DESK DESIGN

Non-Conformance Report (NCR) Management

6 September 2026

This describes the desk as designed. Every figure in it comes from the design itself and from sample cases run against it — **not** from the desk in operation. It contains no turnaround times, no volumes and no throughput, because none has been measured yet.

IN BRIEF

The Non-Conformance Report (NCR) desk is where quality problems come to be logged, understood, and put to rest. A report arrives — a crack, a warp, a label blemish — and the desk carries it through eight stations from intake to closure: classification, containment, root-cause analysis, corrective and preventive action, tracking, verification, and disposition. One station is worked by a person; the other seven run themselves, with the quality team committing or overriding the automation's proposals at each decision point.

The desk's job is not to approve everything — it is to determine each case correctly. It names five ways a case can conclude, and it treats rejection and withdrawal as legitimate endings rather than failures.

THE DESK

The clock	a case is late after 14 days, counting working hours only

HOW A CASE MOVES

1	**NCR Identification & Logging**	a person
2	**Review & Classification**	*runs itself*
3	**Immediate Containment**	*runs itself*
4	**Root Cause Analysis**	*runs itself*
5	**Corrective / Preventive Action Planning**	*runs itself*
6	**CAPA Implementation Tracking**	*runs itself*
7	**Effectiveness Verification**	*runs itself*
8	**Closure & Disposition**	*runs itself*

THE STATIONS

STATION	WHO WORKS IT	WHAT IT IS FOR	WHEN IT REACHES A PERSON	STATUS	MEASURED
NCR Identification & Logging	a person	Log the non-conformance via form or email with description, product/material reference, evidence attachments, and reporter details. System auto-assigns a running NCR number.	No escalation — open entry point.	—	not yet
Review & Classification	runs itself	Auto-review NCR details, propose severity (minor/major/critical), category, and owner based on product history and keywords. Quality Manager commits or overrides.	Critical severity OR unclassified after 4 hours → escalate to Quality Director.	built and proven	not yet
Immediate Containment	runs itself	Trigger containment workflow: quarantine inventory lots, halt production work orders, notify affected customers/suppliers, and schedule containment review meeting. Human confirms execution.	Critical NCR with no containment action within 4 business hours → escalate to Quality Director and Operations Manager.	built and proven	not yet
Root Cause Analysis	runs itself	Assist assigned owner with root cause analysis: summarize evidence, suggest 5-Whys prompts, reference similar past NCRs. Owner authors final RCA.	Major/Critical NCR with no RCA submitted after 3 days → escalate to Quality Manager and department head.	built and proven	not yet
Corrective / Preventive Action Planning	runs itself	Draft corrective and preventive action proposals with suggested owners and due dates based on RCA findings and resource availability. Owner edits and commits plan.	Major/Critical NCR with no CAPA plan after 2 days → escalate to Quality Manager.	built and proven	not yet
CAPA Implementation Tracking	runs itself	Track action execution: send reminders at 50% and 80% of elapsed due date, capture completion evidence, update NCR status automatically when all actions done.	Any CAPA action overdue by › 1 business day → notify action owner and Quality Manager; overdue by › 3 days → escalate to department head.	built and proven	not yet

STATION	WHO WORKS IT	WHAT IT IS FOR	WHEN IT REACHES A PERSON	STATUS	MEASURED
Effectiveness Verification	runs itself	Compile effectiveness evidence: review post-implementation data, check for recurrence, verify documentation completeness. Propose verification result for human approval.	Verification fails or remains incomplete after due date → escalate to Quality Manager for reassessment.	built and proven	not yet
Closure & Disposition	runs itself	Auto-check closure criteria (RCA complete, CAPA implemented, verification passed, no open actions). Propose final disposition and generate closure documentation. Quality Manager approves.	NCR remains open > 30 days beyond target SLA → escalate to Quality Director for forced closure or extension.	built and proven	not yet

WHAT "DONE" MEANS

Every case ends in one of these:

- Closed counted as the desk doing its job
- Closed (Extended) counted as the desk doing its job
- Withdrawn
- Rejected / Not a Case
- Abandoned / Timed Out

WHAT WE PROVE BEFORE CALLING IT WORKING

Each of these is a check written against the desk. A station is only finished when its checks pass.

THE CHECK	STATION	LAST RESULT
Classifier proposes severity and category for a reported NCR	Review & Classification	passed on 6 September 2026
Containment workflow starts for a classified NCR	Immediate Containment	passed on 6 September 2026
RCA agent proposes root cause	Root Cause Analysis	passed on 6 September 2026
CAPA agent drafts corrective and preventive actions	Corrective / Preventive Action Planning	passed on 6 September 2026
Tracking reactor advances NCR when all CAPA actions complete	CAPA Implementation Tracking	passed on 6 September 2026

THE CHECK	STATION	LAST RESULT
Verification agent compiles effectiveness evidence	Effectiveness Verification	passed on 6 September 2026
Closure reactor disposes a verified NCR	Closure & Disposition	passed on 6 September 2026
Desk closes a fully-worked critical NCR	—	passed on 6 September 2026
Closure requests an extension when verification is ineffective	—	passed on 6 September 2026
Desk closes a fully-worked minor NCR within fallback SLA	—	passed on 6 September 2026

WHAT STANDS OUT

A person opens the door; the desk carries it the rest of the way

Only the intake station is human. From classification onward every station runs itself, each acting within a guardrail that pauses for a human on low confidence. The quality team steers at the decision points instead of doing the carrying.

Every automated station is built and proven

Each of the seven automation stations names its reactor, and each reactor's acceptance scenario passed on its most recent run. This is a fully constructed desk with a green proof on every moving part — not a map of intentions.

Escalation is graduated, not blanket

Critical and major cases escalate faster and to named leaders — the Quality Director, Operations Manager, and department heads — while routine work gets a longer rope. The desk applies more attention where the risk is, rather than one escalation policy for everything.

Proven, but not yet timed

No station is instrumented yet, so the desk cannot report how long a step takes or how often it is reached. That is a measurement gap, not a defect: the desk's logic is green, but its clock has not started ticking for analytics.

> The NCR desk is built, proven, and explicit about what success means. What remains before it can tell its own performance story is instrumentation — wiring the stations so the desk can report how fast and how often it works, not just that it works.