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**Performance improvement of
management systems—
Guidelines for procedures and
methodology for continual
improvement**

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Foreword

This translation has been made based on the original Japanese Industrial Standard established by the Minister of Economy, Trade and Industry through deliberations at the Japanese Industrial Standards Committee in accordance with the Industrial Standardization Law:

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In the event of any doubts arising as to the contents,
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Performance improvement of management systems— Guidelines for procedures and methodology for continual improvement

0 Introduction

0.1 General For an organisation to fulfill its mission, maintain competitiveness and realise sustainable growth, it is necessary to enhance the significance of its existence by gaining satisfaction of customers and other interested parties in the value of the products that the organisation offers. For that purpose, the organisation must adapt swiftly to changes in the environment, enhance overall performances both effectively and efficiently, and create high customer value in response to needs and expectations of customers and other interested parties.

Continual enhancement of the ability to meet requirements in response to changes in environment and diversification of customer needs is vitally important. Growth in differential product development inevitably requires the need to enhance the capability that makes this possible. Hence, the importance of methodology for enhancing this capability is rising.

The methodology for enhancing the capability to adapt swiftly to changes in the environment and to satisfy the needs and expectations of customers and other interested parties affect:

- Customer satisfaction,
- Simultaneous improvement of quality, cost and cycle time, and
- Performance improvement such as earnings and market share.

0.2 Consistency with other standards This Standard has been prepared to be used independently of **JIS Q 9023** and **JIS Q 9025**. However, it may be used in complementary form as harmonised standards. Also, this Standard has been developed in consideration of the use as supporting technique pertaining to items described in **TR Q 0005** and **TR Q 0006**.

0.3 Relationship with JIS Q 9000 (ISO 9000) family This Standard has been prepared in consideration of the use as supporting technique for effective and efficient management system administration and operation by an organisation based on **JIS Q 9001 (ISO 9001)** and **JIS Q 9004 (ISO 9004)**.

0.4 Compatibility with other management systems This Standard has not been prepared as supporting technique specifically for environmental management, occupational health and safety management, financial management, risk management or other management systems. However, it may be applicable to any organisation as methodology to support performance improvement of related management systems.

1 Scope This Standard establishes guidelines related to procedures and techniques for continual improvement to support effective and efficient performance improvement of management systems of an organisation, and provides methodologies for effective and efficient problem-solving to achieve the issues. This Standard is intended for use by any organisations that wished to:

- identify problems in products provided to customers and solve them by following consistent procedure;
 - implement and manage breakthrough projects requiring the change in existing process or introduction of new process apart from daily business administration;
- and
- develop resources necessary in the future, apart from day-to-day business administration.

This Standard is intended to be applied to any organisation which, regardless of the type of business, form, scale, or product, aims at performance improvement of management systems of the organisation through effective and efficient implementation of continual improvement.

2 Normative reference The following standard contains provisions which, through references in this Standard, constitute provisions of this Standard. If the indication of the year of coming into effect is given to this referred standard, only the edition of the indicated year constitutes the provision of this Standard but the revision and amendment made thereafter do not apply.

JIS Q 9000 (ISO 9000) : 2000 *Quality management systems—Fundamentals and vocabulary*

3 Definitions For the purpose of this Standard, the terms and definitions in **JIS Q 9000 (ISO 9000) : 2000** and the following terms and definitions apply.

However, in case of difference from those defined in **JIS Q 9000 : 2000 (ISO 9000 : 2000)**, definitions given in this Standard apply.

Terms used in definition or information that are defined in clause 3 of this Standard are indicated in boldface. Terms defined in **JIS Q 9000 (ISO 9000)** are indicated in boldface, and **JIS Q 9000** in parentheses subsequent to it. Terms shown in boldface can be replaced by full definition of the term.

Throughout the text of this Standard, wherever the term “product” occurs, it can also mean “service.”

3.1 continual improvement Improvement in which **problem solving** or **issue achieving** is repeated through identification of **problem** or **issue**.

3.2 problem Gap between reality and established **objectives** that must be addressed and overcome.

3.3 cause An item that is likely to induce a phenomenon.

3.4 root cause One cause among **causes** that is identified to trigger a phenomenon.

3.5 problem solving Activity to identify the **root cause** of a **problem** and implement measure, confirm, and take required action.

3.6 issue Gap between reality and **objectives** to be established that requires action.

Information : **Issue** may be referred to as important issue, priority action item, important action item, challenging issue, etc., under **policy**.

3.7 issue achieving Activity conducted to achieve an **objective** in an **issue** through effort and skill.

3.8 hypothesis An assumption established to identify the **root cause**.

3.9 recurrence prevention Action taken to remove the **root cause** of a **problem** or the impact of the **root cause** in order to prevent recurrence.

Information : The **recurrence prevention** includes corrective action and preventive measures.

3.10 cross-functional team Team organised by members from different divisions and departments to assemble all the knowledge and technology that can be utilised in addressing **issues** that are difficult to resolve by a single division alone.

Information : A **cross-functional team** includes members representing design, manufacturing, technology, quality, production, and other relevant areas of the organisation. It may also include **customers** (**JIS Q 9000**) or business partners.

3.11 small group A small group of people working in front line of the organisation, that engages in improvement of **product** (**JIS Q 9000**) or **process** (**JIS Q 9000**).

Information : This **small group** may be referred to on occasions as QC (quality control) circle.

3.12 improvement opportunities Condition in which more effective and efficient production of **product** (**JIS Q 9000**) or **process** (**JIS Q 9000**) is feasible.

3.13 policy General intention and direction of the **organisation** (**JIS Q 9000**), regarding the mission, philosophy, and management vision, as well as achievement of the medium-range and long-range business plan, announced officially by the **top management** (**JIS Q 9000**).

Information: 1 **Policy** provides the framework for critical issues, **objectives**, and **means**.

2 **Policy** may include the following, depending on the **organisation** (**JIS Q 9000**).

- a) Critical issues
- b) **Objectives** and **means**
- c) Critical issues, **objectives**, and **means**