

The Thirty-Minute Self-Assessment

Answer from what you know right now, without fetching files. If you have to go and look, that is the answer: score it 1. Score what happened last month, not what you intend. Circle one score per question.

- 0** Not happening, or nobody could say whether it is.
- 1** On paper only — the document exists; the practice does not match it, or nobody uses it.
- 2** Happening, informally or inconsistently — real, but dependent on particular people.
- 3** Happening reliably, with evidence, and it would survive the person who runs it leaving.

Clause 4 — Context (Chapter 4)

1	Your MD can name the three biggest external pressures on this business right now, unprompted — and they are the same three written in your context analysis.	0	1	2	3
2	Every significant context issue leads somewhere: to a risk, an opportunity or an objective. No decoration — and the question of whether climate change is relevant to you has been asked and answered, with reasons.	0	1	2	3
3	Your interested-parties list has a heartbeat: it shows which requirements your QMS addresses, someone named watches for changes, and the last change that mattered reached management review.	0	1	2	3
4	Your scope statement, your certificate and what happens on site describe the same organisation — including warehouses, labs and anything outsourced.	0	1	2	3
5	Your process map describes how work actually flows (not the org chart), each process has a named owner who knows they own it, and each has a measure someone acts on.	0	1	2	3

Clause 5 — Leadership (Chapter 5)

6	Top management could discuss the quality objectives, current performance, and the top risks and opportunities without reaching for a folder or for the quality manager.	0	1	2	3
7	The last time quality conflicted with output or delivery, the decision taken is one you would be comfortable showing an auditor.	0	1	2	3
8	An operator asked what the quality policy means for their job, and what is expected of them when quality and output collide, would answer in their own words — not recite, and not shrug.	0	1	2	3
9	Everyone with a QMS responsibility knows they have it, including after the last restructure or resignation.	0	1	2	3

Clause 6 — Planning (Chapter 6)

10	Your risk register has moved in the last quarter, and at least one risk has produced a change you can physically point to on the floor.	0	1	2	3
11	Opportunities are worked in their own right, not listed as inverted risks: at least one was identified, evaluated, acted on and checked for results in the last year.	0	1	2	3
12	Every quality objective has a number, an owner, a date and a plan; and the supervisor whose line moves the number knows what it is.	0	1	2	3
13	Significant changes are planned before they happen, including how they will be communicated and how their effect will be checked; each is reviewed afterwards against that check, with emergency changes reviewed within days.	0	1	2	3

Clause 7 — Support (Chapter 7)

14	Resource decisions affecting quality are recorded — including the declines — rather than settled in corridors.	0	1	2	3
15	Every instrument that makes a product decision is on the register with visible status, and you have a written reaction plan for the day one is found out of tolerance.	0	1	2	3
16	Competence is demonstrated at the machine and checked, not just filed as attendance certificates — and the matrix is current enough that supervisors plan shifts with it.	0	1	2	3
17	You could name the ten single-person knowledge risks in this business, and at least some capture has actually happened.	0	1	2	3
18	The instruction at the workstation matches the current master, and obsolete versions are not circulating in toolboxes and on notice boards.	0	1	2	3

Clause 8 — Operation (Chapter 8)

19	Orders are reviewed before acceptance against a real check — spec, capacity, statutory, special requirements — and no production runs to an unconfirmed change.	0	1	2	3
20	Supplier control is scaled to risk with defined criteria, performance is reviewed, and a chronic underperformer has actually been acted on.	0	1	2	3
21	Traceability survives the places lots merge and split, and you have run a timed trace drill in the last year.	0	1	2	3
22	Release is a named act against completed verification — and the person who releases has, at least once, refused to.	0	1	2	3
23	Nonconforming product is physically controlled: one quarantine area, access controlled, everything tagged, the log matching the contents right now.	0	1	2	3

Clauses 9 and 10 — Evaluation and Improvement (Chapters 9 and 10)

24	Your internal audits find real things, findings close at a tracked age, and the last external finding did not surprise you.	0	1	2	3
25	Corrective actions kill causes rather than restating them ("operator error" is not on your recent forms), effectiveness is verified before closure, and you could state your recurrence rate.	0	1	2	3

Total (questions 1-25) _____ / 75 **Assessed by** _____ **Date** _____

What your score means

Add the twenty-five scores. Maximum 75.

Below 30 — Two systems, running apart. This is the plant of Chapter 1, and the diagnosis is not laziness; it is that the paper system was built for the certificate and the real one runs on people. Do not start with documents. Start with Chapter 2's census: map what you already do onto the loop, then work the lowest-scoring clause families in Part II, one per month.

30 to 49 — One system with broken arcs. Most certified plants live here. Your scores will cluster low in predictable places, almost always where the loop is meant to close: planning that never moves (questions 10 to 13) and Check and Act (questions 24 and 25). Read Chapters 6, 9 and 10 first, then build the daily cadence from Chapter 11, which fixes more of this range than any documentation project will.

50 to 65 — A working system with soft spots. You are running one system and it mostly holds. The value now is in the specific low scores rather than the total: each 0 or 1 above is a Part II section with your name on it. This is also the range where Part III starts paying more than compliance work — problem-solving depth (Chapter 13) and process listening (Chapter 14) will move you further than another procedure.

Above 65 — Ahead of most. Be suspicious of your own scoring, then check the two questions plants at this level most often over-rate: question 11 (opportunities worked in their own right) and question 25 (recurrence rate — do you actually know it?). If both hold up under scrutiny, your remaining gains are in Chapter 15's territory: sustaining, and the improvement habit.

Whatever the total, read the pattern before the number. Scattered 1s across many clauses says documentation drifted from practice — a merging problem. A cluster of 0s in one clause family says something specific is missing and can be fixed by name. And any question you could not answer without going to look is worth more attention than any question you scored badly, because it means the answer lives outside the system.

Optional · the engine check (Part III)

No certificate requires these, which is why they are worth scoring. Same scale; keep the total separate from the 75.

The engine check — questions 26 to 30

26	A short stand-up meeting happens at the work, on the clock, most mornings — problems raised get a name and a date, and one raised this month has already closed. (Chapter 11)	0	1	2	3
27	You could name the plant's current constraint out loud, and something about how you schedule, staff or inspect is visibly different because of it. (Chapter 12)	0	1	2	3
28	You know your recurrence rate — how many of this year's problems are last year's under new numbers — because someone has actually calculated it. (Chapters 10, 13)	0	1	2	3
29	At least one characteristic that matters is on a control chart with a written reaction plan, filled in at the point of use — and the last signal triggered the reaction. (Chapter 14)	0	1	2	3
30	Improvements get written into standard work when they are made, and the last suggestion anyone submitted was answered within a fortnight. (Chapter 15)	0	1	2	3

Engine total (questions 26-30) _____ / 15
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Below 8, start with Chapter 11 — the cadence is the part the rest of the engine bolts onto. Above 12, your remaining question is Chapter 15's: what holds it all in place when nobody is watching?

Date this sheet and keep it. Run it again in six months, with the same person asking. The second score is the only one that tells you anything about improvement.