JSQC STANDARD

Guidelines for Daily Management

JSQC-Std 32-001 (E) : 2025

Revised 2025.05.27

Published by
The Japanese Society for Quality Control

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Preface

This Standard has been established by the Japanese Society for Quality Control (here after JSQC) through the deliberations of the Technical Board, consisting of practitioners and academicians under the administrative provisions of the JSQC.

Note that one or several parts of the Standard may conflict with patents, patent applications after the laying open of the applications, utility model rights or utility model right applications after the laying open of the applications. JSQC shall not be responsible for confirming whether one or several parts of the Standard infringes upon any of these patents, patent applications after the laying open of the applications, utility model rights or utility model right applications after the laying open of the applications.

Guidelines for Daily Management

(Note: this doccument is an official English translation of JSQC-Std 32-001:2025 written in Japanese. **)**

Introduction

Any organization that is engaged in business activities manages its operations. Even in planning and design, organizations plan and implement the method to understand the needs of customer and society based on past experience and new knowledge. Even if, as a result, attractive new products and services are planned and designed with the understanding of needs of customers and society it will be impossible to beat competitors if those products and services are not manufactured and provided as planned and designed. It is often said in the world of Quality Management, "Build quality in process." This is the simple expression to show that establishing and following the process is a better way than inspecting and verifying the finished products in order to economically generate the planned products and services.

However in large organizations 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 the standards. The process, therefore, will most likely not achieve the planned performance under such a situation. "Daily Management" is the methodology devised to deal with this problem. Daily Management is the foundation of organizational operations, and its quality significantly affects the profitability of the organization. Thorough implementation of Daily Management is also effective in preventing quality injustice incidents. Daily Management, therefore, should be thoroughly implemented and enhanced in all job units and hierarchies of the organization.

This Standard consists of the fundamentals of Daily Management, guidelines to implement Daily Management, and the guidelines to promote Daily Management throughout an organization. The fundamentals of Daily Management are discussed in clause 4. Recommendations to implement Daily Management are discussed in clause 5. Daily Management should not be limited to the front line employees and managers. Senior management and those responsible for Daily Management promotion should also be actively involved. The role of senior management, including the top management, is discussed in clause 6. Daily Management should be applied not only to organizations that follow set routines (e.g., manufacturing), but also to organizations whose jobs differ depending on the situation (e.g., research and development, sales and marketing, after-sale service, administrative and staff functions, etc.). Based on the recommendations in clause 5, important points in various types of operation are discussed in clause 7. Daily Management promotion in the whole organization is discussed in clause 8.

1. Scope

This Standard provides recommendations by the Japanese Society for Quality Control (JSQC) with regard to Daily Management as one of the major activities of Total Quality Management and is applicable to all types and sizes of organizations and their operations.

2. Normative references

The following standard will be incorporated into this Standard by reference. Only the version of the stated year will be incorporated. No revised versions and supplements will be incorporated.

JSQC-Std 00-001: 2023 Terminologies for Quality Control

3. Terms and definitions

The terms and definitions in JSQC-Std 00-001:2023 and the following terms and definitions will be applied in this Standard. The following terms and definitions include those cited from other standards and reproduced.

3.1 Daily Management

All activities for maintenance-plus-enhancement to effectively and efficiently achieve the objectives with regard to the job that every job unit of the organization is charged with

(Same as JSQC-Std. 00-001)

Note 1 Daily Management is not the job itself, but the activities of acquiring new knowledges regarding operations through their execution and using those knowledges to make the methods of performing operations more effective and efficient—that is, to achieve objectives more reliably with fewer resources.

Note 2 Maintenance-plus-enhancement means the actions by which set a current or extended level as a target and ensure that the job does not deviate from the target, and when it deviates from the target, the job can be quickly restored and enhanced to achieve higher performance.

3.2 Standard

(1) Agreement for unification or simplification to equally benefit related organizations and people

Note 1 Subject of standard includes physical object, performance, capacity, layout, condition, movement, procedure, method, formality, responsibility, duty, authority, point of view, concept and so on.

Note 2 Standard written in a document is called “documented standard.”

Note 3 Among standards, the agreement on the technical aspects directly or indirectly related to a product, service, process or system is called “specification.” The agreement on contents, formalities or methods related to an organization or job is called “procedure.”

(2) Normative method or physical objects used to provide universality to measurements

Note Examples include prototype kilogram as the measure of mass, fixed point of temperature and the platinum resistance thermometer to realize International Temperature Scale, standard substances as the measure of density, standard hardness tester and standard indenter as the measure of the hardness, color chart to be used in the color sensory test and etc.

(Same as JSQC-Std 00-001:2023)

3.3 Control point

A rating scale selected to monitor the achievement of the objective and take necessary actions

Note In Daily Management, control points are used to detect anomalies by setting goals at the current or extended level.

（Same as JSQC-Std 00-001:2023）

3.4 Check point

Items selected as the constantly monitored characteristics or conditions to prevent process anomaly or easily identify the causes when it occurs, from the cases that have significant impact on the outcome(s) of the process and are directly controllable

（Same as JSQC-Std 00-001:2023）

3.5 Control level

Value or range which the process in the stable or planned condition shows

Note 1 The process can be evaluated whether it is in stable or planned condition by comparing the actual value with the control level.

Note2 Control level can be expressed as mean or mean ± 3 × standard deviation.

（Same as JSQC-Std. 00-001:2023）

3.6 Process anomaly, Anomaly

A state where the process is not under controlled condition

Note Controlled condition is defined as the stable condition at the economically and technically desirable level.

（Same as JSQC-Std 00-001:2023）

3.7 Nonconformance

Product, service, process or system that does not meet the specified requirements

（Same as JSQC-Std 00-001:2023）

3.8 Immediate countermeasure, Immediate remedy

Activities taken to prevent further loss resulting from nonconformance, process anomaly or other undesirable events for which causes are unknown, or even if causes are clear, but it is impossible to take countermeasures directly due to some restrictions

（Same as JSQC-Std 00-001:2023）

3.9 Recurrence prevention, Corrective action

Actions taken to prevent the recurrence of a detected nonconformance, process anomaly or other undesirable events in the same product, service, process or system due to the same cause

Note Definition of the “same” differs depending on the organization and/or industry

（Same as JSQC-Std. 00-001）

3.10 Process

Set of interrelated and interacting activities, which transforms inputs into outputs

Note Inputs and outputs include hardware, software, service, information and energy.

（Same as JSQC-Std 00-001:2023）

3.11 Process flow

Multiple processes designed to provide the planned value by configuring the relationship so that the outputs of the previous steps become the inputs of the subsequent steps

Note An output from one previous step may become the input of multiple subsequent steps, and outputs from multiple steps may become the input to one step.

（Same as JSQC-Std 00-001:2023）

3.12 Quality Ensurance by Process

Activities that ensure the outputs of the process meet the specified requirements

Note Quality Ensurance by Process intends to build quality in process and consists of a series of activities ensuring that, when operations are carried out according to established procedures and methods, the final process outputs will meet the intended objectives and criteria.

（Same as JSQC-Std 00-001:2023）

3.13 System

A collection of the components or processes that are interrelated and interacting to accomplish a specific objective

（Same as JSQC-Std 00-001:2023）

4. Fundamentals of Daily Management

To learn Daily Management, first of all, it is necessary to understand the role and position of Daily Management in Total Quality Management (TQM). It is also important to understand the statistical control chart concept, which is the starting point of Daily Management. The SCDA cycle shows the fundamental steps to promote Daily Management. Standardization and standard as well as control points and control levels are essential elements in the cycle. Based on the understanding of the role and position of Daily Management and the statistical control chart concept, the SDCA cycle and all of the elements in the cycle must be understood.

4.1 Role and position of Daily Management in Total Quality Management (TQM)

To understand the position of Daily Management in TQM, it is necessary to consider the following questions from a broad perspective: What is TQM? What are the core activities within TQM? What should be systematically addressed to promote these activities? And what role does Daily Management play within this series of initiatives?

Total Quality Management (TQM) is the activity;

- whose aim is the long term success through the provision of products and services that meet the needs of customers and society as well as the satisfaction of employees,

- for maintaining, improving, and innovating processes and systems,
- by all the departments and levels of the organization,

to achieve effective and efficient organizational management in a dynamic business environment.

Core activities in TQM are the maintenance-plus-enhancement, improvement and innovation of processes and systems (Fig.1).

- **Maintenance-plus-enhancement (**management in a narrow sense): activities which set the current or extended level as a target and ensure that the job dose not deviate from the target, and when it deviates from the target, the job can be restored quickly and enhanced to achieve higher performance
- **Improvement:** activities which set a higher target than the current level or extended level, and then solve problems and achieve tasks repeatedly.
- **Innovation:** drastic changes in processes or systems by the introduction and application of new know-how from outside of the organization or other departments in the organization, different from the maintenance-plus-enhancement and improvement activities which are based on the enhancement of the know-how through operations and learnings of processes or systems in the organization.

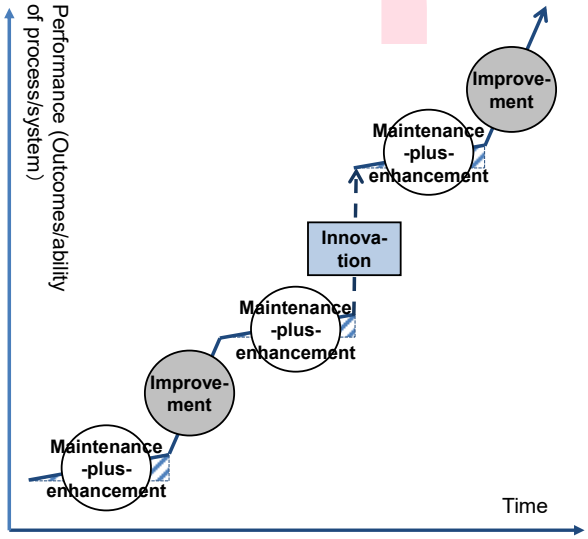

Fig. 1 Maintenance-plus-enhancement, improvement and innovation

It is important to implement maintenance-plus-enhancement, improvement and innovation in a balanced manner. Maintenance-plus-enhancement alone cannot maximize the potential of the process and system. It leads to a mannerism, reduces the interests in the process and system, and lowers the performance gradually. On the other hand, improvement and innovation alone cannot sustain achievements. This reduces motivation towards improvement and innovation, and results in poor performance. It is important that job know-how obtained through improvement and innovation becomes inputs to the maintenance-plus-enhancement and utilized, while issues and problems which are difficult to solve by maintenance-plus-enhancement become inputs to the improvement and innovation.

An organization is required to systematically address Quality Ensurance, Policy Management, Daily Management,

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JSQC-Std 32-001:2025, First English edition published in 2026-05