



ISO 9004:2018 Self-Assessment Tool Structure and Content

Purpose: The self-assessment tool is designed to help organizations evaluate their maturity level and effectiveness in achieving sustained success by aligning with the principles and guidance provided in ISO 9004:2018.

Structure: The self-assessment tool is divided into several sections, each corresponding to the main clauses of ISO 9004:2018. Each section includes a set of criteria with a scoring system to measure the organization's performance and identify areas for improvement.

Sections:

1. **Context of the Organization**
2. **Leadership**
3. **Strategy and Policy**
4. **Resource Management**
5. **Process Management**
6. **Monitoring, Measurement, Analysis, and Evaluation**
7. **Improvement, Innovation, and Learning**
8. **Customer Focus**
9. **People Engagement**
10. **Results**

Scoring System:

- **0:** Not implemented
 - **1:** Poorly implemented
 - **2:** Partially implemented
 - **3:** Fully implemented but not effective
 - **4:** Fully implemented and partially effective
 - **5:** Fully implemented and highly effective
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Content

1. Context of the Organization

1.1 Understanding the Organization and Its Context

- Criteria: The organization systematically identifies internal and external issues that impact its ability to achieve sustained success.
- Score: []

1.2 Understanding the Needs and Expectations of Interested Parties

- Criteria: The organization effectively identifies and reviews the needs and expectations of interested parties.
- Score: []

1.3 Determining the Scope of the Quality Management System

- Criteria: The scope of the quality management system is clearly defined and aligned with the strategic direction of the organization.
- Score: []

2. Leadership

2.1 Leadership and Commitment

- Criteria: Top management demonstrates leadership and commitment to the quality management system and sustained success.
- Score: []

2.2 Policy

- Criteria: Quality policy is established, communicated, and understood within the organization.
- Score: []

2.3 Organizational Roles, Responsibilities, and Authorities

- Criteria: Roles, responsibilities, and authorities are clearly defined, assigned, and communicated.
- Score: []



3. Strategy and Policy

3.1 Establishing the Organization's Strategy and Policy

- Criteria: The organization's strategy and policy are aligned with its purpose and context.
- Score: []

3.2 Deploying the Strategy and Policy

- Criteria: The strategy and policy are effectively deployed and communicated across all levels.
- Score: []

3.3 Reviewing the Strategy and Policy

- Criteria: Regular reviews are conducted to ensure the strategy and policy remain relevant and effective.
- Score: []

4. Resource Management

4.1 People

- Criteria: The organization ensures it has competent, motivated, and engaged people to achieve its objectives.
- Score: []

4.2 Infrastructure

- Criteria: Infrastructure is adequate and effectively managed to support the organization's operations.
- Score: []

4.3 Environment for the Operation of Processes

- Criteria: The work environment is managed to achieve conformity of products and services.
- Score: []



4.4 Knowledge

- Criteria: The organization effectively manages knowledge to maintain and enhance its performance.
- Score: []

5. Process Management

5.1 Determining and Managing Processes

- Criteria: Processes are determined, managed, and controlled to ensure consistent and effective performance.
- Score: []

5.2 Managing Risks and Opportunities

- Criteria: Risks and opportunities are identified, assessed, and managed systematically.
- Score: []

6. Monitoring, Measurement, Analysis, and Evaluation

6.1 General

- Criteria: The organization monitors, measures, analyzes, and evaluates its performance to ensure alignment with its strategic goals.
- Score: []

6.2 Internal Audit

- Criteria: Internal audits are conducted to provide information on the quality management system's effectiveness.
- Score: []

6.3 Management Review

- Criteria: Management reviews are carried out to ensure the quality management system's continuing suitability, adequacy, and effectiveness.
- Score: []



7. Improvement, Innovation, and Learning

7.1 Continual Improvement

- Criteria: The organization has a structured approach to continual improvement.
- Score: []

7.2 Innovation

- Criteria: The organization encourages and manages innovation effectively.
- Score: []

7.3 Learning

- Criteria: Learning opportunities are identified and utilized to enhance the organization's capabilities.
- Score: []

8. Customer Focus

8.1 Understanding Customer Needs and Expectations

- Criteria: The organization understands and meets customer needs and expectations effectively.
- Score: []

8.2 Customer Relationship Management

- Criteria: Customer relationships are managed to enhance customer satisfaction and loyalty.
- Score: []

9. People Engagement

9.1 Engagement of People

- Criteria: The organization promotes and supports people's engagement to achieve its objectives.
- Score: []



9.2 Communication

- Criteria: Effective communication processes are established to ensure information is shared appropriately.
- Score: []

10. Results

10.1 Results Achievement

- Criteria: The organization measures and achieves results that are aligned with its strategic objectives.
- Score: []

10.2 Results Review and Improvement

- Criteria: Results are regularly reviewed and used to drive improvement initiatives.
- Score: []

Summary and Action Plan

Overall Score:

- Sum of all scores: []
- Average score per section: []

Strengths:

- Identified areas where the organization scores 4 or 5 consistently.

Areas for Improvement:

- Identified areas where the organization scores below 3.

Action Plan:

- Actions to address areas for improvement with responsible persons and timelines.

**Follow-up:**

- Scheduled reviews to monitor the progress of the action plan.

This self-assessment tool should be regularly reviewed and updated to ensure it remains relevant and effective in helping the organization achieve sustained success according to ISO 9004:2018 guidelines.