



**NUCLEAR AMRC**  
ADVANCED MANUFACTURING RESEARCH CENTRE

# F4N

## Fit For Nuclear

# Guidance for the F4N online assessment

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## Guidance for online assessment

*f4n.namrc.co.uk*

The Fit For Nuclear (F4N) programme is designed to help UK manufacturing companies measure their current operations against the standards required to supply the civil nuclear industry; and take the necessary steps to enter the market in new build, operations and decommissioning.

F4N has been developed by the Nuclear AMRC with support from our top-tier industrial members.

The F4N diagnostic will identify any gaps in your company's operations in terms of meeting the standards expected by the reactor vendors and their supply chain partners in key areas of business operation and performance.

This document lists the information you must provide and the questions you must answer to complete the online F4N assessment. It is intended to help you prepare to fill out the online assessment and keep track of your responses.

We recommend that you print and use this document to prepare your answers before taking the online assessment.

### **Nuclear capability questionnaire**

You will first be asked to provide some background details about your company's activities and performance. This will help us understand how we can best support your business. You must complete this questionnaire before you can access the full F4N assessment.

### **The F4N assessment**

Your F4N advisor will then give you access to the full online assessment. You will be asked to provide information about your company's operations and performance in six categories. In each category, you will see a series of topics with multiple-choice responses – for each topic, simply select the statement that best describes your company.

Your company directors and senior managers will need to agree with the submission and participate in the follow-up activity. The categories covered in the questionnaire are wide ranging, and will require input from all functions in your company to ensure that the responses give an accurate picture of your current capabilities.

## **Your data**

The business information you provide in response to the online questionnaire will be held securely.

Operational and performance data will only be used by the Nuclear AMRC and delivery partners for the purpose of your company's participation in the F4N program.

The Nuclear AMRC may use your contact details to approach you about relevant activities and initiatives (programmes, projects, events, training opportunities, etc).

Once you have completed the F4N programme, the Nuclear AMRC may also share your contact details with businesses (for example, industrial members of the Nuclear AMRC board) which are seeking suppliers for the UK new build or decommissioning programme.

Before proceeding with the online assessment, you will be asked to accept data sharing terms and conditions, as detailed on the F4N online tool (*f4n.namrc.co.uk*).

If you have any queries regarding the F4N programme, please email *f4n@namrc.co.uk*

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## Nuclear capability questionnaire

### Background information

Company:

- Name
- Registration number
- Ownership
- Website
- Definition
- Local Enterprise Partnership (LEP)
- Previous nuclear experience?

Registered trading address

Assessment address

Contact person:

- Name
- Email
- Position
- Telephone

Collaborative or strategic alliances

### Performance

Turnover

- Percentage of turnover from export
- Turnover in-year forecast
- Percent of in-year forecast from export
- EBIT (as percentage of turnover: <0; 0–5%; 5–10%; >10%)

Employment

- Number of direct employees
- Number of indirect employees

For the following topics, we can accept data in a range of metrics – please use whichever measure you use internally.

Profitability (choice of metrics)

- Gross profit for last financial year
- Net profit for last financial year
- Gross profit margin
- Net profit margin
- Other

Gearing (choice of metrics)

- Debt shareholder funds
- Stockturn
- Other

Safety (choice of metrics)

- Number of RIDDOR reported incidents in last year
- Number of lost time accidents in last year
- Number of days since last lost time accident
- Number of H&S training days in last year
- % of H&S audits completed

Quality (choice of metrics)

- Number of customer complaints in last year
- % internal scrap in last year
- Rework in last year
- Cost of quality in last year
- Number of major non-conformances raised in last year
- Number of minor non-conformances raised in last year
- Number of internal audits completed last year
- Other

Delivery (choice of metrics)

- % OTIF (on time in full) last year
- Number of deliveries missed in last year
- Delivery schedule achievement % last year
- Project on-time completion %
- Other

People (choice of metrics)

- Productivity added value per employee
- Absence percent
- Training spend per employee per annum
- Staff turnover percent
- Other

## Products

Capability (select relevant areas)

- Material supplier
- Instrumentation & control equipment
- Pressure vessels, heat exchangers & tanks
- Pipework systems & seals
- Enclosures
- Testing & inspection
- Precision machining
- Steel fabrications
- Light and medium fabrications
- Heavy fabrications
- Heating & ventilation
- Castings
- Forgings
- Fasteners
- Mechanical handling & cranes
- Coatings & treatments (inc heat treatment)
- Bearings, seals & drives
- Pumps & valves
- Power & data supply
- Workshop equipment
- Other

Suppliers (list)

Do you manufacture a product in the UK?

UK products and services (list)

Products and services manufactured outside the UK

Customers (list)

Registered client portals (list)

Supplier contacts (list)

Codes and standards (list)

Maintain continuous improvement plan?

Accreditations (list)

Additional supporting information

## Final checklist

Are you happy for us to share your data with our partners and stakeholders?

Have you received public funding in the previous two financial years?

Are you receiving *de minimis* aid in the current financial year?

## 1. Strategy and leadership

Statement of excellence: *The Organisation has developed a vision of the future that is supported by company values and a clearly defined strategy that is deployed and fully integrated into daily business activities. Senior management sees the need for change and continuous development of the Organisation.*

Strategic plan:

- No business plans exist. The Business is run with a focus on today.
- The Business doesn't have a clearly defined vision. It is managed through an annual operating plan and budget.
- The Company has defined its vision and values and developed a strategy. A deployment system needs to be put in place to cascade objectives to front line staff.
- The Company's Board has defined its vision and values. It has developed a strategy that has been formally deployed and cascades down to front line staff.

Management vision:

- Management are focused on short term goals.
- The plan is owned and controlled by the Managing Director.
- The vision and strategy is owned by the Board and senior management but there is a need to involve other staff.
- The vision and strategy is owned by the Board and senior management. The senior management have developed plans and involve their staff to support the strategic plans.

Strategic awareness:

- No strategic business planning experience within the company.
- The Managing Director has strategic business planning experience. Training of senior management is required.
- Some management have been trained and have experienced strategic business planning techniques. Strategic plans are being developed by the senior management.
- Senior management have been trained and adopted strategic business planning and policy deployment techniques. They are fully involved in the Company's strategic planning processes.

Strategy deployment:

- Communications are mainly reactive on a need to know basis.
- Communication throughout the Organisation needs improvement. The senior management are developing a plan for this.
- Communication of the plan rests with senior management. A deployment and communication system is needed to involve front line staff.
- The strategic plan has been deployed to all areas in the Business. All employees have targets and goals that support the strategic plan.

Strategic reviews:

- No formal reviews of the strategic plan or performance are carried out.
- No strategic reviews are carried out. The management process is by regular review of operating performance and budgets.
- There is a formal management process to review progress against the strategy.
- There is a formal process to regularly review progress against the strategic objectives at all levels of the Organisation through a policy deployment process.

Leading change:

- A traditional management style exists. Management don't see the need for change.
- Some senior management show lack of commitment to continuous development. The need for greater involvement of employees has been recognised, and leadership development is required.
- Some senior management see the need for change and the continuous development of the Organisation. Some employees are involved in business improvement activities.
- All senior management see the need for change and the continuous development of the Organisation. They involve all employees in business improvement activities.

#### Visible leadership:

- Employees work to management instructions. Coaching and support for employee development does not take place.
- Management do not provide significant coaching and support for the development of employees. The Managing Director has recognised the need for improvement in this area.
- Some management are approachable and visible, providing coaching for employees to develop and deliver goals and objectives.
- All management are approachable and visible, providing coaching for employees to develop and deliver goals and objectives.

#### Roles and responsibilities:

- Leadership roles and responsibilities aren't clear.
- Roles and responsibilities aren't as clear as they need to be. This is reflected in the lack of accountability and performance of some management.
- All managers have clearly defined roles and responsibilities. Some managers need to show more accountability for the development of people and a performance culture.
- All managers have clearly defined roles and responsibilities. They see the need for continuous improvement and people involvement. Leading change is evident with all management using their skills to develop a performance culture through responding to employee ideas and leading formal improvement activities.

#### Leadership development:

- Leadership training is not generally given and these skills are developed on the job.
- Some leadership development has been given. This has generally been done to meet a specific need or request.
- Leadership development is seen as important to the business success. Leadership training has been given, generally when appointments or promotions are made.
- All managers have been formally appraised and have development plans linked to the business strategy. Leadership development is seen as key to business improvement and training is given to meet the strategic goals.

#### Communication:

- Leaders rarely communicate to employees.
- Many of the leaders in the Organisation see communications as a need to know activity and respond accordingly.
- All managers see the need for effective communications and they have a system for providing business and performance information to all staff. Communications tend to be top down with limited employee contribution and feedback.
- All managers see the need for effective communications and they have a system that is visible, providing business and performance information for all staff. Communications are effective with good employee contribution and feedback.

## 2. Design and project management

Statement of excellence: *The Organisation has a proactive approach to design and project management. The Organisation has the infrastructure and processes to deliver high value projects to its customers to budget and on time. The Organisation sees the need to review projects as a means to improvement and becoming a learning organisation.*

### Design systems:

- No CAD systems are used.
- First generation CAD is used.
- 2D CAD is used for designing products such as Auto CAD.
- 3D CAD/CAM is used for designing products (eg Catia and NX).

### Design capability:

- The Organisation doesn't have a design capability. They require instructions for manufacturing.
- The Organisation requires their customer to design components and products. They have the capability to do small designs to assist the customer.
- The Organisation can interface on concept designs. They normally have designs defined and work to detailed instructions from their customer.
- The Organisation has a capability to take concept design requirements and translate these into mainstream products with arrangement and detail designs that meet customer requirements.

### Design FMEA:

- The Organisation doesn't understand this concept.
- Design FMEAs are required. The Company understands the need but as yet hasn't introduced this process.
- The Organisation understands Design FMEA and are developing their capability. Some generic Design FMEAs have been introduced. More work is need on proactive risk management.
- The Organisation understands and is proactive in using Design FMEA There is a formal process to assess new designs to reduce risk.

### Design for Manufacture (DFM):

- The Organisation doesn't understand this concept.
- DFM is a process that some people in the Organisation understand. There is no process evident at present.
- DFM is a concept that the Organisation understands. They are developing a process to introduce this concept. Limited trial work has been carried out to learn about the benefits of DFM.
- DFM is a concept that the Organisation understands. They have a process and a team that looks to design cost benefits into the process. This is well established.

### Design control:

- Little design process control exists.
- The design process lacks a formal system of control. An improved system is required.
- There is a good design process in place. The Company could consider moving to a software support system (eg SAP Solution Manager) as a system of control.
- The design process is in full control with drawings and changes to designs being fully in control. There is a software support system (eg SAP Solution Manager) controlling the process. There is evidence that there is a continuous improvement process in place with a team of people who see the need to consistently improve this process.

### Infrastructure:

- Project management resources aren't identified. Preliminary project plans are not in place.
- Projects are often managed reactively without considering the resource requirements. Preliminary plans need improvement.
- Resources are normally identified (such as people, material, equipment and documentation). Preliminary project plans exist on some large projects.
- Resources are always identified (such as people, material, equipment and documentation). Preliminary project plans are always developed.

Project definition and objectives:

- No formal process. Improvement needed. Objectives and goals aren't as clear as they need to be.
- Project objective setting varies and needs improvement. Risk is managed reactively. The project definition process needs to improve.
- Project objectives and scope are usually defined, but not always. Risk is usually managed, and there is a formal process for this. Benefits are not always defined.
- Project objectives and scope are always clearly defined. Risk is always managed and there is a formal process for this. Benefits are clearly defined.

Project planning and cost control:

- Improvement needed. Objectives and goals aren't as clear as they need to be.
- Project planning isn't formal but it exists in the form of key activities management.
- Detail work plans and schedules exist and are effectively managed. Costs and resource management could improve. Critical path analysis isn't used.
- Detail work plans and schedules exist and are effectively managed. Costs and resources are effectively managed to budgets. Critical path analysis is used.

Risk management and project control:

- The Organisation reacts to circumstances. Planning isn't a strength of the Organisation.
- Project control is via a key individual. Risk management needs introducing to control project activity.
- Formal project planning exists using Microsoft Project or similar. Risk management needs an improved system of control. Reviews are carried out but reporting and communication could be better.
- A formal planning system such as Prince 2 is used for project management and controlling risk as defined by the design FMEA. Formal project reviews are undertaken with progress reports communicated.

Project closure and review:

- Project management and control systems don't exist.
- There needs to be an improved system of control as projects are often late or over budget.
- There is a formal process and work plans for closing out a project. A post implementation report is usually circulated. A final project review learning process is needed.
- There is a formal process and work plans for closing out a project. A post implementation report is circulated. Lessons learnt are used to improve the process, performance and knowledge base.

### 3. People excellence

Statement of excellence: *Employees are seen as a competitive advantage to the Organisation. They have total involvement, are fully aware of the Business's vision and goals and their development is central to the strategic aims of the Organisation.*

Employee commitment:

- Employees are generally unaware of the strategic aims and values of the Business.
- Employees have been told about the Company strategy and values but don't understand their role in delivering the plan. Employee commitment is low.
- All employees are aware of the Company strategy and values and some have demonstrated commitment through their actions and contributions.
- All employees are aware of the company strategy and values and have demonstrated commitment through their actions. Significant change is evident through employee led initiatives and continuous improvement activity.

Employee objectives:

- The benefits of deploying employee targets and goals are not understood by management. No employee targets or goals are set.
- There is some awareness of the need to set employee targets and goals but no system is in place to develop and manage these.
- There is no formal policy deployment system. Some employees have targets and goals but these aren't fully driven and linked to the Business strategy.
- There is a policy deployment system that cascades targets and objectives to employees. Performance is measured at all levels as part of the formal strategic process.

Employee accountability:

- Employees don't generally get involved in business improvement. Management don't see the benefit of total employee involvement.
- Continuous improvement activities are limited. This is normally management led, with employees involved when requested.
- Formal continuous improvement groups exist in some areas. Some employees are proactive, generally the need to implement change is management driven.
- Formal continuous improvement groups exist and are driving a performance culture within the business. Employees are proactive in coming forward with ideas for improvement and are able to implement change from their contributions.

Employee culture:

- Employee surveys aren't carried out or planned. Morale is an issue.
- Employee surveys are being considered as part of future plans. Morale is generally satisfactory.
- Employee surveys are carried out with mixed results and action to address issues raised is planned. Morale is generally good with most employees satisfied with their role and support from management.
- Employee surveys are carried out and are showing positive trends. Morale is good with the majority of employees satisfied with their role and support from management. There is a formal recognition process led by management.

Employee development:

- No employee training and development takes place.
- Some limited training and development takes place. No formal review of personal development plans takes place.
- Some employees have appraisals and personal development plans linked to the Business objectives. Skills development is seen as an important business priority; further work is needed to fully integrate the strategic plan, employee goals and the appraisal system.
- All employees have appraisals and personal development plans linked to the Business objectives. Skills development is seen as an important business priority and is driven from the strategic plan and the appraisal system.

Employee records:

- HR records aren't kept.
- HR records are kept but not always accurate.
- HR records are kept to support staff personal development in most cases.
- HR records are kept to support all staff personal development plans and objectives.

Skills and competence:

- There are skills gaps in key areas of the Organisation and there is no plan to address this.
- The Organisation trains employees to meet business needs. Some skills shortage exists but this isn't impacting on day to day running of the Business.
- The Organisation has a skills assessment process linked to the Business's needs. The company has competent people in most key areas of the Organisation. Some skills are required for the future but at present the Business is ok.
- The Organisation has a skills assessment process linked to the Business's needs. The Company has competent people in all key areas of the Organisation. The process covers safety, quality and process requirements and is linked to employee appraisals.

Ideas and suggestions:

- Employees are not proactive at generating ideas.
- Employee ideas and suggestions are sought but with limited success. Managers are aware that there is a need to implement this process.
- There is a process that maximises employee ideas and contributions. This process is facilitated by line leadership and generates implementable suggestions from some employees. Most of the ideas are fully evaluated with some implemented.
- There is a process that maximises employee ideas and contributions. This process is facilitated by line leadership and generates implementable suggestions for all employees. All ideas are fully evaluated and implemented.

Communication:

- Communications are poor or ineffective. Information isn't normally shared with employees.
- Communication is essentially one way and management driven. Employees are involved on a need to know basis.
- Communication is good throughout the Company. Management tend to lead on this. There is some two way feedback but management are aware that this can be improved and there is a plan.
- Effective two way communication is evident in the Organisation. Employees are fully aware of business plans and company activities. The employee feedback process including group activities is proactive without management driving this.

Change and empowerment:

- The Organisation is traditional in its approach. Employees are given instructions. Little empowerment exists.
- Change is starting to happen in areas of the Business. Management are planning to drive employee involvement.
- Some employees embrace change and are actively involved in improvement programmes and group activity. Management are driving employee involvement.
- Employees embrace change. All employees are actively involved in improvement programmes and group activity. Change is evident in all areas of the Company.

## 4. Process excellence

**Statement of excellence:** *The Organisation sees the need for continually improving their business operation. They have a formal strategy for process improvement across the Organisation. They are proactive at driving efficiency up and cost down.*

**Manufacturing strategy:**

- There is no manufacturing strategy or plan for process improvement.
- The Organisation is aware of process improvement principles and it has carried out some improvement projects.
- There is no formal manufacturing strategy, but improvement plans have been implemented in some areas of the Organisation and have shown good progress.
- The Board has developed a manufacturing strategy in order to achieve world class performance. This strategy has extended to all areas of the Organisation and is fully integrated as part of the business's vision through policy deployment.

**Value stream management:**

- Management isn't aware of the value stream management assessment tools.
- The management understand the need for value stream management but have yet to plan for its introduction.
- Value stream management is understood and being introduced. A current state value stream map has been developed for the main product by an improvement team.
- Value stream management is evident. Product value streams have been identified along with the development of current state and future state maps. Improvement plans are being managed by the value stream mapping teams.

**Performance measurement:**

- KPIs aren't controlling the key processes. Data collection and problem solving are not used for business improvement.
- KPIs are understood but are only deployed in selected machines/areas. No visible performance measurement is evident. Reviews of performance tend to be informal. Data are sometimes captured to solve specific problems.
- KPIs are developed for some key business metrics such as quality, cost, delivery and safety. Data are captured and analysed, but improvement actions aren't fully delivering results.
- KPIs are developed for some key business metrics such as quality, cost, delivery and safety. Data are captured and analysed as a basis for problem solving and continuous improvement. Improvement actions are always implemented and closed out. Performance trends are achieving targets.

**Process improvement training:**

- Process improvement benefits aren't understood or part of the Organisation culture.
- Some process improvement training has been introduced. Training, however, is limited to one or two key people. Senior management haven't been trained, they have delegated this to others.
- Most employees have been trained and demonstrate an understanding of process improvement methods. There are some champions for process improvement who have the responsibility to deliver this.
- All employees have been trained and demonstrate an understanding of process improvement methods. All key people are champions for process improvement and are proactively driving the process forward with good achievements.

**5S workplace organisation:**

- 5S workplace organisation has not been implemented.
- 5S has been tried but not sustained.
- 5S workplace organisation is partially implemented and planned to be rolled out. More work is needed to ensure the process is sustained.
- 5S workplace organisation is fully implemented and is being controlled and sustained.

Standard work methods:

- Standard work methods of control aren't used.
- Standard work methods are being introduced.
- Standard work methods are used as a basis for business control and improvement in some areas.
- Standard work methods are used as a basis for training, quality control, problem solving and process control disciplines.

Planned maintenance:

- No planned maintenance is carried out. Plant is serviced when problems occur.
- Maintenance is carried out by maintenance staff on most of the equipment. The activities aren't scheduled as well as they could be. Maintenance records need to be improved.
- There is a process for routine planned maintenance on most of the equipment. The schedules are always maintained. Accurate records of plant performance are kept. Maintenance staff deal with all planned maintenance activities.
- There is a process for routine planned maintenance on all equipment. The schedules are always maintained. Accurate records of plant performance are kept. Operators are involved in asset care maintenance procedures.

Communication:

- Communications aren't in place, other than on a need to know basis.
- Communications aren't in place, other than on a need to know basis. This is an area management know they need to address.
- A communication process exists. This promotes and reviews quality performance. This tends to be top down with limited feedback from employees. Management have identified this and plans are being introduced to improve employee contribution.
- A good communication process exists which involves briefings, quality improvement groups, with visible quality performance data throughout the Organisation. Feedback is effective with employees being proactive providing two way feedback.

Supply chain management:

- Supply chain partnerships are not seen as important.
- The importance of supply chain partnerships is being evaluated.
- The importance of supply chain partnerships has been recognised. Supply chain partners are being sought as part of the business strategy.
- Key suppliers are aligned to the Organisation with agreed improvement goals and objectives. The Organisation is an approved supply chain partner with their major customers.

Environmental management:

- There is no environmental management system in place.
- Some limited environmental activity takes place such as recycling and waste management.
- The Organisation is working towards an environmental accreditation (ISO 14001).
- There is a formal accredited environmental system in place (ISO 14001).

## 5. Health and safety culture

Statement of excellence: *The development and sustainability of a health and safety culture is the Organisation's top goal and is everyone's responsibility. The Organisation has a proactive approach, it is led by the Board of directors, it demands everyone to demonstrate total commitment to safety without compromise.*

Policy and strategy:

- No formal health and safety policy exists.
- Health and safety activities take place but there is no formal policy.
- There is a health and safety policy and established management system in place. The Organisation is working towards a formal accreditation (ISO 18001).
- There is an accredited health and safety policy and management system in place (ISO 18001).

Management commitment:

- Management don't demonstrate an understanding or commitment to health and safety.
- Management react when health and safety problems arise.
- Management are involved in health and safety performance management.
- The Board leads the health and safety process and are proactive in driving compliance and performance.

Targets, goals and objectives:

- There are no health and safety targets and monitoring systems.
- The need for health and safety targets has been identified but not in place.
- There are health and safety targets in place and a formal management review takes place. No formal system for improvement is evident, but this is being developed.
- There are health and safety targets defined and a formal management review takes place. A formal system for improvement is evident and driving safety performance.

Responsibility and accountability:

- Safety is seen as a management responsibility. Employees are constantly reminded of the importance of adhering to safety standards. Safety is managed reactively. Some safety concerns need attention.
- Safety is seen as a management responsibility. Everyone in the Organisation has been made aware of the importance of adhering to safety standards. Safety is managed reactively. Improvement is needed.
- Safety is seen as a collective responsibility. Everyone in the Organisation has been made aware of the importance of adhering to safety standards. Safety performance is good but management have to constantly drive to achieve these safety standards.
- Safety is a collective responsibility. Safety is put first when taking decisions. Everyone in the Organisation understands the importance of adhering to safety standards and takes personal responsibility for safety in their own work area without compromise.

Competence:

- Health and safety training is lacking in key areas of the business.
- Some training is given for health and safety representatives but most employees aren't involved.
- Health and safety training is given and evaluated. Not all staff have had formal training but this is planned for completion in the next 6 months.
- Health and safety training has been given to all staff. The effectiveness of the training is reviewed and evaluated. Employees are competent and involved in health and safety improvement activities.

Safety culture:

- Safety is managed to comply with legislation. Communication and employee participation in safety matters need improvement.
- Safety is managed to comply with legislation. Everyone in the Organisation has been made aware of key safety objectives. Employees raise concerns about safety. Management act on the concerns and keep employees informed on a need to know basis.
- Safety is a top business priority. Everyone in the Organisation has been made aware of key safety objectives. Employees raise concerns. Management act on the concerns and keep employees informed of progress. Management lead improvement activities with some key individuals.
- Safety is an overriding business priority. Everyone in the Organisation understands this and is trusted to play their part. There is a questioning attitude to safety with concerns being raised without fear of retribution. Improvement ideas are always encouraged and acted upon.

Control and records:

- Records aren't well kept or are non-existent.
- Records are kept, but there are issues and non-conformance in some cases.
- Records are kept and documents are usually in control.
- Records are kept and documents are always in control without exception.

Major incident planning:

- A major incident plan is not in place.
- A major incident plan is being considered.
- A major incident plan is being drafted.
- There is a major incident plan in place.

Audit:

- No audit procedure exists.
- Health and safety audits aren't always carried out to schedule or corrective action taken as required.
- There is a formal procedure for health and safety audit, and this is accurate and up to date. Management have to constantly push for conformance and compliance.
- There is a formal procedure for health and safety audit that is accurate and up to date, with complete records. Conformance and compliance are high with all issues addressed in a timely manner.

Risk management:

- Risk management is a concern with several examples assessed.
- Risk assessments are carried out as instructed by management. Employees need to be more involved and aware.
- Risk is managed proactively. There is a process for assessing risk. Most employees are involved in assessing risk for new products or processes. This is a management led process.
- Risk is managed proactively. There is a process for assessing risk. All employees are fully involved in assessing risk for new products or processes. This is an employee led process.

## 6. Quality management

*Statement of excellence: To develop, sustain and continuously improve quality is a top strategic goal. Building quality into the products and services and developing and sustaining a culture of continuous improvement is a key management imperative.*

Policy and strategy:

- No quality policy exists.
- There is a quality policy but no accredited quality system.
- There is a quality policy and the Company is working toward an accredited quality management system (ISO 9001).
- There is a quality policy and accredited quality management system (ISO 9001).

Management commitment:

- Management are heavily involved in day to day activities and quality systems aren't evident or followed. The Company needs to review their approach to quality management.
- Management have recognised the need to take a more systematic approach to quality improvement, they have delegated responsibility to the quality manager. A quality management system is being developed.
- Management has demonstrated a commitment to quality and defined responsibilities throughout the Organisation. They have a plan to achieve accreditation (ISO 9001).
- Management proactively lead the quality improvement strategy. They have demonstrated commitment to quality by developing a framework and providing resources to drive improved quality performance.

Quality planning:

- There are no quality plans. Quality problems are addressed as and when they arise.
- Quality is managed with inspection ensuring quality standards are achieved. Quality improvement objectives aren't used.
- Some quality objectives have been agreed. Quality plans are used in some areas of the Organisation.
- Quality objectives are established from the manufacturing strategy. These objectives are deployed to all areas of the business. Quality plans are operational throughout the Organisation.

Responsibilities and accountability:

- Responsibilities aren't as clear as they might be. No improvement activity takes place. Corrective action is reactive to circumstances, and this is having a negative impact on quality performance.
- Responsibility for quality is with a director or senior quality manager. Improvement activity tends to be reactive and involve a few key people.
- Responsibilities for quality have been established and deployed. There is a senior manager responsible for the quality system and performance which is reviewed at management level.
- The quality system is led by the Board. They are proactive in quality matters and are briefed and updated on a monthly basis. They hold formal management reviews and provide support and resources to drive quality improvement.

Competence:

- Training is seen as a cost and done when it is essential.
- Appropriate quality training is given as and when required. Competence checks are not generally carried out.
- Appropriate quality training is given and its effectiveness is generally reviewed. Training is determined by business needs and to meet any skills gaps. Appraisals and employee development are being planned.
- Quality training is deployed from the business strategy to meet the Company's development and improvement needs. There is an employee appraisal and development system in place to identify the need for training and record its effectiveness. Quality communication is effective and visible throughout the Organisation. Competence is measured and signed off to standard work methods.

Process capability:

- Process capability isn't used to improve quality performance.
- Process capability has been recognised as the way to control and continuously improve product quality. No action has been taken to develop this approach.
- Process capability has been recognised as the way to control and continuously improve product quality. Some key plant has defined process capability that statistically meets customers requirements.
- Process capability has been established as the way to control and continuously improve product quality. All key plant has defined process capability that statistically meets customers requirements.

Documents and records:

- A few records and documents are kept. There is need to improve the control of documents and records.
- Some records and documents are kept. There is need to improve the audit and control and ensure they are up to date. An improved system is needed.
- Records and documents are kept, and are in generally in control with an odd exception. The Company is operating in line with and working towards an accredited quality standard.
- An accredited quality management system is in place and fully compliant for the control of documents and records.

Traceability and non-conforming products:

- There is no process for product traceability and management of non-conforming products.
- There is a process for product traceability and management of non-conforming products. This process it isn't always followed.
- There is a process for product traceability and management of non-conforming products. This process isn't part of an accredited management system. This is being addressed as part of a move towards accreditation (ISO 9001).
- An accredited quality management system is in place and fully compliant for management of non-conforming products and product traceability.

Audit:

- No audit procedure exists.
- Audits aren't always carried out to schedule.
- There is a formal procedure for audit that is accurate and up to date. Management have to constantly push for conformance. More needs to be done to develop the quality culture and management have plans to address this.
- There is a formal procedure for audit that is accurate and up to date. Records are in control without exception. Employees are actively involved in quality management and improvement activities.

Continuous improvement:

- Firefighting tends to exist in the Organisation.
- Improvement activity is usually incident driven. Management lead and involve employees as they see fit. Improvement trends are not showing tangible improvement.
- The Organisation carries out continuous improvement activities. This is management led and involves key people in the Organisation. The management have plans to roll this out across the Organisation.
- The Organisation has a formal continuous improvement process (eg Kaizen). The process operates company wide. It is employee driven, and addresses quality, cost, safety and people performance. Improvement activity is communicated visually and there are positive improvement trends.

----- End of assessment -----