

# ISO/TS 16949:2002 Self-Assessment Tool

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PRINCIPLE	RATING (1-9)	CRITERIA
<p><b>Customer focused organisation</b></p> <p>Organisations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations</p>		<p>1-3 No proactive process for understanding customer needs</p> <p>4-6 A process exists but not in the QMS</p> <p>7-9 The process is fully integrated into the QMS with customer needs deployed to the process(es) where they are implemented</p>
<p><b>Leadership</b></p> <p>Leaders establish unity of purpose and direction. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives</p>		<p>1-3 No clearly defined and communicated organization purpose, values and objectives,</p> <p>4-6 We know where we are going but we are not all pulling the same direction</p> <p>7-9 Everyone understands the organization's purpose and objectives and are motivated and supported to achieve them</p>
<p><b>Involvement of people</b></p> <p>People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit</p>		<p>1-3 People are just another resource to be used to achieve our results</p> <p>4-6 We involve everyone in decisions that affect them</p> <p>7-9 We value our people and achieve our results through team work</p>
<p><b>Process approach</b></p> <p>A desired result is achieved more efficiently when activities and related resources are managed as a process</p>		<p>1-3 We have a set of random task based procedures that are independent of the business objectives</p> <p>4-6 We have departmental processes that serve departmental goals and respond to the requirements of QS-9000</p> <p>7-9 We design our processes to meet defined objectives and continually measure, review and improve their performance</p>
<p><b>System approach to management</b></p> <p>Identifying, understanding and managing a system of interrelated processes as a system contributes to the organisation's effectiveness and efficiency in achieving its objectives</p>		<p>1-3 Our system for achieving quality is organized around the 20 elements of QS-9000</p> <p>4-6 We have formalised our operational processes so that they deliver conforming product</p> <p>7-9 We have integrated all our processes into a coherent management system that delivers the organization's objectives</p>
<p><b>Continual improvement</b></p> <p>Continual improvement of the organization's overall performance should be a permanent objective of the organization</p>		<p>1-3 Continual Improvement is perceived as correcting mistakes only</p> <p>4-6 Continual Improvement is perceived as responding to problems</p> <p>7-9 Continual Improvement is perceived as proactively seeking opportunities to improve performance in everything we do</p>
<p><b>Factual approach to decision making</b></p> <p>Effective decisions are based on the analysis of data and information</p>		<p>1-3 We don't use any data generated by the QMS to make business decisions</p> <p>4-6 We mainly use audit data, customer complaints and nonconformance data as inputs to decision making</p> <p>7-9 We base our decisions on process performance data generated by the management system</p>
<p><b>Mutually beneficial supplier relationships</b></p> <p>An organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value</p>		<p>1-3 We treat our suppliers as adversaries and keep them at arms length</p> <p>4-6 We work with our suppliers to improve our overall performance</p> <p>7-9 We involve our key suppliers in our future strategy and develop their capability</p>
<b>Total</b>		