9. Performance Evaluation

- 9.1 Monitoring, Measurement, Analysis & Evaluation
- 9.2 Internal Audit
- 9.3 Management Review

9.1 Monitoring, Measurement, Analysis & Evaluation

Overview

The purpose of this procedure is to ensure that all product manufactured by the Company conforms to customer requirements by means of continuous inspection during all stages of the Quality System. This applies to all personnel whose activities during the manufacturing process may affect the quality of the product or service.

Due to the nature of Process Control during manufacture by the Company, there are no requirements for verification of quality by this method. Should the need arise, procedures will be established. This policy is reviewed at Management Review Meetings.

Customer Complaints

Customer complaints and tracking is detailed in Customer Complaints procedure.

Customer Satisfaction

Customer satisfaction is measured by the use of Key Performance Indicators listed below

Indicator	Description
On Time Delivery	Percentage of jobs dispatched on time or early
Date Changed	Percentage of projects where the due date has changed from the original system date
Return Rate / Complaint Rate	Number of Projects that reached the customer in a non-compliancy state
Internal Non Conformances	Number of Non-conformances caught in the building
External Non Conformances	Number of Non-conformances caught by customer

Number of Credits Raises	Refund rate

Sales staff, which includes the Sales Director and Sales Representatives contact customers on a regular basis either by telephone, e-mail or meetings to determine whether any customers are encountering problems with any aspect of the product or service offered by the Company.

The Sales Representatives complete a weekly sales report which details any failure with either product or service supplied by the Company.

The Sales Reports are reviewed by the Sales Director on a weekly basis and from his conclusions a Corrective or Preventive Action is instigated to rectify or prevent a re-occurrence of either a problem or potential problems.

All findings from these reports are discussed and documented fully at Management Review Meetings & Directors Meetings.

Monitoring and Measurement of Processes

The way in which the Company conducts Internal Audits is described in Internal Audits

Due to the nature of Process Control during manufacture by the Company, there is no requirement for verification of quality by this method. Should the need arise procedures will be established. This policy is reviewed at Management Review Meetings.

Monitoring and Measurement of Product

GOODS INWARDS

Supplies which are delivered to the Company are checked by the Stores person upon receipt.

- A visual inspection is carried out to ensure that there are no visible defects and that the order quantity is correct.
- After completing this check he signs the Delivery Note.
- No supplies are taken into stock until this check has taken place.

IN-PROCESS INSPECTION

Before the manufacturing process begins the operator will inspect the material to be used visually to ensure there are no obvious defects.

- The operator will ensure that the Job Pack allocated to the particular job has been signed at the previous operation by the relevant personnel.
- The operator will ensure that the Job Pack allocated to the particular job has been signed off at the previous operation by the relevant personnel. All details are entered on the

Production Control Computer System.

FINAL INSPECTION

The operator checks visually for any apparent defects.

- If the product meets the requirements stipulated by the customer the operator signs off the job, via the computer system.

INSPECTION and TEST RECORDS

Records of all Inspection and Test procedures are kept in hard copy in the form of individual Job Bags for each Job and backed up on the electronic computer system.

Control of Non-Conforming Product

Any product which show a non-conformance are set aside in a quarantine area to ensure that they are not despatched to the customer

All product or aspects of service such as delivery times or customer complaints which show a non-conformance are reviewed by the Managing Director

Non-Conforming product may be:-

- re-worked to meet the specified requirements, or
- accepted with or without repair by concession, or
- regarded for alternative applications, or
- rejected or scrapped.

Any product which is repaired or re-worked is inspected to check that they meet the specification and the findings are recorded.

Where it is proposed that non-conforming product or aspects of the service are to be accepted by the customer by concession then this is discussed with the customer and details are recorded.

If, after delivery to the customer, it is discovered that non-conforming product has been supplied then the customer is advised accordingly

Any product which has been rejected or returned is held in a quarantine area for possible re-work or re-use. Any material which cannot be re-worked is scrapped

Analysis of Data

The Company monitors customer satisfaction with the products and services provided by the Company by means of feedback obtained by the Sales Director, Sales Rep and telephone conversations obtained by Admin staff during their day to day activities.

All Corrective/Preventive Actions are discussed fully at Management Review Meetings, to establish if there are any trends emerging which can be rectified by any Preventive Action taken by the Company.

All customer complaints received are discussed at Review Meetings to establish whether a change in the way the Company operates would be beneficial to meeting customer requirements.

The results of all Internal Audits are discussed to ensure that the Quality System is operating to the standards expected by the organisation.

Spec Requirements

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

The organization shall determine:

- a) what needs to be monitored and measured;
- b) the methods for monitoring, measurement, analysis and evaluation needed to ensure valid results;
- c) when the monitoring and measuring shall be performed;
- d) when the results from monitoring and measurement shall be analysed and evaluated. The organization shall evaluate the performance and the effectiveness of the quality management system. The organization shall retain appropriate documented information as evidence of the results

9.1.2 Customer satisfaction

The organization shall monitor customers’ perceptions of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for obtaining, monitoring and reviewing this information.

NOTE Examples of monitoring customer perceptions can include customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, warranty claims and dealer reports.

9.1.3 Analysis and evaluation

The organization shall analyse and evaluate appropriate data and information arising from monitoring

and measurement.

The results of analysis shall be used to evaluate:

- a) conformity of products and services;
- b) the degree of customer satisfaction;
- c) the performance and effectiveness of the quality management system;
- d) if planning has been implemented effectively;
- e) the effectiveness of actions taken to address risks and opportunities;
- f) the performance of external providers;
- g) the need for improvements to the quality management system.

NOTE Methods to analyse data can include statistical techniques

9.2 Internal Audit

Internal Audits

Internal Audits are carried out by personnel on aspects of the Quality System for which they have no direct responsibility, whenever possible.

The main audits are carried out by the Quality Facilitator and the Operations Director audits the auditing activities of the Quality Facilitator. Both the Quality Facilitator and Operations Director have been trained in auditing techniques.

Internal quality audits are carried out to ensure that the requirements of the Quality System have been executed.

In carrying out such audits the Quality Facilitator or Operations Director details all findings on the Quality Audit questionnaire

The Quality Facilitator or Operations Director summarises his findings on the Audit Report sheet.

Where deviation is found a copy of the Audit Report is given to the person or persons responsible for the activity.

In the event of a non-conformance being found in Monitoring and Measurement of Processes is initiated and all paperwork corresponding to this procedure is raised.

The Corrective Action is verified by the Quality Facilitator or Operations Director who certifies the same on the Audit Report.

The Quality Facilitator or Operations Director plan their audits on a scheduled basis using the Quality Audit Matrix but the timetable may alter as a result of observations made during the audit.

[TODO]

Other internal audits include...

- Add in the weekly Operational Reports
  - on a non set schedule
- Add in the weekly Production Reports
  - on a non set schedule
- Add in examples of Internal Audits e.g. Job Numbers and MaticTrack links
  - In internal audits
- Add in results of Weekly Gemba walks

The whole system is audited at least once per year by an external auditor.

Spec Requirements

9.2 Internal audit

9.2.1 The organization shall conduct internal audits at planned intervals to provide information on whether the quality management system:

- a) conforms to:
  - 1) the organization’s own requirements for its quality management system;
  - 2) the requirements of this International Standard;
- b) is effectively implemented and maintained.

9.2.2 The organization shall:

- a) plan, establish, implement and maintain an audit programme(s) including the frequency, methods, responsibilities, planning requirements and reporting, which shall take into consideration the importance of the processes concerned, changes affecting the organization, and the results of previous audits;
- b) define the audit criteria and scope for each audit;
- c) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;
- d) ensure that the results of the audits are reported to relevant management;
- e) take appropriate correction and corrective actions without undue delay;
- f) retain documented information as evidence of the implementation of the audit programme and the audit results.

9.3 Management Review

Management Review

Matic Media Services Limited management shall review the organisation’s Quality Management System, at defined intervals of every 4 months to coincide with internal audits, to ensure its continuing suitability, adequacy and effectiveness. The review shall include assessing opportunities for further improvement and any need for changes to the Quality Management System including the Quality Policy and Objectives in meeting the quality policy and objectives records of such reviews will be maintained.

Review Input

The input of these reviews shall comprise of the management committee which is chaired by the Managing Director. These reviews shall include information on:

- The Quality Facilitator reports results of audit findings, that have been carried out for the previous quarter
- The committee discuss customer feedback and decide on any recommendations related to the resource needs that is related to the product that is related to the customer’s requirements.
- The committee discuss process performance related to the product so to ensure its conformity.
- Any follow-up actions from previous management review meetings shall be discussed to ensure any preventive and corrective actions that were raised.
- Any changes that are needed to improve the Quality Management System shall be discussed and recommended for improvement.
- Changes to Quality Policy and Quality Objectives

[TODO]

- Slacken off the to at least ones a year rather than every 4 months.
- Small business - operational birds eye view all the time
- Formal vs informal approve
- AGILE approach to improvements and continual improvement

Review Output

The output from management reviews will include any decisions and actions related to the improvement and the effectiveness, and to enhance customer satisfaction by meeting our customer requirements.

Review outputs include

- Decisions taken on any non conformances which have been identified.
- Results of corrective and preventive actions arising from such complaints.
- The effectiveness of any changes made to the Quality Manual, Quality Procedure Manual or the Company’s Quality Policy.
- The distribution of new or altered quality records.
- The results of internal audits.
- The results of any training received by personnel.
- Any resource needs identified

Spec Requirements

9.3 Management review

9.3.1 General

Top management shall review the organization’s quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization.

9.3.2 Management review inputs

The management review shall be planned and carried out taking into consideration:

- a) the status of actions from previous management reviews;
- b) changes in external and internal issues that are relevant to the quality management system;
- c) information on the performance and effectiveness of the quality management system, including
  trends in:
  - 1) customer satisfaction and feedback from relevant interested parties;
  - 2) the extent to which quality objectives have been met;
    3) process performance and conformity of products and services;
  - 4) nonconformities and corrective actions;
  - 5) monitoring and measurement results;
    6) audit results;
  - 7) the performance of external providers;
  - d) the adequacy of resources;
  - e) the effectiveness of actions taken to address risks and opportunities (see 6.1);
  - f) opportunities for improvement.

9.3.3 Management review outputs

The outputs of the management review shall include decisions and actions related to:

- a) opportunities for improvement;
- b) any need for changes to the quality management system;
- c) resource needs.

The organization shall retain documented information as evidence of the results of management reviews.