

ICS 03.120.10

CCS A 00



**NATIONAL STANDARD OF THE
PEOPLE'S REPUBLIC OF CHINA**

GB/T 19004-2020

Replacing GB/T 19004-2011

**Quality management. Quality of an organization. Guidance to
achieve sustained success**

Issued on: November 19, 2020

Implemented on: June 1, 2021

**Issued by: State Administration for Market Regulation, China National
Standardization Administration**

Table of Contents

1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Quality and sustained success of the organization	1
4.1 Quality of the organization	1
4.2 Management of sustained success of the organization	2
5 Organizational environment	2
5.1 General	2
5.2 Related parties	3
5.3 External and internal factors	3
6 Characteristics of the organization	4
6.1 General	4
6.2 Mission, vision, values and culture	4
7 Leadership	4
7.1 General	4
7.2 Policy and Strategy	4
7.3 Objective	6
7.4 Communication	6
8 Process management	6
8.1 General	6
8.2 Process determination	6
8.3 Responsibility and authority of the process	7
8.4 Process management	7
9 Resource Management	9
9.1 General	9
9.2 People	9
9.2.1 General	9
9.2.2 Active participation of personnel	9
9.2.3 Personnel authorization and motivation	10
9.2.4 Competence of personnel	10
9.3 Organizational knowledge	10
9.4 Technology	10

9.5 Infrastructure and working environment	11
9.5.1 General	11
9.5.2 Infrastructure	11
9.5.3 Working environment	11
9.6 Externally provided resources	11
9.7 Natural resources	12
10 Analysis and Evaluation of Organizational Performance	12
10.1 General	12
10.2 Performance indicators	12
10.3 Performance Analysis	13
10.4 Performance Evaluation	14
10.5 Internal audit	15
10.6 Self-evaluation	15
10.7 Review	15
11 Improvement, learning and innovation	16
11.1 General	16
11.2 Improvement	16
11.3 Learning	16
11.4 Innovation	17
11.4.1 General	17
11.4.2 Application	17
11.4.3 Timing and risks	17
Appendix A (informative appendix) Self-evaluation tool	18
References	52

Foreword

This standard is one of the core standards of the GB/T 19000 family.

This standard was drafted in accordance with the rules given in GB/T 1.1-2009.

This standard replaces GB/T 19004-2011 "Pursuing Organizational Quality Management Methods for Continuous Success".

Compared with GB/T 19004-2011, the main technical changes of this standard are as follows except for editorial changes.

---Consistent with the concepts and terms of GB/T 19000-2016 and GB/T 19001-2016;

---Focus on the concept of "organizational quality";

---Focus on the concept of "organizational characteristics".

The use of translation in this standard is equivalent to the adoption of ISO 9004:2018 "Guidelines for Continuous Success of Quality Management Organizations".

This standard was proposed and managed by the National Standardization Technical Committee for Quality Management and Quality Assurance (SAC/TC151).

Drafting organizations of this standard. China National Institute of Standardization, China Association for Quality, Civil Aviation University of China, Shanghai Institute of Quality Management, Shanghai

Military Equipment Department Test Supervision Bureau, Fuhai Group New Energy Holdings Co., Ltd., Shandong Jingyanggang Winery Co., Ltd., Infinitus (China) Co., Ltd.

Division, Jiangsu Xugong Construction Machinery Research Institute Co., Ltd., China Certification Center Co., Ltd., Beijing Junyou Integrity Testing and Certification Co., Ltd., Yike

Testing and Certification Co., Ltd., Hisense Group Co., Ltd., YOFC Optical Fiber and Cable Co., Ltd., Weihua Group Co., Ltd., Nanjing Kerida Electric

Sub-equipment Co., Ltd., Shanghai Jianke Engineering Consulting Co., Ltd., Hongdou Group Co., Ltd., Shandong Jingzhi Wine Co., Ltd., North

Jingdaoxiangcun Food Co., Ltd., Inner Mongolia Yili Industrial Group Co., Ltd., Shanghai Electric Nuclear Power Equipment Co., Ltd., North China

Fang Rare Earth (Group) High-Tech Co., Ltd., Daye Special Steel Co., Ltd., Suzhou Lion Precision Alloy Co., Ltd., China National Building Material

Inspection and Certification Group Co., Ltd., Hebei Hongzhida Testing Technology Service Co., Ltd., Beijing Qingzhong Enterprise Management Consulting Co., Ltd.

Company, Shanghai Highly (Group) Co., Ltd., 722 Research Institute of China Shipbuilding Industry Corporation, Jiangsu Ningxin Iron and Steel Group Co., Ltd.

the company.

Introduction

This standard is based on the quality management principles set forth in GB/T 19000-2016, and provides organizations with a complex, severe and constantly changing environment.

To achieve sustained success in the environment. The comprehensive application of these quality management principles can lay a solid foundation for the establishment of organizational values and strategies

basis.

GB/T 19001-2016 focuses on providing confidence in the organization's products and services, and this standard focuses on the organization's ability to achieve sustained success

Provide confidence.

The top management's attention to the organization's ability to meet the needs and expectations of customers and other relevant parties will enhance the organization's continued success.

Gong confidence. This standard describes the systematic improvement of the overall performance of the organization, including the planning, implementation, and implementation of an effective and efficient management system.

Analysis, evaluation and improvement.

Over the years, the factors that affect the success of the organization have continued to appear, evolve, increase or decrease, and adapting to these changes is important for sustained success. This

These factors include social responsibility, environmental and cultural factors, as well as factors such as efficiency, quality and agility that may have been considered before.

Comprehensive

Taken together, these factors are all part of the organizational environment.

Through the learning and understanding of the constantly changing environment of the organization by managers at all levels, the ability to achieve sustained success can be enhanced. Improvement and innovation

Also supports continued success.

This standard advocates self-evaluation and provides a self-evaluation tool for evaluating the extent to which the organization adopts the concepts in this standard (see appendix

A).

The structure of this standard is shown in Figure 1, which contains the necessary elements for the organizations involved in this standard to achieve sustained success.

Figure 1 Schematic diagram of the structure of this standard

Quality management organization

Guidelines for achieving sustained success

1 Scope