SOP Reference #: QS010

Operation/Task:	Rework			Equipment:	N/A	
Owner:	Quality Manager	**Date Created:**	9/20/2016	**Department:**	Quality	
		Revision History:	See last page			

ALERTS (see below):   Critical Step ◆   Quality Check ☑   Tip ☺   Team Safety ✚

Purpose: This SOP/work instruction documents procedures for rework.

Step #	Alerts	Step Description - "What to Do"	"How to Do it"	"Why to Do it"
1	✚	Determine actions and initiate rework.	When a quality issue is discovered, it is the responsibility of the Department Manager or designate of the department responsible for the issue to research and decide on the best method to correct the issue. After it has been determined the path forward is to rework the job, the following rework process is to be followed. In situations where the responsibility is unclear or department representation is not available, the manager or designate of the department with most knowledge of the issue should drive the rework initiation. Once clarity has occurred or representation becomes available, the manager or designate of the department responsible, should resume the rework process. In situations where the rework is being caused by an Outside Vendor, a department manager knowing the most about the situation should initiate the rework process. In situations where the rework is determined not to be a fault of anyone or anything internally but the work has to be redone in order to satisfy the client, a Department Manager knowing the most about the situation should initiate the rework process. Note: Discussions with VP of Operations and/or Quality Manager should take place PRIOR to the rework to make this determination.	The Department responsible for the error must know about issue and take responsibility to resolve it efficiently and effectively.

| 2 | ◆ | Complete form CI032 | Go to the intranet page QUALITY ➔ CI ➔ REWORK REQUEST ➔ Create New and fill out all sections as completely as possible.

The rework request form is to be filled out within 48 hours of the rework being completed.

All rework must be approved by the executive team <u>before</u> it is completed.

In order to determine the estimated cost of the rework, it is best to use either the job activity report or billing worksheet report and add the costs of the first time the tasks were performed. If you are unsure or need assistance with this, utilize other managers for their help.

Be as descriptive as possible with what the error is, what is needed to correct the issue and all additional information that is known about the job within the appropriate fields provided.

For Vendor caused rework or rework where no departmental root cause can be found yet rework is being done to satisfy the client's needs, indicate that through the 'Department Responsible' section by choosing either 'Outside Vendor' or 'Client Satisfaction'.

Once the form is saved, an automatic email will be sent appropriately. (see Automatic Email Rules section below) | This form must be filled out for ALL rework in order to:

1. indicate the work that needs to be done,
2. document that the proper authorization has occurred and
3. complete the monthly quality scorecards.

The cost estimate is one of the key pieces of information that is needed to make the correct authorization decision.

The rework system allows for analysis to be done at an aggregate level to determine trends and areas most need of improvement. Better improvements will be made with more complete information. |
| 3 | ◆ | Rework Authorization | When a Manager and/or Executive receive the automated rework email, they will review the information and if appropriate, authorize the rework by clicking on the link provided in the email.

◆This step should be considered high priority by all individuals receiving the emails as rework is typically something that has to occur in a very timely fashion.

The link will take the authorizer directly to the rework form and automatically fill the fields with the necessary information. The authorizer must hit Save for it to be entered permanently and another automated email will be sent based on the Automatic Email Rules below.

☺ If someone accidently clicks on the link and is not authorizing the rework, clicking cancel will correct the situation.

Rework should not occur until approval has been received. | We want to be smart about our business and there may be other options that should be considered before the rework effort happens. This process helps ensure that the right people are involved in the process and making the decisions. |

4		Additional paperwork needed to get the rework started if the job is still open and **not yet approved for production.**	When the rework occurs before the job was approved for production and corrections are to be done in DP or Premedia, instructions for the rework are to be added by client services to the alterations section of the ticket and resubmitted to the department's appropriate scheduling bins.	DP and Premedia utilize this area on the ticket for all instructions relating to redoing any part of the job. It is also used for client alterations.
5		Additional paperwork needed to get the rework started if the job is still open and **has already been approved for production.**	When the rework occurs after the job is on the production floor, the rework request form is to be printed, placed in the job ticket and resubmitted to production scheduling. Scheduling will: 1. schedule the job 2. enter the Scheduled Date in the rework system (the system will auto-populate their name in the space provided) . 3. either reprint the form or hand write the information on the original printed form. 4. deliver the form and job jacket to the appropriate production department **IMPORTANT**: If paper is needed to be ordered, scheduling will forward the form and job jacket to purchasing and Purchasing will: 1. order paper 2. enter the Materials Ordered Date in the rework system (the system will auto-populate their name in the space provided) . 3. either reprint the form or hand write the information on the original printed form. 4. deliver the form and job jacket back to scheduling	The rework request form has the necessary information for production and is the indicator that a job should be redone. The job needs to pass through scheduling so the schedule can be properly adjusted to make sure the rework is completed in a timely manner. They may need to know to order more paper for the job. Without paper, the job won't reprint.
6		Additional paperwork needed to get the rework started if **the job is closed.**	CSR will need to open a new job ticket for the rework indicating the issue of error in notes field and submit the job to production. This job will be opened as a 'PE' job and will follow through production as any other new job would process. SPECIAL NOTE: The rework request form should be listed under the new job number with a reference to the job the error occurred on within the description area.	The rework costs will be allocated to the new job number and will show up under that number at time of invoice and needs to match up to the appropriate report for the monthly quality scorecards.
7		Complete steps for employee engagement	As soon as able and if applicable, managers are to meet with the operator responsible to discuss the rework so that preventive action or long term solutions can be put in place. Once this has occurred, the rework form is to be updated to include specifics on the action plan in the field titled "Describe preventive action or long term solution….." as well as including the date when the discussions took place in field titled "Date of employee discussion". It is further recommended that form HR017 is used to document the action.	An important aspect of reducing mistakes is the knowledge that it occurred. If employees are not informed, they are not being given the opportunity to improve on their performance. This indicator will be used to help measure effectiveness. This form is our employee counseling form, it is used to document employee performance.

Automatic email rules:

$0-500

    Initial Email (and any updates that are made to it) – sent to:
1. Creator of rework form
2. Manager of the department chosen as the department responsible.
3. Quality Manager, Accounting, Scheduling

    Authorization email – N/A

$501-2,500

    Initial Email (and any updates that are made to it) – sent to:
1. Creator of rework form
2. Manager of the department chosen as the department responsible.
3. Quality Manager

    Authorization approval email – sent to: (and any updates that are made to it after approval has been given)
1. Same as 1 - 3 above
2. VP of Operations, Accounting, Operation Managers, VP and/or Dir Customer Service; Scheduling

$2,501 – 15,000

    Initial Email (and any updates that are made to it) – sent to:
1. Creator of rework form
2. Manager of the department chosen as the department responsible.
3. Quality Manager
4. VP or C-LEVEL needing to approve the rework

    Authorization approval email – sent to: (and any updates that are made to it after approval has been given)
1. Same as 1 - 4 above
2. Accounting, Operation Managers, Scheduling, VP's and C-LEVEL

$15,000+

    Initial Email (and any updates that are made to it)– sent to:
1. Creator of rework form
2. Manager of the department chosen as the department responsible.
3. Quality Manager
4. C-LEVEL needing to approve the rework

    Authorization approval email – sent to: (and any updates that are made to it after approval has been given)
1. Same as 1 – 5 above
3. Accounting, Operation Managers, Scheduling, VP's and C-LEVEL

Email Subject Lines:
REWORK REQUESTED – under $500 | 999999 | Client
URGENT - 999999 | Client REWORK AUTHORIZATION REQUIRED: $501 - $2,500: Department Manager AUTHORIZATION REQUIRED
URGENT - 999999 | Client REWORK AUTHORIZATION REQUIRED: $2,501 - $15,000: VP or above AUTHORIZATION REQUIRED
URGENT - 999999 | Client REWORK AUTHORIZATION REQUIRED: $15,001 and Above: C-LEVEL AUTHORIZATION REQUIRED

Notes:

Definitions: Rework = work that has to be redone.

Revision History	Description of Changes	Requested by	Date
R1	Initial creation and posting to intranet	Troy Bauer	9/16
R2	Updated to accommodate for the combining of form CI031 & CI032 in to one process.	Kathy Osterberg	9/17
R3	Reviewed for potential updates for 9001:2015 requirements. Some clarifications made to existing verbiage.	Kathy Osterberg	12/17
R4	Updated to include steps for employee engagement	Kathy Osterberg	2/18
R5	Updated tasks 1 & 2 with information regarding Vendor and Client Satisfaction reworks	Kathy Osterberg	8/18
R6	Updated Automatic email rules, changed Owner to Quality Manager instead of specific person, highlighted and turned font to red in task #3.	Kathy Osterberg	5/19
R7	Updated Automatic email rules and authorization subject lines	Kathy Osterberg	6/20
R8	Converted to current SOP format; updated font to Arial; reviewed for changes	Kathy Osterberg	2/21
R9	Updated Step 2 How To Do It	Jeff Storeby	2/26

CI035

Rev. Date 4/20