

9.0 Performance Evaluation

9.1.1 Monitoring, Measurement, Analysis, and Evaluation

General:

NCPL evaluates the performance and effectiveness of the IMS. For this purpose, the following has been determined:

- What needs to be monitored and measured.
- the criteria against which the Quality, Environmental, Occupational Health & Safety (OHSE), Asset and Event Management performance is evaluated and appropriate indicators.
- The methods for monitoring, measurement, analysis, and evaluation needed to ensure valid results.
- When the monitoring and measuring shall be performed.
- When the results from monitoring and measurement shall be analyzed and evaluated.
- That calibrated or verified monitoring and measurement equipment is used and maintained as appropriate.
- That it evaluates the Quality, Environmental, OHSE Asset and Event Management performance, and the effectiveness of the IMS.
- That it evaluates and reports on the process of managing risks and opportunities.
- That it determines:
 - The extent to which legal requirements and other requirements are fulfilled.
 - Its activities and operations related to identified hazards, risks, and opportunities.
 - Progress towards achievement of IMS objectives.
 - Effectiveness of operational and other controls.

- It communicates relevant Environmental IMS Health and Safety performance information internally and externally, as identified in its communication processes and as required by its compliance obligations.
- Records of the above are retained as evidence of the results.

9.1.2 Customer Satisfaction

NCPL monitors customers' perceptions of the degree to which their needs and expectations have been fulfilled. NCPL has determined the methods for obtaining, monitoring, and reviewing this information.

NOTE: Examples of monitoring customer perceptions can include customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, and warranty claims.

9.1.3 Analysis and Evaluation

NCPL analyses and evaluates appropriate data and information arising from monitoring and measurement.

The results of the analysis are used to evaluate:

- Conformity of products and services.
- The degree of customer satisfaction.
- The performance and effectiveness of the IMS.
- If planning has been implemented effectively.
- The effectiveness of actions taken to address risks and opportunities.
- The performance of external providers.
- The need for improvements to the IMS.

NCPL has ensured that calibrated or verified monitoring and measurement equipment is used and maintained, as and where appropriate.

Relevant IMS performance information is communicated both internally and externally, as identified in its communication process and as required by its compliance obligations; and

NCPL shall retain appropriate documented information as evidence of the monitoring, measurement, analysis, and evaluation results.

9.1.4 Evaluation of Compliance

NCPL has established, implemented, and maintains the processes needed to evaluate the fulfillment of its compliance obligations.

NCPL has:

- Determined the frequency and methods that compliance will be evaluated.
- Evaluate compliance and act if needed.
- Maintain knowledge and understanding of its compliance status, including legal requirements and other requirements.
- NCPL shall retain documented information as evidence of the compliance evaluation results.

9.2 Internal Audit

Audit Intervals:

NCPL plans and conducts internal audits at planned intervals to provide information on whether the IMS conforms to:

- NCPL's requirements for its IMS, including policies and objectives.
- The requirements of international standards are effectively implemented and maintained.
- Plans, establishes, implements, and maintains an audit program that includes the frequency, methods, responsibilities, consultation and planning requirements, and reporting, which shall take into consideration the importance of the processes concerned, changes affecting NCPL, and the results of previous audits.
- Define the audit criteria and scope for each audit.
- Select auditors and conduct audits to ensure objectivity and impartiality of the audit process.

- Ensure that the results of the audits are reported to relevant management, workers, and, if applicable, workers representatives and other relevant interested parties.
- Take appropriate correction and corrective actions without undue delay and continually improve its IMS.
- Retain documented information as evidence of the implementation of the audit program and the audit results.

9.3 Management Review – BSR meetings

General:

Senior Management reviews NCPL's IMS at planned intervals to ensure its continuing suitability, adequacy, effectiveness, and alignment with the strategic direction.

9.3.1 Management Review / BSR Inputs

The Management Review / BSR shall be planned and carried out taking into consideration:

- The status of actions from previous management reviews / BSR meetings.
- Changes in external and internal issues that are relevant to the IMS.
- Information on the performance and effectiveness of the IMS, including trends in:
 - Customer satisfaction and feedback from relevant interested parties.
 - The extent to which IMS objectives have been met.
 - Process performance and conformity of products and services.
 - Nonconformities and corrective actions.
 - monitoring and measurement results;
 - Audit results.
 - Progress against governing principles of sustainable development.
- The performance of external providers.
- The adequacy of resources.
- The effectiveness of actions taken to address risks and opportunities.
- Opportunities for continual improvement.

- The status of actions from previous Management Reviews / BSR.
- Changes in the needs and expectations of interested parties, including compliance obligations.
- Changes in its significant environmental aspects and external and internal issues relevant to the IMS.
- IMS management activities.
- Changes in profile of risks and opportunities.
- Fulfillment of compliance obligations.
- Relevant communication from interested parties and stakeholders, including complaints.
- Information on IMS performance, including:
 - Incidents, nonconformities, corrective action, and continual improvement.
 - Results of the evaluation of compliance with legal and other requirements.
 - Consultation and participation of workers.

9.3.2 Management Review – BSR Outputs

The outputs of the Management Review / BSR include decisions and actions related to:

- Opportunities for continual improvement.
- Any need for changes to the IMS.
- Resource needs.
- Conclusions on the continuing suitability, adequacy, and effectiveness of the IMS.
- Decisions related to continual improvement opportunities.
- Decisions related to any need for changes to the IMS, including resources.
- Actions, if needed, when IMS objectives have not been achieved.
- Opportunities to improve integration of the IMS management system with other business processes, if needed.
- Any implications for the strategic direction of the organization.

NCPL shall retain documented information as evidence of the results of Management Reviews/BSR meetings and shall communicate relevant outputs of Management Reviews to workers and workers representatives.

Document reference number	Reference Procedure
NCPL-IMSP-002	Management Review
NCPL-IMSP-005	Internal Audit
NCPL-IMSP-009	Customer Satisfaction