

# PLAIN ENGLISH PROCESS MANAGEMENT STANDARD

## 3. OPERATE PROCESS

### 3.1 PROVIDE RESOURCES TO FACILITATE PROCESS OPERATIONS

#### 3.1.1 PROVIDE THE EXPERTISE NEEDED TO OPERATE YOUR PROCESS

|    |  |    |    |    |
|----|--|----|----|----|
| 1  | Provide the managers needed to manage process operations.  | DO | DN | NA |
| 2  | Acquire the knowledge that managers need to manage process operations and achieve conformity of outputs. | DO | DN | NA |
| 3  | Consider internal sources of knowledge about managing processes.   | DO | DN | NA |
| 4  | Consider external sources of knowledge about managing processes.   | DO | DN | NA |
| 5  | Share the knowledge that managers need to manage process operations and achieve conformity of outputs.   | DO | DN | NA |
| 6  | Deliver suitable process management training and awareness programmes to process managers.               | DO | DN | NA |
| 7  | Provide the personnel needed to operate your process.  | DO | DN | NA |
| 8  | Acquire the knowledge that personnel need to operate your process and achieve conformity of outputs.     | DO | DN | NA |
| 9  | Consider internal sources of knowledge about process operations.   | DO | DN | NA |
| 10 | Consider external sources of knowledge about process operations.   | DO | DN | NA |
| 11 | Share the knowledge that personnel need to operate your process and achieve conformity of outputs.       | DO | DN | NA |
| 12 | Deliver suitable process training and awareness programmes to support process operations.                | DO | DN | NA |

#### 3.1.2 PROVIDE THE TECHNOLOGY NEEDED TO OPERATE YOUR PROCESS

|    |  |    |    |    |
|----|--|----|----|----|
| 13 | Provide the software needed to operate your process.                             | DO | DN | NA |
| 14 | Provide software needed to support operations and achieve conformity of outputs. | DO | DN | NA |
| 15 | Provide the hardware needed to operate your process.                             | DO | DN | NA |
| 16 | Provide hardware needed to support operations and achieve conformity of outputs. | DO | DN | NA |

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### 3.1.3 PROVIDE THE INFRASTRUCTURE NEEDED TO OPERATE YOUR PROCESS

|    |   |    |    |    |
|----|---|----|----|----|
| 17 | Provide the infrastructure needed to support process operations and achieve conformity of outputs.                | DO | DN | NA |
| 18 | Provide the physical infrastructure needed to support process operations and achieve conformity of outputs.       | DO | DN | NA |
| 19 | Provide the electrical infrastructure needed to support process operations and achieve conformity of outputs.     | DO | DN | NA |
| 20 | Provide the transportation infrastructure needed to support process operations and achieve conformity of outputs. | DO | DN | NA |
| 21 | Provide the communications infrastructure needed to support process operations and achieve conformity of outputs. | DO | DN | NA |

### 3.2 ASK PROCESS OWNERS TO MANAGE PROCESS OPERATIONS

#### 3.2.1 EXPECT PROCESS MANAGERS TO ADDRESS RISKS AND OPPORTUNITIES

|    |   |    |    |    |
|----|---|----|----|----|
| 22 | Expect process managers to identify the operational risks that could affect their ability to meet requirements. | DO | DN | NA |
| 23 | Expect process managers to identify risks and opportunities.  | DO | DN | NA |
| 24 | Expect them to consider whether they have the capacity or are capable of meeting requirements.                  | DO | DN | NA |
| 25 | Expect them to consider whether output delivery time frames can be accommodated.                                | DO | DN | NA |
| 26 | Expect them to consider whether the use of new technologies could influence performance.                        | DO | DN | NA |
| 27 | Expect process managers to identify the opportunities that could improve their ability to meet requirements.    | DO | DN | NA |
| 28 | Expect process managers to cope with process risks and opportunities.   | DO | DN | NA |
| 29 | Expect process managers to manage and control process risks.  | DO | DN | NA |
| 30 | Expect them to consider all of their risk treatment options.  | DO | DN | NA |

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|    |   |    |    |    |  |
|----|---|----|----|----|--|
| 31 | Expect them to consider avoiding or reducing their risk.  | DO | DN | NA |  |
| 32 | Expect them to consider eliminating the source of their risk.   | DO | DN | NA |  |
| 33 | Expect them to consider retaining the risk or sharing it with others.   | DO | DN | NA |  |
| 34 | Expect them to consider modifying the probabilities or consequences.  | DO | DN | NA |  |
| 35 | Expect process managers to define actions to address risks and opportunities.   | DO | DN | NA |  |
| 36 | Expect them to define actions that they can take to address the risks that could weaken the performance of their process or disrupt or damage operations. | DO | DN | NA |  |
| 37 | Expect them to consider the potential impact on outputs when they define the actions they plan to take to address process risks.                          | DO | DN | NA |  |
| 38 | Expect them to figure out how they're going to implement these actions and how they're going to make them part of their process.                          | DO | DN | NA |  |
| 39 | Expect them to figure out how they're going to evaluate the effectiveness of the actions they take to address process risks.                              | DO | DN | NA |  |
| 40 | Expect process managers to exploit process improvement opportunities.   | DO | DN | NA |  |
| 41 | Expect managers to define actions to exploit process improvement opportunities.   | DO | DN | NA |  |

#### 3.2.2 EXPECT PROCESS MANAGERS TO IMPLEMENT POLICIES AND PROCEDURES

|    |  |    |    |    |  |
|----|--|----|----|----|--|
| 42 | Expect process managers to implement process policies.   | DO | DN | NA |  |
| 43 | Expect managers to implement business policies.          | DO | DN | NA |  |
| 44 | Expect managers to implement quality policies.           | DO | DN | NA |  |
| 45 | Expect managers to implement safety policies.            | DO | DN | NA |  |
| 46 | Expect managers to implement security policies.          | DO | DN | NA |  |
| 47 | Expect managers to implement continuity policies.        | DO | DN | NA |  |
| 48 | Expect managers to implement environmental policies.     | DO | DN | NA |  |
| 49 | Expect process managers to implement process procedures. | DO | DN | NA |  |

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|----|--|----|----|----|
| 50 | Expect managers to implement business procedures.      | DO | DN | NA |
| 51 | Expect managers to implement quality procedures.       | DO | DN | NA |
| 52 | Expect managers to implement safety procedures.        | DO | DN | NA |
| 53 | Expect managers to implement security procedures.      | DO | DN | NA |
| 54 | Expect managers to implement continuity procedures.    | DO | DN | NA |
| 55 | Expect managers to implement environmental procedures. | DO | DN | NA |

### 3.2.3 EXPECT PROCESS MANAGERS TO SPECIFY OUTPUT REQUIREMENTS AND CABILITIES

|    |   |    |    |    |
|----|---|----|----|----|
| 56 | Expect process managers to determine requirements for outputs offered to customers.                         | DO | DN | NA |
| 57 | Expect managers to determine statutory and regulatory requirements for outputs.                             | DO | DN | NA |
| 58 | Expect managers to determine your organization's own requirements for outputs.                              | DO | DN | NA |
| 59 | Expect managers to determine any additional "special requirements" for outputs.                             | DO | DN | NA |
| 60 | Expect managers to identify requirements that may be especially difficult to meet.                          | DO | DN | NA |
| 61 | Expect them to identify requirements that force them to operate at the limit of their technical capability. | DO | DN | NA |
| 62 | Expect them to identify requirements that force them to operate at the limit of their process capability.   | DO | DN | NA |
| 63 | Expect process managers to review output requirements before accepting an order.                            | DO | DN | NA |
| 64 | Expect managers to review output requirements before making a commitment to supply outputs to customers.    | DO | DN | NA |
| 65 | Expect managers to coordinate reviews with applicable functions within your organization.                   | DO | DN | NA |
| 66 | Expect them to review all documented requirements before accepting an order.                                | DO | DN | NA |
| 67 | Expect them to review output requirements specified by customers.   | DO | DN | NA |
| 68 | Expect them to review delivery and post-delivery requirements before proceeding.                            | DO | DN | NA |

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|----|--|----|----|----|
| 69 | Expect them to review output requirements specified by regulatory bodies.  | DO | DN | NA |
| 70 | Expect them to review applicable statutory and regulatory requirements.  | DO | DN | NA |
| 71 | Expect them to review output requirements specified by interested parties.   | DO | DN | NA |
| 72 | Expect them to review output requirements specified by your organization.  | DO | DN | NA |
| 73 | Expect them to review all undocumented requirements before accepting an order.   | DO | DN | NA |
| 74 | Expect them to review unstated requirements needed for specified or intended use.  | DO | DN | NA |
| 75 | Expect process managers to clarify all differences between the original proposal and the final order.                                  | DO | DN | NA |
| 76 | Expect process managers to review all orders and contractual requirements that have been modified.                                     | DO | DN | NA |
| 77 | Expect process managers to coordinate the review of contracts and orders that have been modified.                                      | DO | DN | NA |
| 78 | Expect them to resolve all differences between the original proposal and the final order.  | DO | DN | NA |
| 79 | Expect them to negotiate mutually acceptable requirements with customers whenever some customer requirements cannot be met.            | DO | DN | NA |
| 80 | Expect them to amend all relevant documented information to reflect changes in customers' output requirements.                         | DO | DN | NA |
| 81 | Expect them to distribute amended information to all relevant people.  | DO | DN | NA |
| 82 | Expect process managers to confirm that they can meet output requirements.   | DO | DN | NA |
| 83 | Expect process managers to confirm that they can meet undocumented customer requirements before making a commitment to supply outputs. | DO | DN | NA |
| 84 | Expect process managers to document the review of output requirements.   | DO | DN | NA |
| 85 | Expect process managers to document the results of output requirement reviews.   | DO | DN | NA |
| 86 | Expect process managers to retain documents that record results of their reviews.  | DO | DN | NA |

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|    |  |    |    |    |
|----|--|----|----|----|
| 87 | Expect process managers to control documents that record results of their reviews.   | DO | DN | NA |
| 88 | Expect process managers to document any new or changed output requirements.  | DO | DN | NA |
| 89 | Expect process managers to retain documents that record new or changed requirements.                                       | DO | DN | NA |
| 90 | Expect process managers to control documents that record new or changed requirements.                                      | DO | DN | NA |
| 91 | Expect process managers to amend documents when output requirements change.  | DO | DN | NA |
| 92 | Expect managers to control documents that record changes in output requirements.   | DO | DN | NA |
| 93 | Expect process managers to amend all relevant documented information to reflect changes in customers' output requirements. | DO | DN | NA |
| 94 | Expect them to retain documents and records that describe new or modified output requirements.                             | DO | DN | NA |
| 95 | Expect them to share amended information with relevant personnel.  | DO | DN | NA |

### 3.2.4 EXPECT PROCESS MANAGERS TO COMMUNICATE WITH THEIR PROCESS CUSTOMERS

|     |   |    |    |    |
|-----|---|----|----|----|
| 96  | Expect process managers to provide information to customers.                          | DO | DN | NA |
| 97  | Expect process managers to share information about process outputs.                   | DO | DN | NA |
| 98  | Expect process managers to discuss contingency plans (when relevant).                 | DO | DN | NA |
| 99  | Expect process managers to clarify specific requirements for action.                  | DO | DN | NA |
| 100 | Expect process managers to obtain information from customers.                         | DO | DN | NA |
| 101 | Expect process managers to obtain information about orders and contracts.             | DO | DN | NA |
| 102 | Expect process managers to receive information about changes to orders and contracts. | DO | DN | NA |
| 103 | Expect process managers to obtain information about process outputs.                  | DO | DN | NA |
| 104 | Expect process managers to gather customer feedback about process outputs.            | DO | DN | NA |
| 105 | Expect process managers to gather complaints about their process outputs.             | DO | DN | NA |

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|--|--|----|----|----|--|
| 106  | Expect process managers to obtain information about property supplied by customers.  | DO | DN | NA |  |
| 107  | Expect process managers to manage and control property supplied by customers.  | DO | DN | NA |  |
| <b>3.2.5 EXPECT PROCESS MANAGERS TO EVALUATE AND SELECT THEIR EXTERNAL PROVIDERS</b> |  |    |    |    |  |
| 108  | Expect process managers to accept responsibility for externally provided processes, products, and services.  | DO | DN | NA |  |
| 109  | Expect them to accept responsibility for conformity of external processes, products, and services.   | DO | DN | NA |  |
| 110  | Expect them to accept responsibility for the conformity of processes, products, and services that are defined by customers and provided to them by external providers. | DO | DN | NA |  |
| 111  | Expect process managers to identify risks related to the external provision of processes, products, and services.  | DO | DN | NA |  |
| 112  | Expect them to identify risks related to the selection and use of external providers and external sources.   | DO | DN | NA |  |
| 113  | Expect process managers to define data and criteria to manage external process, product, and service providers.  | DO | DN | NA |  |
| 114  | Expect them to use data and criteria to evaluate external process, product, and service providers.   | DO | DN | NA |  |
| 115  | Expect them to use data from reliable external sources to evaluate external providers.   | DO | DN | NA |  |
| 116  | Expect them to use data from customer organizations to evaluate external providers.  | DO | DN | NA |  |
| 117  | Expect them to use data from government authorities to evaluate external providers.  | DO | DN | NA |  |
| 118  | Expect them to use data from accredited certification bodies to evaluate external providers.   | DO | DN | NA |  |
| 119  | Expect them to use criteria to evaluate external process, product, and service providers.  | DO | DN | NA |  |
| 120  | Expect them to evaluate and re-evaluate their ability to meet specified requirements.  | DO | DN | NA |  |
| 121  | Expect them to document their external evaluation and re-evaluation activities.  | DO | DN | NA |  |
| 122  | Expect them to retain and control a record of evaluation and re-evaluation activities.   | DO | DN | NA |  |

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|-----|--|----|----|----|--|
| 123 | Expect them to use data and criteria to select external process, product, and service providers.           | DO | DN | NA |  |
| 124 | Expect them to use data from reliable external sources to select external providers.                       | DO | DN | NA |  |
| 125 | Expect them to use data from customer organizations to select external providers.                          | DO | DN | NA |  |
| 126 | Expect them to use data from government authorities to select external providers.                          | DO | DN | NA |  |
| 127 | Expect them to use data from accredited certification bodies to select external providers.                 | DO | DN | NA |  |
| 128 | Expect them to use criteria to select providers that can meet specified requirements.                      | DO | DN | NA |  |
| 129 | Expect them to document provider selection activities and retain these documents.                          | DO | DN | NA |  |
| 130 | Expect them to control documents that describe provider selection activities.                              | DO | DN | NA |  |
| 131 | Expect them to record the approval status of each provider and to retain these records.                    | DO | DN | NA |  |
| 132 | Expect them to record the scope of approvals and the work that has been authorized.                        | DO | DN | NA |  |
| 133 | Expect them to specify what types of products and services have been approved.                             | DO | DN | NA |  |
| 134 | Expect process managers to specify what they expect from external process, product, and service providers. | DO | DN | NA |  |
| 135 | Expect process managers to identify process requirements.  | DO | DN | NA |  |
| 136 | Expect them to identify external process approval requirements.  | DO | DN | NA |  |
| 137 | Expect process managers to identify product requirements.  | DO | DN | NA |  |
| 138 | Expect them to identify external product acceptance requirements.  | DO | DN | NA |  |
| 139 | Expect them to identify statistical techniques that must be used.  | DO | DN | NA |  |
| 140 | Expect them to identify acceptance instructions that must be followed.                                     | DO | DN | NA |  |
| 141 | Expect them to identify external product approval requirements.  | DO | DN | NA |  |
| 142 | Expect them to identify external product release requirements.   | DO | DN | NA |  |

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|-----|--|----|----|----|
| 143 | Expect process managers to identify service requirements.                      | DO | DN | NA |
| 144 | Expect them to identify external service acceptance requirements.              | DO | DN | NA |
| 145 | Expect them to identify external service approval requirements.                | DO | DN | NA |
| 146 | Expect them to identify external service release requirements.                 | DO | DN | NA |
| 147 | Expect process managers to identify equipment requirements.                    | DO | DN | NA |
| 148 | Expect them to identify external equipment approval requirements.              | DO | DN | NA |
| 149 | Expect process managers to identify “special requirements”.                    | DO | DN | NA |
| 150 | Expect them to identify “critical items” and “key characteristics”.            | DO | DN | NA |
| 151 | Expect process managers to identify information requirements.                  | DO | DN | NA |
| 152 | Expect them to identify technical data and information requirements.           | DO | DN | NA |
| 153 | Expect them to identify requirements for specifications and drawings.          | DO | DN | NA |
| 154 | Expect process managers to identify procedural requirements.                   | DO | DN | NA |
| 155 | Expect them to identify any work practices that providers need to follow.      | DO | DN | NA |
| 156 | Expect them to identify any work instructions that providers need to follow.   | DO | DN | NA |
| 157 | Expect process managers to identify methodological requirements.               | DO | DN | NA |
| 158 | Expect them to identify how external methods are approved.                     | DO | DN | NA |
| 159 | Expect process managers to identify interaction requirements.                  | DO | DN | NA |
| 160 | Expect them to identify how external providers interact with your process.     | DO | DN | NA |
| 161 | Expect process managers to identify notification requirements.                 | DO | DN | NA |
| 162 | Expect them to specify supply chain notification requirements.                 | DO | DN | NA |
| 163 | Expect them to ask external providers to notify them when changes are planned. | DO | DN | NA |

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|-----|---|----|----|----|--|
| 164 | Expect them to get approval whenever important changes are being considered.                    | DO | DN | NA |  |
| 165 | Ask process managers to get approval when process changes are being planned.                    | DO | DN | NA |  |
| 166 | Ask process managers to get approval when product changes are being planned.                    | DO | DN | NA |  |
| 167 | Ask process managers to get approval when service changes are being planned.                    | DO | DN | NA |  |
| 168 | Ask process managers to get approval when provider changes are being planned.                   | DO | DN | NA |  |
| 169 | Ask process managers to get approval when location changes are being planned.                   | DO | DN | NA |  |
| 170 | Ask them to get approval before changing manufacturing or assembly locations.                   | DO | DN | NA |  |
| 171 | Expect them to specify nonconformance notification requirements.                                | DO | DN | NA |  |
| 172 | Expect them to specify nonconformance approval and disposition requirements.                    | DO | DN | NA |  |
| 173 | Expect process managers to identify design and development requirements.                        | DO | DN | NA |  |
| 174 | Expect them to specify design and development control requirements.                             | DO | DN | NA |  |
| 175 | Expect process managers to identify verification and validation requirements.                   | DO | DN | NA |  |
| 176 | Expect them to identify verification and validation activities to be done at external premises. | DO | DN | NA |  |
| 177 | Expect them to identify verifications and validations that customers plan to perform.           | DO | DN | NA |  |
| 178 | Expect them to identify verifications and validations that they intend to carry out.            | DO | DN | NA |  |
| 179 | Expect process managers to identify production requirements.                                    | DO | DN | NA |  |
| 180 | Expect them to specify production process verification requirements.                            | DO | DN | NA |  |
| 181 | Expect process managers to identify test and inspection requirements.                           | DO | DN | NA |  |
| 182 | Ask external providers to provide test specimens when required.                                 | DO | DN | NA |  |
| 183 | Expect them to provide test specimens for inspection purposes.                                  | DO | DN | NA |  |
| 184 | Expect them to provide test specimens for verification purposes.                                | DO | DN | NA |  |

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|-----|--|----|----|----|
| 185 | Expect them to provide test specimens for investigative purposes.                      | DO | DN | NA |
| 186 | Expect them to provide test specimens for auditing purposes.                           | DO | DN | NA |
| 187 | Expect process managers to identify part and component requirements.                   | DO | DN | NA |
| 188 | Expect process managers to prohibit the use of counterfeit parts and components.       | DO | DN | NA |
| 189 | Expect managers to ask external providers to prevent the use of counterfeit parts.     | DO | DN | NA |
| 190 | Expect process managers to identify outsourcing requirements.                          | DO | DN | NA |
| 191 | Expect them to identify any external providers that external providers must use.       | DO | DN | NA |
| 192 | Expect them to identify any special providers that customers have pre-approved.        | DO | DN | NA |
| 193 | Expect them to identify any special providers that customers expect you to use.        | DO | DN | NA |
| 194 | Expect them to identify any specific processes that your external providers must use.  | DO | DN | NA |
| 195 | Expect them to identify any process sources that external providers must employ.       | DO | DN | NA |
| 196 | Expect them to identify any "special process" requirements that must be met.           | DO | DN | NA |
| 197 | Expect process managers to identify supply chain requirements.                         | DO | DN | NA |
| 198 | Expect them to identify your organization's supply chain access requirements.          | DO | DN | NA |
| 199 | Expect them to establish the right to access relevant areas throughout supply chain.   | DO | DN | NA |
| 200 | Expect them to establish your organization's right to access facilities and documents. | DO | DN | NA |
| 201 | Expect them to establish your customers' right to access facilities and documents.     | DO | DN | NA |
| 202 | Expect them to identify your organization's supply chain flowdown requirements.        | DO | DN | NA |
| 203 | Expect them to identify important requirements that must flow down the supply chain.   | DO | DN | NA |
| 204 | Expect them to identify customer requirements that must flow down to suppliers.        | DO | DN | NA |
| 205 | Expect process managers to identify external staff awareness requirements.             | DO | DN | NA |

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|-----|--|----|----|----|--|
| 206 | Expect them to ask external providers to emphasize the importance of safety.   | DO | DN | NA |  |
| 207 | Expect them to ask external providers to emphasize the importance of security.   | DO | DN | NA |  |
| 208 | Expect them to ask external providers to emphasize the importance of quality.  | DO | DN | NA |  |
| 209 | Expect them to ask external providers to emphasize the importance of conformity.   | DO | DN | NA |  |
| 210 | Expect them to ask external providers to make their personnel aware of their contribution to product and service conformity. | DO | DN | NA |  |
| 211 | Expect process managers to identify external competence requirements.  | DO | DN | NA |  |
| 212 | Expect them to specify external personnel qualification requirements.  | DO | DN | NA |  |
| 213 | Expect process managers to identify monitoring and control requirements.   | DO | DN | NA |  |
| 214 | Expect them to define how they plan to monitor the performance of external providers.  | DO | DN | NA |  |
| 215 | Expect them to define how they plan to control the performance of external providers.  | DO | DN | NA |  |
| 216 | Expect process managers to identify quality management requirements.   | DO | DN | NA |  |
| 217 | Expect them to identify quality management system implementation requirements.   | DO | DN | NA |  |
| 218 | Expect process managers to identify documentation requirements.  | DO | DN | NA |  |
| 219 | Expect them to ask external providers to retain documented information.  | DO | DN | NA |  |
| 220 | Expect them to ask providers to specify retention periods and disposition requirements.                                      | DO | DN | NA |  |

#### 3.2.6 EXPECT PROCESS MANAGERS TO SUPERVISE AND CONTROL ALL PROCESS ACTIVITIES

|     |   |    |    |    |  |
|-----|---|----|----|----|--|
| 221 | Expect process managers to verify that resources can produce required results.      | DO | DN | NA |  |
| 222 | Expect process managers to validate resources that will be used to operate process. | DO | DN | NA |  |
| 223 | Expect process managers to validate tools before they are used to operate process.  | DO | DN | NA |  |
| 224 | Expect process managers to validate equipment before it is used to operate process. | DO | DN | NA |  |
| 225 | Expect process managers to validate software before it is used to operate process.  | DO | DN | NA |  |

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|-----|--|----|----|----|
| 226 | Expect process managers to validate resources that will be used to automate process.   | DO | DN | NA |
| 227 | Expect process managers to validate tools before they are used to automate process.    | DO | DN | NA |
| 228 | Expect process managers to validate equipment before it is used to automate process.   | DO | DN | NA |
| 229 | Expect process managers to validate software before it is used to automate process.    | DO | DN | NA |
| 230 | Expect process managers to validate resources that will be used to control process.    | DO | DN | NA |
| 231 | Expect process managers to validate tools before they are used to control process.     | DO | DN | NA |
| 232 | Expect process managers to validate equipment before it is used to control process.    | DO | DN | NA |
| 233 | Expect process managers to validate software before it is used to control process.     | DO | DN | NA |
| 234 | Expect process managers to validate resources that will be used to monitor process.    | DO | DN | NA |
| 235 | Expect process managers to validate tools before they are used to monitor process.     | DO | DN | NA |
| 236 | Expect process managers to validate equipment before it is used to monitor process.    | DO | DN | NA |
| 237 | Expect process managers to validate software before it is used to monitor process.     | DO | DN | NA |
| 238 | Expect process managers to validate resources that will be used to measure process.    | DO | DN | NA |
| 239 | Expect process managers to validate tools before they are used to measure process.     | DO | DN | NA |
| 240 | Expect process managers to validate equipment before it is used to measure process.    | DO | DN | NA |
| 241 | Expect process managers to validate software before it is used to measure process.     | DO | DN | NA |
| 242 | Expect process managers to supervise and control all process personnel.                | DO | DN | NA |
| 243 | Expect process managers to plan and control all work transfer activities.              | DO | DN | NA |
| 244 | Expect them to ensure that risks are managed and requirements continue to be met.      | DO | DN | NA |
| 245 | Expect them to plan how they're going to manage and control the transfer of work.      | DO | DN | NA |
| 246 | Expect them to plan how they're going to transfer work within their own organization.  | DO | DN | NA |
| 247 | Expect them to plan how they're going to transfer work to and from external providers. | DO | DN | NA |

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|---|--|----|----|----|--|
| 248   | Expect them to plan how they're going to transfer work between external providers.                       | DO | DN | NA |  |
| 249   | Expect process managers to control process documents and record keeping.                                 | DO | DN | NA |  |
| 250   | Expect them to ensure that process documents and records are properly reviewed and approved.             | DO | DN | NA |  |
| 251   | Expect them to ensure that authorized persons have been identified for each type of document and record. | DO | DN | NA |  |
| 252   | Expect them to ensure that approval methods have been identified for each type of document and record.   | DO | DN | NA |  |
| <b>3.2.7 EXPECT PROCESS MANAGERS TO MEASURE CONFORMANCE AND PERFORMANCE</b> |  |    |    |    |  |
| 253   | Expect process managers to measure process performance and conformance.                                  | DO | DN | NA |  |
| 254   | Expect process managers to measure output performance and conformance.                                   | DO | DN | NA |  |
| 255   | Expect process managers to measure output delivery performance and conformance.                          | DO | DN | NA |  |
| 256   | Expect process managers to measure post-delivery performance and conformance.                            | DO | DN | NA |  |
| <b>3.2.8 EXPECT PROCESS MANAGERS TO MEET EXPECTATIONS AND REQUIREMENTS</b>  |  |    |    |    |  |
| 257   | Expect process managers to ensure that legal expectations and requirements are being met.                | DO | DN | NA |  |
| 258   | Expect process managers to ensure that safety expectations and requirements are being met.               | DO | DN | NA |  |
| 259   | Expect process managers to ensure that quality expectations and requirements are being met.              | DO | DN | NA |  |
| 260   | Expect process managers to ensure that security expectations and requirements are being met.             | DO | DN | NA |  |
| 261   | Expect process managers to ensure that business expectations and requirements are being met.             | DO | DN | NA |  |
| 262   | Expect process managers to ensure that customer expectations and requirements are being met.             | DO | DN | NA |  |
| <b>3.2.9 EXPECT PROCESS MANAGERS TO BE ACCOUNTABLE FOR THEIR PROCESS</b>    |  |    |    |    |  |
| 263   | Expect managers to ensure that process produces intended outputs.  | DO | DN | NA |  |
| 264   | Expect managers to preserve outputs during process operations.   | DO | DN | NA |  |
| 265   | Expect them to figure out how to preserve outputs during process operations.                             | DO | DN | NA |  |

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|-----|--|----|----|----|
| 266 | Expect them to consider using suitable identification methods to preserve outputs.         | DO | DN | NA |
| 267 | Expect them to consider using suitable packaging methods to preserve outputs.              | DO | DN | NA |
| 268 | Expect them to consider using suitable handling methods to preserve outputs.               | DO | DN | NA |
| 269 | Expect them to consider using suitable storage methods to preserve outputs.                | DO | DN | NA |
| 270 | Expect them to consider using suitable transmission methods to preserve outputs.           | DO | DN | NA |
| 271 | Expect them to consider using suitable transportation methods to preserve outputs.         | DO | DN | NA |
| 272 | Expect them to preserve outputs in accordance with official requirements.                  | DO | DN | NA |
| 273 | Expect them to preserve outputs by establishing cleaning and sanitization practices.       | DO | DN | NA |
| 274 | Expect them to preserve outputs by establishing arrangements to control foreign objects.   | DO | DN | NA |
| 275 | Expect them to make arrangements to detect, prevent, and remove foreign objects.           | DO | DN | NA |
| 276 | Expect them to use arrangements to detect, prevent, and remove foreign objects.            | DO | DN | NA |
| 277 | Expect them to preserve outputs by establishing handling methods and storage facilities.   | DO | DN | NA |
| 278 | Expect them to use suitable methods and facilities to preserve sensitive products.         | DO | DN | NA |
| 279 | Expect them to use suitable methods and facilities to manage hazardous materials.          | DO | DN | NA |
| 280 | Expect them to preserve outputs by establishing marking methods and labeling practices.    | DO | DN | NA |
| 281 | Expect them to use safety warnings to preserve outputs during process operations.          | DO | DN | NA |
| 282 | Expect them to preserve outputs by establishing shelf life controls and by rotating stock. | DO | DN | NA |
| 283 | Expect managers to establish controlled conditions for output delivery.                    | DO | DN | NA |
| 284 | Expect them to use documented information to control output delivery activities.           | DO | DN | NA |
| 285 | Expect them to document the characteristics of delivery activities to be provided.         | DO | DN | NA |
| 286 | Expect them to maintain and control documents defining delivery characteristics.           | DO | DN | NA |
| 287 | Expect them to document the output delivery results that you expect to achieve.            | DO | DN | NA |

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|-----|--|----|----|----|--|
| 288 | Expect them to maintain and control documents defining expected delivery results.            | DO | DN | NA |  |
| 289 | Expect them to use suitable monitoring and measurement resources to control delivery.        | DO | DN | NA |  |
| 290 | Expect them to verify that output delivery process control criteria have been met.           | DO | DN | NA |  |
| 291 | Expect them to verify that your output delivery criteria have been met.                      | DO | DN | NA |  |
| 292 | Expect them to verify that acceptance criteria for delivery have been met.                   | DO | DN | NA |  |
| 293 | Expect them to verify acceptance before outputs are released.                                | DO | DN | NA |  |
| 294 | Expect them to use a suitable process environment to control output delivery process.        | DO | DN | NA |  |
| 295 | Expect them to use a suitable infrastructure to control output delivery activities.          | DO | DN | NA |  |
| 296 | Expect them to use competent qualified personnel to control output delivery activities.      | DO | DN | NA |  |
| 297 | Expect them to take action to prevent human error during output delivery activities.         | DO | DN | NA |  |
| 298 | Expect managers to address post-delivery requirements for outputs.                           | DO | DN | NA |  |
| 299 | Expect managers to develop controlled conditions for post-delivery.                          | DO | DN | NA |  |
| 300 | Expect them to consider post-delivery requirements and commitments.                          | DO | DN | NA |  |
| 301 | Expect them to identify the activities that must be carried out after outputs are delivered. | DO | DN | NA |  |
| 302 | Expect them to consider the output requirements that customers expect them to meet.          | DO | DN | NA |  |
| 303 | Expect them to consider the nature and use of outputs and how long they could last.          | DO | DN | NA |  |
| 304 | Expect them to consider the statutory and regulatory requirements affecting outputs.         | DO | DN | NA |  |
| 305 | Expect them to consider the potential consequences that outputs could produce.               | DO | DN | NA |  |
| 306 | Expect them to consider the feedback their customers provide about outputs.                  | DO | DN | NA |  |
| 307 | Expect them to consider the performance and reliability of their outputs.                    | DO | DN | NA |  |
| 308 | Expect them to consider collecting and analyzing in-service data about outputs.              | DO | DN | NA |  |
| 309 | Expect them to consider reviewing the lessons they have learned about outputs.               | DO | DN | NA |  |

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|-----|--|----|----|----|
| 310 | Expect them to consider the technical documentation needed to support outputs.         | DO | DN | NA |
| 311 | Expect them to consider the need to provide, update, and control output documentation. | DO | DN | NA |
| 312 | Expect them to consider the documentation needed in order to use their outputs.        | DO | DN | NA |
| 313 | Expect them to consider the documentation needed in order to maintain their outputs.   | DO | DN | NA |
| 314 | Expect them to consider the documentation needed in order to overhaul their outputs.   | DO | DN | NA |
| 315 | Expect them to consider the documentation needed in order to repair their outputs.     | DO | DN | NA |
| 316 | Expect them to consider the external work that must be done to support outputs.        | DO | DN | NA |
| 317 | Expect them to consider how external work should be carried out and controlled.        | DO | DN | NA |
| 318 | Expect them to consider the external resources that are needed to support outputs.     | DO | DN | NA |
| 319 | Expect them to consider the agreements that they have made to support outputs.         | DO | DN | NA |
| 320 | Expect them to consider the output warranty commitments that they have made.           | DO | DN | NA |
| 321 | Expect them to consider the need to provide replacement parts and components.          | DO | DN | NA |
| 322 | Expect them to consider how, why, and when output will become obsolete.                | DO | DN | NA |
| 323 | Expect them to consider the services that must be provided to support outputs.         | DO | DN | NA |
| 324 | Expect them to consider the training that must be delivered to support outputs.        | DO | DN | NA |
| 325 | Expect them to consider the follow-up queries that must be handled.                    | DO | DN | NA |
| 326 | Expect them to consider the maintenance that must be done to support outputs.          | DO | DN | NA |
| 327 | Expect them to consider the disposal services that must be provided.                   | DO | DN | NA |
| 328 | Expect them to consider the recycling services that must be provided.                  | DO | DN | NA |
| 329 | Expect them to consider the actions that must be taken after outputs are delivered.    | DO | DN | NA |
| 330 | Expect them to consider the steps that must be taken when problems are detected.       | DO | DN | NA |
| 331 | Expect them to consider the investigations that must be carried out.                   | DO | DN | NA |

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|-----|--|----|----|----|--|
| 332 | Expect them to consider the reporting that must be carried out.                            | DO | DN | NA |  |
| 333 | Expect managers to implement controlled conditions for post-delivery of outputs.           | DO | DN | NA |  |
| 334 | Expect them to implement controlled conditions for post-delivery of process outputs.       | DO | DN | NA |  |
| 335 | Expect them to use documented information to control post-delivery activities.             | DO | DN | NA |  |
| 336 | Expect them to document characteristics of post-delivery activities to be provided.        | DO | DN | NA |  |
| 337 | Expect them to maintain and control documents defining post-delivery characteristics.      | DO | DN | NA |  |
| 338 | Expect them to document the post-delivery results that they expect to achieve.             | DO | DN | NA |  |
| 339 | Expect them to maintain and control documents defining expected post-delivery results.     | DO | DN | NA |  |
| 340 | Expect them to use suitable monitoring and measurement resources to control post-delivery. | DO | DN | NA |  |
| 341 | Expect them to verify that post-delivery process control criteria have been met.           | DO | DN | NA |  |
| 342 | Expect them to verify that post-delivery output criteria have been met.                    | DO | DN | NA |  |
| 343 | Expect them to verify that acceptance criteria for post-delivery have been met.            | DO | DN | NA |  |
| 344 | Expect them to verify acceptance before post-delivery outputs are released.                | DO | DN | NA |  |
| 345 | Expect them to use a suitable process environment to control post-delivery activities.     | DO | DN | NA |  |
| 346 | Expect them to use a suitable infrastructure to control post-delivery activities.          | DO | DN | NA |  |
| 347 | Expect them to use competent qualified personnel to control post-delivery activities.      | DO | DN | NA |  |
| 348 | Expect them to take action to prevent human error during post-delivery activities.         | DO | DN | NA |  |
| 349 | Expect managers to identify and control nonconforming outputs.                             | DO | DN | NA |  |
| 350 | Expect managers to evaluate nonconforming outputs.   | DO | DN | NA |  |
| 351 | Expect them to consider the nature of nonconforming output and to evaluate its effect.     | DO | DN | NA |  |
| 352 | Expect them to consider suspending or delaying the provision of products or services.      | DO | DN | NA |  |
| 353 | Expect them to consider correcting, containing, or segregating nonconforming outputs.      | DO | DN | NA |  |

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|   |  |    |    |    |  |
|---|--|----|----|----|--|
| 354   | Expect them to consider scrapping, discarding, or destroying nonconforming outputs.  | DO | DN | NA |  |
| 355   | Expect them to consider getting authorization to accept outputs under concession.  | DO | DN | NA |  |
| 356   | Expect them to consider telling customers about your nonconforming outputs.  | DO | DN | NA |  |
| 357   | Expect them to consider asking for the return of nonconforming products.   | DO | DN | NA |  |
| 358   | Expect managers to take action to control nonconforming outputs.   | DO | DN | NA |  |
| 359   | Expect them to prevent the unintended use or delivery of nonconforming outputs.  | DO | DN | NA |  |
| 360   | Expect them to control nonconforming outputs that occur before outputs are delivered.  | DO | DN | NA |  |
| 361   | Expect them to control nonconforming outputs by correcting or containing them.   | DO | DN | NA |  |
| 362   | Expect them to verify conformity whenever nonconforming outputs are corrected.   | DO | DN | NA |  |
| 363   | Expect them to control nonconforming outputs by getting approval to accept them.   | DO | DN | NA |  |
| 364   | Expect them to get authorization from the customer or relevant authority.  | DO | DN | NA |  |
| 365   | Expect them to accept the repair or use-as-is of nonconforming outputs only after approval has been received from an authorized representative of the organization responsible for designing the output and only after the customer has authorized acceptance. | DO | DN | NA |  |
| 366   | Expect managers to ask the customer to accept the nonconformity whenever it results in a departure from contractual requirements.  | DO | DN | NA |  |
| 367   | Expect them to control nonconforming outputs by scrapping or destroying them.  | DO | DN | NA |  |
|   | Etcetera ...   | DO | DN | NA |  |
| <p>Now that you've seen a sample of our approach, please consider purchasing our complete Plain English Process Management Standard (Title 7). If you purchase our Plain English Standard, you'll find that it's integrated, detailed, exhaustive, and easy to understand. We guarantee it. Title 7 comes in both MS Word and pdf file formats.</p> |  |    |    |    |  |

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