Improve M 19

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| --- | --- |
| type | management process |
| purpose | * improve the effectiveness and efficiency of the processes and the QMS (quality management system) * reduce costs * decrease wastes |
| owner | plant manager / quality manager / process owners |
| risks | * not searching the root causes of nonconformities * not carrying out correctives actions so that the nonconformities do not reappear * not using daily quality tools * not treating suggestions from staff * not triggering the actions to address risks identified |
| upstream processes | * develop policy * address risks * audit * carry out management review * analyse data |
| downstream processes | * satisfy requirements * establish process ownership * communicate * implement corrective actions |
| inputs | * management commitments * feedback from interested parties * risks identified * benchmarking * analysis of data * audit results * deviations from process and product requirements |
| activities  (sub-processes) | * analyse indicators * find root causes of nonconformities * calculate COQ * review the situation of the prevention (FMEA) * implement, follow-up and evaluate:   + corrective actions   + improvement projects * treat staff suggestions * involve and train personnel * daily use of the quality tools (Kaizen approach) |
| outputs | * action plans (fail safe devices) * updated FMEA * formalize improvements (procedures, work instructions) * thank active participants * daily optimization measures * implement effective solutions to other processes |
| resources | process owners, multidisciplinary teams, management review, quality tools |
| indicators | * implemented improvement actions * COQ * very satisfied customers |
| procedures / documents | continual improvement, management review, control of processes, customer satisfaction, control of nonconforming product, corrective actions, audits / COQ, follow-up of audit reports, indicators, suggestions |
| customers | all the staff and all the processes, interested parties |

Glossary:

* QMS: quality management system
* COQ : costs of obtaining quality
* FMEA: failure mode and effects analysis

owner

title / codification

purpose

plant manager / quality manager / process owners

* improve the effectiveness and efficiency of the processes and the QMS
* reduce costs
* decrease wastes

improve / M 19

downstream processes

upstream processes

* develop policy
* address risks
* audit
* carry out management review
* analyse data
* satisfy requirements
* establish process ownership
* communicate
* implement corrective actions

risks

* not searching the root causes of nonconformities
* not carrying out correctives actions so that the nonconformities do not reappear
* not using daily quality tools
* not treating suggestions from staff
* not triggering the actions to address risks identified

inputs

activities

outputs

* management commitments
* risks identified
* feedback from interested parties
* analysis of data
* benchmarking
* audit results
* deviations from process and product requirements
* analyse indicators
* find root causes of nonconformities
* calculate COQ
* review the situation of the prevention (FMEA)
* implement, follow-up and evaluate:
  + corrective actions
  + improvement projects
* treat staff suggestions
* involve and train the personnel
* daily use of the quality tools (Kaizen approach)
* action plans (fail safe devices)
* updated FMEA
* formalize improvements
* thank active participants
* daily optimization measures
* implement effective solutions to other processes

customers

procedures / documents

indicators

resources

process owners, multidisciplinary teams, management review, quality tools

all the staff and all the processes, interested parties

continual improvement, management review, control of processes, customer satisfaction, control of nonconforming product, corrective actions, audits / COQ, follow-up of audit reports, indicators, suggestions

implemented improvement actions, COQ, very satisfied customers