

# memorandum

DATE: JUL 24 1992

REPLY TO  
ATTN OF: RW-3

SUBJECT: Use of Corrective Action Requests (CARs)

TO: Distribution

It has come to my attention that Corrective Action Requests (CARs) issued as a result of Quality Audits/Surveillances are being viewed as 1) punitive actions, 2) doing a bad job, and 3) reflecting in personal performance review.

Historically, this type of thinking is a result of inexperience or lack of understanding of the Quality Assurance Program. It is, therefore, imperative that this thought process be changed and updated to reflect the present management philosophy. Quality Audits/Surveillances are the management tools used to verify compliance with the given requirements. The Corrective Action Requests are the vehicle used to document any noted deficiency. Their function is simply to bring situations in line with the given requirements set forth by management. They are not used as either measurement of job performance or punitive action.

OCRWM has endorsed and is actively pursuing Total Quality Management (TQM). TQM is a culture change; a mind set to continuously improve. Quality Audits/Surveillances and the resultant CARs are just one of the many programs to aid in achieving our goals of TQM and in keeping with our Credo: "We conduct our activities and ourselves according to the highest standards of integrity, openness, technical expertise and professional excellence."

Please assure that all personnel within your organization are aware of contents of this memorandum.

  
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