of personnel, and
- motivating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

1 Scope

This part of ISO 9004 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 and provides a comprehensive overview of a quality system specifically for services.

This part of ISO 9004 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.



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 this part of ISO 9004 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 this part of ISO 9004 is written principally with respect to external customers, it can also apply to internal customers for overall achievement of the required quality.