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Foreword

This Japanese Industrial Standard has been established by the Minister of Economy, Trade and Industry based on the provision of Article 14, paragraph (1) of the Industrial Standardization Act in response to a proposal for establishment of Japanese Industrial Standard with a draft being attached, submitted by Japanese Standards Association (JSA), an accredited standards development organization.

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Performance improvement of management systems — Guidelines for small group improvement activities

0 Introduction

0.1 General

In order to continuously create new value by linking the customer and the society needs to organizational technologies, it is necessary to solve the problems and achieve the tasks that arise with the change in needs and technologies. In order to do so, everyone working for that organization should participate in the activities with a high level of motivation, closely cooperate with one another, and hone and utilize their respective abilities through the activities.

However, there could be organizations with diverse employees, some of whom may not show interest in the activities in the said organizations. Communication could also be found wanting. In addition, in spite of spending a lot of time on education and training, learning curve of some of them may not improve and their potential abilities may not have shown results. “Small Group Improvement Activity” is the method conceived to overcome such difficulties. “Small Group Improvement Activity” is the basic activity to link problem solving and task achieving with human development and workplace energization. The organization’s growth and development depend vastly on the quality of such activity. Therefore, it is desirable that they be practiced in all the departments and all the layers.

This Japanese Industrial Standard summarizes the fundamental principles of small group improvement activities and guidelines for systematically promoting small group improvement activities, in order to provide a basis for the spread and development of small group improvement activities.

No corresponding International Standard has been established at this point.

0.2 Consistency with other standards

This Standard is designed with the aim of small group improvement activities and intended to be used independently; however, this Standard may be used with consistent group of such standards as **JIS Q 9023** for policy management, **JIS Q 9026** for daily management, **JIS Q 9027** for quality assurance by process and **JIS Q 9024** for procedures and methodology for continual improvement to complement each other.

Annex A shows the role of policy management, daily management, small group improvement activity and quality assurance in Total Quality Management (hereafter referred to as TQM). Also, this Standard is designed to be used as a supporting technique for the construction and operation of quality management for achieving sustainable success, specified in **JIS Q 9005**.

0.3 Relation with JIS Q 9001 and JIS Q 9004

This Standard is designed to be used as a supporting technique for an organization to effectively and efficiently operate the management system on the basis of **JIS Q 9001** and **JIS Q 9004**.

0.4 Compatibility with other management systems

This Standard has not been prepared as a specific supporting technique for such management systems as environmental management, occupational health and safety management, and financial management, but may be used as a supporting technique to improve the performance of these management systems.

1 Scope

This Standard specifies the fundamental principles and the guidelines on organizational promotion, concerning practicing small group improvement activities, one of the main activities of quality management. This Standard can be applied to any size of organization. Also, it can be applied not just in manufacturing but in all types of workplaces such as R&D, sales, after-sales service and administration. In addition, it can be applied not just in the manufacturing industry but various industries including the service industry.

2 Normative reference

The following standard contains provisions which, through reference in this text, constitute provisions of this Standard. The most recent edition of the standard (including amendments) indicated below shall be applied.

JIS Q 9000 *Quality management systems — Fundamentals and vocabulary*

3 Terms and definitions

For the purpose of this Standard, the terms and definitions given in **JIS Q 9000**, and the following apply.

3.1

small group improvement activities, small group activity

activities to enhance knowledge, skill and motivation level of members as well as contribute to achievement of purpose of the organization by forming a small team having common purpose and diverse knowledge, skills, viewpoints, ideas, authority etc. and carrying out maintenance-plus-enhancement, improvement and innovation

Note 1 to entry Small group improvement activity includes activities by improvement teams and QC circles.

3.2

improvement team

small groups formed to solve or achieve important problems or tasks of the organization

3.3