

AS 3904.2—1992  
NZS 9004.2:1992  
ISO 9004-2:1991

Australian Standard®  
New Zealand Standard

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**Quality management and quality  
system elements**

**Part 2: Guidelines for services**

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## **AS 3904.2—1992/NZS 9004.2:1992/ISO 9004-2:1991**

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

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Australian Bankers Association  
Australian Bus and Coach Association  
Australian Hotels Association  
Australian Organization for Quality  
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## PREFACE

This Standard is technically identical with and has been reproduced from ISO 9004-2:1991, *Quality management and quality system elements*, Part 2—*Guidelines for services*, published by the International Organization for Standardization (ISO). The Australian Committee provided input to the International Committee ISO/TC 176 in the preparation of the draft ISO 9004-2. It is issued as a joint Standard under the terms of the Memorandum of Understanding between Standards Australia and the Standards Association of New Zealand with the objects of reducing technical barriers to trade between the two nations and fostering the introduction of quality management systems within the service industry.

ISO 9004-2 should be read in conjunction with ISO 9004-1: *Quality management and quality system elements—Guidelines*, which provides guidance on the technical, administrative and human factors affecting the quality of products or services at all stages from detection of need to customer satisfaction. The guidance provided by ISO 9004-2 can be applied when implementing a quality system or quality improvement program for an existing service or when developing a quality system for a new or modified service. Additional guidance on the application of quality system Standards in Australian and New Zealand service industries is provided in Appendix AA.

For the purpose of this 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.

| <i>Reference to International Standard</i> |   | <i>Australian or New Zealand Standard</i>  |   |
|--|---|--|---|
| ISO  |   |  |   |
| 9000                                       | Quality management and quality assurance Standards—Guidelines for selection and use   | AS 3900/<br>NZS 9000   | Quality systems—Guide to selection and use  |
| 9000-3                                     | Quality management and quality assurance Standards<br>Part 3: Guidelines for the application of ISO 9001 to the development, supply and maintenance of software | AS 3900.3/<br>NZS 9003   | Quality management and quality assurance Standards<br>Part 3: Guidelines for the application of ISO 9001 to the development, supply and maintenance of software |
| 9001                                       | Quality systems—Model for quality assurance in design/development, production, installation and servicing   | AS 3901/<br>NZS 9001   | Quality systems for design/development, production, installation and servicing  |
| 9002                                       | Quality systems—Model for quality assurance in production and installation  | AS 3902/<br>NZS 9002   | Quality systems for production and installation   |
| 9003                                       | Quality systems—Model for quality assurance in final inspection and test  | AS 3903/<br>NZS 9003   | Quality systems for final inspection and test   |
| 9004-1                                     | Quality management and quality system elements—Guidelines   | AS 3904.1/<br>NZS 9004.1   | Quality management and quality system elements—Guidelines   |
| 10011                                      | Guidelines for auditing quality systems   | AS 3911/<br>NZS 10011<br>AS 3911.1/<br>NZS 10011.1<br>AS 3911.2/<br>NZS 10011.2<br>AS 3911.3/<br>NZS 10011.3 | Guidelines for auditing quality systems<br>Part 1: Auditing<br>Part 2: Qualification criteria for auditors<br>Part 3: Managing audit programs                   |

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## 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 recognises 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.

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