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Approved: 	9 April 2007	
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1.0 POLICY/PURPOSE

Santa Barbara Applied Research (SBAR), Inc., monitors customer satisfaction, continually strives to improve the quality of its products and services, and when a contract specifies services, SBAR ensures quality service is performed according to the terms and conditions of the contract. This procedure describes how SBAR monitors customer satisfaction, improves the quality of its products and services, and provides servicing in order to fulfill customer expectations.

2.0 SCOPE

This procedure applies to all SBAR operations.

3.0 REFERENCES AND DEFINITIONS

3.1 References

ISO 9001: Quality Management Systems-Requirements, Third Edition (2000-12-15)

- ISO 9001 Element 8.2.1 (Customer Satisfaction) and 8.5.1 (Continual Improvement)

SBAR Documents

- *Quality Manual (QAP 2000)*
- *Control of Nonconforming Product and Services/ Corrective and Preventive Action (CP-00-9013/14)*
- *Control of Quality Records Procedure (CP-00-9016)*
- *Internal Quality Audits Procedure (CP-00-9017)*
- [*SBAR Customer Survey Form \(Form CP-00-9019-B\)*](#). Rev B is the latest version which supersedes all previously released versions of this form.

Pande, Peter S. et al, (2000), *The Six Sigma Way*, McGraw-Hill.


3.2 Definitions

Customer: Recipient of a product provided by the supplier. A customer may be a commercial firm, an individual, or a government agency. SBAR is the supplier.

Customer Satisfaction: Client's perception of the degree to which the client's requirements have been fulfilled.

Customer Survey Form: A form (CP-00-9019) used to measure customer satisfaction, improve SBAR's products and services, discover nonconformances and potential nonconformances, and identify outstanding employees. The form is tailored for each office, project, contract, etc. (NOTE: *Form CP-00-9019* are normally card stock; however, they can be made into an electronic version at the discretion of the program manager.)

Continual Improvement: Recurring activity to increase the ability to fulfill requirements.

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Functional Area Manager (FAM): A supervisory individual who is responsible for the leadership, direction, and overall success of an area of the company, such as finance, human resources, contract administration, engineering, operations and maintenance, logistics, quality, specific projects/contracts, etc.

Process Action Report (PAR): An electronic form used to report and document nonconformances, preventive actions, or process improvement actions. The PAR system is located in the PAR Database maintained at the web site. (**NOTE:** The PAR is the only form authorized for recording and documenting nonconformances, preventive actions, and process improvement actions unless otherwise authorized by the Quality Manager.)

PAR Database: The system for electronically recording and tracking all Process Action Reports (PARs) initiated by SBAR. Functional Area Managers, Quality Assurance Officers, Program/Contract Managers, and corporate officers have passwords for the site. Further, personnel are automatically advised of individual PAR status changes/updates via email.

Quality Assurance Officer/Office (QAO): An individual or section assigned to manage the quality program for a specific SBAR contract, workplace, etc.

Quality Objective: Something sought or aimed for and is generally based upon SBAR's Quality Policy. Quality objectives are normally identified for specific functions/organizations within SBAR.

Quality Policy: SBAR's overall intentions and direction related to quality as formally expressed by Top Management. The Quality Policy is in writing; it is signed by the President/CEO and is distributed and enforced throughout SBAR.


Service: Service is the result of at least one activity performed at the interface between SBAR and a customer. Service includes actions taken by SBAR after delivery of the product, in accordance with the contract statement of work (SOW). Examples of servicing include maintaining a customer's motor generator, updating a customer's software, updating a customer's drawings, etc.

"Voice of the Customer (VOC)": A strategy and system developed by Pande, Nueman, and Cavanagh (Pande, Peter S. et al, (2000), *The Six Sigma Way*, McGraw-Hill) that continually tracks and updates customer requirements, competitor activities, market changes, etc.

4.0 RESPONSIBILITIES

4.1 Quality Manager

The Quality Manager is responsible for this procedure and ensuring the promotion of customer requirements throughout SBAR.

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4.2 Program Managers

Program managers (e.g., SSD, Software Systems) ensure the following systematically occurs for their programs/contracts/delivery orders:

- Program/contract managers personally contact the customer(s) to gauge customer satisfaction. (**NOTE:** These contacts are normally with customer senior managers.)
- Program/contract managers regularly solicit feedback as to customer satisfaction.
- Systematic continual improvement activities are being utilized.
- Servicing functions are carried out in accordance with customer expectations and statements of work
- Tailor the [SBAR Customer Survey Form \(Form CP-00-9019\)\(latest version\)](#) as necessary to accurately gauge customer satisfaction for their programs/contracts.
- Supplement this procedure as necessary in a work instruction to address office/project/contract specific requirements.

4.3 Functional Area Managers (FAMs)


FAMs are charged with:

- Obtaining and communicating customer requirements to the appropriate management level (e.g., their program/contract manager). (**NOTE:** These activities normally occur with the FAM's customer counterpart.)
- Taking prompt corrective action for any adverse customer satisfaction issues, i.e., complaints from the customer.
- Encourage the use of Customer Survey Forms and other activities to measure customer satisfaction and to improve the quality of SBAR products and services.
- Take and record prompt action on any adverse Customer Survey Form results, see 5.1.2.
- Ensuring servicing functions are carried out in accordance with customer expectations and statements of work.

4.4 Quality Assurance Officers (QAOs)

QAO duties and responsibilities include:

- Review all returned Customer Survey Forms. (**NOTE:** This review is signified by the QAO's initials on the bottom of the form.)
- When applicable and based upon the ratings or comments made by a customer, ensures the appropriate FAM takes and records the appropriate follow-up action.

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- When warranted, initiates PARs based upon Customer Survey Form results.
- Ensures Customer Survey Forms are retained for at least one year and a database summarizing Customer Survey Form results are maintained for the life of the program/contract, see paragraph 5.1.2.
- Assists FAMs in completing process improvement PARs.

5.0 REQUIREMENTS/PROCEDURES

5.1 Customer Satisfaction (General)

How customers perceive SBAR is critical to the future success and growth of the company. Customer satisfaction, to include customer perceptions, is recorded and measured through the following means, as appropriate:

- [Customer Survey Forms \(CP-00-9019\)\(latest version\).](#) (NOTE: Required for all programs/offices.)
- Meetings/conversations/correspondence with customers.
- Customer audits, internal and external quality audits (e.g., registrar surveillance audits), inspections, etc. of SBAR operations.
- Draft statements of work (SOW) for follow-on or new contracts.
- Employee feedback, etc.

(NOTE: Programs/offices choose the methods that best suite their specific situations/business.)


5.1.1 ¹Voice of the Customer (VOC)

SBAR realizes that “Understanding what customers really want—and how their needs, requirements, and attitudes change over time...” is essential to the continued growth of the company. We understand that we must systematically gauge the wants and needs of our customers and work closely with our customers to ensure the statements of work we perform to accurately depict what the customer needs and desires.


The key factors in our VOC system:

- Continuous effort in the form of scheduled and impromptu customer meetings, customer survey forms, the nonconformance and preventive action program ([SBAR N/CAR Procedure \(CP-00-9013/14\)](#)), the process improvement system, etc.

¹ Pande, Peter S. et al, (2000), *The Six Sigma Way*, McGraw-Hill.

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- Clearly define who the customers are and be specific. For example, is the customer the US Air Force or is the customer the 2nd Space Launch Squadron, the Point Mugu contracting office, etc? Additionally, the costs to support some customers may turn out to be unprofitable from both a monetary standpoint and in our ability to keep current contracts and obtain new business.
- Achieve balance and diversity by learning from a variety of our customers to include:
 - Current and “happy” customers.
 - Current but unhappy customers, to include those who complain and those who don’t.
 - Lost customers.
 - Competitors’ customers.
 - Prospective customers.
- In order to measure the VOC, SBAR employs the following techniques:
 - [Customer Survey Forms \(CP-00-9019\)\(latest version\).](#)
 - Meetings/conversations/correspondence with customers. These activities are both scheduled and impromptu. Further, these activities are recorded and forwarded to the appropriate level of management for review/action.
 - Customer audits, internal and external quality audits (e.g., registrar surveillance audits), inspections, etc. of SBAR operations. These activities are recorded and are normally scheduled; however, they may be no-notice as required.
 - Draft statements of work (SOW) for follow-on or new contracts. These are an excellent opportunity to evaluate new customer requirements.
 - Employee feedback, etc. Employees are a good source for what the customer really wants and needs, as well as how SBAR is perceived by the customer. A technique SBAR uses to record employee feedback is a trip/after actions report, for example, a visit to a shipyard to troubleshoot a problem.
- Educate the customer. Many times, the customer is either unaware of our products or services or there is misinformation concerning our products and services. When this occurs, personnel at all levels need to record their observations and forward them to the appropriate management level for review/action.
- Disseminate the information that has been gathered throughout the appropriate levels of management and to employees. This enables management and employees to take the necessary actions to improve customer satisfaction. Further, keep the customer informed as to what actions are being taken to address customer concerns and provide the customer what they need and want.

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Additionally, each project, program, contract, office, etc. develops the necessary strategies and methods to accurately implement the Voice of the Customer for their operations. Finally, VOC issues and concerns are briefed at each QSC to the SBAR President/CEO.

5.1.2 Customer Survey Forms (CP-00-9019-A)

Customer Survey Forms (CP-00-9019)(latest version) are use to obtain timely and accurate feedback from the customer, to improve communications with the customer, and to ensure SBAR is exceeding the customers' requirements. They may be in electronic or paper form. Customer Survey Forms are tailored to ensure customer satisfaction is accurately measured for specific projects/contracts. Examples of when customer survey forms are used include, but are not limited to:

- At the completion of requested service (e.g., "Emergency" and "Urgent" Work Orders).
- At the completion of all Work Requests, Task Assignments, Delivery Orders, etc. (e.g., have the facility manger complete a Customer Survey Form).
- At the completion of trouble calls.
- At the completion of design projects.
- Scheduled or impromptu conversations or meetings with the customer, etc.

Additionally, SBAR encourages customers to complete and return a survey form at any time, to include instances when the service is especially noteworthy.

A log of all customer survey forms is maintained that has the following types of information:


- Company's name, person completing the form, date, project, etc.
- Rating results (e.g., "Quality was Outstanding and remaining were Good.").
- Details on any less than satisfactory rating, to include corrective/preventive actions (mandatory).
- Details on any exemplary performance (mandatory).

At the next Quality Steering Committee (QSC) Meeting, the project/contract manager briefs these results to the SBAR president/CEO and the QSC. All less than are less than satisfactory are addressed. Additionally, instances of exemplary performance are also briefed to the QSC.

When a Customer Survey Form is returned, the FAM and QAO review the form to determine if there are any nonconformances, potential nonconformances, and/or process improvement opportunities. If there are, a PAR is completed and tracked through closeout.

For unfavorable ratings/comments, the applicable FAM promptly notifies the author of the Form to determine the validity of the customer's comments and, when applicable, informs them as to what actions will be taken to resolve any unsatisfactory conditions. Next, when

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applicable, the appropriate FAM conducts follow-up and informs the customer of the closing action(s) to correct any problems. This follow-up and documentation of corrective actions is documented in the “SBAR Follow-up Notes” Section and, if necessary, on the back of the form.

5.1.3 Continual Improvement (Process Improvement)

Figure 1 depicts the overall strategy for continual improvement within SBAR.

Figure 1 – Continual Improvement of SBAR’s Quality Management System

A key element in SBAR’s customer satisfaction system, continual improvement, is the use of PARs to document continuous improvement (process improvement) opportunities. (**NOTE:** PARs are also used to document nonconformances and preventive actions.)


Process improvement PARs are prepared in the following situations:

- Employee identifies a process that requires improvement.
- A Customer Survey Form indicates the need for improvement. (**NOTE:** We need to be wary of the “squeaky wheel syndrome.” It’s natural (and sometimes makes good business sense) to pay attention to vocal, upset customers; however, it cannot be allowed to cloud SBAR’s overall business strategy. When the squeaky wheel becomes all consuming, it can lead to other problems with other customers, real or imagined.)
- Correspondence, meetings, etc. with a customer that indicate the need for improvement.
- Statutory or regulatory changes that drive an improvement action.
- Changes in the business climate.
- Draft SOWs that indicate a SBAR process requires improvement, etc.

In these cases, see *Attachment 1 – Instructions for Completing Process Improvement Process Action Reports* for instructions for directions on how to initiate, process, complete, and record process improvement PARs.

When a PAR is initiated, the FAM has five working days to respond to the PAR. Next, valid PAR recommendations are implemented within 30 days from the date the PAR was initiated; however, if the PAR cannot be implemented within 30 days, the FAM prepares an implementation plan to implement the process improvement.

On a bi-monthly basis, the Quality Manager ensures the preparation of a report on all open PARs (to include nonconformances and preventive actions) and forwards it to the SBAR president/CEO, executive vice president, program/contract managers, QAOs, FAMs, etc. Also,

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at least once a month, this report includes the various Average Days to close (“aging”) Reports, with 30 days being the objective/metric for closeout. (**NOTE:** In the aging reports, indicate why specific PARs took longer than 30 days to close, to include those PARs that were beyond SBAR’s control.) Additionally, at quarterly Quality Steering Committee (QSC) Meetings, the various projects/contracts brief the status of their process improvement activities (i.e., open process improvement PARs and aging reports).

5.2 Servicing

When servicing is a contractual requirement, the WI that defines the process for the specific product or service contains the following information, as applicable:

- Who, what, when, where, and how the specified service is to be provided.
- The verification process to ensure that the service is meeting the specified requirements.
- The reporting process to document that the service was properly provided.
- Record-keeping requirements.
- Finally, the WI includes the specific training requirements(s) for the personnel who are providing the service, where applicable.


Attachment 1 – Instructions for Completing Process Improvement Process Action Reports

Pathway/Instructions for PAR Database Entry

1. MCA web site
2. *ISO 9001 Certified*
3. *PAR Database*
4. *UserID and Password* (Contact QAO for assistance.)
5. Login

Initiating a Process Improvement PAR

1. Once logged in, initiate a process improvement by activating *Suggest a Process Improvement* (“I” PAR). (**NOTE:** Nonconformance or preventive action PARs can also be initiated after login.)
2. In the *Location* block, click on the pull-down menu for the location of the PAR. (**NOTE:** Pull-down menus are provided for personnel who have responsibility at more than one location.)
3. In the *Short Description (Title)* block, a brief description/name is required, e.g., Records Control/Retrieval.
4. In the *Area* block, list the corresponding portion of the Quality Management System, e.g., Quality Records.

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5. In the *Detailed Description of Problem* block, list specific details of the problem at hand, i.e., the “what, when, where, etc.” Normally, do not list names of persons involved. For example, “At Bldg 851, the retrieval of project records is cumbersome.”

6. In the *Recommended Solution* block, make a *specific* recommendation as how to improve the process. For example, “The records at Bldg 851 should be removed from individual desks and placed into a central file cabinet. Additionally, a file cabinet inventory needs to be developed and maintained.”

7. Click on the *Save* link. The QAO for the process improvement will automatically receive an e-mail notifying them of the PAR.

QAO Assigns Roles


1. After receiving electronic notification of a PAR, the QAO logs onto the PAR Database, clicks on *Assign Roles* and in the *QAO – Roles Assignment* block, the QAO selects the FAM who is responsible for reviewing the suggested process improvement, the QAO who will be responsible for reviewing the PAR (**NOTE:** To avoid conflicts of interest, QAOs assign another QAO.), and the Senior Manager (*Sr Mgr*) who has overall responsibility, normally a program manager or equivalent. For all PARs initiated by a corporate officer, that officer will be the Senior Manager for that PAR.

2. The QAO clicks on the *Save* link and all interested parties are automatically notified of the PAR and role assignments.

The FAM Response

1. After receiving electronic notification of the PAR, the FAM logs onto the PAR Database within five working days, clicks on *Add Response* and in the *FAM Response* blocks, the FAM takes the following actions:

- Marks *Yes* or *No* in the *Is this request valid?* block. (**NOTE:** If the FAM marks *No* and the QAO and/or senior manager concur, the PAR is closed with no further action.)
- Give details of what will be done to implement the process improvement in the *What action will be taken?* block. If the ECD is more than 30 days from the initiation of the PAR, an implementation plan is required as to “when, who, where, how, etc.” the process improvement is to be instituted. This is also recorded in the *What action will be taken?* block or as a *Comment* in the *Management Approval and Comments* section. (**NOTE:** The FAM needs to keep the QAO informed of planned actions to facilitate closure of the PAR.)
- In the *ECD* block, list the estimated completion date. (**NOTE:** The ECD is the date when all actions will be completed to include procedure/WI revision (if appropriate), training, customer notification (if appropriate), etc.)

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- For award fee contracts and the process improvement can be claimed as an enhancement, check *Yes* in the *Is this an enhancement?* block. (**NOTE:** Potential enhancements are reported to the award fee board separately.)
- For the vast majority of PARs, the *Employees Briefing Required?* block is checked *Yes*.
- The *Customer Notification Required?* block is checked *Yes* in the cases where the suggested process improvement is identified by a customer or senior management believes the customer should be notified.

2. The FAM clicks on the *Save* link and all interested parties are automatically informed that there has been a change in status for the PAR. (**NOTE:** The FAM is authorized to revise the *FAM Response* blocks as necessary.)

Management Approval and Comments


1. After PAR Database log on, click on *Add Approval or Comment*. In the *Type of Memo* block there are pull-down menus for:

- *Comment*
- *Employees Briefed*
- *Customer Notified*
- *FAM Complete*
- *QAO Approval*
- *Sr. Mgr. Approval*
- *PAR Closed*

Comments/actions are recorded in the appropriate *Memo Text* block. Again, click on the *Save* link and all interested parties are automatically notified. (**NOTE:** If a new implementation plan is required, the FAM reports this as a *Comment*.)


2. The FAM is responsible for the *Employees Briefed* block. As a minimum, this section records the fact that affected employees were briefed on the process improvement, i.e., the actions that have been taken to improve the process under review. Additionally, if a new procedure/WI is written or an existing one revised, the FAM documents the procedure/WI training. Examples of acceptable training *Memo Text* entries are:

- “See 2/1/03 training attendance form on new record filing system.”
- “Personnel trained on this process improvement via 2/1/03, 9:38 am email.”
- “Personnel trained on this process improvement action and AF-0014-11001-002, Rev A revision. See 2/1/03 training attendance form.”

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(**NOTE:** The FAM and/or QAO maintain a record (electronic/paper) of all training used to close all PARs.)

3. If customer notification is appropriate, the FAM completes the *Customer Notified* block and lists the customer's representative notified, the date, etc. (**NOTE:** Ensure there is a record of this notification such as e-mail.)
4. The FAM completes the *FAM Complete* block that should closely mirror the FAM's comments in the *What action will be taken?* block. In the *FAM Complete* block, the FAM records the actual steps that have been taken to improve the process. Give specific details such as dates, name of new procedure/WI written, revision to existing procedure/WI, etc. Again, these actions need to be coordinated with the QAO.
5. The QAO completes the *QAO Approval* block. The primary purpose of this block is for the QAO to verify and validate the actions of the FAM. In other words, will the actions implemented improve the process under consideration? Give specific details such as, "On 2/2/03, QAO verified that all records have been removed from desks and are now located in a central file cabinet. Additionally, an accurate file plan has been prepared and the office secretary has been tasked to maintain the files and the file plan. Further, all personnel were trained on this new process on 2/1/03." (**NOTE:** For important process improvements, the QAO schedules an audit in the future to ensure continued compliance.)
6. The senior manger (e.g., program manager, corporate officer) completes the *Sr. Mgr. Approval* block and ensures the actions of the staff are acceptable. The senior manger adds any necessary comments in the *Memo Text* block.
7. The QAO completes the *PAR Closed* block after all actions have been completed IAW ISO 9001 and this procedure.

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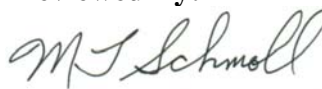
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