Continuous Improvement
Procedure
1.0 PURPOSE AND SCOPE

1.1 Purpose
1.1.1 To define the Continuous Improvement process that is applied at our Company.

1.2 Scope
1.2.1 The scope of this procedure is applicable to all personnel.

2.0 APPLICABLE DOCUMENTS
The following documents are applicable as specified here in:

Industrial/Commercial/Government Documents
ISO 9001:2008   Quality Management System Requirements

Internal Document(s)
ATS-QAP-1001   Quality Policy
ATS-QAP-1008   Internal Audits
ATS-QAP-1009   Management Review

Form(s)
None

3.0 RESPONSIBILITIES

3.1 General
3.1.1 President - shall be responsible for communicating to the organization and maintaining the effectiveness of the Continuous Improvement process at our Company.

3.1.2 Quality Assurance - shall be responsible for preparing, enforcing and maintaining this procedure.

3.1.3 All Functional Departments - are responsible for understanding and complying with the Continuous Improvement methods as stated in this document.
4.0 PROCEDURE

4.1 General
4.1.1 Our President, Quality Assurance Manager and other functional personnel continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

4.1.2 Our Company Quality Policy statement defines the global quality focus of our quality management system. See ATS-QAP-1001, Quality Policy for applicable information.

4.1.3 Specific company quality objectives are defined and refined as necessary to establish measurements for which data is collected, analyzed and action taken, as warranted, to allow continuous improvement to occur. Each of the pre-defined quality objectives is defined in ATS-QAP-1002, Quality Objectives and Planning. The functional department assigned responsibility for the quality objective measure shall use this process to achieve improvement.

4.1.4 Audit results, quality objective measures, analysis of data and corrective and preventive actions information is reviewed per ATS-QAP-1009, Management Review.

4.1.5 Issues requiring immediate action are assigned corrective action per ATS-QAP-1006, Corrective Action(s) System using a Corrective Action Request or Supplier Corrective Action Request form. Normal continuous improvement projects are documented using various means such as:
  - Annual Budgets/Plans
  - Management Review Reports
  - Customer Concerns/Complaints
  - Corrective Action Requests
  - Supplier Corrective Action Requests
  - Continuous Improvement Requests
  - and other types of documented memos/emails/letters, etc.

4.1.6 All personnel within the organization shall apply continuous improvement methods including histograms, frequency distribution charts, statistical process control and other means to analyze and improve business performance as a normal way of doing business.

4.1.7 All personnel within the organization shall be trained in accordance with this document per ATS-HRP-1001, Training and Certification.
4.2 Overview Of Continuous Improvement

4.2.1 A process-focused approach is used to achieve continuous, measurable improvement in our workplace. Process-focused means that your primary attention is on the process rather than the product.

4.2.2 The Shewhart Cycle shown in Figure 1 - Continuous Improvement Process depicts a process improvement model. The model, also referred to as the Ishikawa Circle, was modified to reflect the importance of Shewhart’s emphasis on studying the results of improvement efforts.

4.2.3 The Shewhart Cycle (Ishikawa Circle) is a systematic approach to achieving continuous improvements in quality. The approach is repetitive – that’s why it’s often shown graphically as a circle or wheel.

How to use it:

Plan. Before we take action, we must plan what to do, why and how.

Do. Implement the improvement effort you’ve planned.

Study. Measure the results of the improvement effort. Analyze the data you’ve collected. Study the results to see if the process was improved. This quadrant gives you the chances to see if you met your target, and to understand why or why not.

Act. Now is the time to take action based upon what you found out in the study quadrant.

Note: Repeat the cycle again on future activities.
Figure 1 - Continuous Improvement Process

Types of Documented Improvement Records:
- Annual Budgets/Plans
- Management Review Reports
- Customer Concerns/Complaints
- Corrective Action Requests
- Supplier Corrective Action Requests
- Continuous Improvement Requests
- and other types of documented memos/emails/letters, etc.

Organization’s Goals & Quality Objectives

a) Identify Improvement Opportunity

b) Evaluate Process

c) Analyze

d) Take Action

e) Study Results

f) Standardize Solution

g) Plan for Future

Act  Plan  Study  Do