



BSI Standards Publication

Quality management — Guidance to understand, evaluate and improve organizational quality culture

National foreword

This British Standard is the UK implementation of [ISO 10010:2022](#).

The UK participation in its preparation was entrusted to Technical Committee QS/1/3, Quality Management - Supporting Standards.

A list of organizations represented on this committee can be obtained on request to its committee manager.

Contractual and legal considerations

This publication has been prepared in good faith, however no representation, warranty, assurance or undertaking (express or implied) is or will be made, and no responsibility or liability is or will be accepted by BSI in relation to the adequacy, accuracy, completeness or reasonableness of this publication. All and any such responsibility and liability is expressly disclaimed to the full extent permitted by the law.

This publication is provided as is, and is to be used at the recipient's own risk.

The recipient is advised to consider seeking professional guidance with respect to its use of this publication.

This publication is not intended to constitute a contract. Users are responsible for its correct application.

© The British Standards Institution 2022
Published by BSI Standards Limited 2022

ISBN 978 0 539 06097 3

ICS 03.120.10

Compliance with a British Standard cannot confer immunity from legal obligations.

This British Standard was published under the authority of the Standards Policy and Strategy Committee on 30 September 2022.

Amendments/corrigenda issued since publication

Date	Text affected
------	---------------

INTERNATIONAL STANDARD

ISO
10010

First edition
2022-08-25

Quality management — Guidance to understand, evaluate and improve organizational quality culture

*Management de la qualité — Recommandations pour comprendre,
évaluer et améliorer la culture de la qualité organisationnelle*



Reference number
ISO 10010:2022(E)
Documents
Document Sharing Hub
© ISO 2022



COPYRIGHT PROTECTED DOCUMENT

© ISO 2022, Published in Switzerland

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

Contents

Page

Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Context of the organization	2
4.1 Relationship between quality culture and organizational culture	2
4.2 Understand the context of the organization	3
4.2.1 External and internal issues	3
4.2.2 Understanding the needs and expectations of interested parties	5
5 Determine desired quality culture	6
5.1 General	6
5.2 Leadership roles and responsibilities	6
6 Determine current quality culture	7
6.1 General	7
6.2 Decide what will be measured and how	7
6.3 Monitoring and measuring current quality culture	8
6.4 Analyse and evaluate the current quality culture	8
6.4.1 General	8
6.4.2 Analyse current quality culture	8
6.4.3 Evaluate current quality culture	9
7 Determine and implement actions to achieve desired quality culture	9
7.1 General	9
7.2 Determine quality culture strategy	10
7.2.1 Aspects of quality culture	10
7.2.2 Establish quality culture strategy	10
7.2.3 Analyse need for quality culture in terms of quality strategy	11
8 Embed desired quality culture	11
8.1 General	11
8.2 Enable continual improvement of quality culture	11
9 Sustain desired quality culture	12
9.1 General	12
9.2 People engagement	12
9.2.1 Quality culture champions	12
9.2.2 Awareness and training	12
9.3 Communication	13
9.4 Management of change	13
9.5 Continual evaluation and benchmarking	14
Annex A (informative) Evaluation examples	15
Bibliography	17

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.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 176, *Quality management and quality assurance*, Subcommittee SC 3, *Supporting technologies*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

0.1 General

The purpose of this document is to assist an organization in understanding, evaluating, and improving its quality culture to enhance organizational performance and to help achieve sustained success.

This document provides guidance on how to understand, determine, analyse, evaluate, implement, embed and sustain the desired quality culture consistent with the context of the organization.

It also details:

- the role of leadership and people engagement in achieving a desired quality culture;
- the role of quality culture in the performance of the organization in satisfying its customers and other interested parties;
- the ongoing determination of risks and opportunities for improvement relevant to quality culture;
- integration of the seven quality management principles (see 0.2) in the organization's quality culture.

A representation of the framework for recommended actions is provided in [Figure 1](#).

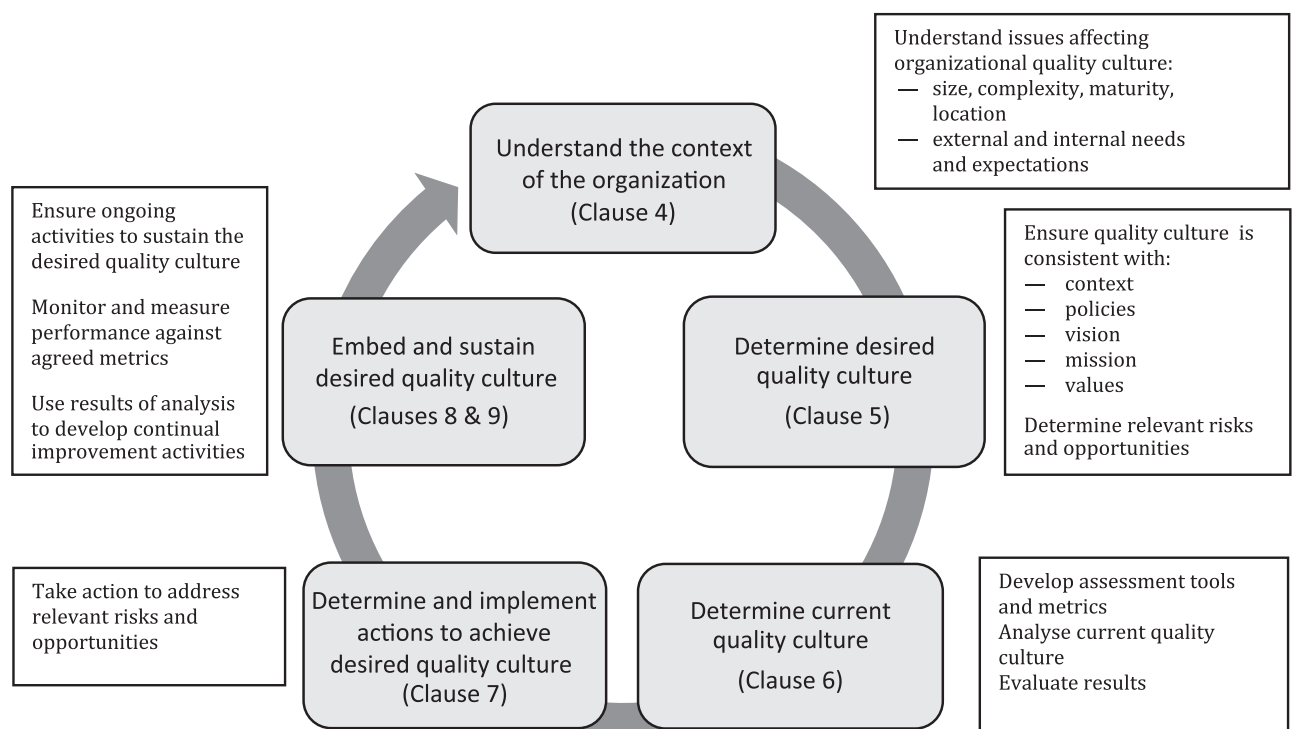


Figure 1 — Quality culture framework

0.2 Quality management principles and fundamental concepts

The quality management principles and fundamental concepts described in [ISO 9000:2015](#) are reflected in this document as they can assist the organization in developing a quality culture that helps meet challenges that arise in today's environment of change and increasing expectations.

The seven quality management principles are:

- customer focus;
- leadership;
- engagement of people;
- process approach;
- improvement;
- evidence-based decision-making;
- relationship management.

NOTE Full descriptions of the quality management principles are provided in [ISO 9000:2015](#), 2.3.