

## **1.0 PURPOSE**

- To establish and implement a company approach to continuous improvement (CI).
- To assure the deployment of a continuous improvement philosophy throughout the organization.

## **2.0 SCOPE**

This procedure applies to the processes and products of MTC Engineering (MTC), Industrial Welding & Engineering (IWE) and their contracted working-partners and/or prime suppliers and shall be used as a guide to develop continuous improvement opportunities.

## **3.0 RESPONSIBILITIES**

Any employee, vendor or customer can identify a continuous improvement opportunity.

The QA Manager/Engineering, Project Manager or Designee maintains the Quality Action Log.

The QA Manager/Engineering, Project Manager or Designee maintains the Quality Action Log Work Instruction (WI) WI-8.0 Quality Action Log, Use of.

The QA Manager/Engineering, Project Manager or Designee provides the necessary resources when a continuous improvement team is required including the reviews of continuous improvement projects. Management incorporates continuous improvement ideas and projects into business planning and the analysis of company-level data.

Any employee, vendor or customer may participate in a continuous improvement project review.

The QA Manager/Engineering, Project Manager or Designee reviews, approves, disapproves, or establishes a CI team to review continuous improvement opportunities.

Once a CI project has been implemented, the QA Manager/Engineering, Project Manager or Designee reports the status of continuous improvement projects to associated employees and if required, via a company issued memo/email..

## **4.0 PROCEDURE**

### **4.1 Process Improvements**

For internal or external manufacturing processes, the Project Manager or Designee prepares an action plan in the form of a memo or email that identifies continuous improvement opportunities. The QA Manager/Engineering, Project Manager or Designee monitors the CI implementation affect and reports the results by issuance of a company memo or email to all appropriate personnel. These plans are maintained by The QA Manager/Engineering, Project Manager or Designee in the QMS on-line database.

### **4.2 Identification of Continuous Improvement Opportunities**

Continuous improvement opportunities in quality and productivity can be identified by any employee. The use of customer surveys, customer concerns, FMEA, the business planning process, and/or management reviews are encouraged when identifying potential CI projects.

An employee can submit a potential CI project by simply notifying their supervisor or the QA Manager/Engineering, Project Manager or Designee via email communications identifying the CI being suggested for review.

If accepted and executed, the QA Manager/Engineering, Project Manager or Designee logs the CI project into the Quality Action Log located on-line.

Continuous improvement projects are reviewed as part of the annual internal audit process by the QA Manager/Engineering, Project Manager or Designee. The projects and opportunities are also reviewed as part of the business planning process by senior management.

The CI and Quality Action Log can be also reviewed by any member of management when entering data in to the log to review for trends and/or common systemic issues.

### 4.3 Continuous Improvement Tools

Any person participating in CI projects are encouraged to use prevention and prediction-based tools. These tools include, but are not limited to as new technologies develop, the following:

- Capability indices
- Control charts
- Cumulative sum charting
- Design of experiments
- Overall equipment effectiveness
- Cost of quality
- Parts per million analysis
- Value analysis
- Problem-solving
- Benchmarking
- Analysis of motion/ergonomics
- Customer/Vendor Survey

The QA Manager/Engineering, Project Manager or Designee trained in one or more of the above or any newly developed methodology will maintain records of such tools used and record the like in the Quality Action Log with results.

Any physical documentation shall be maintained on the QA on-line folder and so identified by CI project.

Any employee with the appropriate training may be designated as facilitator for a CI project.

When continuous improvement project teams are required, they are to be cross-functional. Members are identified by their ability to add constructive input and the net effect the individual's job or area of responsibility.

In the event a team is formed, the team members are allowed to work on projects during their workday when these activities effect or are considered part of their job duties. If required, management shall provide the resources to support these teams.

## 5.0 RELATED DOCUMENTS

QAM  
Quality Action Log  
QAP 1.0 - Management Responsibility  
QAP 2.0 – Quality System & Internal Audits  
QAP 14.0 - Corrective and Preventive Action  
QAP 16.0 - Quality Records  
QAP 17.0 - Internal Quality Audits  
QAP 18.0 - Training

QAP 20.0 - Statistical Techniques  
WI-4.0 Employee Training Log  
WI-8.0 Quality Action Log, Use of