

18. Safety

17. Scale and Top Management buy-in

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12. Products management

11. Implementation of standards

10. Equipment type management

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8. Identifying a quality management system

7. Supplier Control

6. Quality audit and process verification

5. Education and Training

4. Standards Management

3. Change Management

2. Regulation for Initial Production Control

# MARUTI VENDOR QUALITY SYSTEM AUDIT CUM FOLLOW UP REPORT

## 1. Production preparation / New Product Development (Score - )

### 1.1. Regarding implementation rule of production preparation

1.1.1. Do you define the procedure for Product development including the following ? -scope of parts, responsibility of each department, control contents / items? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Procedure for product development from receipt of order to SOP at customer end (preferably as per AIAG guidelines) to be available		
APQP matrix for deciding development activities based on categorization of parts (for new and modifications). Roles and Responsibilities defined in APQP matrix. Activities matching with procedure(minimum NPD, ECN, PCN, Plant location change, Supplier change, RM Change to be addressed in the matrix, critical activities e.g. Tool development, supplier development etc, to be identified)		
Understanding of Team		

### 1.2. Regarding management / implementation by production preparation plan / report (master plan)

1.2.1. Do you implement follow-up to control the schedule and progress of production preparation items? Incl top management (Marks Achieved - 1)

Sub Question	Judgement	Observation
Customer events (sample approval, trial dates, SOP at customer end) and vendor's events (sample submission, pilot lot submission, SOP) to be mentioned in timing plan		
Activities matching with procedure and APQP matrix		
Evidence of review by project leader and top management in the timing plan		
MOM or record of reviews (for evidence)		
Micro timing plan matching with MACRO plan (wrt timing)		
Capturing delays in plan v/s actual in timing plans		
RFQ register (status of the enquiries to be checked)		
Timing plan approved by top management		
Evidences of activities		

### 1.3. Defect prevention on the stage of process design by using FMEA/Matrix diagram

1.3.1. Do you consider following items and implement corrective and preventive action to the processes and standards before regular production? -Troubles in the past; -Defect items expected; -Defect items unable to capture at customer; -Defect items difficult to repair. (Marks Achieved - 2)

Sub Question	Judgement	Observation
Procedure for FMEA with CFT approach		
List of problems reported in past at customer end , in-house , development and supplier (Things gone Wrong) (lessons learnt from past experience/kakotora sheet)		
Rating of FMEA as per AIAG guidelines and having back up data for rating. Allocation of severity, occurrence & detection as per AIAG manual		
Cut off criteria for taking action as per latest AIAG manual		
Review plan for FMEA and evidence of review as per decided criteria and at decided frequency		
Evidence of implementation (FMEA)		

### 1.4. Product/process evaluation at the quality evaluation meeting in each trial

1.4.1. Do you prevent defects by quality improving activities of cross-function team to evaluate quality performance? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Summary in PDCA sheet		
Summary in Adequacy pf analysis		
Effectiveness of countermeasures		

## 2. Regulation for Initial Production Control (Score - )

### 2.1. Regulation for initial production control

2.1.1. Do you define following items related to initial production control by standards ? -controlled parts; -controlled items; -inspection method, -initial production control period, -a person who announce start/end of initial production control, -finish condition. (Marks Achieved - 1)

Sub Question	Judgement	Observation
Scope (for new parts, part & process modifications and restart of part after long duration)		
Special controls (increased inspection, increased sample size etc. at all stages - incoming, in-process & final)		
Frequent process audit		
Initial production control start date (from SOP at vendor's end) and end date (after completion of period of IPC after SOP at customer end)		
Initial production control period		
Minimum quantity to be produced during IPC period		
Persons responsible for start/end		
Finish conditions (including following): - Targets of customer complaints, rejection at customer end, in-house rejection, supplier parts rejection, process capability, defect rate, process audit c/ms closure, effectiveness of countermeasures taken for problems reported during development and effectiveness of countermeasures taken for problems reported during initial production control.		
Meeting above targets for 3 months for new products and as per timelines for ECN/PCN/Modification and results should have improving trend		
Action to be taken in case targets are not met(to be extended)		

2.1.2. How do you define items required special control during initial production control? Do you set stricter inspection methods than the ordinary inspection? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Evidence of implementation of special controls as defined in the IPC procedure: - Increased sample size and/or inspection frequency (special control plan for IPC) - Process audit for verification of Standards, operation standards, facility etc. - Stricter visual inspection (100% inspection/ 200% inspection) - Stricter gauging with GO/NG gauges (100% inspection/ 200% inspection)		
Sticker targets for IPC and evidence of monthly monitoring them		
Analysis of quality problems reported during IPC and their summary in PDCA sheet		
Special color tags on the packing/bin/trolley on the parts produced during initial production control period		
Termination sheet with evidence of production quantity in IPC period and Extension of IPC period in case termination criteria is not met		
Evidence of communication of start and end of IPC		

### 2.2. Implementation of initial production control

2.2.1. Do you control process capability and defect rate during initial production control? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Identification of parameters for which process capability study and defect rate (for critical defects) is to be done		
Set target for Cpk (Cpk > 1.33)		
Process capability study reports		
Defect rate monitoring record (for critical non-measurable defects)		
Action plan to improve Cpk and reduce defect rate in case of not meeting target		

### 3. Change Management (Score - )

#### 3.1. Definition and implementation of changing management

##### 3.1.1. Do you define unexpected change (unusual) and planned change clearly? (Marks Achieved - 1)

Sub Question	Judgement	Observation
4M change procedure defining changes, category of changes (Availability of 4M change WI)		
- Categorization of changes into planned/unplanned changes		
- Actions to be taken at change point		
- Display of definition of changes in shop floor		
- Visual control of changes (4M change indication)		
- Information rule		
- Awareness of change management among the shop floor personnel		
Traceability system (traceability through invoice no, lot no, route card, etc.)		

##### 3.1.2. Do you define procedure(rules applied from sharing information to result confirmation) at change occurrence? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Evidences of implementation of actions: - Record of changes (4M change record), evidence of signatures of quality and production head		
- approval of quality head during 4M changes		
Evidence of implementation		

##### 3.1.3. Do you record product quality check results to ensure traceability? Incl retroactive checks (Marks Achieved - 1)

Sub Question	Judgement	Observation
Check record of parts produced after change		
Retroactive check record in case of unplanned (unexpected) changes (criteria for checking dimensional check - how many parts to be checked dimensionally in case of retroactive check)		
Traceability to invoice : Yes/No		

#### 3.2. Definition and control method for initial part

##### 3.2.1. Do you define and control initial part clearly? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Definition of initial part (Upto pilot lot)		
Initial part control - separate locked area, identification tags		
Initial part control - log of initial parts		

##### 3.2.2. Do you control initial parts separately and make quality records about them? (both internal and outsourced process are included) (Marks Achieved - 2)

Sub Question	Judgement	Observation
Separate tags to identify initial parts		
Inspection report of initial parts		
Separate locked area		
Summary of initial parts prepared, sent to customer and balance quantity. Action taken of balance quantity after customer feedback.		

## 4. Standards Management (Score - )

### 4.1. Procedure to make process control standards (QA process charts)

4.1.1. Do you make and review process control standards, Inspection specifications, Operation instructions for all products which is shipped to SMC / MSIL / Tier 1 ? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Availability of documents (control plans, operation standard, inspection standards) for all parts under supply		
Procedure for preparation and control of documents defining following: - department in charge of making, person in charge of making, a person in charge of authorizing - revision rule & revision history (internal & customer) - Document Control Numbering - retention period; - Distribution matrix - Obsolete documents handling		
Master copies of the controlled documents		
Master list of documents (control plans, operation standard, inspection standards) with latest revision nos		

### 4.2. Procedure to control standards. -Process control standards -Inspection specifications -Operation instructions

4.2.1. Do you have consistency to keep process control standard, inspection specification, operation inspection and parameter chart? (Marks Achieved - 1)

Sub Question	Judgement	Observation
All Product and process parameters are mentioned in the control plan		
Reference of WI, sample size, checking frequency, checking method, boundary samples & Poka Yoke are defined in the control plan		
Consistency among documents (process control standards/control plans, operation standards, inspection standards and customer inspection standards)		

## 5. Education and Training (Score - )

### 5.1. Education/ training procedure

5.1.1. Do you clarify the department in charge of promoting quality education, implement education based on annual plan? Are records of education kept? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Procedure for training available or not		
Training need identification done; Y/N		
Training plan made as per above need (TNI): Y/N		
Training Plan vs Actual is following		
Training content is to be checked		
Effectiveness of training is checked; Y/N (Effectiveness for Operators/ Staff)		
New operator training given / Induction Training Record: Y/N (standard induction training program available and followed) (above requirements must be checked with one example for operator and staff wherever applicable)		

5.1.2. Do you define and implement the skill evaluation of operator to determine whether operator can work without surveillance?(e.g. acceptable level/evaluation frequency/evaluation method) (Marks Achieved - 1)

Sub Question	Judgement	Observation
For each operator, skill evaluation is done: Y/N (applicable for Production, Tool Room and Inspection)		
For each skill level (e.g. defining a operator at Level 1,2,3,4), specific criteria is made and followed. (implementation check)		
Minimum skill level to perform any operation : defined and followed check		
Availability of Skill Matrix in shop floor (all operators to be included)		

### 5.2. Education for managers/Inspectors/ Special operators

5.2.1. Do you periodically monitor the skill of certificated operators and follow up to improve their skill? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Skill evaluation frequency using criteria followed above (clause no 5.1.2) :Quarterly/half yearly (skill evaluation must be done at least 2 time/year)		
For QA inspector, Poisson test done: Y/N (Frequency)		
Skill upgradation plan for Operators (in case the skill level is reduced) (plan to be available in skill matrix)		

## 6. Quality audit and process verification (Score - )

### 6.1. Activity to keep/improve production quality

#### 6.1.1. Do you conduct quality audit to identify issues and properly improve them? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Internal audit, process audit and product audit procedure defining audit method, audit frequency & check sheet to be used for audit, internal auditor criteria, NC Closure time limit (internal audit to be done by internal auditors only)		
Plan for internal audit, product and process audit covering all manufacturing processes and all working shifts.		
Evidence of conducting audits as per plan (check sheet records) (in all shifts)		
Evidence of improvement in case of issues identified (NC's reported)		
NC summary report (for internal audits)		

### 6.2. Content of process review

#### 6.2.1. Do you confirm consistency between actual operation and standard? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Evidence of conducting audit as per control plan during process audit.		
Evidence of checking actual working as per operation standard during process audit		
Evidence of conducting audit ( genuineness of record)		

#### 6.2.2. Do you confirm if countermeasures are taken properly to prevent reoccurring of quality failure? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Evidence of checking effectiveness of countermeasures of customer and horizontal deployment		
Evidence of checking effectiveness of countermeasures of in-house defects during process audit & horizontal deployment		
Last audit NC closure		

## 7. Supplier Control (Score - )

### 7.1. Evaluation method for new suppliers

7.1.1. Do you define criteria to certificate new suppliers and implement them? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Procedure for new supplier selection: Y/N		
Acceptance criteria / dropping criteria (Individual Selection e.g. Quality, top management) for new supplier selection based on system audit available: Y/N (to be checed for RM/BOP/Jobwork/Consumables) one example for above procedure:		
Evidence of implementation		



## 8. Handling abnormality in quality (Score - )

### 8.1. Handling when abnormal situation occurs

8.1.1. Do you define clearly what is abnormal situation and make operators know the definition? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Definition of abnormal situations (Detail as per Annexure)		
Display of abnormal situations in shop floor		
Awareness of abnormal situations among the shop floor personnel		

8.1.2. Do you clarify and standardize the handling rules/routes for customer claims, in process failure and supplier failure? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Procedure for handling customer complaints, in-process failure and supplier defects		
Criteria for raising QPCR's (internal QPCR's to be raised in case of daily abnormal rejection and monthly top rejections)		
Customer complaint register, QPCR control registers (for in-house and supplier defects)		

8.1.3. Do you have criteria to estimate the scope of suspected lot for abnormal situation??When abnormal situation occurs, do you trace suspected?lot based upon the criteria? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Criteria to estimate suspected quantity produced during abnormal situations and system to trace suspected lot produced based upon the criteria		
Check record of parts produced during abnormal situations		
Traceability		

### 8.2. Prevention of recurrence. -Customer claims -In process failure -Suppliers failure

8.2.1. Do you prevent recurrence of issues by analysing cause of occurring defect based on process investigation result such as 5-why analysis? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Analysis sheet for analyzing customer complaints, in-house defects and supplier defects		
Monthly in-house rejection analysis (defect wise pareto and analysis)		
Quality of analysis (root cause analysis)		

8.2.2. Do you reflect corrective action to improvement of process control and review of standards? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Countermeasures detail for root cause/causes		
Standardization (Control Plan, WI/OS Inspection standard, check sheets, list of abnormal situations etc.)		
Updation of PFMEA		

8.2.3. After corrective action are taken, do you conduct on-site check-up and evaluate the effectiveness? And horizontal deployment. (Marks Achieved - 1)

Sub Question	Judgement	Observation
Evidence of onsite verification of countermeasures (to checked for min three months)		
Horizontal deployment of countermeasures		
Effectiveness of countermeasure (to checked for min three months)		

## 9. 5S management (Score - )

### 9.1. Location of production site

9.1.1. Do you keep store material, work-in-process, finished products, inventory and container at appropriate storage prevented from dust, rust, scratch, deformation and rainwater? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Condition of material in RM Store ( to be kept in covered condition away from dust, rust, scratches)		
Condition of material in shop floor ( to be kept in covered condition away from dust, rust, scratches)		
Condition of material in FG store ( to be kept in covered condition away from dust, rust, scratches)		
Condition of material in BOP store ( to be kept in covered condition away from dust, rust, scratches)		

9.1.2. Do you control material, work-in-process and finished product by designated location, volume and standard using visual control? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Designated area for RM material storage		
Designated area for BOP material storage		
Designated area for FG material storage		

9.1.3. Do you implement inspection or critical operation under the properly controlled environment luminance /temperature/humidity/vibration/noise/work table, etc.)? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Lux value is defined and maintain as per IS Standard at Incoming, WIP and Final Inspection table and area.		
Noise level : Are the persons in High noise level wearing PPE's? Y/N		
Monitoring of noise level in case of product quality is affected (during production or inspection)		
Condition and height of Working / Inspection table		

### 9.2. Production equipment's management

9.2.1. Do you keep condition of production equipment's, jigs and tools properly? (Marks Achieved - 1)

Sub Question	Judgement	Observation
General condition of machines are proper like wiring condition, cover and dust.		
Oil and Coolant leakage observed near machines.		
Tool storage in racks		

9.2.2. Do you keep condition of inspection equipment's properly to ensure accuracy? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Storage of inspection Equipments when not in use: in boxes or in open		
Damages of instruments		
Condition of GO/ NG gauges		

## 10. Equipment/Inspection equipment's management (Score - )

### 10.1. Maintenance of equipment's , jigs and tools

10.1.1. Do you conduct daily/regularly check of production equipment's, dies and jigs? Are records of maintenance kept? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Procedure for preventive and breakdown maintenance of machines and tools.		
Daily maintenance check sheet filled by operator: Y/N		
Cross checking of above check sheet by supervisor: Y/N		
PM of machine : frequency, plan, plan vs actual, history card, check sheet filled or not, breakdown analysis, break down points covered in PM check sheet or not, Spares (list and availability)		
PM of Tool: frequency, plan, plan vs actual, history card, check sheet filled or not, breakdown analysis, break down points covered in PM check sheet or not, Spares (list and availability)		

10.1.2. Do you confirm regularly the function of Pokayoke, automated stop and alarm? Are records of maintenance kept? (Marks Achieved - 2)

Sub Question	Judgement	Observation
List of Pokayoke available: Y/N		
Cross checking of Pokayoke: Y/N		
Poka Yoke failure analysis (to be defined in procedure, analysis to be checked)		

10.1.3. Do you standardize frequency of polishing and replacement for consumable tools (blade/electrode/rub stone, etc.)? (Marks Achieved - 2)

Sub Question	Judgement	Observation
press: trimming, blanking & hole punching punches		
life of consumable tools monitored		
Welding electrodes dressing frequency		

### 10.2. Maintenance of inspection equipment's

10.2.1. Do you calibrate regularly inspection equipment's and put the expire date on them? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Calibration plan		
Plan vs actual		
History card of measuring instruments		
Delayed calibration		
In case of in-house: procedure, soaking: Y/N, frequency, master calibration		
Acceptance certificate/acceptance criteria (Reference detail)		
Validation of rec gauge/welding fixture .		
NABL logo to be checked on certificate		

10.2.2. Do you control deterioration (expire date) of boundary samples for objective judgments such as appearance inspection? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Expiry date of limit sample		
Visual display of OK and NG process/part at WIP/FG stage		
Limit sample availability (should be available in front of operator)		

## 11. Implementation of standards (Score - )

### 11.1. Implementation of standards

11.1.1. Do you use easy expression (visualizer, onomatopoeia ,etc.) for operation instructions? So that operator can easily understand process and critical points. (Marks Achieved - 2)

Sub Question	Judgement	Observation
Availability of alarm at critical operations for confirmation of completion of work		
Availability of Visualizers at critical operations for confirmation of completion of work		
Condition of visualizers and alarms		

11.1.2. Do you keep operation instructions on the accessible place and post important quality points and critical operation points on the place where operators can see it easily? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Display of Work Instruction (Operation Standard) for easy assess ability to operator		
Display of critical process parameters and quality parameters		
Understanding of WI & quality check points by operator (WI to be In local language/ operator's language so that operator can read and understand it)		

11.1.3. Do you regularly monitored that each operator operates according to the operation instructions? (Marks Achieved - 0)

Sub Question	Judgement	Observation
Operator wise operator monitoring plan for all production areas (shift wise) (Inspectors to be covered or not?)		
Check record of operator monitoring as per check sheet covering all the activities to be done by operator during working time		
Training plan for operators for weak areas		

11.1.4. Is it possible to judge OK/NG specifically by each check sheet (of daily equipment check, quality control report, etc.) you use? (Marks Achieved - 2)

Sub Question	Judgement	Observation
Judgment criteria should be mentioned on check record sheet of product and process checks (e.g.- Upper/ Lower tolerance)		
Space for giving judgment and proper judgment after check		
Evidence of check at each inspection stage (set up and in-process inspection)		

## 12. Products management (Score - )

### 12.1. Management of parts flow

**12.1.1. Do you keep first-in first-out of finished products and work-in-process (material, reserve parts? by using identification tag or lot indication? (Marks Achieved - 2)**

Sub Question	Judgement	Observation
Availability of system to ensure FIFO (software or ledger) FIFO followed for incoming, WIP, FG material		
Evidence of FIFO implementation at RM/ BOP store		
Evidence of FIFO implementation at shop and FG store		

**12.1.2. Do you control follows production history by product lot numbers? -production date; -production volume; -shipping date (Marks Achieved - 0)**

Sub Question	Judgement	Observation
Availability of identification tags on RM/ BOP parts, (route card no/ batch no /lot no/ heat code/ production date & shift)		
Availability of identification tags on WIP parts, (route card no/ batch no /lot no/ heat code/ production date & shift)		
Availability of identification tags on FG parts, (route card no/ batch no /lot no/ heat code/ production date & shift)		

**12.1.3. Do you control identification of similar parts separately? (Marks Achieved - 2)**

Sub Question	Judgement	Observation
WI for similar part management		
Similar part management (WI) in WIP area (different color of I tags/ Bins/ packings)		
Similar part management (WI) in FG area (different color of I tags/ Bins/ packings)		

### 12.2. Non-confirming parts management

**12.2.1. Do you control identification of non-confirming parts and parts on hold. Do you store them separately? (Marks Achieved - 2)**

Sub Question	Judgement	Observation
NG part identification should be defined and evident. Each NG part and part on hold should be identified properly by tag with defect details.		
Color of bin for keeping NG parts to be identified and bin should be accessible & near to station.		
Decision for scrap, rework or salvage of part should be done by QA.		

**12.2.2. Regarding repaired non-confirming parts and parts on hold to re-use, do you define responsibility to implement? Are repair record kept?? (Marks Achieved - 2)**

Sub Question	Judgement	Observation
Check for the rework procedure is defined or not.		
Record for NG parts repair or salvaged should be available.		
Traceability of person doing rework and person approving the part after rework should be available in the rework records.		
Person skilled and trained for doing rework should be authorized and displayed at station.		

## 13. Handling Management (Score - )

### 13.1. Bins/ Trolley Management

13.1.1. Do you make arrangements with customers about the packing style & transportation system to prevent damage during handling of finished products & perform accordingly. (Marks Achieved - 2)

Sub Question	Judgement	Observation
Approved packing norms with customer		
Display of packing standards at packing station		
Evidence of implementation		

13.1.2. Do you have system to maintain Bins /Trolleys in Good Condition. (Marks Achieved - 1)

Sub Question	Judgement	Observation
Condition of packing (bin/trolley) used in WIP and FG material		
Guidelines for repairing of bins/trolley		
Bin cleaning area available		

## **14. Critical parts Management (Score - )**

### **14.1. Maru A Parts Management**

**14.1.1. Do you have Special checks/Inspection for Maru A parameters of Maru A part are available . (Marks Achieved - )**

Not applicable

**14.1.2. Do you have Identification of Maru A Process/Operator on Shop Floor. (Marks Achieved - )**

Not applicable

**14.1.3. Do you keep the repair history when repairing & using Maru A items (Marks Achieved - )**

Not applicable

## 15. Adequate testing facility (Score - )

### 15.1. Testing Facility

#### 15.1.1. Does the supplier has all inspection instruments required as per drawing requirements (Marks Achieved - 2)

Sub Question	Judgement	Observation
Availability of inspection instruments as per drg/control plan/inspection standards at incoming inspection		
Availability of inspection instruments as per drg/control plan/inspection standards in standard room		
Availability of inspection instruments as per drg/control plan/inspection standards in in-process inspection		

#### 15.1.2. Does the supplier has all Testing Equipment/Rigs required as per drawing requirements (Marks Achieved - 2)

Sub Question	Judgement	Observation
Availability of Test standards		
Availability of Test equipments as per drg/control plan/inspection standards in shop floor		
Availability of Test equipments as per drg/control plan/inspection standards in Test Lab		

#### 15.1.3. Does the Supplier has trained manpower to operate these inspection and testing instruments (Marks Achieved - 1)

Sub Question	Judgement	Observation
Availability of trained manpower to operate the inspection instruments and test equipments in incoming inspection		
Availability of trained manpower to operate the inspection instruments and test equipments in shop floor		
Availability of trained manpower to operate the inspection instruments and test equipments in Lab		



## 16. Process Audit (Score - )

### 16.1. As per PCS

#### 16.1.1. Conduct process audit as per process control standard (Marks Achieved - 1)

Sub Question	Judgement	Observation
Working as per control plan in incoming inspection		
Working as per control plan in shop floor		
Working as per control plan in final inspection		
Other observations during process audit		

#### 16.1.2. Closure of all the observations (Marks Achieved - 0)

Sub Question	Judgement	Observation
Closure of observations of previous audit		

## 17. Scale and Top Management bandwidth (Score - )

### 17.1. Management Bandwidth & Organization Structure

17.1.1. Do you have adequate organisation structure and defined roles/ responsibilities for key areas such as Plant Head, Quality, Production and Maintenance? (Marks Achieved - 0)

Sub Question	Judgement	Observation
Adequate organization structure: available with all requirement		
Roles and responsibilities		
All positions filled (no position vacant)		

### 17.2. Review Mechanism

17.2.1. How frequently Top management visits the shop floor? How frequently Top Management monitors key performances (Performance at customer end, in-house quality, productivity, maintenance, safety etc.)? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Top management visit frequency at shop floor		
Monitoring of KRA by Management		
Evidence of review		

### 17.3. Plant Sales Turnover\*

17.3.1. Plant Sales Turnover for the auditee plant. Group Turnover (Marks Achieved - 2)

Sub Question	Judgement	Observation
1. T/o of the plant : 2. Group T/o :		

### 17.4. PAT/Sales\*

17.4.1. PAT/Sales (Marks Achieved - 1)

Sub Question	Judgement	Observation
PAT/Sales		

### 17.5. D/E Ratios\*

17.5.1. D/E ratio (Marks Achieved - 2)

Sub Question	Judgement	Observation
D/E:		

### 17.6. ROCE\*

17.6.1. ROCE (Marks Achieved - 2)

Sub Question	Judgement	Observation
ROCE:		

## 18. Safety (Score - )

### 18.1. Working Conditions

18.1.1. Is shop floor temperature, noise level, air quality (fumes) ok? Is layout and escape route on shop floor Ok ? Is Rest Area/Toilets Available? Is area/machine sufficient enough to allow easy movement of machines and tools. (Marks Achieved - 1)

Sub Question	Judgement	Observation
Noise level in shop floor		
Air quality in shop floor		
Rest area available at shop floor.		
Condition of toilet		
Adequate space for movement of material and tools		
Layout and escape routes availability		

### 18.2. Human and Machine Safety

18.2.1. Are Safety Standards made (as per process requirement) and taught to all operators? Are PPEs available as per the standards or not? (Marks Achieved - 1)

Sub Question	Judgement	Observation
safety standards available?		
Awareness of safety to operators		
PPEs as per standard		

18.2.2. Machine Safety system (Door sensors etc. ) available or not? Is Safety in material movement and tools ensured or not? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Door sensors on machines		
Double hand operation		
Insulating jacket on barrel, Jam bar/drop bar (in plastic molding General - Machine guards, Photo guard sensors, emergency switch :		
Safety in material movement : Lifters, hydraulic forklifts, stackers, corner guards, - Not Available.		
Bin trolley stacking height defined or not :		
Safety in tool room :		

18.2.3. Are safety standards followed on shop floor as per the procedure? Are usage of PPES adhered and monitored (by supervisor/senior) on shop floor ? Accident reporting mechanism defined ? Countermeasures against accidents taken and periodic verification being done ? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Usage of PPEs by operators:		
Accident reporting mechanism :		
Countermeasures against accidents:		
Periodic verification of countermeasures:		

### 18.3. Fire Safety\*

18.3.1. Audit Conducted by reputed 3rd party on MSIL defined check sheet? (Marks Achieved - 0)

Sub Question	Judgement	Observation
Fire safety audit report by reputed 3rd part agency :		

## 19. Legal Compliance and Environment (Score - )

### 19.1. Consent to Operate

19.1.1. Consent to operate (Valid as on date) available or not? (Marks Achieved - 0)

Sub Question	Judgement	Observation
Consent to operate (CTO) certificate :		

### 19.2. ESI & PF

19.2.1. (Marks Achieved - 1)

Sub Question	Judgement	Observation
Enrolment of all operators for ESI :		
Enrolment of all employees to PF :		
Check Management review status for direct enrolment or for 3rd part enrolment :		

### 19.3. Hazardous Waste Management

19.3.1. Are different type of wastes identified on shop floor and standards/ Procedures made? Is Segregation done at source for different type of wastes? Storage and disposal being done as per consent and periodic confirmation at disposal stage? (Marks Achieved - 1)

Sub Question	Judgement	Observation
Waste segregation system :		
Awareness among operators :		
Segregation facility on shop floor.		
Check disposal system and implementation for last 1 year .		