Communicate M 12

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| --- | --- |
| type | management process |
| purpose | ensure:   * communication on effectiveness of the management system * conflict management * interaction (communication in both directions) with:   + interested parties (anticipate expectations)   + personnel (awareness, participation, mobilization, motivation) |
| owner | plant manager / quality manager |
| risks | * staff not made aware and not motivated (poor communication on the performance of the QMS) * no communication on cost of obtaining quality and wastes * not taking into account feedback * not communicating the quality policy and internal requirements to interested parties * not taking into account the risks identified |
| upstream processes | * develop strategy * develop policy * address risks * plan the QMS * establish process ownership * maintain legal watch |
| downstream processes | * satisfy requirements * improve * implement corrective actions * provide information * negotiate the contract |
| inputs | * policy and objectives (evolution) * requirements of interested parties (evolution) * risks identified * suggestion system * legal watch * information needs (new hired person) * feedback |
| activities  (sub-processes) | * identify appropriate information (what) * define:   + responsibilities (who)   + period and frequency of distribution (when)   + methods and means of distribution (how and with what)   + interested parties (towards who) * find key messages * treat suggestions |
| outputs | * top management commitments * staff awareness * indicators * external requirements * quotations, contracts |
| resources | top management, process owners, internal posting, dashboards, Internet |
| indicators | * customer visits * customer claims * approved staff suggestions * audits (visits) external providers |
| procedures / documents | management review, customer satisfaction, continual improvement / management statement, customer returns, tenders, quotation, contracts, standards, specifications, welcome booklet, booklets, management reviews, meetings, letters, e-mails, recruitment interviews, management review reports, suggestions, staff satisfaction surveys |
| customers | all the staff, interested parties |

Glossary:

* QMS: quality management system

purpose

owner

title / codification

ensure:

* communication on effectiveness of the management system
* conflict management
* interaction with:
  + interested parties
  + personnel

plant manager / quality manager

communicate / M 12

downstream processes

upstream processes

* satisfy requirements
* improve
* implement corrective actions
* provide information
* negotiate the contract
* develop strategy
* develop policy
* address risks
* plan the QMS
* establish process ownership
* maintain legal watch

risks

* staff not made aware and not motivated (poor communication on the performance of the QMS)
* no communication on cost of obtaining quality and wastes
* not taking into account feedback
* not communicating the quality policy and internal requirements to interested parties
* not taking into account the risks identified

inputs

activities

outputs

* identify appropriate information
* define:
  + responsibilities
  + period and frequency of distribution
  + methods and means of distribution
  + interested parties
* find key messages
* treat suggestions
* policy and objectives
* requirements of interested parties
* risks identified
* legal watch
* information needs
* feedback
* suggestion system
* top management commitments
* staff awareness
* indicators
* external requirements
* quotations, contracts

procedures / documents

indicators

resources

customers

management review, customer satisfaction, continual improvement / management statement, customer returns, tenders, quotations, contracts, standards, specifications, welcome booklet, booklets, management reviews, meetings, letters, e-mails, recruitment interviews, suggestions, staff satisfaction surveys

customer visits, customer claims, approved staff suggestions, audits (visits) external providers

top management, process owners, internal posting, dashboards, Internet

all the staff, interested parties