



Corrective & Preventive Action



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Why Is This Vital?

- The world is full of noise and chaos and this distracts from your focus on process.
- You need a capability at all levels to recognise problems and remove interruptions and/or damage.
- You need to ability to recognise the **root cause** of problems or interruptions
- And deal with them quickly.
- This needs to be recorded so that you have evidence of your proactive management.



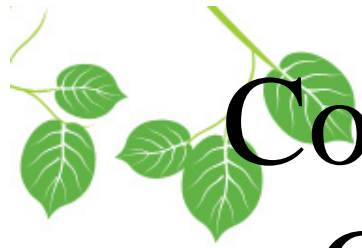
Learning Is Part Of Growth

- Every body makes mistakes
- You need to be sure these mistakes are recorded
- The reason they happened investigated,
- How to prevent them discussed and
- Communicated to your workforce.
- Never hide or ignore mistakes –
 - Your business won't evolve and improve.



The person who never made a mistake

- Never made anything, but
- When the same mistake keeps happening, or
- The same person makes multiple mistakes
- The interruptions are costly
- The customers are angry
- The regulators start handing out fines.
- All bad business.



Communication Is The Heart Of The System – Record:

- Any form of interruption to your business process.
- This might include:
 - Complaints – from anyone.
 - Mistakes – things that went wrong.
 - Accidents
 - Incidents / near-misses
 - Suggestions – from anyone.
- We also record on the job training given & to whom.
- I suggest one simple Communication Form.



Communication Form

- Think this through and use what suits you
- Some people who work outdoors or elsewhere print a carbonless duplicate book with the communication form and bring the top page back to the office each time they come in.
- Others just use a commercial duplicate book with no printing and stick a copy of the form on the front cover to remind them what to report.
- Its even OK to write on any problem document that comes in and not use a form provided it gets filed and handled properly.



Action From Communication Forms

Find the *root cause of problems* - no blame (blame destroys the truth).

- 94% of mistakes are due to the system.
- Try to develop an atmosphere where people feel safe to discuss why something really happened.
- Try to get people at all levels thinking about WHY
- Corrective & *Preventive* Action must occur– not simply correcting.



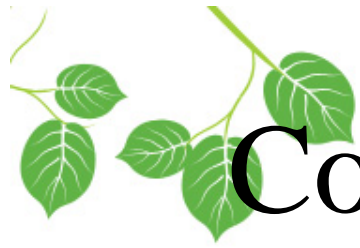
Action From Communication Forms

- Also record near-misses.
- Consider other suggestions.
- Record trials of new methods on the forms.
 - Never change the system on the run.
- The system will be changed by management, if needed, after discussion.
- The Management Rep needs to discuss what the ‘Root Cause’ of the problem was.



You Are Trying to Prevent

- Interruptions to Your Business
- Including legal problems caused by breach of environmental, OH&S or other legislation.
- You are also trying to prevent having a poor public image with neighbours, legislators and most vitally, customers.
- Corrective and preventive action makes your business more viable.



Corrective Action Recording

- For most things that happen comment on the root cause of the problem & what was done on the communication form & sign & date it.
- Trivial things that happen often & become an irritant and cost time and money, are a system issue and need corrective action so you may list several of them on one CAR.



So What Action Do We Take?

- Look at the root cause – what will remove this so the problem does not happen again?
- Do some personnel need more training?
- Is the Work Instruction clear enough?
- Do all supervisors enforce the work instructions?
- Is there an attitude problem? If so does it come from the bottom, from the top or even the middle?
- 94% of problems are caused by the system, so work out what is wrong, change it and **let everyone know about the change.**



- When you first start, you will find that the system is overused for a week or two as people get stuff off their chests that have been simmering for a while.
- Get back to people and discuss their issues. It settles soon and people use the system as intended.
- Very occasionally you find a person who uses the system to generate a war and to empower themselves.
- Spend time with them and sort out their issue. I have personally had an office manager who did this but the resolution was that we went separate ways. The system identified a problem that needed to be resolved one way or another.



Maintenance

- A form of Preventive Action.
- It is aimed at preventing interruptions.
- Must be recorded, so the office can identify gaps.
- Duplicate-sheet books could be used for maintenance logs - handing top page into the office minimizes the workload of planning maintenance.



More About Maintenance

- Notice ‘out-of-service’ tags - they warn people not to turn on an engine that is under repair.
- Keep electrical leads up off floors & especially away from wet areas.
- Electrical leads & equipment need to be tested & tagged.



Competence & Training

- Having a competent workforce is also a form of Preventive Action.
- Determine level of expertise & competence of personnel & training they have had.
- Identify training needs.
- Formal training courses go onto the training records
- On-the-job training is recorded on Communication Forms as it is done, or at the end of the day.
- All new employees should fill in an Induction Form



Manage Contractors – More Prevention

- All contractors must comply with your system. Legally they are considered to be employees.
- They must sign Contractor Agreement Forms. Contractors must be able to prove that their employees are competent.
- You and your employees are responsible for checking that contractors keep to the rules.
- All personnel need to be aware of the need for contractor agreements.
- You are legally liable for contractors and they can sue you under civil law. They need to be managed!



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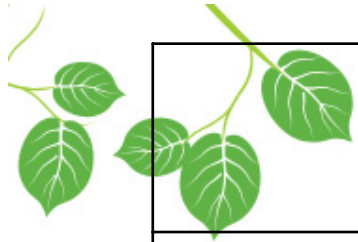
- Corrective & preventive action is the **vital feedback loop**.
- Record all problems & suggestions on Communication Forms.
- Look for the root cause of problems – don't just 'fix' them.
 - Control of contractors & suppliers.



We have been talking about corrective action. Much more important is Preventive Action!

Prevention includes

- Planning – especially when making changes to the way you do things or what you do.
- Maintenance to prevent emergencies and having maintenance schedules.
- Training so all personnel know the right way to do their job, how to prevent accidents and how to keep the site clean.
- Managing contractors.
- Prevention also arises out of analyses of root causes of problems or near misses.



	Urgent	Not urgent
Important	<p>Urgent and Important – no time - Pressure and Chaos. Decisions on the run.</p> <p>You can reduce the chaos by concentrating on important.</p>	<p>Important but not urgent Planning, Training, Maintenance, Root cause analysis</p> <p>These prevent chaos. This is Prevention or good management</p>
Not important	<p>Urgent but not important to you. May be important to someone else but if it is their agenda you need to decide if it is really important to you.</p> <p>Includes emails, phones and many others</p>	<p>Not urgent, not important. Ignore this.</p>



The Heart Of The Management System

- 94% of problems are caused by the system so work out what is wrong, change it & let everyone know about the change.
- Look at problems as an opportunity to improve.
- You are in a spiral of continual improvement – use the CAR system to help you do this.