






# Sustainable Fibre Alliance The Sustainable Cashmere Standard Certification Scheme **Continual Improvement Procedure**

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## Approvals

The signatures below certify that this Scheme Certification Manual has been reviewed, approved and demonstrates that the signatories are aware of all the requirements contained herein and are committed to upholding them.

	Name	Signature	Position	Date
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Reviewed by	Lesley Colvin		Standards and Compliance Manager	03/08/2021
Approved by	Una Jones		Chief Executive	05/08/2021

## Amendment Record

This procedure reviewed to ensure its continuing relevance to the systems and process that it describes. A record of contextual additions or omissions is given below:

Page No.	Context	Revision	Date

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# Continual Improvement Procedure

## 1. Introduction & Purpose

The purpose of this procedure is to establish a continual improvement philosophy throughout our entire organisation, which is driven by goals set out in the Sustainable Fibre Alliance (SFA) business objectives and the internal management system policy. Opportunities for improvement are identified and translated into improvement projects.

## 2. References

Reference	Title & Description
SCS-043-01.0-EN	The Sustainable Cashmere Standard Certification Scheme Manual

## 3. Terms & Definitions

Term	Definition
Continual improvement	A recurring activity to increase the ability to fulfil requirements
Preventive Action	Action taken to eliminate a potential non-conformity
Corrective Action	Action taken to eliminate the cause of a non-conformity
Opportunity for Improvement (OFI)	A condition of the Management System that may be weak, cumbersome, redundant, overly complex, or in some other manner, may offer an opportunity to improve

## 4. Application & Scope

Opportunities for improvement in operations and processes are identified by functional managers on a continual basis from daily feedback on operations and periodic management reviews. Opportunities for improvement of products and services are identified mainly by Sales/Marketing and Engineering.

Causes of non-conformities are identified, investigated and where appropriate, corrective actions are implemented to ensure no recurrence. Preventive actions are implemented to eliminate the causes of potential non-conformances. This procedure works in conjunction with:

- Internal Audit Procedure SCS-038-01.0-EN
- Non-conformance Procedure SCS-039-01.0-EN
- Corrective Action Procedure SCS-040-01.0-EN

## 5. Requirements

SFA Personnel are encouraged to suggest new ideas for improving:

- Products
- Processes
- Productivity
- Work environment

The **Standards and Compliance Manager** is required to:

- Identify opportunities for improvement

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**Managers** are responsible for:

- The continual improvement of the management system in their respective areas
- Identify opportunities for improvement

## 6. Process

### 6.1 Sources of Improvement Opportunities

Inputs for improvement opportunities are obtained from the following sources:

- Customer satisfaction
- Customer complaints, feedback and dispute resolution
- Market research and analysis
- Inputs from employees, suppliers and other interested parties
- Internal and external audits of the certification scheme management system
- Records of product or process non-conformances
- Data from process and product characteristics and their trends

### 6.2 Evaluation, Prioritisation and Implementation

- Opportunities for improvement from daily feedback on operational performance are evaluated by the Standards and Compliance Manager and are typically implemented through the corrective action system
- Opportunities for improvement from analysis of longer-term data and trends are evaluated and implemented through the Management Review process and are prioritized with respect to their relevance for achieving quality objectives

### 6.3 Management Review

- When opportunities for improvement are no longer supported by the current policy and objectives, The SFA Board and Chief Executive will establish new business objectives and possibly change the internal management system policy. The process for this evaluation and prioritisation is described in the Management Review Procedure
- Longer-term improvement projects are initiated through the management review process, as well as the corrective action system
- Product improvement opportunities are evaluated by the Operations Manager, the Standards and Compliance Manager and the Chief Executive

### 6.4 Documentation & Records

All documentation and records generated by the continual improvement process are managed in accordance with Clauses 7.2.2 & 7.2.3.