Step 1 — Read the Manager's Implementation Guide

Before opening any other file, read the Manager's Implementation Guide. It explains what the toolkit replaces, who should own each document, and how to deploy everything within 30 days. It is the fastest route to a working nonconforming outputs (NCO) system.

- File: NCO_Toolkit_Managers_Implementation_Guide.pdf
- Folder: 02 Reference Guides
- Time to read: approximately 20 minutes

Step 2 — Open the Complete File Reference Below

The table below lists every file in the toolkit. Work through it from top to bottom on your first deployment. Return to it whenever you need to find the right document for a specific task.

File	Folder	What it is for
NCO_Toolkit_Start_Here.pdf	01 Get Started	This document. Every file in the toolkit, its purpose, the recommended reading sequence by role, and the quick-start checklist.
NCO_Toolkit_Getting_Started_Guide.pdf	01 Get Started	Operational start-up guide for the Quality Manager and team. How to set up the log, raise the first NCR, and view it in the dashboard.
NCO_Toolkit_Getting_Started.pptx	01 Get Started	20-slide onboarding deck for briefing the team. Covers both the log and the dashboard.
NCO_Toolkit_File_Inventory.xlsx	01 Get Started	Complete list of every file in the toolkit with its document ID, title, and purpose. Use as the document register when adding the toolkit to your master document list.
NCO_Toolkit_Managers_Implementation_Guide.pdf	02 Reference Guides	Read first. 30-day deployment plan, ownership table, and 90-day audit checklist.
NCO_Toolkit_RCA_Quick_Reference_Cards.pdf	02 Reference Guides	One-page reference for each RCA method (A3, 5-Whys, 8D, Fishbone). Print or keep open on screen during a session.
NCO_Management_Review_Pack.pptx	02 Reference Guides	10-slide management review template. Paste dashboard screenshots into placeholder areas before each review.
P0870-01_Nonconforming_Product_Outputs.docx	03 Procedure	The documented ISO 9001:2026 Clause 8.7 procedure. Customise the company name and role titles before issuing.
F0870-01_NCO_Product_Report.docx	04 Forms	Use to raise a product NCR. Transfer details to F0870-02 after completion.
F0870-03_MRB_Decision_Record.docx	04 Forms	Records the Material Review Board disposition decision for nonconformities outside routine authority (Critical, use-as-is, customer flow-down, safety or regulated characteristics).
F0870-04_Concession_Use-As-Is_Authorisation.docx	04 Forms	Complete when a Use As-Is (concession) disposition is required. Record the concession reference on the relevant F0870-02 row.

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File	Folder	What it is for
T0870-01_NCO_Dashboard_Training.pptx	08 Training	18-slide training deck focused on the dashboard — all four tabs, charts, and SPC.
T0870-02_NCO_Tracker_Training.pptx	08 Training	17-slide training deck focused on the NCO Log — structure, column guidance, and close-out.

Step 3 — Recommended Reading Sequence by Role

Role	Start with	Then read
Quality Manager	Manager's Implementation Guide	NCO Getting Started Guide → NCO Log User Guide → NCO Dashboard User Guide
Process Owner	NCO Log Training deck T0870-02 (slides 1–10)	NCO Log User Guide sections 4 and 5 (column reference and close-out)
Operations Director	Manager's Implementation Guide sections 1 and 4	Management Review Pack template → NCO Dashboard User Guide
Internal Auditor	P0870-01 Nonconforming Product Outputs	NCO Log User Guide → PFMEA User Guide → NCO Dashboard User Guide
New QMS team member	NCO Getting Started presentation	NCO Getting Started Guide → NCO Log User Guide

Step 4 — Quick-Start Checklist

Work through the following before your first live NCR:

- Delete the 25 sample rows from F0870-02 (rows 9–33).
- Update the Process Name dropdown in the Reference sheet to match your organisation's QMS processes.
- Save the NCO Log with a versioned filename: F0870-02_NCO_Log_v1.0_[Year].xlsx.
- Place the file in a shared folder accessible to all QMS team members.
- Open D0870-01_NCO_Metrics_Dashboard.html in a browser and confirm it loads correctly.
- Update the company name and role titles in the P0870-01 Nonconforming Product Outputs procedure.
- Brief the team using NCO_Toolkit_Getting_Started.pptx — 20 minutes is sufficient for a first session.
- Raise your first real NCR using F0870-01 and transfer it to F0870-02.

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