Quality Procedure

Objectives, Targets & Indicators

Table of Contents

Quality Procedure

Objectives, Targets & Indicators

Double click here to insert your organization's name or logo.

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.

1.4.3 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 helps 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.

1.4.4 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
'We will achieve customer satisfaction'		Survey results	Achieve an overall rating of > 5.5 in 2018

Quality Procedure
Objectives, Targets & Indicators

Double click here to insert your organization's name or logo.

Quality Policy Statement	QMS Objective	Types of Indicator/KPI	Possible Targets
	Achieve a high level of service user satisfaction	No. of customer complaints	Less than 2 complaints submitted in 2018
'by providing reliable systems'	Maintain a high level of system reliability	Time system is down during regular work hours	Systems downtime < 5% during working hours
'that meet customer requirements'	Ensure systems provided are fit for purpose	Survey results	Achieve "fit for purpose" rating of > 5 on survey
		User agreement after completion that the request meets original specification	100% of completed requests signed off to show customer agreement
'We will respond as quickly as possible when contacted by a customer and we will work to meet agreed deadlines for all data requests'	Provide a responsive customer service	Compare actual request completions against the targets agreed with users	95% of work requests completed within deadline
'In the event of a serious incident, we will restore full system operation in the quickest possible time'	Maintain the ability to recover the systems in the event of a disaster	Time taken to recover from disaster (conduct annual or bi-annual test)	Recover system operation within 6 hours of a disaster
'Reduce usage of hazardous chemicals'	Increase use of non-hazardous chemicals	Amount of hazardous chemicals used versus usage of non-hazardous chemicals	Reduce use of high-VOC paints by 25% by January 2020
'Reduce energy usage'	Reduce electricity use	Electricity billing BMS monitoring output	Reduce usage by 10% annually
'Zero harm to workers'	No serious incidents	Incident rates and trends Efficiency of emergency response procedures	Incident rate 2.5% below industry average

1.4.5   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.

1.5 Training

To ensure that adequate competency levels are achieved and maintained, your organization 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.

Your organization 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.

1.6 Communication

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

1.7 Forms & Records

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

Title & Description
Register of Quality Objectives & KPIs
Objectives Management Programme