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**Performance improvement of  
management systems — Guidelines for  
Policy Management**

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## Foreword

This Japanese Industrial Standard has been revised by the Minister of Economy, Trade and Industry through deliberations at the Japanese Industrial Standards Committee as the result of proposal for revision of Japanese Industrial Standard submitted by Japanese Society for Quality Control (JSQC)/Japanese Standards Association (JSA) with the draft prepared from the association standard (**JSQC-Std 33-001:2016**) being attached, based on the provision of Article 12 Clause 1 of the Industrial Standardization Law applicable to the case of revision by the provision of Article 14. Consequently **JIS Q 9023: 2003** is replaced with this Standard.

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# Performance improvement of management systems — Guidelines for Policy Management

## 0 Introduction

### 0.1 General

Contexts of an organization are ever changing: e.g., needs of customers and the society, technologies needed to provide products and services which satisfy those needs, and values, knowledge and skills of employees, and the coordination with partners (suppliers, affiliated companies, etc.). If the organization wants to continue and develop its business, it is required to well understand these changes and implement improvements and innovations 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. When these situations occur, precious efforts do not show the expected effects. Policy management is the activity which has been established to overcome these difficulties and promote process improvements and innovations. It is based on the principle that "Quality is achieved through the process" (i.e., establishing and following the process in order to economically generate the planned products and services), which has been developed in the field of quality management. If policy management is promoted adequately, efforts for challenge becomes active and generates growth of people and joy in work. Policy management is the key to organization management to overcome changes, and furthermore, to tie changes to business development. It greatly affects sustained success of the organization. Therefore, the whole organization should address themselves strives for strengthening it.

This Japanese Industrial Standard consists of the fundamentals and processes of policy management, guidelines to implement policy management, and the guidelines to organisationally promote policy management.

No corresponding International Standard has been established at this point.

### 0.2 Consistency with other standards

This Standard is designed with the aim of policy management and intended to be used independently; however, this Standard may be used with consistent group of standards to complement each other as **JIS Q 9026** for daily management, **JIS Q 9024** for improvement activity, and **JIS Q 9025** and **JIS Q 9027** for quality ensurance. In particular, this Standard should be used with **JIS Q 9026**, because policy management can be more effective when implemented with daily management.