



Morning watch — 3 flags

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Fictional document — demonstration example

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Fictional document, produced for demonstration. **The three flags arrive worked up, with the exact state of each non-conformity; grading and closure stay signed by the quality function.**

#	Flag	On what	Recipient
1	61 NCs closed with no effectiveness check, 9 came back	214 open NCs	Whoever must verify
2	23 NCs sharing one likely cause	4 workshops, 23 dates	Quality manager
3	Declarations falling with no fall in outputs	One workshop	Quality management

The three states of a non-conformity

State	What it proves	Closes the NC?
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Action defined	We know what to do	No
Action carried out	It is done	No
Effectiveness verified	It worked	Yes

Four acts kept by the quality function — that is what makes a closed NC truly closed

The act, kept by the function	Why it is theirs
Close an NC	Closure commits; it belongs to the business
Grade a severity	It is a business judgement
Write a cause analysis	It would be coherent, sourced and possibly wrong
Count NCs per person	Measuring declaration makes it disappear

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