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| **Process Plan** | | | |
| **Process Name** | Business Development | **Process Owner** | CEO |
| **Associated Process Documents & Records** | Quality Manual, QMS Plan, Proposal templates, Proposals, | **Quality Objectives Supported** | * Proposal Win Rate – Over 40 % * Customer Satisfaction – Zero complaints |
| **Key Resources** | Corporate Communications Manager, Proposal writing staff, Privia | **ISO 9001:2015 Clauses** | 4.4, 5.2, 6.1, 6.2, 7.1, 7.1.5, 7.1.6, 7.2, 7.3, 7.5, 8.2.1, 8.2.2, 8.2.3, 8.4, 8.7, 9.1.1, 10.1, 10.2, 10.3 |
| **Outsourced Processes and Controls** | N/A | **Risks or Opportunities to consider** | Listed, progress tracked and reviewed as necessary in QMS Plan document |

**Process Diagram**

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| --- | --- | --- | --- | --- | --- |
| External customers, usually government agencies  Upstream Process = N/A | RFPs, RFIs, and RFQs | 1. Identify opportunities  2. Review RFP/RFQ requirements  3. Bid/no bid decision  4. Develop solution  5. Submit proposals  6. Resolve differences  7. Receive contract Award | Signed contract | External customers  Downstream Process = HR/Recruiting Process | Contract admin, HR and operations teams review of proposal, contract modifications, customer communication and feedback |

Instructions: For this section, the Process Owner and Auditor(s) will fill this in together and note any actions needed.

**Process Review**

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| **Process Owner:** | Deanna Eaton | **Associated CA’s or NC’s reviewed:** |  |
| **Auditor(s):** | Brenda Walguanery | **Documents and Records Reviewed (including previous audits):** |  |
| **Date Reviewed:** |  | **Date of Next Review:** |  |

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| **Process Owner Questions** | **Yes** | **No** | **Notes/Action Needed** |
| 1. Is the Process Plan and Diagram (from pages 1-2) still current? (4.4.1) |  |  | If no, list actions being taken: |
| 1. Have there been any major changes since the last review? (4.4.1) |  |  | If yes, list actions being taken: |
| 1. Are the process measures still valid? (4.4.1, 7.1.5.1) |  |  | If no, list actions being taken: |
| 1. Are measure targets being met? (4.4.1, 7.1.5.1) |  |  | If no, list actions being taken: |
| 1. Are resources still adequate for the process? (7.1) |  |  | If no, list actions being taken: |
| 1. Are there any new risks in the process to consider? (6.1) NOTE: Risks and opportunities are identified and tracked as part of the QMS Plan document. |  |  | If yes, list actions being taken: |
| 1. Are any resources used for monitoring and measurement of the process fit for their purpose? (7.1.5.1) |  |  | If no, list actions being taken: |
| 1. Is there any key knowledge about the process to capture? (7.1.6) |  |  | If yes, list actions being taken: |
| 1. Are there any process improvements needed or opportunities to take advantage of? (4.4.1, 6.1, 10.3)   See note from #6 above. |  |  | If yes, list actions being taken: |
| 1. **List any additional actions items such as:** documents or records to update; training or communication to be done. |  |  |  |

**Process Audit**

Instructions: For this section, the Auditor(s) will complete as they conduct the audit. Evidence listed should be specific and detailed. Each question should note either “OK” if all requirements were found to be compliant or “NC” if there was a nonconformity.

Process Documentation

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| --- | --- | --- | --- |
| **ISO clause** | **Auditor Question** | **Evidence** | **OK or NC** |
| 4.4.2a  7.5.2  7.5.3 | 1. Specific to the Business Development process - what controlled documents are in use?  Check for appropriate:   * identification and format * review and approvals * availability and suitability * protection and access * storage and retention * change control   **Look for:** Look at several documents. List names of specific documents reviewed and their revisions in use. Check for all of the bulleted requirements above. |  |  |
| 4.4.2b  7.5.2  7.5.3 | 2. Specific to the Business Development process - what records are kept?  Check for appropriate:   * identification and format * review and approvals * availability and suitability * protection and access * storage and retention * change control   **Look for:** Look at several records. List names, dates and other identifiers of specific records reviewed that are in use. Check for all of the bulleted requirements above. |  |  |

Competence, Awareness and Communication

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| **ISO clause** | **Auditor Question** | **Evidence** | **OK or NC** |
| 7.2 | 3. What evidence shows that competence of recently hired employees was verified against defined criteria for their position? | This is covered in HR/Recruiting Audit Plan. | NA |
| 5.2.2b  7.3 | 4. Are employees (working in the Business Development process) aware of:   * The quality policy * Relevant quality objectives * Their contribution to the QMS * The benefits of improved performance * The negative effects of not conforming to QMS requirements?   **Look for:** Type the responses from one or two auditees regarding their awareness of the above. |  |  |

Process Conformity

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| **ISO clause** | **Auditor Question** | **Evidence** | **OK or NC** |
| 8.2.1 – 8.2.3 | 5. Is the Business Development process being followed as defined in the Quality Manual and related documents?  **Look for:** Read the appropriate Quality Manual sections shown under “ISO clause” (to the left) before completing these questions. List the Quality Manual Revision. |  |  |
| 8.2.1 | 6. What methods exist for customer communication? Does communication include handling of inquiries and obtaining customer feedback, including complaints? Is there a process for contingency planning, when needed?  **Look for:** Verify that customer communication methods are effective. Ensure a process has been implemented for feedback and complaints and that records exist. Ensure there is a process for contingency plans, as needed. |  |  |
| 8.2.2  8.2.3 | 7. How are requirements for products or services determined and reviewed? How are contract differences resolved with the customer?  **Look for:** Note how customer requirements are determined, and give specific examples.  Verify how the requirements are being reviewed to ensure capability to provide product or service, and give specific examples of records kept as evidence. Note any changes made during the contract review process. |  |  |
| 8.4 | 8. Are there any outsourced processes (by external providers) for the Business Development process? If yes, how are they controlled?  **Look for:** Verify that any outside suppliers used during the process were properly selected, controlled and evaluated. Ensure they are listed above in the Process Plan on Page 1. |  |  |
| 8.7  10.2 | 9. Have any Corrective Actions or Nonconformances been generated that are related to this process?  **Look for:** Ensure that CA’s and NC’s are being recorded for issues that exist. Note any that are recent or in process. |  |  |

Process Evaluation

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| **ISO clause** | **Auditor Question** | **Evidence** | **OK or NC** |
| 4.4.1  6.2  9.1.1 | 10. Have all key measures in the Quality Manual for this process been reviewed as required? | See Quality Management Audit Plan – all key measures are defined in Quality Manual, tracked in Key Measurement Worksheet, and a topic in each Management Review minutes. | NA |
| 10.1  10.3 | 11. Are there any suggested process improvements?  **Look for:** Type in suggestions for improvement from the auditee(s) or from the auditor or type “No suggestions for improvement at this time.” |  |  |

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| **Audit findings summary** |  | | |
| **Corrective Actions Issued** |  | | |
| **Auditor Name**  **(Sign-off)** |  | **Date** |  |
| **Process Owner Name**  **(Sign-off)** |  | **Date** |  |