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## QACP 11 - IMPROVEMENT PROCESS

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### **PURPOSE:**

To ensure that controlled action is taken to improve the effectiveness of the quality management system.

### **SCOPE:**

All activities that impact on the commitment to quality.

### **DEFINITIONS:**

Corrective Action - Action taken to eliminate the cause of a detected nonconformity or other undesirable situation.

Preventive Action - Action taken to eliminate the cause of a potential nonconformity or other undesirable potential situation.

### **RESPONSIBILITIES:**

The Managing Director is responsible for the overall operation of the continual improvement programme within the Triton Marine Group.

The General Managers and Department Managers are responsible for coordinating all improvement activities within their areas of responsibility.

### **REFERENCES:**

Improvement Report  
Customer Complaint Report  
Improvement Report Log  
Customer Complaint Log



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**PROCEDURE:**

**11.1 Process Links**

Inputs	Process Activities	Outputs
<i>Management Review Process</i>	Review of problem/suggestion	<i>Document Control Process</i>
<i>Internal Audit Process</i>	Evaluate need for action	Customer Satisfaction
<i>Performance Analysis Process</i>	Control Implementation of Action	Continual Improvement
<i>Customer Feedback Process</i>	Follow-up to Determine Effectiveness of Action	
<i>Nonconforming Product Process</i>		
Employee Suggestions		

**11.2 General**

- 11.2.1 Improvement occurs through the elimination of the cause of a problem (Corrective Action), the elimination of the cause of a potential problem (Preventive Action), or the implementation of an improvement to a process (Continual Improvement).
- 11.2.2 Improvement is controlled through the use of the Improvement Report. The same report form is used for all three processes.
- 11.2.3 The General Managers and the Department Managers are responsible for coordinating the improvement process and for creating an Improvement Report when appropriate. The creation is recorded in the Improvement Report Log maintained by each Department.
- 11.2.4 The control requires that action taken includes:
  - a) Identification and investigation of the potential for improvement,
  - b) Determination of the action needed,



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- c) Implementation of the action,
- d) Follow-up to ensure that the action taken is effective.

11.2.5 The General Managers and the Department Managers are responsible for ensuring that the Improvement Report activities are expedited and the results recorded appropriately.

11.2.6 Action is taken to the degree appropriate to the amount of potential for improvement and any related risks.

11.2.7 When required, changes to the documented procedures are made. The General Managers and Department Managers ensure that when changes to the quality management system are implemented that the integrity of the system is maintained.

### 11.3 Continual Improvement

11.3.1 Each General Manager and Department Manager plans and manages the processes necessary for continual improvement of the effectiveness of the Quality Management System.

11.3.2 Opportunities for continual improvement are identified through the use of quality objectives, management review, investigation of nonconformance and the analysis of data including audit results, performance against objectives, and customer feedback.

11.3.3 Employees initiate corrective action by bringing the opportunity for improvement to the attention of their General Manager and Department Manager

11.3.4 The General Manager or Department Manager reviews the suggestion and evaluates the need for action. If appropriate, the General Manager or Department Manager initiates the continual improvement process by creating an Improvement Report. The initiation of the Improvement Report is recorded in the Improvement Report Log and processing is controlled as above.

### 11.4 Corrective Action

11.4.1 Employees who identify or receive a customer complaint, supplier failure, acute internal failure or nonconformance identified in a quality audit review the problem and initiate corrective action where appropriate by bringing the problem to the attention of their General Manager or Department Manager.



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- 11.4.2 The General Managers and Department Managers are responsible for creating an Improvement Report, where appropriate, and for controlling the corrective actions. The creation of an Improvement Report is recorded in the Department's Improvement Report Log and an identification number issued.
- 11.4.3 The Improvement Report records the status of the corrective action. Information recorded includes the date at which each of the above steps is complete and the action taken.
- 11.4.4 When the problem has been demonstrably resolved, the corrective action is closed and the closure recorded on the Improvement Report and in the Department's Improvement Report Log.
- 11.4.5 Corrective action activities are conducted with the view to affect change and to prevent recurrence of the problem.

### **11.5 Customer Complaints**

- 11.5.1 Customer Feedback is recorded in each Department as per QADP 1 (Customer Related Processes).
- 11.5.2 All customer complaints are investigated by the appropriate General Manager or Department Manager. When the complaint warrants, the appropriate General Manager or Department Manager creates an Improvement Report. The creation of the Improvement Report is recorded in the Department's Improvement Report Log and an identification number issued.
- 11.5.3 Only when the problem has been demonstrably resolved does the General Manager or the Department Manager close the complaint.
- 11.5.4 At closure of the corrective action activity, the customer is notified of the corrective action taken and the notification documented on the Improvement Report.
- 11.5.5 Customer complaints are reviewed by the General Managers and Department Managers at least every six months. The results of the review and any action taken is presented to the following Management Review meeting.



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### 11.6 Supplier Failures

- 11.6.1 When an employee determines a supplier failure warrants, it is brought to the attention of the appropriate General Manager or Department Manager who initiates an Improvement Report. The buyer responsible for the purchase formally notifies the supplier of the failure by contacting the supplier directly, by telephone, mail or fax. The concern raised must be addressed by the supplier.
- 11.6.2 The action taken by the supplier is recorded on the Improvement Report. Following an acceptable review of the corrective action taken, the appropriate General Manager or Department Manager closes the corrective action and records the closure on the Improvement Report and in the Department's Improvement Report Log.
- 11.6.3 A reference to the supplier failure and the corrective action is made on the Supplier Record as per QADP 3 (Purchasing Process).

### 11.7 Internal Nonconformances

- 11.7.1 Internal nonconformances that resulted in the issuing of a "HOLD" tag are investigated to determine the cause of the occurrence as required in QACP 10 (Control of Nonconforming Product Process). When required, corrective action activity is initiated by the person who identifies the internal nonconformance.

### 11.8 Preventive Action

- 11.8.1 Preventive Action is identified by using appropriate sources of information such as work operations that affect quality, audit results, quality records, training reports and customer complaints and feedback.
- 11.8.2 When a supplier or customer suggests a preventive action that may eliminate a potential nonconformity, it is brought to the attention of the General Manager or the Department Manager, and the suggestion is discussed with the customer or supplier. Should the suggestion require further investigation, an Improvement Report is initiated and recorded in the Department's Improvement Report Log.
- 11.8.3 When an employee identifies a preventive action that may eliminate a potential nonconformity, the employee brings it to the attention of the General Manager or Department Manager. The General Manager or Department Manager reviews the



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suggestion and, when appropriate, initiates an Action Report and records it in the Department's Improvement Report Log.

- 11.8.4 Following the conclusion of the programme initiated by the Improvement Report, the employee, supplier or customer is notified of the action taken. The General Manager closes the preventive action and records closure on the Improvement Report and in Department's Improvement Report Log.

### **11.9 Closure**

- 11.9.1 The Managing Director ensures that all internal corrective and preventive actions are acted upon in a timely and effective manner.
- 11.9.2 Closure is the responsibility of the General Managers and Department Managers and is demonstrated by signature on the Improvement Report as well as in the appropriate Improvement Report Log.
- 11.9.3 A summary of improvement activity and Improvement Report status is prepared and presented to each Management Review meeting. Further corrective or preventive action then follows, if required.