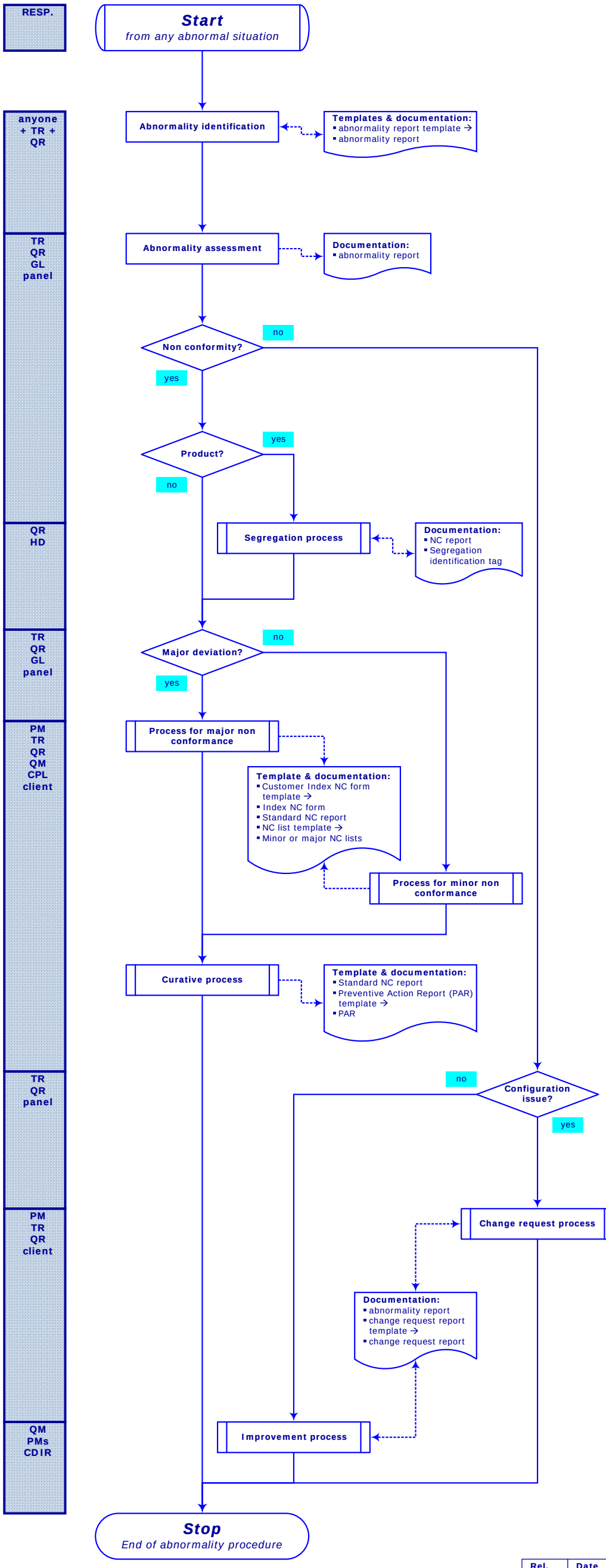


Comment on the phase	WHAT?
Identification of any abnormality on a product, in a specification, procedure, process, etc. by ▪ any PT member, stakeholder, legal survey, auditor, vendor, CRPP or consortium member. ▪ ***Abnormality forms can be*** ▪ any verbal or written client's or supplier's claim ▪ any observed or found out inconsistency versus regulations, specifications, scope, goal, schedule, budget, PMP, etc. ▪ any minutes from any meeting related to a project.	***Inform TR & QR of the project who will immediately:*** ▪ fill an abnormality report, ▪ inform PM ▪ summon necessary people for the abnormality assessment
Appraisal of the abnormality by a panel team defined by TR and QR according to the abnormality object ▪ Panel: TR, QR, PM, CPL, other persons chosen by TR or QR according to WBS, as needed.	▪ The panel must quickly appreciate what is in question and reply to 3 questions: ▪ Is-it a non-compliance? ▪ Is the object of the non-compliance a product? ▪ Is the non-compliance major or minor with regards to the client's criteria.? ▪ In case of non-conformity on a product, the panel must determine ▪ if the production must be stopped, either to CRPP/ consortium facilities or to that of supplier, ▪ how many items are involved, ▪ if some of them have already been delivered, ▪ if they must be tagged and segregated, ▪ if the documentation must be changed. ▪ QR completes the abnormality report according to the reply of the assessment panel. ▪ In case of non-conformity, the abnormality report becomes the standard NC report
Segregation process is activated only if the non conformance relates to a product. ▪ The product must be clearly identified and segregated in a safe stock to avoid any misuse. ▪ The defective product will stay segregated waiting on a definitive decision.	▪ QR & HD stops the production if decided, ▪ identifies clearly and tags the items that will immediately segregated in a specific safe stock ▪ QR specifies on standard NC report the segregated items and their tags, the date of the stop-production.
Process for minor or major non conformances ▪ The two processes are different and separated: ▪ Decision for the minor non conformance are taken by the internal management on the basis of the standard NC report, that includes proposed curative actions. ▪ Decision for major non conformance are only taken by the client on the basis of the standard NC report sent to the client 's RO, with its specific customer index NC card. NC report includes proposed corrective actions. ▪ While waiting on the decision of the client, the related part of the running execution process is stopped. ▪ The NC report traces the NC up to its resolution, including curative actions. ▪ The minor and major non conformances are registered on separate lists specific to the project. These lists are part of the ADP.	***QR and a specific panel:*** ▪ identify the immediate causes and underlying causes of the non conformity, ▪ propose corrective actions (scrap and remake, use as is, rework, including decision on segregated items) and preventive actions, ▪ evaluate cost and time to implement them ▪ complete standard NC report with forecasted curative actions, ▪ edit the client index NC form if needed, ▪ record the NC on minor or major NC list. ***Validation of the proposal by QM*** up to a cost of CHF 10'000 and a delay of 4 weeks. Beyond theses limits, validation by CDIR or consortium SC. ***Approval:*** ▪ by CDIR or consortium PL for minor defect ▪ by customer for major defect
Curative process includes two main actions: ▪ Corrective actions that will be applied to the defective product in order to make it conform to the specifications or accepted by the client. ▪ Preventive actions, that will be applied to avoid such NC occurring again.	***QM with assistance of concerned responsible:*** ▪ implements the corrective actions, ▪ controls and records their efficiency on the standard NC report, ▪ implements the preventive actions, ▪ edits a preventive action report (PAR) linked to the NC report, ▪ control and records the efficiency of the preventive actions on the PAR
Configuration issue ▪ Definition: Configuration is a relative arrangement of parts or elements, related to organisations to maintain and products, services, results or components to deliver. ▪ Configuration issue is any change of any kind to the configuration of the project deliverables. ▪ A positive answer to this question implies to start a change control procedure. ▪ On the opposite, the abnormality indicates a vagueness in the project management process or quality management system, that must be solved.	
Change control procedures include the steps by which official company standards, policies, plans and procedures, or any project documents will be modified, and how any change will be validated and approved. ▪ The project management plan, the project scope statement, and other deliverables must be maintained by carefully and continuously managing changes, either by rejecting changes or by approving changes so those approved changes are incorporated into a revised baseline. ▪ Maintain the integrity of the baselines and the related configuration and planning documentation ▪ Control and update the scope, cost budget, schedule and quality requirements by coordinating changes across the entire project and documenting the complete impact of requested changes. ▪ Control project quality to standards based on quality reports.	▪ Identify that a change needs to occur or has occurred ▪ Prepare change requests ▪ Approve or reject change requests ▪ Update the PMP ▪ Update the project scope statement ▪ Propose corrective actions ▪ Approve or reject corrective actions ▪ Propose preventive actions ▪ Approve or reject preventive actions ▪ Propose defect repairs ▪ Validate and approve defect repairs ▪ Update documentation
Improvement process is based on a Process improvement plan that details the steps and targets for improved performance	***Process analysis of:*** ▪ Process boundaries (purpose, start, end, inputs, outputs of the process, data required, owner and stakeholders) ▪ Process configuration in order to check the quality of interfaces (flowchart of processes with identified interfaces) ▪ Over status of processes (Process metrics) ▪ audit minutes, NC, corrective & preventive actions reports ***Plan and implement:*** ▪ change requests (corrective actions) in project, consortium or association quality organisation ▪ organisational process assets (update)

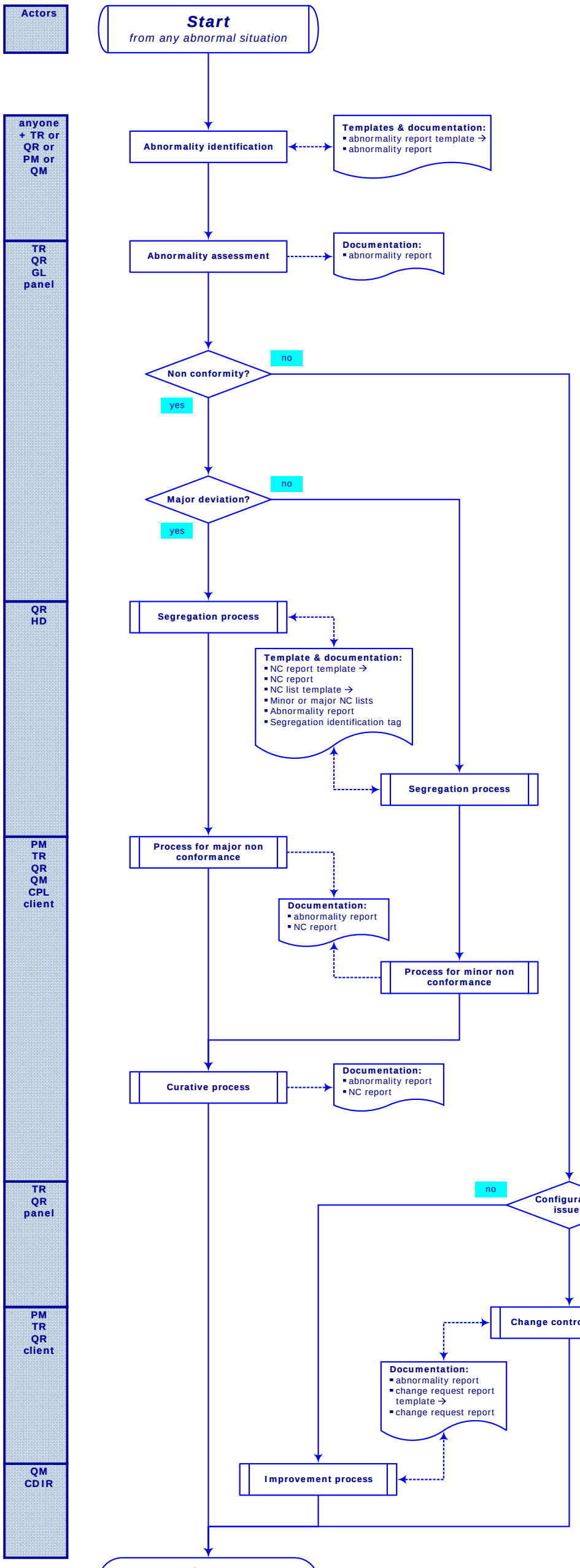
Glossary
- ADP, Acceptance Data Package (documentation linked with the deliverable)
- CDIR, CRPP Direction
- CQMS, CRPP Quality Management Electronic System
- GL, Group Leader
- CPL, CRPP-Planner
- PM, Project Manager
- PMP, Project Management Plan
- PT, Project team

- QM, Quality Manager of CRPP
- QR, Quality Representative for the project
- RO, Responsible Officer
- SEC, Secretary
- TR, Technical Representative
- WBS, Work Breakdown Structure
- WPC, Work Package Controller
- Approval, validation by client
- Review, internal critical presentation to peers & GL
- Validation, internal validation by hierarchy

081008

Rel.	Date	Designation	Author	Checked
0.0.0	08.10.08	First design for ITERMAG & CRPP	Léonard	

ABNORMALITY MANAGEMENT PROCESS



Who are the clients?
- For internal projects, the client is represented by the GL. The CDIR approval is mentioned and dated on the project monitoring form. It is to be considered as an internal contract.
- For external project, the clients are the organisations that sign the contract. They can be national or international granting organisations, others private or public institutions, or a mixture of them.

Identification of any abnormality on a product, in a specification, procedure, process, etc. by
- any PT member, stakeholder, legal survey, auditor, vendor, CRPP member.
- ***Abnormality forms can be***
- any verbal or written client's or supplier's claim
- any observed or found out inconsistency versus regulations, specifications, scope, goal, schedule, budget, PMP, etc.
- any minutes from any meeting related to a project.

Appraisal of the abnormality by a panel team defined by TR and or QR according to the abnormality object
- Panel: TR, QR, other persons chosen by TR or QR according to WBS, as needed.
- The panel must quickly appreciate what is in question: a non conformance or anything else.
- In case of non conformance, it must be determined if it is a major one with regards to the client's criteria or not.

Segregation process is activated only if the non conformance relates to a product.
- The product must be clearly identified and segregated in a safe stock to avoid any misuse.
- The defective product will stay segregated waiting on a definitive decision.
- A NC report is edited, an internal NC report for minor non conformance, a specific NC report for major non conformance.
- The minor and major non conformances are registered on separate lists specific to the project. These lists are part of the ADP.

Process for minor or major non conformances
- The two processes are different and separated:
- Decision for the minor non conformance are taken by the internal management on the basis of the NC report, that includes proposed corrective actions.
- Decision for major non conformance are only taken by the client on the basis of the NC report sent to the client 's RO. NC report includes proposed corrective actions.
- While waiting on the decision of the client, the related part of the running execution process is stopped.
- The NC report traces the NC up to its resolution, including curative actions.

Curative process includes two main actions:
- Corrective actions that will be applied to the defective product in order to make it conform to the specifications or accepted by the client.
- Preventive actions, that will be applied to avoid such NC occurring again.

Configuration issue
- Definition: Configuration is a relative arrangement of parts or elements, related to the products, services, results or components to deliver.
- Configuration issue is any change of any kind to the configuration of the project deliverables.
- A positive answer to this question implies to start a change control procedure.
- On the opposite, the abnormality indicates a vagueness in the project management process or quality management system, that must be solved.

- The project management plan, the project scope statement, and other deliverables must be maintained by carefully and continuously managing changes, either by rejecting changes or by approving changes so those approved changes are incorporated into a revised baseline.

Change control process includes:
- Identifying that a change needs to occur or has occurred.
- Reviewing and approving requested changes, maintaining the integrity of the baselines and the related configuration and planning documentation
- Reviewing and approving all recommended corrective and preventive actions.
- Controlling and updating the scope, cost budget, schedule and quality requirements by coordinating changes across the entire project and documenting the complete impact of requested changes.
- Validating defect repair
- Controlling project quality to standards based on quality reports.

Improvement process includes control of:
- Process boundaries (purpose, start, end, inputs, outputs of the process, data required, owner and stakeholders)
- Quality of interfaces (Process configuration / flowchart)
- Over status of processes (Process metrics)
- and defines the targets for improved performances

Glossary
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