Great Lakes Graphics Association
Illinois • Indiana • Wisconsin

How do you collect and communicate non-conformity/quality issues that occur so that management can address any corrective actions in processes and identify training needs?

Preventative/Corrective Action Requests through our ISO system.

We keep track of all of our re-runs.

We actually enter a job into our system marked as a re-run. We track the cost of the re-run, reason (bad color, hickies, offset, typesetting error, etc.) for re-run and which dept. was responsible for the error. We also track which CSR handled the job.

Then we do a spreadsheet with all of that info so that we know number and dollar amount of re-runs by CSR, by Dept., by machine and by reason. If we see a pattern then we will address that pattern with the parties involved.

We do not have a formal process. I am interested to see the results.

We use a standard ISO 9001:2008 Quality system with a representative and non-conforming reporting process. The issue is reported to the applicable manager and upper management. Corrective action is taken and examined for preventative processes to prevent potential reoccurrence if applicable.

By the throat! No seriously, informal communications have an overwhelming immediate response, but without formal follow up simply fall through the cracks. We have been experimenting with various methods of improving both the training and identifying of the specific areas in need of attention. Corrective And Preventative Action (CAPA) plans help with identifying trends and are essential to continuity, but the execution of ONGOING training and monitoring requires diligent supervisors and accountability. Looking forward to hear what is working for others and alternatives to approaching this. The Continuous Improvement conference is a great source for ideas on just such topics.

If there is a quality issue that is flagged we issue a Quality Assurance Report (QAR).
A QAR is required before any credit related to quality is processed through our accounting department. If a quality issue is flagged before it leaves our plant, the manager of the department that caught the problem processes a QAR form

The QAR describes the problem and identifies the department where the quality issue occurred. The QAR is passed along to the appropriate department and the operator (s) who was in charge of running the job then completes QAR.

The operator indicates what led to the quality issue and identifies corrective measures that will prevent the problem from happening again. The department manager then passes the QAR along to the plant manager, who reviews and signs off on all QARs

The process has helped eliminate some issues, and raise awareness throughout the plant on the costs associated with quality issues. Some issues are simply human error, but we always look for opportunities for a second set of eyes to review the work during setup.

We have a Non-Conformance program that encompasses both internal errors and externally report errors / dissatisfaction.

It begins with an NC (non-conformance) document completed by the person finding or learning of the problem. The NC form goes to the person or persons responsible and then to the production manager and myself for review.

Determination is made if it's externally reported and credit is due or a re-run.

The NC (non-conformance) is recording in a database that our production manager developed 20-something years ago. We can track history of all sorts… persons responsible, persons reporting, product type, etc.

We feel that it's a good program, it's effective, it allows us to track & evaluate common causes, root causes, people, costs and trends.

It's not a "perfect" routine but it's manageable, fairly simple and keeps things from getting swept entirely under the carpet.

We discuss errors/mistakes monthly in our meetings with employees. We plot internally generated errors & cost as external… obviously, we want to catch things internally… and really do a pretty good job of that.

I might add, in talking of internal errors. It's not only ink on paper but would also include for instance plates made crooked and need to be remade… we would record plate remakes (a flat rate the covers material & labor).

If someone labels 5 boxes wrong… no, we don't chase that. If someone labeled 500 wrong… yes, we would want to know that. Or if we shipped to a wrong address…yes we would record such things as that.

We have a central standard report for any non-conformities discovered in process or product – whether discovered internally or externally

We have a point person that see the report – completes the gathering of details – tries to obtain a root cause and then presents weekly to management so that we can approve and support recommended solutions from a training perspective

---

When an issue is found somewhere through production, it is either stopped or brought to the supervisor's attention of that department. He/she will back track to find out what happened asap. If it's a pressroom error, I would address the issue asap to determine if there was a problem with either paper, ink, press or the operator. The track record of the operator will determine the actions to follow, whether it be training or discipline. Any press related problems are repaired asap. Paper and ink problems are brought to the attention of the suppliers. This type of procedure is throughout all departments bindery, prep department, shipping and of course sales/csr's. Depending on the issue and severity – it would be noted in the operators file.

We collect info about all quality issues. Our first shift supervisor is also our quality data person. He collects the data, and asks the people involved for suggestions about corrective actions. We meet monthly to review any incidents and talk about the changes we make.

We have a formal CAR system (Corrective Action Request) If we receive feedback from the Customer then one is to be initiated and the process begins of reviewing the root cause and correcting what allowed the problem to go forward. A CAR can also be opened by any employee if they see a problem or an opportunity to improve on something. The entire process is overseen by the Management Team.
