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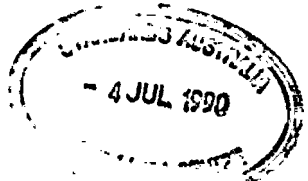
Interim
Australian Standard®
New Zealand Standard
(Expires 1 June 1992)

**Quality management and quality
system elements—**

Part 2: Guidelines for services

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Standards Association
of New Zealand



This Interim Standard was prepared under a joint arrangement by Standards Australia and the Standards Association of New Zealand. It was approved for publication on behalf of the Council of Standards Australia on 30 May 1990 and on behalf of the Standards Council of New Zealand on 9 May 1990. It was published on 11 June 1990.

The following organizations are represented on the Committees responsible for this Interim Standard:

Standards Australia Committee QR/2, Quality of Service

Australian Automobile Association
Australian Bankers Association
Australian Bus and Coach Association
Australian Consumers Association
Australian Hotels Association
Australian Organization for Quality
Australia Post
Department of the Arts, Sport, the Environment, Tourism and Territories
Department of Defence
Electricity Supply Association of Australia
Federal Bureau of Consumer Affairs
Insurance Council of Australia
Metal Trades Industry Association of Australia
Motor Inn and Motel Association of NSW
Restaurant and Catering Association of NSW
Telecom Australia
Tourism Commission of NSW
Urban Transit Authority of NSW

Standards Association of New Zealand Committee 56/1, Quality Assurance/Management Standards

International Quality Consultants Limited
Massey University
New Zealand Dairy Board
Placemakers
Printpac—UEB
Standards Association of New Zealand
Testing Laboratory Registration Council of New Zealand
In addition W.J. Maher and M. Dykes were co-opted to the Committee

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Full details of all publications of the Standards Association of New Zealand and Standards Australia will be found in the Catalogue of Publications of the respective organizations; this information is supplemented in their monthly magazines, which subscribing members receive, and which give details of new publications, new editions and amendments, and of withdrawn Standards.

Suggestions for improvements to Australian and New Zealand Standards, addressed to the head office of the relevant organization are welcomed. Notification of any inaccuracy or ambiguity found in either an Australian or New Zealand Standard should be made without delay in order that the matter may be investigated and appropriate action taken.

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PREFACE

This interim Standard is identical with ISO/DIS 9004.2:1990, *Quality management and quality system elements, Part 2—Guidelines for services*, published by the International Organization for Standardization (ISO). It is issued as a joint interim Standard under the terms of the Memorandum of Understanding between Standards Australia and the Standards Association of New Zealand with the objective of reducing technical barriers to trade between the two nations.

The Australian Committee provided input to the International Committee ISO/TC 176 in the preparation of the draft ISO 9004.2. As publication of the draft ISO Standard is not imminent, the decision was jointly made by the Standards Association of New Zealand and Standards Australia to make the interim Standard available, in order to foster the introduction of quality management systems within the service industry. This interim Standard will be withdrawn and replaced with the final version of the ISO Standard when issued.

For the purpose of this interim Australian/New Zealand Standard, the ISO text should be modified by replacement of references to other publications with references to Australian or New Zealand Standards.

Reference to International Standard	Australian or New Zealand Standard
9000 Quality management and quality assurance Standards—Guidelines for selection and use	AS 3900/NZS 9000 Quality systems—Guide to selection and use
9001 Quality systems—Model for quality assurance in design/development, production, installation and servicing	AS 3901/NZS 9001 Quality systems for design/development, production, installation and servicing
9002 Quality systems—Model for quality assurance in production and installation	AS 3902/NZS 9002 Quality systems for production and installation
9003 Quality systems—Model for quality assurance in final inspection and test	AS 3903/NZS 9003 Quality systems for final inspection and test
9004 Quality management and quality system elements—Guidelines	AS 3904.1/NZS 9004.1 Quality systems—Guide to quality management and quality system elements
DIS 10011 Generic guidelines for auditing quality systems	AS 3911.1(Int) Guidelines for auditing quality systems Part 1: Auditing
	AS 3911.2(Int) Guidelines for auditing quality systems Part 2: Qualification criteria for auditors.
	AS 3911.3(Int) Guidelines for auditing quality systems Part 3: Managing audit programs.

Standards Australia and Standards Association of New Zealand invite comments on this interim Standard from persons and organizations concerned with this subject. The date of expiry for comment is 1 June 1992, at which time this interim Standard will either be withdrawn or revised in the light of public comment, with the view to the preparation of a final Standard.

During the life of this document the respective Committees of Standards Australia and Standards Association of New Zealand will monitor all comment or field data as it is received.

Attention is drawn to the fact that this document is an interim Standard only, and should be regarded as a draft Standard and hence liable to alteration after the expiry date.

This document is not to be regarded as an Australian/New Zealand Standard until jointly issued as such by Standards Australia and Standards Association of New Zealand.

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0 INTRODUCTION. The importance of quality and quality systems are subjects which have been receiving increasing attention world-wide. This International Standard provides a response to this new awareness and seeks to encourage organizations and companies in the service sectors to manage the quality aspects of their activities in a more effective manner.

This International Standard builds on the quality management principles given in the ISO 9000 to ISO 9004 series of International Standards. It recognizes that a failure to meet quality objectives can have consequences that may adversely affect both the customer and the service organization. It further recognizes that it is a management responsibility to ensure that such failures are prevented.

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

The application of quality management to all stages of a service provides specific opportunities for:

- improved productivity and cost reduction;
- improved market opportunities;
- improved service performance.

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

- managing 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 service organization's image, culture and performance;
- motivating personnel and developing their skills to meet customer expectations.

1 SCOPE. This International Standard gives guidance for establishing and implementing a quality system within an organization. It is based on generic principles of ISO 9004 and provides a comprehensive overview of a quality system specifically for services.

This International Standard 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 developing and implementing a quality system for supplying an existing service. The quality system embraces all the processes needed to provide an effective service from marketing to delivery and the analysis of service provided to customers.

Further information on quality management and quality system elements can be obtained from ISO 9004 and ISO 8402.

The concepts, principles and quality system elements described are applicable to all forms of service provision, whether this is 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 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 International Standard 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 operational elements and considerations apply, from marketing to service delivery. The difference is simply one of scale, the principles and the basis of quality management remain the same.

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 International Standard is written principally with respect to external customers, it can also apply to internal customers for overall achievement of the required quality.