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Quality management and quality system elements —

Part 2: Guidelines for services

*Gestion de la qualité et éléments de système qualité —
Partie 2: Lignes directrices pour les services*



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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.

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 1: Guidelines*
- *Part 2: Guidelines for services*
- *Part 3: Guidelines for processed materials*
- *Part 4: Guidelines for quality improvement*

Part 1 will be a revision of ISO 9004:1987. Parts 3 to 6 are in preparation.

Annexes A, B and C of this part of ISO 9004 are for information only.

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.

Quality management and quality system elements —

Part 2:

Guidelines for services

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 or-

ganization; 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.

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 this part of ISO 9004 may be applied. The examples include service activities inherently performed in product manufacturing industries.

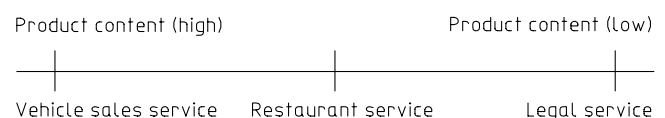


Figure 1 — Product content in a service continuum

2 Normative references

The following standards contain provisions which, through reference in this text, constitute provisions of this part of ISO 9004. At the time of publication, the editions indicated were valid. All standards are subject to revision, and parties to agreements based on this part of ISO 9004 are encouraged to investigate the possibility of applying the most recent editions of the standards indicated below. Members of IEC and ISO

maintain registers of currently valid International Standards.

ISO 8402:1986, *Quality — Vocabulary*.

ISO 9000:1987, *Quality management and quality assurance standards — Guidelines for selection and use*.

ISO 9004:1987, *Quality management and quality system elements — Guidelines*.

3 Definitions

For the purposes of this International Standard, the definitions given in ISO 8402, together with the following definitions, apply.

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 sub-contractor: 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. [ISO 8402]

3.8 quality policy: The overall quality intentions and direction of an organization as regards quality, as formally expressed by top management. [ISO 8402]

3.9 quality management: That aspect of the overall management function that determines and implements the quality policy. [ISO 8402]

3.10 quality system: The organizational structure, responsibilities, procedures, processes and resources for implementing quality management. [ISO 8402]

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 process that delivers the service. Process performance measurement and control are therefore essential to achieve and maintain the required service quality. While remedial action is sometimes possible during service delivery, it is usually not possible to rely on final inspection to influence service quality at the customer interface where customer assessment of any nonconformity is often immediate.

The service delivery process may range from being highly mechanized (as in a directly dialled telephone call) to one that is highly personalized (as in services such as legal, medical or consultancy). The more definable the process, whether by mechanization or by detailed procedures, the greater the opportunity to apply structured and disciplined quality system principles.

5 Quality system principles

5.1 Key aspects of a quality system

Figure 2 illustrates that the customer is the focal point of the three key aspects of a quality system. It also illustrates that customer satisfaction can only be assured when there is harmony of interaction between the management responsibility, the personnel and material resources and the quality system structure.

5.2 Management responsibility

5.2.1 General

Management is responsible for establishing a policy for service quality and customer satisfaction. Successful implementation of this policy is dependent upon management commitment to the development and effective operation of a quality system.

5.2.2 Quality policy

The responsibility for and commitment to a quality policy for the service organization belongs to the highest level of management. Management should develop and document a quality policy relating to the following:

- grade of service to be provided;

- service organization's image and reputation for quality;
- objectives for service quality;
- approach to be adopted in pursuit of quality objectives;
- role of company personnel responsible for implementing the quality policy.

Management should ensure that the quality policy is promulgated, understood, implemented and maintained.

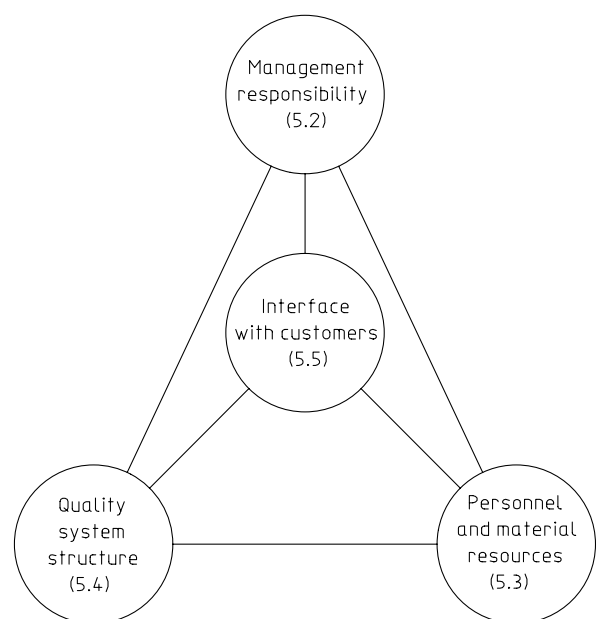


Figure 2 — Key aspects of a quality system

5.2.3 Quality objectives

The realization of a quality policy requires the identification of primary goals for establishing quality objectives. Primary goals should include:

- customer satisfaction consistent with professional standards and ethics;
- continuous improvement of the service;
- giving consideration to the requirements of society and the environment;
- efficiency in providing the service.

Management should translate the primary goals into a set of quality objectives and activities. Examples of these are:

- clear definition of customer needs with appropriate quality measures;
- preventive action and controls to avoid customer dissatisfaction;
- optimizing quality-related costs for the required performance and grade of service;
- creation of a collective commitment to quality within the service organization;
- continuous review of service requirements and achievements to identify opportunities for service quality improvement;
- prevention of adverse effects by the service organization on society and the environment.

5.2.4 Quality responsibility and authority

To achieve the quality objectives, management should establish a quality system structure for the effective control, evaluation and improvement of service quality throughout all stages of the provision of a service.

General and specific responsibility and authority should be explicitly defined for all personnel whose activities influence service quality. This should include ensuring effective customer/supplier relationships at all interfaces within, and external to, the service organization. The responsibility and authority defined should be consistent with the means and methods necessary for achieving service quality.

Senior management should be responsible for ensuring that the requirements for a quality system are developed. They should retain responsibility or designate a management representative responsible for ensuring that the quality system is established, audited, continually measured and reviewed for improvement.

While personnel with specific designated responsibilities can be instrumental in the attainment of quality, it should be stressed that it is not these personnel who create quality. They are only part of the quality system. The scope of the quality system encompasses all of the functions, and requires the involvement, commitment and effective interworking of all personnel in the service organization to achieve continuous improvement.

5.2.5 Management review

Management should provide for formal periodic and independent reviews of the quality system in order to determine its continuing suitability and effectiveness in implementing the quality policy and achieving the quality objectives. Particular emphasis should be placed on the need or opportunity for improvement. The reviews should be carried out by appropriate members of management or by competent, inde-

pendent personnel reporting directly to senior management.

Management reviews should consist of well-structured and comprehensive evaluations encompassing all relevant sources of information, including:

- findings of service performance analysis; i.e. information on the overall effectiveness and efficiency of the service delivery process in achieving service requirements and customer satisfaction (see 6.4);
- findings of internal audits on the implementation and effectiveness of all elements of the quality system in meeting stated objectives for service quality (see 6.4.4);
- changes brought about by new technologies, quality concepts, market strategies and social or environmental conditions.

Observations, conclusions and recommendations reached as a result of a review and evaluation should be submitted in documentary form to management for necessary action in establishing a programme for service quality improvements.

5.3 Personnel and material resources

5.3.1 General

Management should provide sufficient and appropriate resources to implement the quality system and achieve the quality objectives.

5.3.2 Personnel

5.3.2.1 Motivation

A most important resource in any organization is that of the individual members of personnel involved. This is especially important in a service organization where the behaviour and performance of individuals directly impacts on the quality of service.

As a spur to the motivation, development, communication and performance of personnel, management should:

- select personnel on the basis of capability to satisfy defined job specifications;
- provide a work environment that fosters excellence and a secure work relationship;
- realize the potential of every member of the organization by consistent, creative work methods and opportunities for greater involvement;
- ensure that the tasks to be performed and the objectives to be achieved are understood, including how they affect quality;