ISO 9001

PDCA in the High-Level Structure

How the Plan–Do–Check–Act cycle maps onto clauses 4–10 · Issued 2026

PLAN

4 Context of the organisation

- Understanding the organisation and its context
- Needs & expectations of interested parties
- Scope of the QMS
- QMS

5 Leadership

- Leadership & commitment
- Quality policy
- Roles, responsibilities & authorities

6 Planning

- Actions to address risks & opportunities
- Quality objectives & planning to achieve them
- Planning of changes

DO

7 Support

- Resources
- Competence
- Awareness
- Communication
- Documented information

8 Operation

- Operational planning & control
- Determination of market needs
- Operational planning process
- Control of external provision of goods & services
- Development of goods & services
- Production of goods & provision of services
- Release of goods & services
- Nonconforming goods & services

CHECK

9 Performance evaluation

- Monitoring, measurement, analysis & evaluation
- Internal audit
- Management review

ACT

10 Improvement

- Nonconformity & corrective action
- Improvement