



**PROJECT CLOSURE REPORT**

**TRAINING AND CONSULTING ON  
IMPLEMENTATION OF IATF16949:2016**

**AT**

**KEI INDUSTRIES LTD. BHIWADI**



Release: 00

Date : 22.09.2023

Date: 22<sup>th</sup> Sep'23

**Acknowledgement:**

Dear All,

It is my pleasure to formally submit this Quality Management System implementation project report which was executed by Omnex India for KEI Industries Limited. Omnex, with our 30 years of experience in the industry, had devised this approach in consultation with your continual improvement team, to help you in executing the projects in a systematic and structured manner. These month project engagement comprised of training, consulting and implementation on various improvement techniques for the KEI Industries limited.

In today's challenging environment, it is extremely crucial that we all work towards upgrading the manufacturing base not only to face the challenges, but also to have Best-in Class practices implemented which will catapult KEI Industries limited as a front runner in the fiercely competitive world market. I am sure the knowledge imparted to your team will sharpen their abilities towards handling situations in more effective manner.

We at Omnex are very happy to be a part of your improvement initiative. Most importantly, learning is effective only when practiced. I am sure that each of the team member involved in this assignment will take time to revisit these concepts; implement in every way they can and strive to make the most coveted Wire manufacturing industry.

All the best for your continual Improvement journey...

Sincerely,



**Arun Kumar,**  
**Director and VP Global Operations,**  
**Omnex Inc.**

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## 1 Report History

### 1.1 Revision History

Revision date	Author	Version	Summary of Changes	Changes marked
22.09.2023	Pradeep Kumar	00	Initial Release	Nil

### 1.2 Approvals

This document requires the following approvals:

Name	Title	Date of Issue	Version
Arun Kumar	Director & VP Global Operations	02-09-2020	00

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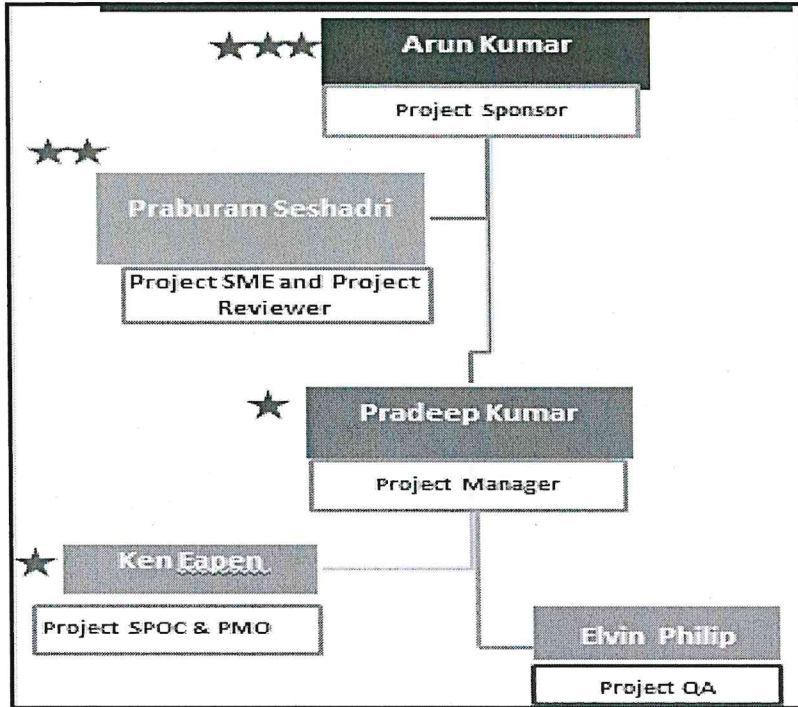
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**2 Project Synopsis**

Training And Consulting on implementation on IATF16949:2016 for KEI Industries limited and the following scope are as follows;

***“Design, Manufacture & Supply of stainless steel wire for wide range of automotive applications”***

**2.1 Project organization structure (Omnex)**



**Omnex Team**

Key Accounts Manager : Ken Eapen Regional Manager Business development - North

**3 Project Phase (s) Completed**

Phase	Milestones	Initial Planned date	Revised Planned date	Actual Completion date
Phase 0	Project Kick Off	4 <sup>th</sup> week Aug’’21	NA	Aug’’21
Phase 1	Awareness Training on IATF16949:2016 16949:2016 Requirements	2 <sup>ND</sup> Week Sep’’21	NA	2 <sup>ND</sup> Week Sep’’21
Phase 1	Internal Auditor Training on IATF16949:201616949:2016 16949:2016 Requirements	2 <sup>ND</sup> Week Sep’’21	NA	2 <sup>ND</sup> Week Sep’’21
Phase 1	Advanced Product Quality Planning APQP Workshop	3 <sup>rd</sup> Week Sep’’21	NA	3 <sup>rd</sup> Week Sep’’21

Phase 1	Process Failure Mode Effect Analysis (PFMEA) Workshop	3 <sup>rd</sup> Week Sep''21	NA	3 <sup>rd</sup> Week Sep''21
Phase 1	Measurement System Analysis (MSA) & Statistical Process Control (SPC) Workshop	3 <sup>rd</sup> Week Sep''21	NA	3 <sup>rd</sup> Week Sep''21
Phase 1	PPAP Workshop	3 <sup>rd</sup> Week Sep''21	NA	3 <sup>rd</sup> Week Sep''21
Phase 1	Pre Assessment /Onsite Audit/ Certification	3 <sup>rd</sup> Week Sep''21	NA	3 <sup>rd</sup> Week Sep''21
Phase 2	Documentation of all processes with Turtle diagram along with process owners as per prioritisation of COP / MOP / SOP. Process map update. Identify Formats and Work Instructions from Processes	1 <sup>st</sup> week of Oct''21	1 <sup>st</sup> week of Aug''22	1 <sup>st</sup> week of Aug''22
Phase 2	Define QMS policy considering all miscellaneous requirements and requirements of standards	1 <sup>st</sup> week of Oct''21	2 <sup>nd</sup> & 3 <sup>rd</sup> sep''22	2 <sup>nd</sup> & 3 <sup>rd</sup> sep''22
Phase 2	Determine objectives and targets at Organization Level	1 <sup>st</sup> week of Oct''21	26 <sup>th</sup> sep''22	27 <sup>th</sup> sep''22
Phase 2	Determine objectives and targets / KPI at Process level considering all miscellaneous activities Prepare action plan to achieve these objectives / targets	1 <sup>st</sup> week of Oct''21	26 <sup>th</sup> sep''22	27 <sup>th</sup> sep''22
Phase 2	Roles, Responsibility, Authorities and Accountability review and upgrade	3 <sup>rd</sup> week of Oct''21	26 <sup>th</sup> sep''22	27 <sup>th</sup> sep''22
Phase 2	Level 1 Documentation Review and Up gradation(QMS Manual and supporting annexures)	3 <sup>rd</sup> week of Oct''21	05 <sup>th</sup> Nov''22	05 <sup>th</sup> Nov''22
Phase 2	Conduct risk analysis workshop with Top management and Process Owners which helps Organization Setting Context of the Organization.	3 <sup>rd</sup> week of Oct''21	05 <sup>th</sup> Nov''22	05 <sup>th</sup> Nov''22
Phase 2	Management and Process Owners conducts Risk Analysis for Organisation and for all applicable processes resp.	3 <sup>rd</sup> week of Oct''21	05 <sup>th</sup> Jan''23	05 <sup>th</sup> Jan''23
Phase 2	Documentation review and release for implementation (Review of context, risk analysis and level 1 / 2 / 3 / 4)	3 <sup>rd</sup> week of Oct''21	30 <sup>th</sup> Jan''23	30 <sup>th</sup> Jan''23
Phase 3	QOS data collection, implementation & monitoring of all Objectives in line with Process & Business Measurable	2 <sup>nd</sup> week of Nov''21	17 <sup>th</sup> Feb''23	17 <sup>th</sup> Feb''23
Phase 3	Core Tools review	2 <sup>nd</sup> week of Nov''21	08 <sup>th</sup> March''23	08 <sup>th</sup> March''23
Phase 3	Tracking of result measurable and process measurable to ensure business QMS & Business process implementation	2 <sup>nd</sup> week of Dec''21	05 <sup>th</sup> April''23	05 <sup>th</sup> April''23
Phase 4	Internal Audit - Non conformities, which are barriers for achieving process measurable and not meeting the system, will be identified with improvement points where ever possible.	3 <sup>rd</sup> week of Jan''22	15 <sup>th</sup> May''23	15 <sup>th</sup> May''23
Phase 4	Closure of the Internal audit findings	3 <sup>rd</sup> week of Jan''22	30 <sup>th</sup> May''23	30 <sup>th</sup> May''23

Phase 4	Conduct Management Review Meeting covering the requirements of the QMS	3 <sup>rd</sup> week of Feb''22	25 <sup>th</sup> Jul''23	25 <sup>th</sup> Jul''23
Phase 5	Pre-assessment audit (Stage-1)	Not Planned	24 <sup>th</sup> Aug''23	24 <sup>th</sup> Aug''23
Phase 5	Pre-assessment audit (Stage-1) observation closure support	Not Planned	28 <sup>th</sup> Aug''23	28 <sup>th</sup> Aug''23
Phase 5	Certification Audit (Stage-2)	Not Planned	20 <sup>th</sup> Sep''23	20 <sup>th</sup> Sep''23
Phase 5	Certification Audit NC closure support	Not Planned	24 <sup>th</sup> Sep''23	24 <sup>th</sup> Sep''23

## 4 Project Tasks – Detailed report

### 4.1 Positive Observation

- KEI Team commitment and their accountability
- Core committee members engagement on IATF16949:2016 project
- Dedicated Omnex team allocated in project execution for effective implementation
- Planning and execution of the project.

### 4.2 Opportunity for Improvement

- IATF16949:2016 to be integrate to IMS.
- Periodic training to all employees to understand importance and ensure their commitment.
- Periodic audits & continual improvement.

### 4.3 External Audit Results (Certification Body)

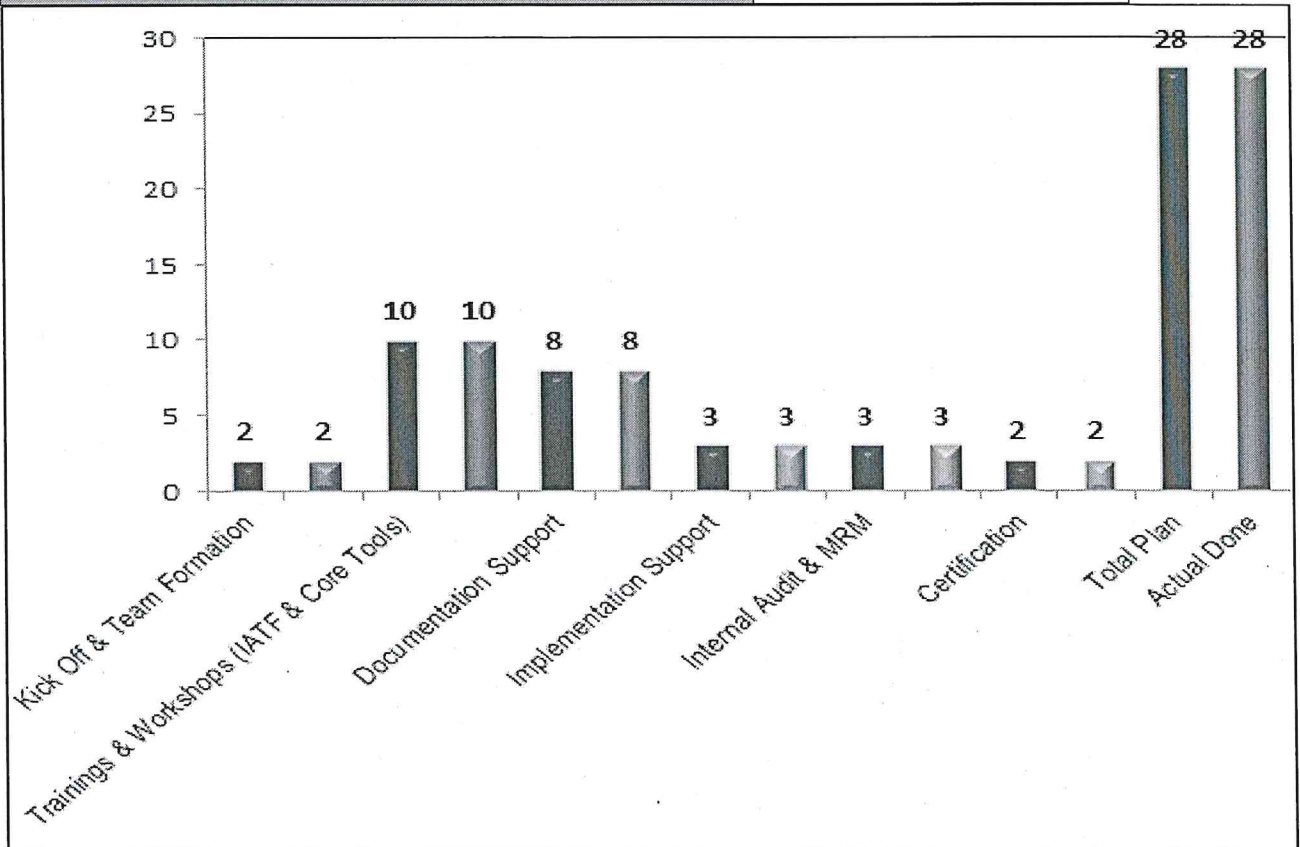
Minor Non conformity	Opportunity for improvement	Positive Observation
6	8	5

### 4.4 Phase wise Detailed Report

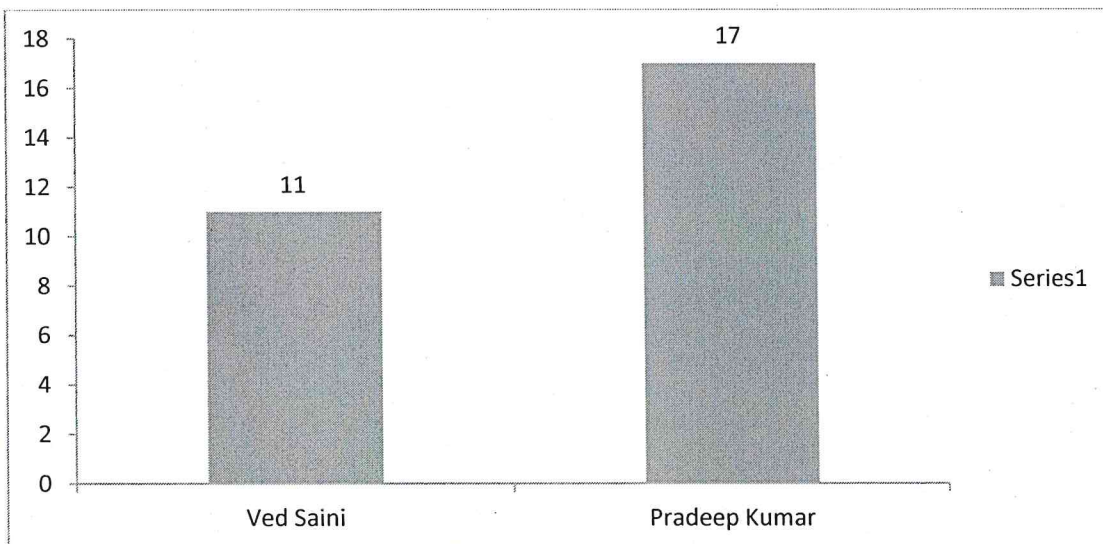
#### 4.4.1 Project Man days Trends

Kick Off & Team Formation	2
	2
Trainings & Workshops (IATF16949 & Core Tools)	10
	10
Documentation Support	8
	8
Implementation Support	3
	3

Internal Audit & MRM	3
	3
Certification	2
	2
<b>Total Plan</b>	<b>28</b>
<b>Actual Done</b>	<b>28</b>



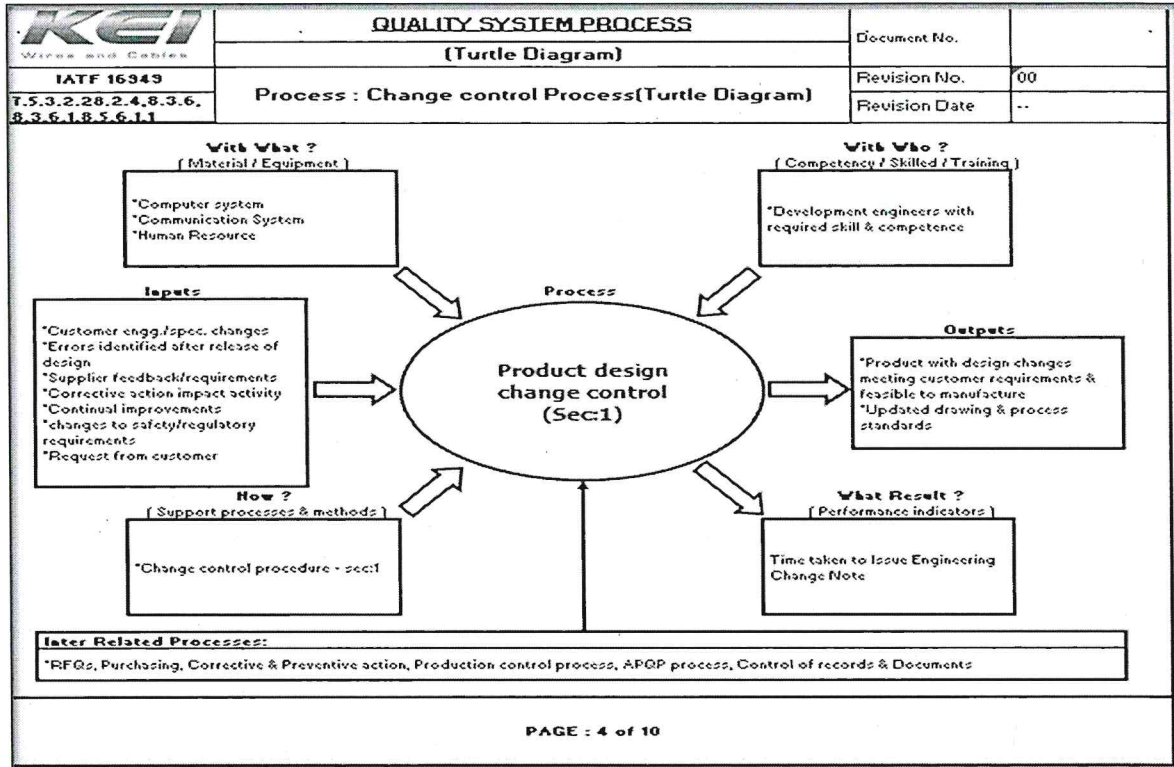
### Consultant wise Mondays





## 4.4.2 Key Activities

Turtle diagram for all Processes



## Risk and Opportunity

RISK AND OPPORTUNITY ASSESSMENT									
HR									
Risk & Opportunities Identification				Risk & Opportunities Analysis					
Source(OC/IP)	Category	Issues/Requirement	Risk/opportunities Description	O/R	Impact	Current Controls	Severity	Probability	Risk Level (H/M/L)
Context (External)	Legal	Pollution new guidelines regarding the uses of coal etc. due to pollution (restriction of coal) etc.)	HSPCB can siege or lock the company if violation the rules	R	business and customer loss	We are using biomass fuels as per direction by HSPCB	5	1	5
		Pollution new guidelines regarding the uses of DG etc. due to pollution (restriction of DG etc.)	HSPCB can siege or lock the company if violation the rules	R	business and customer loss	We are going to install ESP system as per direction by HSPCB	5	1	5
	ENVIRONMENT	Farmers make complaint due to destroy their crops due to our company pollution	HSPCB can siege or lock the company if violation the rules	R	business and customer loss	We are going to install some additional ducts with ESP system as per direction by HSPCB	5	1	5
		SUPPLIERS	Dis satisfaction of employees due to poor canteen services	employees satisfaction level go down due to poor canteen services	R	Health problems may occur	Conduct monthly committee meeting and audits	2	5
			Manpower issue due to Covid related guidelines and directions	Operations / work may stop in case of manpower shortage	R	We will lost the business and customer	We paid full salary to all employees during covid shutdown	5	1
VALUES		Too much issues created by maximum HOD only	Its affect the performance & relations	R	Work performance, efficiency and team building	No control	2	5	10
		There is no respect to each other (staff level)	Its affect the performance & relations	R	Work performance, efficiency and team building	No control	2	5	10
		Maximum HOD always find out the problems done by other HOD (they never come with solution)	Its affect the performance & learning	R	Work performance, efficiency and team building	No control	2	5	10

## Training Ratings and feedback

Session	Consultant	Rating	Feedback
IATF16948:2016 internal Audit	Vedprakash	4.8	Understood the IATF16949:2016 and requirements and How to conduct audit.
APQP	Vedprakash	4.8	Understood How NPD parts flow diagram and documentation.
MSA	Vedprakash	4.8	Understanding about the calculation of MSA
SPC	Vedprakash	4.8	Process control understands with all methods.
PPAP	Vedprakash	4.7	How many type of documents to be prepare and what are the benefits clear
FMEA	Vedprakash	4.6	low the potential risk affect in process and how to improve process control.
Risk Based Thinking	Pradeep kumar	4.9	Understood the impact of risk and could identify controls for the same.

### 4.4.3 Milestones Accomplishments

Month	Phase	Plan ned man days	Actual man days completed	Deliverables	Responsibility
Sep'21	PHASE 1 : Trainings & Workshops (IATF16949:2016 & Core Tools)kick	11	11	Kick off, Training on IATF16949 and core tools practical exposure	Ved Prakash
Aug'22 Nov'22	PHASE 2 :Documentation	8	8	Document preparation with SOP draft, QMS Policy finalization, All processes	Pradeep Kumar

	Support			objectives finalization, Role & Responsibility preparation, Risk analysis initiation and awareness to all process owner, Contingency plan	
Jan'23 Apr'23	PHASE 3 :Implementation Support	3	3	QOS data collection, implementation & monitoring of all Objectives in line with Process & Business Measurable, Tracking of result measurable and process measurable to ensure business QMS & Business process implementation & Core tool review Review of documents	Pradeep kumar Review- Elvin Thomas
May'23 Jul'23	PHASE 4 : Internal Audit & MRM	3	3	Internal Audit - Non conformities, which are barriers for achieving process measurable and not meeting the system, will be identified with improvement points where ever possible. Closure of the Internal audit findings. Conduct Management Review Meeting covering the requirements of the QMS	Pradeep Kumar
Aug'23	Pre-assessment audit (Stage-1)	1	1	Pre-assessment audit (Stage-1)	Pradeep Kumar
Sep'23	Certification Audit (Stage-2)	2	2	Certification Audit (Stage-2) & NC closure of audits	Pradeep Kumar

**4.4.4 Lessons Learned, if any**

Lesson No	Lesson Description	Suggested action based on Lessons	Process Impact (High, Medium, Low)
1	Project Management on QMS IATF16949:2016	Omnex Team and client responsibility need to be clearly defined during finalization of contract	Medium
2	Target Date finalization	Target date to be finalized for achieving task.	High

**5 Conclusion**

- Certification audit performed by American Systems Registrar certification body from 18<sup>th</sup>, 19<sup>th</sup>, 20<sup>th</sup> and 21<sup>st</sup> Sep'20 at KEI Industries India Limited.
- Commitment towards Quality management system standard implementation found satisfactory throughout the KEI Industries India Limited.



**Prepared By** Pradeep Kumar (OMNEX – Senior Consultant)

**Approved by** Arun Kumar, Director and VP Global Operations

**Approval Date** 22.09.2023

**Client Name:** K. C. Gupta

**Client Signature:** 

-----End of Report-----