

Translated English of Chinese Standard: GB/T32230-2015

[www.ChineseStandard.net](http://www.ChineseStandard.net) → Buy True-PDF → Auto-delivery.

[Sales@ChineseStandard.net](mailto:Sales@ChineseStandard.net)

**GB**

NATIONAL STANDARD OF THE  
PEOPLE'S REPUBLIC OF CHINA

ICS 03.120.10

A 00

**GB/T 32230-2015**

---

**Guidelines for quality culture development in  
enterprises**

企业质量文化建设指南

**Issued on: December 10, 2015**

**Implemented on: July 01, 2016**

---

**Issued by: General Administration of Quality Supervision, Inspection and  
Quarantine of the PRC;**

**Standardization Administration of the PRC.**

## Table of Contents

Foreword .....	3
Introduction.....	4
1 Scope .....	7
2 Normative references .....	7
3 Terms and definitions.....	7
4 Fundamentals of quality culture development.....	8
5 Work processes and matters of quality culture development.....	12
5.1 Orientation of quality culture.....	12
5.2 Organization and management .....	13
5.3 Promotion of quality culture .....	15
5.4 Measurement, evaluation, and improvement .....	17
Appendix A (Informative) Self-evaluation tool for quality culture development .....	21
Bibliography.....	26

# Guidelines for quality culture development in enterprises

## 1 Scope

This Standard provides the fundamentals, work framework, work processes and matters for the enterprise's quality culture development.

This Standard applies to enterprises with the following needs:

- Various enterprises seeking competitive advantage and continuous operation through the quality culture development;
- Enterprises planning to create and optimize a quality culture.

This Standard can be applied to service organizations that provide training and guidance for the development of enterprise quality culture; and, can also be used as a reference for development of organizational culture by various organizations.

## 2 Normative references

The following documents are indispensable for the application of this document. For the dated references, only the editions with the dates indicated are applicable to this document. For the undated references, the latest edition (including all the amendments) are applicable to this document.

GB/T 19000 Quality management systems - Fundamentals and vocabulary

GB/T 19001 Quality management systems - Requirements

GB/T 19004 Quality management systems - Guidelines for performance improvements

GB/T 19580 Criteria for performance excellence

## 3 Terms and definitions

The following terms and definitions apply to this document.

### 3.1 Enterprise quality culture

The manifestation of enterprise quality culture includes four levels: spiritual culture, behavior culture, system culture, and material culture.

### **4.3 Key factors affecting enterprise quality culture**

The key factors affecting the enterprise quality culture and its individual characteristics are the following:

- a) Quality awareness and leadership of senior leaders, and their level of awareness of building a quality culture, etc.;
- b) Internal and external environment of the enterprise, including the political, economic, social, legal, regulatory, and policy environment, the competitive environment, the composition of employees, the status of resources, and the location, etc.;
- c) Enterprise's development history, including entrepreneurial process, historical and cultural heritage, etc.;
- d) Overall direction of enterprise culture, including mission, vision, and values;
- e) Enterprise's operation policy and strategic goals;
- f) Product characteristics and industry attributes, including product type, complexity, and safety risks, etc.

### **4.4 Work framework of quality culture development**

The work framework of quality culture development is a management method that guides enterprises to carry out quality culture development. It provides the path and method of quality culture development. The framework is based on processes, as shown in Figure 1.

quality culture" of framework of quality culture development. The work framework of quality culture development proposed in this Standard is intended to provide a work path for various types of enterprises to carry out quality culture development, rather than to unify the quality culture of each enterprise.

## **5 Work processes and matters of quality culture development**

### **5.1 Orientation of quality culture**

#### **5.1.1 General**

This work process aims to determine the development direction and desired goals of the enterprise quality culture. Enterprises shall, according to the development direction and strategic planning in terms of quality, fully considering the needs of customers and other interested parties, determine quality values and quality policy, clarify the development direction and desired goals of quality culture development, and formulate corresponding effectiveness standards. These work matters require the personal involvement and decision-making of enterprise's senior leaders.

#### **5.1.2 Make clear development direction and desired goals**

The senior leaders of an enterprise shall, according to the enterprise's development strategy and operation policy, clarify the purpose of the enterprise's quality culture development, determine the direction of quality culture development, i.e., the ideal quality culture pursued by the enterprise, and establish the desired goals to specifically describe the state characteristics of the ideal quality culture of the enterprise. The enterprise shall document and publish the development direction and desired goals of quality culture development.

#### **5.1.3 Make clear quality values**

Enterprises shall determine quality values that are in harmony with their mission, vision, and values. Quality values shall adapt to social progress and reflect the needs of customers and other interested parties; can continue to guide enterprises to focus on quality and pursue excellence. The enterprise shall ensure that quality values are used as the guiding principle for conducting all quality activities and the code of conduct for all staff. Enterprises shall plan and determine appropriate methods to communicate and explain the connotation of quality values to all staff, to ensure that quality values are fully communicated among all staff and are understood and recognized. Enterprises shall also, by formulating quality code of conduct for various types of personnel, guide the

means, to ensure the continuous advancement and development of quality culture development.

### **5.2.2 Organizational leading responsibilities**

The enterprise shall define or establish a team with leading responsibilities for the quality culture development. The senior leaders of the enterprise shall participate in it. The team has at least the following responsibilities:

- a) Determine the development direction or vision of enterprise quality culture;
- b) Formulate a master plan for quality culture development;
- c) Create an environment conducive to the creation, cultivation, development, and optimization of quality culture, including the establishment of corresponding mechanisms;
- d) Allocate necessary resources to promote quality culture development.

### **5.2.3 Daily management responsibilities**

The enterprise shall make clear the daily management department of quality culture development and its main responsibilities; and, implement the corresponding responsibilities of the quality culture development at all levels and departments.

The daily management department of quality culture development shall have the following responsibilities and authorities:

- a) Be responsible for the organization and coordination of the daily work of quality culture development;
- b) Guide and monitor each work process of quality culture development;
- c) Organize the evaluation of the effectiveness of quality culture development and identify opportunities for improvement;
- d) Regularly report the effectiveness of quality culture development to the leading team and make suggestions for improvement.

### **5.2.4 Management methods and means**

Enterprises shall determine one or more management methods and means as an important way for all members to practice quality values and develop good quality behavior habits in daily work, so as to ensure that the enterprise, in daily operations, continuously promotes and optimizes the activities of quality culture development.

**Note 2:** The degree of detail and file structure of the quality code of conduct and institutional system that the enterprise establishes covering all members depend on the management needs of the enterprise, the management habits, and the quality of the staff.

**Note 3:** Quality codes of conduct and systems can include: quality culture manual, quality rules of conduct, quality culture concept system, quality ethics, quality responsibility system, quality habits of enterprise and employees, quality traditions, and quality style, etc.

### 5.3.3 Education and training

Enterprises shall carry out quality culture education and training, to improve the quality awareness and quality literacy of all types of personnel, especially to cultivate and strengthen quality ethics based on integrity and professionalism based on dedication. The requirements and procedures for education and training matters shall include at least:

- a) Clarify the responsibilities of all levels, departments, and personnel;
- b) Identify and determine quality culture education and training needs;
- c) Stipulate the content and methods of education and training of various personnel;
- d) Develop and implement quality culture education and training programs;
- e) Evaluate and improve the effectiveness of education and training.

**Note:** The documented procedures of education and training can exist on their own or can be integrated into the relevant procedures of enterprise education and training.

### 5.3.4 Communication and publicity

Enterprises shall use various publicity resources and means, to communicate and publicize the content related to enterprise quality culture and quality culture development such as quality values, quality policies, quality codes of conduct among all employees, customers, suppliers, and partners, so as to achieve effective transfer and feedback of quality culture related information. Communication and publicity work matters shall include:

- a) Make clear content, methods, and responsibilities for communication and publicity;
- b) Establish internal and external communication and publicity channels for the enterprise;

#### 5.4.2.1 Summary

Enterprises shall establish a measurement system for the effectiveness of quality culture development; and, according to the desired goals and effectiveness standards of quality culture development, define the measurement objects, indicators, and methods.

**Note:** The effectiveness measurement system can include various indicators set by the effectiveness standard (5.1.5), and their corresponding measurement objects and methods.

#### 5.4.2.2 Measurement objects

Enterprises shall, according to the desired goals and effectiveness standards of quality culture development, make clear measurement objects. Measurement objects can include:

- a) The achievement of the goals specified in the effectiveness standards of quality culture development, including the effectiveness of relevant process results;
- b) Key factors influencing effectiveness results; to strengthen process control and ensure that expected results are achieved.

**Note:** The above a) focuses on the measurement of the "result" of quality culture development; b) focuses on the measurement of the "process" of quality culture development.

#### 5.4.2.3 Measurement methods

The enterprise shall determine the measurement method of each measurement object, ensure its measurability, and measure regularly. The measurement method shall include determining the measurement indicator; or constructing the measurement indicator when necessary. For non-quantitative effectiveness indicators that are difficult to be measured directly, measurement shall be achieved by describing the state or level of the characteristics on the basis of identifying the effectiveness characteristics.

**Note:** For some effectiveness indicators that are difficult to be measured directly, a common measurement tool is questionnaire scales, which are designed based on the effectiveness characteristics of the indicators.

### 5.4.3 Data and information

#### 5.4.3.1 Summary

Enterprises shall determine the needs and sources of data and information; and,

## **Appendix A**

### **(Informative)**

#### **Self-evaluation tool for quality culture development**

##### **A.1 General**

This appendix provides technical guidance for enterprises to carry out quality culture development evaluation work.

Self-evaluation of quality culture development is an activity carried out independently by enterprises, which aims to evaluate the effectiveness and efficiency of quality culture development and the maturity of quality culture development.

Self-evaluation can be used to measure the progress of enterprises in achieving quality culture development goals, and to evaluate whether these goals are continuously appropriate.

The evaluation method described in this appendix is a relatively comprehensive and easy-to-use method to determine the maturity of the quality culture development of the enterprise and identify the main aspects of improvement.

The specific characteristics of the self-evaluation method are:

- Can be used in the whole process of quality culture development, or part of it;
- Able to complete evaluations in a short time using internal resources;
- The evaluation can be completed by an inter-departmental group or the competent department of quality culture development;
- Easy identification of priorities for improvement opportunities;
- Can promote the development of enterprise quality culture to advanced quality culture.

##### **A.2 Management maturity level**

###### **A.2.1 Maturity evaluation**

The overall evaluation of an enterprise's quality culture development needs to comprehensively evaluate the maturity and effectiveness of the quality culture

**This is an excerpt of the PDF (Some pages are marked off intentionally)**

**Full-copy PDF can be purchased from 1 of 3 websites:**

1. <https://www.ChineseStandard.us>

- SEARCH the standard ID, such as GB 4943.1-2022.
- Select your country (currency), for example: USA (USD); Germany (Euro).
- Full-copy of PDF (text-editable, true-PDF) can be downloaded in 9 seconds.
- Tax invoice can be downloaded in 9 seconds.
- Receiving emails in 9 seconds (with download links).

2. <https://www.ChineseStandard.net>

- SEARCH the standard ID, such as GB 4943.1-2022.
- Add to cart. Only accept USD (other currencies - <https://www.ChineseStandard.us>).
- Full-copy of PDF (text-editable, true-PDF) can be downloaded in 9 seconds.
- Receiving emails in 9 seconds (with PDFs attached, invoice and download links).

3. <https://www.google.com/search?tbm=bks&q=ChineseStandard.net>

- SEARCH the standard ID, such as GB 4943.1-2022.
- Google Books -- Select your currency.
- Processed by Google (delivery, tax invoice etc.). Delivered in 9 seconds by Google.
- Tips: Download an unprotected **True-PDF** (text-editable) from Google-Books:
  1. <https://play.google.com/books> → 2. Sign in → Google account
  3. Find the **BOOK** you bought → 4. Click "3-dots" → Export
  5. Save as "\*.pdf" (Save True-PDF to your local computer for offline reading/printing)

Translated by: Field Test Asia Pte. Ltd. (Incorporated & taxed in Singapore. Tax ID: 201302277C)

Accountable person and shareholder: Wayne Zheng

About Us (Goodwill, Policies, Fair Trading...): <https://www.chinesestandard.net/AboutUs.aspx>

Contact: Wayne Zheng, [Sales@ChineseStandard.net](mailto:Sales@ChineseStandard.net)

Linkin: <https://www.linkedin.com/in/waynezhengwenrui/>

----- The End -----