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**ISO 9001:2015**

**Control of Objectives, Targets & Indicators**

Approval

The signatures below certify that this management system procedure has been reviewed and accepted, and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

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Amendment Record

This procedure is reviewed to ensure its continuing relevance to the systems and process that it describes. A record of contextual additions or omissions is given below:

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The electronic version of this procedure is the latest revision. It is the responsibility of the individual to ensure that any paper material is the current revision. The printed version of this manual is uncontrolled, except when provided with a document reference number and revision in the field below:

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1. Control of Objectives, Targets & Indicators
   1. Introduction & Purpose

The purpose of this procedure is to establish how Manufacturing Made Easy Ltd implements and maintains quality, environmental, and health and safety objectives, targets, indicators and programmes that are consistent with our QMS policies, and whose achievement demonstrates continual improvement. When setting objectives and targets, our organization ensures that they are consistent with the needs and expectations of our interested parties, as defined in Section 4.2, and to our corporate policies.

* + 1. Process Turtle Diagram

Output

* Process improvement
* Register of Quality Objectives & KPIs
* Objectives Management Programme
* Enhanced desirable effects
* New practices

How

* Risk register
* SWOT/PESTLE analysis
* Forms & reports

With what measure

* Level of compliance
* Number of objectives met
* Key performance indicators

With what

* Views of interested parties
* Risks and opportunities

With who

* QMS Manager
* Top management

Activity

Identifying and setting objectives, targets and programmes for quality compliance and improvement

Input

* Customer requirements
* Legal and compliance
* Areas of concern
* Organizational context
* Risk and opportunities
* Mission and strategy
* Quality policy
  + 1. References

| **Standard** | **Title** | **Description** |
| --- | --- | --- |
| BS EN ISO 9000:2015 | Quality management systems | Fundamentals and vocabulary |
| BS EN ISO 9001:2015 | Quality management systems | Requirements |
| BS EN ISO 9004:2018 | Quality management systems | Guidelines for performance improvements |
| BS EN ISO 19011:2018 | Auditing management systems | Guidelines for auditing |

* + 1. Terms & Definitions

| **Term** | **Definition** |
| --- | --- |
| Documented Information | Information required to be controlled and maintained |
| Objective | An overall goal arising from the policy |
| Target | Performance requirement, applicable to the organization that arise from the objectives |
| Indicator (KPI) | Key Performance Indicator is measure of achievement towards an objective |

* 1. Application & Scope

The scope of this procedure applies to Manufacturing Made Easy Ltd’s quality management system and defines the responsibilities and time frames for establishing objectives, targets and programmes in conformance to our commitments and policies, and the requirements of ISO 9001:2015. This procedure ensures that the objectives and targets are consistent with our commitments and intended outcomes.

* 1. Responsibilities

It is the responsibility of Top management to:

1. Review and endorse the objectives, targets, indicators and programmes at management review meetings. All major changes to the objectives, targets and programmes, recommended by the Quality Manager, are endorsed during the management review meeting;
2. The process for undertaking management reviews is documented using the *Management Review Procedure*. The management review meeting is documented and attendance recorded (i.e. agendas, sign in sheets, meeting minutes).

The Quality Manager is responsible for:

1. Scheduling meetings with for the initial development and for the review of objectives, targets and programmes, and more frequently if physical or operational changes are made to the QMS;
2. Ensuring that minutes of all relevant meetings are maintained and distributed to the CFT;
3. Ensuring that current copies of the objectives, targets and programs are maintained as hard and electronic copies;
4. Ensuring that all are provided relevant documents related to the QMS objectives, targets and programmes;
5. Ensuring that all personnel are provided with relevant training and resources related to the requirements identified by the objectives, targets and programmes.

The Cross Functional Team (CFT) is responsible for:

1. Initial development and review of objectives, targets & programmes to reflect changes to operations.
2. Reassessing the programmes annually and making any necessary modifications to existing programmes and action plans;
3. Developing new programmes or determining whether to discontinue existing programmes.
   1. Management System Objectives
      1. Cross Functional Team (CFT)

The Quality Manager, Top management and Process Owners as appropriate form the Cross Functional Team (CFT) actively to identify mandatory and voluntary compliance obligations and legal requirements that and mitigate impacts associated with non-compliance of the issues identified in the *Context & Interested Party Analysis* and the *Risk & Opportunity Register*.

* + 1. Identifying Objectives & Targets

Manufacturing Made Easy Ltd has established a Cross Functional Team (CFT) that responsible for developing and recommending potential objectives to Top management. In order to identify potentially new objectives, the CFT considers the following:

1. Quality policies;
2. Risk and opportunities;
3. Results of worker consultation;
4. Applicable laws and regulations and potential future laws and regulations;
5. Practical business criteria, such as the potential costs and benefits of pursuing a particular objective;
6. The views of employees and other interested parties.

Indicators or KPIs are defined as a measurable representation of the status of operations, management or conditions. Each objective will need one or more associated KPI and target.

1. The quality objectives take the goal(s) stated in the quality policy and turn these into statements for improvement against which plans can be made and targets assigned;
2. Quality objectives may be established to measure the performance of products, processes, customer satisfaction, suppliers, use of resources, and the overall performance and effectiveness of the QMS;
3. If you state in your policy that you will “meet customer requirements”, then you might set customer focused objectives for: product defects, customer complaints and returns, on-time delivery, etc.

Objectives must be specific and measurable in order to give clear direction as to what is required and the expected outcome, often referred to as **SMART** (**S**pecific, **M**easurable, **A**ttainable, **R**ealistic and **T**ime-based) objectives. Below are suggestions for categories of objectives:

1. **Product**: reduction in defect rates, PPM, scrap rates, on-time delivery;
2. **Process:** improving productivity, reduction of waste, set-up times or rework, improved cycle times;
3. **Customer**: product returns, reduction in complaints, improvement in customer satisfaction scores, improved on-time delivery;
4. **Suppliers**: reduction of complaints or defects, improved on-time delivery;
5. **Resources**: availability, capability, personnel, competency, efficiency, absenteeism.
   * 1. Setting Objectives & Targets

Setting objectives and targets involves all relevant people with in the functional area(s). The people involved are positioned to establish, plan, and achieve these targets. The involvement our employees help to build commitment and ownership.

Top management buy-in to our objectives ensures that adequate resources are applied and that the objectives are integrated with our organizational goals. Objectives are established to maintain current levels of performance as well as to improve performance.

* + 1. Schedule of Objectives, Targets & Indicators

Once the objectives are approved by Top management, they are documented using the *Register of Quality Objectives & KPIs*. Using aspirational statements from our quality policy, we link them to the related objective(s). The table below also provides ideas for KPIs and targets that in turn may be used to measure the achievement of each objective.

| **Quality Policy Statement** | **QMS Objective** | **Types of Indicator/KPI** | **Possible Targets** |
| --- | --- | --- | --- |
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* + 1. Planning to Achieve Objectives

Using the *Objectives Management Programme*, quality programmes are established that list the specific tasks or means by which to achieve the desired objective and target. For each objective and target, one or more tasks provide a step-by-step description of how the objective and target is to be achieved.

The programmes are completed and documented in a logical sequence, with objectives, targets and tasks building upon each other to reach all the identified objectives and targets. The objectives, targets and programmes are documented.

* 1. Training

To ensure that adequate competency levels are achieved and maintained, Manufacturing Made Easy Ltd provides regular briefings and training courses in environmental management process.

1. Training is facilitated by the Quality Manager;
2. Additional ad-hoc training is provided as required;
3. Instruments providing training on appropriate controls include job descriptions, inductions, policies, procedures, terms of reference, charters, performance planning, contracts and delegations.

Manufacturing Made Easy Ltd communicates progress towards achieving its QMS objectives and targets throughout our organization and uses regular reporting to discuss progress at staff meetings or by posting key targets and progress towards achieving those targets on notice boards and during meetings.

* 1. Communication

To obtain the views of interested parties, Manufacturing Made Easy Ltd holds, as appropriate, open house meetings or establishes a focus group with people in our community. When communicating objectives to our employees, Manufacturing Made Easy Ltd links the objectives to the actual improvements being sought in order to give staff something tangible to work towards.

* 1. Forms & Records

All documentation and records generated by the environmental objectives, targets and programmes process are retained and managed in accordance with the *Documented Information Procedure*.

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| --- |
| **Title & Description** |
| Register of Quality Objectives & KPIs (Form in Communication folder) |
| Objectives Management Programme(Form in Communication folder) |
| Risk & Opportunity Register(Form in Communication folder) |
| SWOT Analysis Template |
| PESTLE Analysis Template |