Relations between ISO 9004:2018 and JIS Q 9023/9026

1. Structure of ISO 9004:2018

Figure 1 shows a representation of the structure of ISO 9004:2018, incorporating the elements essential to achieve sustained success of an organization as covered in ISO 9004:2018.

2. What are policy management and daily management
If an organization wants to continue and develop its business, it needs to well understand the contexts of the organizations and their changes and implement
improvements and innovations of its processes and systems in a timely manner. Therefore, it is essential that top management determines what to aim for based on situations in and around the organization, and that each function (e.g., division, department, section, or group) implements improvements and innovations needed to achieve it. In the organization where many people work, however, there are many cases where top management's thoughts and the objectives set are not well communicated to frontlines, efforts for improvement and innovation are put off because of daily operations, different functions are not well aligned, or information from the frontline are not used for determination of objectives and plans. “Policy Management” is the activity which has been devised to overcome these difficulties and promote process improvements and innovations.

It is often said in the world of quality management, “Quality is achieved through the process.” This is a simple expression to show that establishing and following the process is a better way than inspecting and verifying the results in order to economically fulfill the customer needs and expectations. In the organization, however, it is often the case that an important part of the process is unclear, or even if the process is well-established, the work is not performed according to it. The process, therefore, will most likely not achieve the planned performance under such a situation. “Daily Management” is the methodology devised to deal with these difficulties. Daily Management is the foundation of organizational management and should be thoroughly implemented and enhanced in all job units and hierarchies of the organization.

Figure 2 shows the roles of both “Policy Management” and “Daily Management” in the achievement of organization’s committed targets.

- **Policy Management**: Activities to achieve policies by the unity of purpose and priority approach with engagement of all functions and levels. To put the improvement and innovation into practice in areas where only maintenance ‘plus’enhancement (setting the current or extended level as a target and ensuring that the job does not deviate from the target, and when it deviates from the target, restoring the job quickly and enhancing it to achieve higher performance) is not sufficient, it is essential to establish strategies and objectives to respond to changes in the customers’ needs and the business environment and to deploy priority issues/objectives/means and rotate plan-do-check-act cycle (PDCA) continuously.

- **Daily Management**: All activities to effectively achieve the objectives with regard to the job that every job unit of the organization is entrusted. To put
maintenance-plus-enhancement into practice, it is essential to clarify job roles and the processes to perform them as well as factors affecting job performance and methods of controlling them, and to establish a system to perform the processes and methods steadily. The organization should also establish the ways to measure the performance, and when results that contradict the normal results are obtained, should steadily investigate their causes and take actions.

3. **JIS Q 9023/9026 for supporting ISO 9004:2018**

The Japanese Industrial Standards (JIS) is a collection of national standards stipulating the criteria for mineral and industrial products, data and services in Japan, including their quality, performance and test methods.

The following two JIS (Japanese Industrial Standards) provide guidance on Policy Management and Daily Management, and are designed to be used as a supporting technique for an organization to effectively and efficiently operate the management system on the basis of ISO 9004:2018.
Figure 3 shows the relations between ISO 9004:2018 and JIS Q 9023/9026. JIS Q 9023 (Policy Management) can be used to support mainly the activities related to Clause 7 (Leadership), Clause 10 (Analysis and performance evaluation) and Clause 11 (Improvement, learning and innovation) in ISO 9004:2018, while JIS Q 9026 can be used to support mainly the activities related to Clause 8 (Process management) and Clause 9 (Resource management) in ISO 9004:2018.

Figure 3  Relations between ISO 9004:2018 and JIS Q 9023/9026

[SOURCE: ISO 9004:2018 Introduction, Figure 1, Modified – The scopes of JIS Q 9023/9026 have been mapped]