OPERATIONS INSIDER

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QUALITY MANAGEMENT SYSTEM QUICK START CHECKLIST

Score your management system in ninety minutes, with records you can point at.



PURPOSE. PROCESSES. OWNERS. DECISIONS.

START HERE

How to Use This Check

One plant or one site, ninety minutes with the management team, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Open the real things: the process map, three process descriptions, the document register, the action lists, the last management review and the objectives.	Score each statement from 0 to 4. Without a record, a figure or a page you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Exists on paper, not used in daily work.
2	In use in some areas or by some people.
3	In use everywhere and visible in records and figures.
4	In use everywhere, reviewed and improved with its own data.

> **WHAT THIS CHECK IS**
>
> **A look at whether your management system runs the plant or fills folders. It is not an audit against a standard and it does not predict the result of a certification audit. For the requirements of a standard, read the currently valid edition of the standard itself.**

Before You Start

- **Scope:** one site with everything that happens between the customer inquiry and the delivery.
- **People:** the plant manager and the heads of the functions. The quality manager moderates and does not answer for the others.
- **Tone:** you check the system, not the people who maintain it. A low score for a thick manual is a finding about the manual.

THE CHECK

01 Purpose, Scope and Direction

NO.	CHECK	SCORE 0 TO 4
01	The purpose of the management system, its scope and the reasons for anything left out fit on one page that the management team wrote itself.	
02	The parties who expect something from the plant are listed with their main expectation and with the evidence that shows whether it is met.	
03	The quality policy is short enough to be quoted, and employees on the shop floor can say what it means for their work.	
04	Every quality objective has a number, a baseline, a target, a date and one owner, and the list is short enough to remember.	
05	Top management reviews the objectives at fixed intervals and decides on resources when one is off.	

02 Processes and Owners

NO.	CHECK	SCORE 0 TO 4
06	A process landscape on one page shows all processes of the plant and how an order passes through them.	
07	Every process has exactly one owner by name, with the authority to change the process.	
08	Every process has a one-page profile with purpose, inputs, outputs, key figures, risks and the documents it needs.	
09	Each process is steered with at least one key figure that has a target and is reviewed by the owner every month.	
10	Handovers between processes are agreed between the two owners, and problems at a handover have an agreed path.	

THE CHECK

03 Documents, Roles and Competence

NO.	CHECK	SCORE 0 TO 4
11	Every controlled document has an owner, a version, a release and a review date, and the register shows them in one place.	
12	A document exists only where it is needed to do the work the same way or to prove a result, and unused documents are withdrawn.	
13	The valid version is the only one at the workplace, and withdrawn versions cannot be used by mistake.	
14	Roles with a special authority or qualification are listed with holder and trained deputy, and the evidence is on file.	
15	Records are kept in a defined place for a defined period, and a requested record is found within ten minutes.	

04 Operate and Control

NO.	CHECK	SCORE 0 TO 4
16	Orders are accepted only after a documented check of requirements, feasibility and date.	
17	Control points along the order path are defined with the criterion and the person who may release.	
18	The status of every product is visible at any time: released, on hold or blocked.	
19	Changes to products, processes and documents follow one defined path with a decision before the change is made.	
20	Externally provided materials, processes and services are controlled in type and extent according to their effect on the product.	

THE CHECK

05 Measure, Review and Improve

NO.	CHECK	SCORE 0 TO 4
21	Nonconforming outputs are contained, decided by an authorized person and recorded, and a rule says when a corrective action is required.	
22	All actions from audits, complaints, nonconformities and reviews are in one register with owner, date and status.	
23	A corrective action is closed only after its effect was checked with data, and repeat nonconformities are counted.	
24	Internal audits cover every process within the planned cycle, and their findings enter the register.	
25	The management review ends with written decisions that name owner, date and resources, and the decisions are followed up.	

Your Result

BLOCK	POINTS	OUT OF
01 Purpose, Scope and Direction		20
02 Processes and Owners		20
03 Documents, Roles and Competence		20
04 Operate and Control		20
05 Measure, Review and Improve		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how much of your system is in use. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	A paper system. Documents exist, the plant runs beside them.	Draw the process landscape on one page and name one owner per process.
40 to 59	A maintained system. It is kept alive for the audit by a few people.	Give every process a profile and a key figure. Merge the action lists into one register.
60 to 79	A working system. Owners steer their processes, documents are lean.	Tighten the management review, the effectiveness checks and the control of external providers.
80 to 100	A steering system. Decisions are made with it, not around it.	Hold the level and let the process owners audit and improve their own profiles.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check after six months and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
QUALITY MANAGEMENT SYSTEM STARTER KIT	The first 30 days: scope on one page, process landscape, process profile, six objectives, document inventory and one action register, with the Excel workbook. At operationsinsider.com.
QUALITY MANAGEMENT SYSTEM EXCELLENCE BUNDLE	The playbook in nineteen chapters, a two-day workshop pack, eight templates, the Excel system with sixteen sheets and a workshop deck.