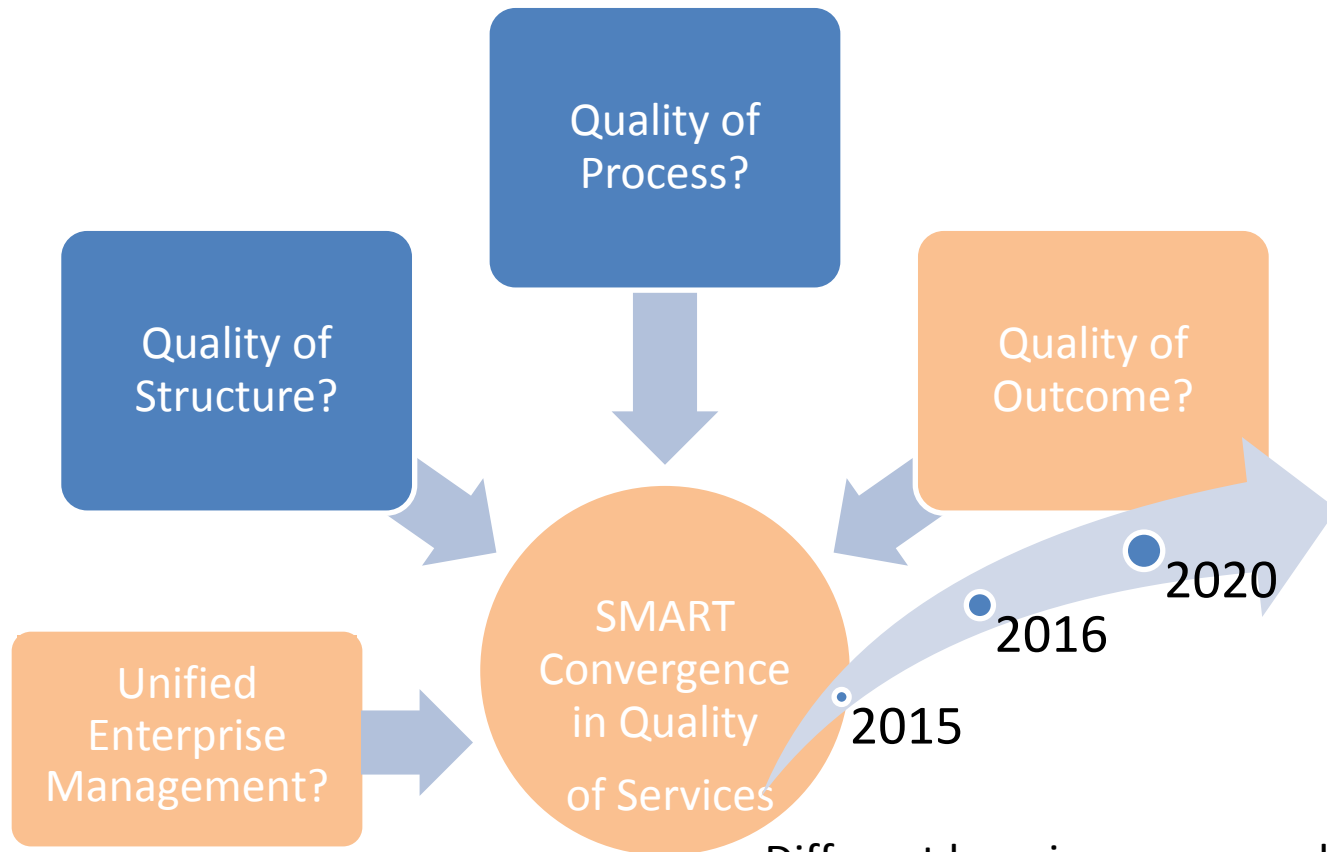


Need for a Quality Management System



Different learning curves and
different policies for quality
assurance

Gap Analysis or Self-assessment based on ISO standards

Being Continually
Excellent in Business

All rights reserved. This content is meant for specific use only. No part of this manual can be used, reproduced, stored in a database or retrieval system or transmitted in any other form or by any means, electronic, mechanical, recording or otherwise, without the prior written permission of the author.

Gap Analysis for Standard Quality Management System practices (Approximately 200+ questions)

This section includes questions that review whether your organization implements standardized quality management practices. Your team can iterate through these questions to understand the current lacunae and thereon bridge the gaps.

Gap Analysis for Standard Quality Management System

What is a quality management system about?

A quality management system is a management system that is made up of a set of interconnected, and interrelated elements that help an organization (1) establish a comprehensive policy for quality adherence, (2) define objectives that can be used to systematically achieve these policies and (3) develop indicators to check whether these objectives are being met satisfactorily.

It is a management system that can direct and control an organization with regard to its quality adherence. By implementing the ISO 9001:2008 standard, an organization can establish and maintain a documented quality management system as a means of ensuring service/product conformance to specified requirements on a strategic, industry-wide acceptable, and continual manner.

To help understand where you are positioned today, there are questions that follow on the next few pages. These questions have been segregated into different headings to suit subjective focus and related areas of interest.

Gap Analysis for General Requirements

1. Does the organization establish, document, implement and maintain a quality management system (QMS)? Yes/No/Partially
2. Does the organization take steps to continually improve the effectiveness of the QMS? Yes/No/Partially
3. Does the organization determine the processes needed for the QMS and their application throughout the organization? Yes/No/Partially
4. Does the organization determine the sequence and interaction needed for the determined processes? Yes/No/Partially
5. Does the organization determine criteria and methods needed to ensure that both the operation and control of determined processes are effective? Yes/No/Partially

Gap Analysis for General Requirements

6. Does the organization ensure the availability of resources (such as human resources, infrastructure and work environment) and information necessary to support the operation and monitoring of determined processes? Yes/No/Partially
7. Does the organization monitor, measure (where applicable), analyze the determined processes? Yes/No/Partially
8. Does the organization implement actions necessary to achieve planned results and continual improvement of the determined processes? Yes/No/Partially
9. Does the organization manage the determined processes in accordance with the requirements of ISO 9001:2008 standard? Yes/No/Partially
10. Has the organization outsourced any process that can affect / affects the quality of construction? Yes/No/Partially

Gap Analysis for General Requirements

11. Which are these outsourced processes?
12. Has the organization defined in the quality management system the type and extent of control that is to be applied to such outsourced processes?
Yes/No/Partially
13. Does the organization ensure control over such outsourced processes?
Yes/No/Partially

Gap Analysis for Documentation Requirements

1. Does the organization have a documented statement of a quality policy?
Yes/No/Partially
2. Does the organization have a documented statement of quality objectives?
Yes/No/Partially
3. Does the organization have a quality manual? Yes/No/Partially
4. Does the organization have documented procedures/processes? Yes/No/Partially
5. Has the organization identified documents (and records) determined as important to ensure the effective planning, operation and control of the organization's processes? Yes/No/Partially
6. Does the organization maintain such documents (and records)? Yes/No/Partially

Gap Analysis for Documentation Requirements

7. Does the quality manual include the scope of the quality management system?
Yes/No/Partially
8. Does the quality manual mention details of and justification for any exclusion from the quality of service requirement? Yes/No/Partially
9. Does the quality manual include a documented procedure in the quality management system for the reference of these exclusions? Yes/No/Partially
10. Does the quality manual include a description of the interaction between the processes of the quality management system? Yes/No/Partially
12. Are documents required by the QMS controlled/versioned? Yes/No/Partially
13. Is there any documented procedure that defines control of the documents?
Yes/No/Partially

Gap Analysis for Documentation Requirements

14. Does a documented procedure define the controls needed to approve a document/report for adequacy prior to issue? Yes/No/Partially
15. Does a documented procedure define the controls needed to review and update as necessary and re-approve documents/reports? Yes/No/Partially
16. Does a documented procedure define the controls needed to ensure that changes and current revision status of documents/reports are identified? Yes/No/Partially
17. Does a documented procedure define the controls needed to ensure relevant versions of applicable documents/reports are available to people concerned or at points of use? Yes/No/Partially
18. Does a documented procedure define the controls needed to ensure that documents/reports remain legible and easily identifiable? Yes/No/Partially

Gap Analysis for Documentation Requirements

19. Does a documented procedure define controls needed to ensure documents/reports of external origin determined by the organization are easily identified, conformant and their distribution controlled? Yes/No/Partially

20. Does a documented procedure define the controls needed to prevent the unintended use of obsolete/ erroneous documents/reports and to apply suitable identification to them if they are retained for any purpose? Yes/No/Partially

21. Does the organization maintain records to provide evidence of conformity to standards and of the effective operation of the quality management system? Yes/No/Partially

22. Does a documented procedure define the controls needed for the identification of records? Yes/No/Partially

23. Does a documented procedure define the controls needed for the storage of records? Yes/No/Partially

Gap Analysis for Documentation Requirements

24. Does a documented procedure define the controls needed for the protection of records? Yes/No/Partially

25. Does a documented procedure define the controls needed for the retrieval of records? Yes/No/Partially

26. Does a documented procedure define the controls needed for the retention of records? Yes/No/Partially

27. Does a documented procedure define the controls needed for the disposition of records? Yes/No/Partially

28. Are records of the organization legible? Yes/No/Partially

29. Are records of the organization readily identifiable and retrievable? Yes/No/Partially

Gap Analysis for Management Commitment

1. Has the top management communicated to the organization the importance of meeting customer as well as statutory and regulatory requirements?
Yes/No/Partially
2. Has the top management established a quality policy? Yes/No/Partially
3. Has the top management ensured that quality objectives are established?
Yes/No/Partially
4. Has the top management conducted management reviews? Yes/No/Partially
5. Has the top management ensured the availability of resources? Yes/No/Partially

Gap Analysis for Customer Focus

1. Has the top management ensured that customer requirements are determined with the aim of enhancing customer satisfaction? Yes/No/Partially
2. Has the top management ensured that customer requirements are met with the aim of enhancing customer satisfaction? Yes/No/Partially

Gap Analysis for Quality Policy

1. Is the quality policy appropriate to the purpose of the organization?
Yes/No/Partially
2. Does the quality policy include a commitment to comply with the requirements?
Yes/No/Partially
3. Does the quality policy include a commitment to continually improve the effectiveness of the quality management system? Yes/No/Partially
4. Does the quality policy provide a framework for establishing quality objectives?
Yes/No/Partially
5. Does the quality policy provide a framework for reviewing quality objectives?
Yes/No/Partially
6. Is the quality policy communicated all through the organization? Yes/No/Partially

Gap Analysis for Quality Policy

- 7. Is the quality policy understood within the organization? Yes/No/Partially
- 8. Is the quality policy reviewed for continuing suitability? Yes/No/Partially

Gap Analysis for Planning

1. Are quality objectives established at relevant functions and levels within the organization? Yes/No/Partially
2. Are established quality objectives measurable? Yes/No/Partially
3. Are established quality objectives consistent with the quality policy? Yes/No/Partially
4. Is the planning of the quality management system carried out to meet the quality of service vision and objectives? Yes/No/Partially
5. Is the integrity of the quality management system maintained during changes to the quality management system or during changes to the quality policy? Yes/No/Partially

Gap Analysis for Responsibility, Authority and Communication

1. Are responsibilities and authorities defined by the top management?
Yes/No/Partially
2. Whether the defined responsibilities and authorities have been communicated within the organization? Yes/No/Partially
3. Has a management representative been appointed by the top management?
Yes/No/Partially
4. Does the management representative belong to the same organization?
Yes/No/Partially
5. Are the responsibilities and authorities of the management representative clearly defined in accordance with standards? Yes/No/Partially

Gap Analysis for Responsibility, Authority and Communication

6. What are the appropriate communication processes established within the organization by the top management? Yes/No/Partially
7. Does communication take place periodically to share details about the effectiveness of the quality management system? Yes/No/Partially

Gap Analysis for Management Review

1. What are the planned intervals to conduct management reviews? Yes/No/Partially
2. Does the top management review the quality management system at planned intervals? Yes/No/Partially
3. When were the earlier management reviews conducted? Yes/No/Partially
4. Are records of management reviews available? Yes/No/Partially
5. Whether input to management reviews includes information on results of audits (internal as well as external audits)? Yes/No/Partially
6. Whether input to management reviews includes information from customer feedback? Yes/No/Partially
7. Whether input to management reviews includes information on process/procedure performance and quality of service conformity? Yes/No/Partially

Gap Analysis for Management Review

8. Whether input to management reviews includes information on status of preventive and corrective actions? Yes/No/Partially
9. Whether input to management reviews includes information on follow-up actions from previous management reviews? Yes/No/Partially
10. Whether input to management reviews includes information on changes (that could even affect the quality management system)? Yes/No/Partially
11. Whether input to management reviews includes information on recommendations for improvement? Yes/No/Partially
12. Does the output from the management review include any decisions and actions related to the improvement of the quality management system/ processes/ procedures? Yes/No/Partially

Gap Analysis for Management Review

13. Does the output from the management review include any decisions and actions related to improvement of quality of products and services related to customer requirements? Yes/No/Partially
14. Does the output from the management review include any decisions and actions related to resource needs? Yes/No/Partially

Gap Analysis for Provision of Resources

1. Whether the organization has determined the resources necessary to provide products and services of desired quality? Yes/No/Partially
2. Has the organization been able to provide all the resources needed? Yes/No/Partially
3. Have the resources been classified according to importance? Yes/No/Partially
4. Does the organization use any outsourced resources under any contractual agreement? Yes/No/Partially
5. Does a documented procedure guide and control the utilization of such outsourced resources? Yes/No/Partially

Gap Analysis for Human Resources

1. Is the necessary competence of personnel performing work affecting conformance and quality of products and services determined by the organization from time to time? Yes/No/Partially
2. Are personnel performing work affecting the quality level conformity competent? Yes/No/Partially
3. Does the organization provide training or take other actions as applicable to achieve the necessary competence? Yes/No/Partially
4. How does the organization measure the effectiveness of the training or actions taken? Yes/No/Partially
5. Are the personnel aware of the relevance and importance of their activities in achieving the needed quality level? Yes/No/Partially

Gap Analysis for Human Resources

6. How do the personnel contribute to the quality objectives of the organization?
Yes/No/Partially
7. Whether the organization maintains appropriate schedules and records of education, training, skills and experience? Yes/No/Partially

Gap Analysis for Infrastructure

1. Has the organization determined the infrastructure needed to achieve conformity in the quality level expected? Yes/No/Partially
2. Has the organization provided for and maintained the determined infrastructure in a relevant manner? Yes/No/Partially

Gap Analysis for Work Environment

1. Has the organization determined the work environment needed to achieve conformity in the quality level expected? Yes/No/Partially
2. How does the organization manage the work environment as needed?
3. Is there a documented procedure to guide this management of the work environment? Yes/No/Partially

Gap Analysis for planning of service realization

1. Has the organization determined , planned and developed the processes needed for any service realization? Yes/No/Partially
2. Is the planning of any service realization consistent with the requirements of other processes of the quality management system? Yes/No/Partially
3. What are the records that provide evidence that the realization processes and resulting service meets quality level and conformance requirements?
Yes/No/Partially

Gap Analysis for Customer Related Processes

1. Has the organization determined requirements to provide safe, and sustainable products and services? Yes/No/Partially
2. Has the organization determined requirements mandated by governmental regulations/other advisory boards in any delivery model? Yes/No/Partially
3. Has the organization determined which statutory and regulatory requirements need to be met in the delivery model? Yes/No/Partially
4. Has the organization identified any additional requirements that need to be met in the delivery model? Yes/No/Partially
5. Has the organization assessed and justified the need to meet such requirements? Yes/No/Partially
6. Does the organization re-determine these requirements from time to time keeping in mind that the dynamics of sustainability is continuously changing? Yes/No/Partially

Gap Analysis for Customer Related Processes

7. Does the organization maintain records of such reviews and actions arising from such reviews? Yes/No/Partially
8. Is there a documented procedure that guides the organization in satisfying such reviews? Yes/No/Partially
9. Is there a report documented to describe how these reviews are satisfied? Yes/No/Partially
9. Are customer requirements confirmed by the organization before acceptance to offer services, this also includes those specifics where the customer provides no statement of need or expectation? Yes/No/Partially
10. What is the arrangement for communicating with customers in relation to enquiries and whether such arrangement is effective? Yes/No/Partially

Gap Analysis for Customer Related Processes

11. What is the arrangement for communicating with customers in relation to details about sustainable development, delivery and commissioning services offered and whether such arrangement is effective? Yes/No/Partially
12. What is the arrangement for communicating with customers in relation to customer feedback (including customer complaints) and whether such arrangement is effective? Yes/No/Partially

Gap Analysis for Purchasing

1. What are the type and extent of controls applied to suppliers of equipment and machinery?
2. Whether the organization evaluates and selects suppliers based on their ability to supply equipment and machinery in accordance with the organization's requirements? Yes/No/Partially
3. Whether any criteria for selection, evaluation and re-evaluation have been established? Yes/No/Partially
4. Are these reviewed periodically to ensure conformity in quality level? Yes/No/Partially
5. Are records of the results of evaluation and any necessary actions arising from these evaluations maintained? Yes/No/Partially

Gap Analysis for Purchasing

6. Whether the organization documents requirements that describe equipment/material/product to be purchased? Yes/No/Partially
7. Whether the organization ensures adequacy of such documentation prior to communication to the supplier? Yes/No/Partially
8. Whether the organization establishes and implements inspection or other evaluation activities necessary to ensure that the purchased equipment/material/product meets specified purchase requirements? Yes/No/Partially
9. Whether the organization states need for such inspection to the supplier before it can sanction approval of equipment/material/product? Yes/No/Partially

Gap Analysis for Operations and Service Provision

1. Whether the organization plans and carries out operations and service provisioning under controlled conditions? Yes/No/Partially
2. Are controlled conditions related to the availability of how-to information and work instructions as necessary? Yes/No/Partially
3. Are controlled conditions inclusive of use of equipment and machinery? Yes/No/Partially
4. Are controlled conditions inclusive of availability and use of monitoring and measuring equipment? Yes/No/Partially
5. Are controlled conditions inclusive of implementation of monitoring and measurement? Yes/No/Partially

Gap Analysis for Operations and Service Provision

6. Whether the organization has established arrangement for validation of processes and procedures used in providing construction services? Whether this includes defined criteria for review and approval of processes and procedures?
Yes/No/Partially
7. Whether the organization has established arrangement for validation of processes and procedures used to approve equipment/material/products? Yes/No/Partially
8. Whether the organization has established arrangement for validation of processes and procedures used to approve qualifications and competence of personnel?
Yes/No/Partially

Gap Analysis for Control of Monitoring and Measuring Equipment

1. Does the organization determine the monitoring and measuring to be undertaken by the organization? Yes/No/Partially
2. Does the organization determine the monitoring and measuring equipment needed for its products, services and facility management? Yes/No/Partially
3. Does the organization establish processes to carry out monitoring and measuring consistent with requirements? Yes/No/Partially
4. Whether the measuring equipment is calibrated or verified or both at defined intervals or prior to use using measurement standards? Yes/No/Partially
5. Whether the basis used for calibration or verification recorded when no such national or international standards exist? Yes/No/Partially

Gap Analysis for Control of Monitoring and Measuring Equipment

6. Whether the measuring equipment can be adjusted or re-adjusted as necessary? Yes/No/Partially

7. Whether the measuring equipment has identification in order to determine its calibration status? Yes/No/Partially

8. Whether the measuring equipment is safeguarded from adjustments that may invalidate the measuring results? Yes/No/Partially

9. Whether the measuring equipment is protected from damage and deterioration during handling, maintenance and storage? Yes/No/Partially

10. Does the organization maintain records of results of calibration, measurement and verification periodically? Yes/No/Partially

Gap Analysis for Control of Monitoring and Measuring Equipment

11. Does the organization take appropriate action on the measuring equipment and any products/services/processes affected, when measuring equipment is found to not conform to requirements? Yes/No/Partially

12. Does the organization assess and record the validity of previous operations and measuring results for any products/services/processes affected, when measuring equipment is found to not conform to requirements? Yes/No/Partially

Gap Analysis for Measurement, Analysis and Improvement

1. Does the organization plan and implement monitoring, measurement, analysis and improvement processes for its operations and services? Yes/No/Partially
2. What are the applicable methods determined by the organization?
Yes/No/Partially
3. Does the organization adopt any periodic service evaluation and review technique to consistently check conformity? Yes/No/Partially

Gap Analysis for Monitoring and Measurement

1. Does the organization monitor information relating to competitive organizations or peer organizations? Yes/No/Partially
2. Does the organization monitor information relating to customer perception? Yes/No/Partially
3. What are the planned intervals to conduct internal or external audits? Yes/No/Partially
4. Does the organization plan for an audit programme? Yes/No/Partially
5. Are audit criteria, scope, frequency and methods defined? Yes/No/Partially
6. Are these reviewed periodically to ensure the organization meets its quality levels amidst other influencers? Yes/No/Partially

Gap Analysis for Monitoring and Measurement

7. Does the selection of auditors to conduct internal audits ensure objectivity and impartiality of the audit process? Yes/No/Partially
8. Does the conduct of internal audits ensure objectivity and impartiality of the audit process? Yes/No/Partially
9. Is there a documented procedure for internal audits that defines the responsibilities and requirements for planning and conducting audits, followed by establishing of records and formal reporting of results? Yes/No/Partially
10. Does the organization maintain records of audits and their results?
Yes/No/Partially
11. Are detected non-conformities and their causes eliminated without undue delay?
Yes/No/Partially
12. Are internal auditors also trained to conduct QMS audits? Yes/No/Partially

Gap Analysis for Monitoring and Measurement

13. Does the organization undertake follow-up activities that include the verification of actions taken and the reporting of verification results? Yes/No/Partially
14. Does the organization apply suitable methods for monitoring, and where applicable measurement of the quality management system's processes? Yes/No/Partially
15. Do the methods used in such monitoring and measurement of quality management system's processes demonstrate the ability of the processes to achieve planned results? Yes/No/Partially
16. Does the organization take corrective action and implement corrections when planned results are not achieved? Yes/No/Partially
17. Does the organization monitor and measure the characteristics of the equipment/material/product to verify whether requirements are met? Yes/No/Partially

Gap Analysis for Monitoring and Measurement

18. Does the organization maintain evidence of conformity with the accepted criteria for quality of products and services? Yes/No/Partially
19. Do records indicate the names and authorities of persons involved in design, production, integration, delivery, commissioning and/or disassembly at any point in time? Is it possible to check for any lapses in protocols to be followed before any eventuality affects the quality of services? Yes/No/Partially

Gap Analysis for Control of non-conforming services

1. Does the organization identify and control non-conforming delivery models, products, services, departments, equipments, inspection methods to prevent further issues?
Yes/No/Partially
2. Is there a documented procedure established that defines controls, related responsibilities and authorities for dealing with such non-conformance?
Yes/No/Partially
3. How does the organization deal with non-conformance? Does the organization use any service transformation analysis to identify and control actions to be taken for any non-conforming model, product, service, process, equipment etc? Yes/No/Partially
4. Does the organization undertake any re-validation upon correction of non-conforming model, product, service, process, equipment, material, product etc? Yes/No/Partially
5. Does the organization maintain records of the nature of non-conformities and any subsequent actions taken, or immediate concessions granted? Yes/No/Partially

Gap Analysis for Control of non-conformity

1. Does the organization determine, collect and analyze data for conformity?
Yes/No/Partially
2. Does the analysis of data provide information related to customer satisfaction?
Yes/No/Partially
3. Does the analysis of data provide information relating to conformity to standards, regulations and quality levels? Yes/No/Partially
4. Does the analysis of data provide information relating to incidences, sudden emergencies and other unforeseen occurrences? Yes/No/Partially
5. Does the analysis of data provide information relating to inadequate planning, negligence, oversight, and near-misses? Yes/No/Partially

Gap Analysis for Control of non-conformity

6. Does the analysis of data provide information relating to characteristics and trends of processes, equipments, materials, products etc, including opportunities for preventive action? Yes/No/Partially
7. Does the analysis of data provide information relating to issues arising from products or services or expertise provided by external consultants? Yes/No/Partially
8. Does the analysis of data provide information relating to issues arising from products or services or expertise provided by ancillary units, associated vendors and related construction service providers? Yes/No/Partially
9. Does the analysis of data provide information relating to suppliers of equipments/materials/products/applications? Yes/No/Partially

Gap Analysis for Improvement

1. Does the organization continually improve the effectiveness of its Quality management system? Yes/No/Partially
2. Does the organization take corrective action? Yes/No/Partially
3. Are corrective actions always or nearly always appropriate to the effects of non-conformities encountered? Yes/No/Partially
4. Is a documented procedure established for corrective action? Yes/No/Partially
5. Is the documented procedure inclusive of defined requirements for reviewing non-conformities and customer complaints? Yes/No/Partially
6. Is the documented procedure inclusive of defined requirements for determining causes for non-conformities? Yes/No/Partially

Gap Analysis for Improvement

7. Is the documented procedure inclusive of defined requirements for evaluating the need for action to ensure non-conformities do not occur? Yes/No/Partially
8. Is it inclusive of defined requirements for determining and implementing the corrective action needed? Yes/No/Partially
9. Does it include defined requirements for records of results for corrective action taken? Yes/No/Partially
10. Is the documented procedure inclusive of defined requirements for reviewing the effectiveness of the corrective action taken? Yes/No/Partially
11. Does the organization maintain records of corrective action? Yes/No/Partially
12. Does the organization determine preventive action? Yes/No/Partially

Gap Analysis for Improvement

13. Are the preventive actions taken appropriate or nearly always appropriate to the effects of the potential problems? Yes/No/Partially
14. Is a documented procedure established for taking preventive action?
Yes/No/Partially
15. Is the documented procedure inclusive of defined requirements for determining potential non-conformities and their causes? Yes/No/Partially
16. Is the documented procedure inclusive of defined requirements for evaluating the need for action to prevent occurrence of non-conformities? Yes/No/Partially
17. Is the documented procedure inclusive of defined requirements for accurately determining and implementing the action needed to prevent occurrence of non-conformities? Yes/No/Partially

Gap Analysis for Improvement

- 18. Is the documented procedure inclusive of defined requirements for accurately recording results of preventive action taken? Yes/No/Partially
- 19. Is the documented procedure inclusive of defined requirements for reviewing the effectiveness of preventive action taken? Yes/No/Partially
- 20. Does the organization maintain records of preventive action? Yes/No/Partially
- 21. Does the organization share the results and learning from such preventive action (within the organization from time to time) to foster proactive involvement? Yes/No/Partially

Gap Analysis for Continual Quality Management Approach (Approximately 20+ questions)

This section includes questions that review whether your organization operates for continual quality management. Your team can iterate through these questions to understand the current lacunae and thereon bridge the gaps.

Gap Analysis for Continual Quality Management

What is continual quality management for sustained success about?

Your organization's environment is ever-changing and not deterministic. The issues affecting the cost and quality of delivery are also not within your control, so the need for sustainable development is a complex relationship.

In this scenario, a reputable company is one that can design, develop and deliver solutions, products and services of good quality and continual excellence. To achieve sustained success in its delivery model, a company will need to consistently meet the needs and expectations of its interested parties (like its investors, its stakeholders, its partners, its consultants, its staff, its suppliers, its customers etc), in a balanced way over the long-term.

Planning for and implementing **ISO 9004:2009** is a good way of ensuring your organization performs for sustained success or continual excellence. **AOEC's toolkit can help your organization do this.**

To help understand where you are positioned today, there are few questions of common importance that follow on the next few pages.

Gap Analysis for Continual Quality Management

1. Does your organization rely on any long-term planning? Yes/No/Partially
2. Does your organization have any methodology to constantly monitor and regularly analyze your organization's environment, delivery model and system influencers? Yes/No/Partially
3. Does your organization have a clear idea of all its interested parties, their individual impact on the performance, as well as plan of how to meet their needs and expectations in a balanced way? Yes/No/Partially
4. Does your organization continually engage interested parties to keep them informed of the organization's plans, activities and intent for the future? Yes/No/Partially
5. Does your organization plan approaches to establish mutually beneficial relationships with consultants, partners, suppliers and other interested parties? Yes/No/Partially

Gap Analysis for Continual Quality Management

6. Does your organization identify associated short-term and long-term risks and deploy overall strategies to mitigate them? Yes/No/Partially
7. Does your organization project anticipated future resource needs (including competencies expected of its people)? Yes/No/Partially
8. Does your organization plan for and establish processes to achieve the organization's strategies and does it ensure these processes are capable of responding quickly to changing circumstances? Yes/No/Partially
9. Does your organization regularly assess conformance of services to quality levels and compliance with plans and procedures? Does your organization take appropriate corrective and preventive actions? Yes/No/Partially
10. Does your organization establish and maintain processes for innovation and continual improvement? Yes/No/Partially

Gap Analysis for Continual Quality Management

11. Does your organization ensure its people have sufficient opportunities for learning for their own benefit and also to maintain the quality levels and vitality of the organization? Yes/No/Partially

12. Is your organization in a position to make decisions in all cases based upon factual evidence? Yes/No/Partially

13. Does your organization have a well-formed approach to assess and understand the current performance, with root cause details of all problems in the past, in order to avoid their recurrence? Yes/No/Partially

14. Can new or modified processes be established in a timely manner, with any necessary planning and resources being provided to support them? Is your organization agile? Yes/No/Partially

15. Does your organization have a well-formed approach to ensure all communication is meaningful, timely and continual? Yes/No/Partially

Gap Analysis for Continual Quality Management

16. Does your organization ensure resources (infrastructure and non-infrastructure) are used effectively and efficiently, by ensuring processes are in place to provide, allocate, monitor, evaluate, optimize, maintain and protect these resources? Yes/No/Partially

17. Does your organization plan for any scarcity setting in the availability of its resources? Does your organization actively pursue ways to improve their utilization? Yes/No/Partially

18. Does your organization have a well-formed approach to control financial investment by reducing non-conformity costs, process failures, project management costs, commissioning & facility management costs and also by eliminating wastage of materials or time? Yes/No/Partially

Gap Analysis for Continual Quality Management

19. Does your organization have a well-formed approach to share case studies, information, knowledge and experience within the organization? Yes/No/Partially

20. Does your organization perform self-assessments, audits, and other gap analysis periodically? Does your organization show trends of recording and using such results effectively? Yes/No/Partially