|  |
| --- |
| GENUS INNOVATION LIMITED |
| Process Improvement Procedure |
|  |
|  |
| **Genus** |

|  |
| --- |
| Organization Process Focus involves developing and maintaining an understanding of the organization's and projects' processes and coordinating the activities to assess, develop, maintain, and improve these processes. |

Contents

[Overview 2](#_Toc443321188)

[Objective 2](#_Toc443321189)

[Scope 2](#_Toc443321190)

[Inputs 2](#_Toc443321191)

[Entry Criteria/Triggers 2](#_Toc443321192)

[Tasks 2](#_Toc443321193)

[Verification 8](#_Toc443321194)

[Guidelines 8](#_Toc443321195)

[Roles and Responsibilities 8](#_Toc443321196)

[Senior Management 8](#_Toc443321197)

[Process Engineering Group 8](#_Toc443321198)

[QMS Version control 9](#_Toc443321199)

[Artifact Naming Convention 9](#_Toc443321200)

[Document Naming Convention 9](#_Toc443321201)

[Document/Artifact Revisions 9](#_Toc443321202)

[QMS revisions 10](#_Toc443321203)

[Typical workflow for QMS Revision 10](#_Toc443321204)

[Generic Work Environment 10](#_Toc443321205)

[Applicable Measurements 11](#_Toc443321206)

[Exit Criteria/Outputs 11](#_Toc443321207)

# Overview

Process Improvement Procedure involves developing and maintaining an understanding of the organization's and projects' processes and coordinating the activities to assess, develop, maintain, and improve these processes.

# Objective

The objective of Process Improvement Procedure is to establish the organizational responsibility for process activities that improves Genus' overall processes.

# Scope

This process is applicable to all activities under the purview of the R&D Division in Genus.

# Inputs

* Process Improvement proposals using “Process Management” categorized incidents in GIL.ef[[1]](#footnote-1).
* Audit Findings in GIL.ef
* Incident Learnings in GIL.ef
* Best Practices captured during the project closure activities
* Training Feedback and reports
* Project Risks
* Project Plans
* Measures

# Entry Criteria/Triggers

* Process Improvement suggestions that are deemed important for process performance.
* Periodic Review of all Improvement Suggestions.
* The practitioners have undergone QMS trainings with focus on performing their processes.

# Tasks

| Sr. No | Task | Owner/Role |
| --- | --- | --- |
|  | **Establish the Process Engineering Group** |  |
|  | Appoint the PEG based on the “Team Formation Guidelines” (GDLN\_TEAMNG). Call a kickoff and apprise the team of your expectations. | Senior Management |
|  | The PEG plans for the assignments of roles and responsibilities within the PEG and establishes the same in the annual process improvement plan using GIL.ef. | Process Engineering Group (PEG) Head |
|  | **Establish Organizational Process Documents** |  |
|  | Genus QMS with Procedures, Policies, Business Objectives, Standards, Project Lifecycle, Training Material and Templates are available on the Server.  The guiding documents such as the Policy and Business objectives must be sought from the Senior Management.  The process architecture is updated on GIL.ef Processes module | Process Engineering Group (PEG) Head |
|  | **Process Improvement Opportunities** |  |
|  | Identify Process Improvement Opportunities through the following:   * **Suggestions from Process Practitioners**   Process Practitioners log their suggestions related to process improvement using “Process Management” category of Incident Management module in GIL.ef. PEG identifies candidate process improvement opportunities from these. Additionally, the PEG may identify Process Improvement opportunities via informal channels such as casual verbal feedback or obviously apparent improvements identified.   * **Audit Findings**   Auditor sends the “Audit Report” to PEG for analysis and identification of candidate process improvement opportunities. The Audit Team should also convey typical pain points in process adherence for consideration as process improvement opportunities. The audit reports also aid the PEG in monitoring the process institutionalization and the use of processes by the projects and support groups.   * **Lessons Learnt Database**   After the Project closure, Project Practitioners log the lessons learnt using “Process Management” category of Incident Management module in GIL.ef. PEG identifies candidate process improvement opportunities from these.   * **Best Practices captured during the project closure activities**   After the project closure, Project Practitioners log Best Practices carried out during the project lifecycle using “Process Management” category of Incident Management module in GIL.ef. PEG identifies candidate process improvement opportunities from these.   * **Training Feedbacks and Reports**   Monthly Training Effectiveness Report is sent to the PEG by the training coordinator for analysis of Training effectiveness from which PEG identifies candidate process improvement opportunities.   * **Project Risks**   PEG analyzes the Risks identified, materialized and mitigated to identify candidate process improvement opportunities.   * **Project Plans**   PEG analyzes the Projects’ Planning data to identify candidate process improvement opportunities.   * **Measures**   Measurement and Analysis Data is reviewed by the PEG on regular basis. PEG analyses the data for corrective and preventive actions which becomes the candidate process improvement opportunities.   * **Periodic Process Appraisals**   Also, the Organization will get its processes appraised with the help of internal and/or external expert teams on a periodic basis and identify process improvement opportunities from the same.   * **Tailoring Proposals**   Tailoring proposals from process practitioners through [Tailoring Proposal Google Form](https://forms.gle/5ZZC2Wn7Gbo2tJei8) and maintained in Google sheet “[Tailoring Proposals Database](https://docs.google.com/spreadsheets/d/1OrRsQwPydXlFjOyv75dZl7gHvwu2YmqBHXdBvcBXejg/edit?usp=sharing)” PEG identifies the process improvement opportunities from them.  Projects’ learnings and metrices will also constitute the PAL for reference in upcoming projects. | PEG Head |
|  | **Analysis of Improvement Suggestions** |  |
|  | Consolidate all improvement suggestions from the defined sources. Enumerate them using the template “QMS Change Requirements” (TMPL\_QMSREQ). | PEG Head |
|  | Study and analyze consolidated suggestions in monthly PEG Meetings. Agenda includes:   * Study and analysis of the improvement suggestions * Taking decision to accept or defer the suggested improvement * Informing the author about the decision on the suggested improvements or clarifications to the author in case the suggested improvement is not feasible. | PEG Head |
|  | **Prepare Improvement Plan** |  |
|  | Prepare the “Process Improvement Plan” on GIL.ef for the year and track the plan on regular basis. The Plan will be named PEG\_Plan\_20xx-xx.  This includes:   * Goals of Process Improvement * Schedule of Monthly PEG Meeting * Action Plans for implementing suggestions * Frequency of implementation * Release Plan (schedule) for incorporated changes * PEG personnel Roles and Responsibilities | PEG Head |
|  | Solicit Business Goals from the Senior Management. | PEG Head |
|  | Map the Process objectives to the Business Goals and objectives. Use the Process architecture as captured in GIL.ef for this. | PEG Head |
|  | Derive relevant measures from the mapping of the processes to the business objectives. Also define goals of each measurement. Refer “Business Objectives to Process Objectives Mapping” (MSTL\_BOTOPO). Export the processes from GIL.ef and use as the basis for this. | PEG Head |
|  | Review, approve and get published the “Process Improvement Plan” and Updated measures based on the Business Goals to Process Objectives mapping. Use “Senior management review agenda list”(TMPL\_PEGRVW). The suggested agenda for the review covers:   * Business Goals and Process objectives * PEG plan review with respect to status * Organization metrics * Action plans for the future * Release plans * Review of major process related pain areas, as evidenced by Audit findings * Recent process improvements carried out and their impact | Senior Management |
|  | Based on the inputs given by the Senior Management, prepare “Action Plan” to implement the suggested improvements   * Identify individuals responsible for implementing the changes. * Define activities to be performed and schedule for these activities. * Identifies the resources required, including staff and tools. * Identify the projects/groups to pilot process changes, tools. * Revise and update the work environment standards. Refer Generic Work Environment Standard Guidelines.   Republish the plan if the action plan constitutes significant changes. For small actions, “action items” module can be used to track. | PEG Head |
|  | **Pilot Process Changes** |  |
|  | Change the artefacts with respect to the identified action plans. Make sure that all the artefacts impacted by the change are carefully identified and updated. Use the versioning mechanism to keep track of the changes made. Refer “Typical workflow for QMS Revision” for details. | PEG Head |
|  | Implement the action plan and inform the Projects/Groups involved in implementing the revised processes. | PEG Head |
|  | Identify training requirements in order to implement the process changes.   * Prepare Presentations and Training Material to train the process practitioners. | PEG Head |
|  | The PEG decides upon the need for a pilot with respect to the impact and the criticality of the change. The same, if required, would be clearly mentioned in the version control log. | PEG |
|  | Implement the revised processes on Pilot Projects. | PEG Head |
|  | Review the pilot details and update Process Improvement Plan. | PEG Head |
|  | **Deploy QMS/Changed QMS** |  |
|  | If QMS release version is major version then conduct a QMS pre release audit. | PPQA member |
|  | Release the revised processes. Create appropriate Tags for the same in the repository. | PEG Head |
|  | Ensure the versioning and revisions of the revised processes.  Refer QMS Release Plan (QMS Version control) Guidelines for Versioning. | PEG Head |
|  | Prepare a “QMS Release Note” (TMPL\_QMSREL). | PEG Head |
|  | Archive the “QMS Release Note” (TMPL\_QMSREL) as QMS History. | PEG Head |
|  | Inform the relevant Stakeholders and Process Practitioners about the changes and improvements in QMS through E-mail. Use “QMS Release Email” (TMPL\_QMSEML) for drafting the release email.  All Projects and support groups are expected to start using the released processes at this point, or at the closest available opportunity. The release specific deployment strategy should be established in the release Email.  In case of concerns regarding the use of the released processes in the middle of an activity, the practitioners are expected to contact the PEG for guidance and deviations. The deviations, if any, must be clearly documented. | PEG Head |
|  | If QMS major version is released i.e. the changes are evaluated to have a major impact, QMS awareness training is conducted by the PEG for the process practitioners. | PEG |

\* Improvements/Suggestions are solicited on “Process Improvement Proposals Database”.  
\*For details on the Roles and Responsibilities of the practitioners, Refer “Roles and Responsibility” document in the QMS.

# Verification

* Review of QMS Pre Release audit.
* Review of Process Improvement suggestions/feedbacks.
* Review of “Process Improvement” Plan by Senior Management
* Review of Pilot details/results by PEG
* Review of the process and its work products by PPQA members.
* Review of the process and its work products by Senior Management.

# Guidelines

Refer “Configuration Management and Release Procedure” (PRCD\_CONFIG) for Access Rights, location of work products, naming convention and types of controls.

## Roles and Responsibilities

### Senior Management

Senior management sponsors the organization’s activities for process development and improvement.

Senior Management:

* Demonstrates to the organization’s staff and managers its commitment to these process activities.
* Establishes long-term plans and commitments for funding, staffing, and other resources.
* Establishes strategies for managing and implementing the activities for process development and improvement.
* Ensures that the Organization’s Set of Standard Processes supports its business goals and strategies.
* Advises on setting priorities for process development and improvement.
* Participates in establishing plans for process development and improvement.
* Senior management coordinates process requirements and issues with higher level staff and managers.
* Senior management coordinates with the organization’s managers to secure the managers’ and staff’s support and participation.

### Process Engineering Group

* Refer “Team Formation Guidelines” (GDLN\_TEAMNG) for details on staffing the PEG and their responsibilities.

## QMS Version control

### Artifact Naming Convention

The Name has these Two fields, inter field separator is \_ (underscore), intra field separator is - (dash)

|  |  |
| --- | --- |
| Type of doc | 6 char description |
| Policy- POLC  FORM- FORM  Template- TMPL  Chklist+ Crit- CHKL  Guideline- GDLN  Procedure- PRCD  Master- MSTL  Information- INFO  Tool- TOOL |  |

For example:

Bidirectional requirement traceability table is TMPL\_REQTRT

### Document Naming Convention

When an artifact is used in a project, its name is modified as follows:-

* The first four characters in the artifact indicating the type of document are replaced by the Project’s name/code for e.g. GS1234
* The 6 character description is left as it is( Not modified)

### Document/Artifact Revisions

Git/Subversion is used by the PEG for updating the QMS artifacts between formal releases. The release of QMS is made by tagging the final QMS in the version control tool. Each release is tagged with the QMS release number clearly evident.

Each commit to the repository must have a clear, detailed, unambiguous and coherent commit message clearly spelling out the exact set of changes and the rationale and source of the same. The commits must contain a small set of changes with high granularity. Refer the Configuration Management procedure for detailed guidelines related to the use of Subversion.

Minor revision number is changed when there is a change in layout or formatting of the document, typographical correction or formal correction, the content remaining essentially the same.

Major revision number is changed when eight minor versions of QMS have been released after last major release or or there is a change in process of typical workflow.

### QMS revisions

Minor revision number is changed when there is a change to the QMS with insignificant impact to the project’s execution.

Major revision number is changed when the change to the QMS impacts the projects to a significant level or there is need of conclusion of previous 8 minor release versions, requiring training and facilitation.

### Typical workflow for QMS Revision

# Generic Work Environment

The generic work environment for the project must contain all of these:

1. A well-lit and litter free office space
2. At least 20SqFt of work area
3. Ergonomic standard issue chair and work platform
4. Temperature close to 27⁰C
5. A well-stocked canteen
6. Appropriate personal workstation
7. Quiet working conditions
8. Personalized Email address
9. Internet connectivity

Besides these, the software and Hardware environment needed is maintained by the IT function at the organization level and the list maintained and updated as needed.

# Applicable Measurements

NA

# Exit Criteria/Outputs

* Pilot Details
* Approved Process Improvement Plan
* Improved process at organization level

1. https://gil.einframe.com [↑](#footnote-ref-1)