

Ten worked entries separating correction, cause, action and verified effectiveness

Clause 10.2.1 requires four distinct things and most logs collapse them into one: react and correct; deal with the consequences; evaluate whether action is needed to eliminate the CAUSE so it does not recur; and determine whether the same nonconformity could occur elsewhere. NCR-2026-020 is the worked example of what happens when correction is recorded as corrective action — the problem returns, and the second finding is worse than the first.

REF	DATE RAISED	SOURCE	NONCONFORMITY DESCRIBED	SEVERITY (MAJOR / MINOR / OFI)	IMMEDIATE CORRECTION (10.2.1 A)	CONSEQUENCES DEALT WITH	ROOT CAUSE AND METHOD USED (10.2.1 B)	COULD IT OCCUR ELSEWHERE? (10.2.1 D)	CORRECTIVE ACTION (10.2.1 C)	ACTION OWNER	DUE DATE	EFFECTIVENESS CHECK METHOD	EFFECTIVENESS EVIDENCE	CLOSED DATE	CLAUSE
NCR-2026-014	2026-02-11	Internal audit	Three shop-floor work instructions were superseded revisions; the current revision was on the server only	Minor	Superseded copies removed and current revisions printed and posted	Product made that week re-inspected against the current revision; no nonconformity found	5 Whys: no defined trigger to replace printed copies when a revision is released	Yes — same practice at the second site	Document release procedure updated to require point-of-use replacement within 24 h; QR codes added linking to the current version	Quality Manager	2026-03-31	Follow-up audit of 20 point-of-use documents at both sites	Follow-up audit 2026-05-06: 20 of 20 current	2026-05-08	7.5.3, 10.2
NCR-2026-015	2026-02-19	Customer complaint	Batch delivered with certificate of conformance referencing the wrong heat number	Major	Batch recalled and corrected certificate issued within 48 h	Customer notified; no product had entered their process	Fault tree: certificate generated from the work order rather than the material issue record; single manual re-key	Yes — the same template is used for all certificate types	Certificate generation re-pointed to the material traceability record; manual entry removed	Engineering Manager	2026-04-30	Sample 30 certificates against material records post-change	30 of 30 matched, audit 2026-06-02	2026-06-04	8.5.2, 8.6, 10.2
NCR-2026-016	2026-03-04	Supplier	Raw bar stock delivered without the mill certificate required by the purchase order	Minor	Material quarantined; certificate obtained before release	No material released without certification	Cause-and-effect: purchase order requirement not carried into the supplier's despatch checklist	Yes — three other suppliers use the same PO template	PO terms restated to the supplier; goods-inward check made a hard stop; supplier scorecard updated	Procurement Lead	2026-04-15	Review next six deliveries from this and three comparable suppliers	6 of 6 compliant by 2026-05-27	2026-05-29	8.4.2, 10.2
NCR-2026-017	2026-03-22	Production	Operator adjusted a machining parameter outside the specified range without authorisation or record	Minor	Parameter restored; affected parts held and inspected	Twelve parts inspected, two scrapped, ten conforming and released	5 Whys: specified range not achievable with the current fixture; operators had been informally compensating for months	Yes — the same fixture design is used on two other part numbers	Fixture redesigned; specification corrected; shift-handover log introduced to capture informal adjustments	Production Manager	2026-06-30	Process capability study after fixture change; review handover logs for 8 weeks	Cpk 1.42 post-change; no unauthorised adjustments logged in 8 weeks	2026-07-24	8.5.1, 8.7, 10.2

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NCR-2026-018	2026-04-08	Management review	Quality objectives for the year had no defined measure for two of six objectives	Minor	Two objectives rewritten with measures before the next reporting cycle	No decisions had been taken on those objectives	Structured review: objective-setting workshop had no template enforcing 6.2.2 elements	Yes — applies to every future objective-setting cycle	Quality objectives register template adopted with mandatory 6.2.2 columns; workshop agenda updated	Quality Manager	2026-05-30	All objectives in the following cycle checked against the five 6.2.2 elements	10 of 10 complete in the 2026-27 register	2026-06-12	6.2.2, 10.2
NCR-2026-019	2026-04-25	Internal audit	Calibration of two micrometers had lapsed by 6 and 11 weeks; both had been used for release inspection	Major	Both instruments withdrawn and recalibrated; found within tolerance	Retrospective assessment of product released in the lapse period: no impact, documented	5 Whys: calibration due dates tracked on a spreadsheet with no alerting; owner on extended leave with no delegate	Yes — 40 instruments on the same spreadsheet	Calibration moved into the maintenance system with automated alerts at 60/30/7 days; delegate named for every schedule	Maintenance Lead	2026-07-31	Audit calibration status of all 40 instruments after the change	40 of 40 in date at audit 2026-09-15	2026-09-17	7.1.5.2, 10.2
NCR-2026-020	2026-05-13	Customer complaint	Repeat of a surface-finish complaint closed six months earlier	Major	Affected parts reworked and re-delivered at no charge	Customer relationship escalated to account review	Root cause re-analysis: original CAR treated the symptom (rework) as the corrective action; no cause was ever determined	Yes — audit of prior CARs found four with correction recorded as corrective action	Original CAR reopened; polishing process parameters characterised and controlled; CAR procedure amended to require a cause statement before closure	Quality Manager	2026-08-29	No recurrence over 6 months; re-audit the four similar prior CARs	No recurrence to 2027-02; four prior CARs reworked and reclosed	2027-02-20	10.2.1, 10.2.2
NCR-2026-021	2026-06-02	Internal audit	Competence records absent for two operators performing a special process	Minor	Both operators reassessed and records created before further work	Prior output sampled; no nonconformity found	5 Whys: skills matrix not updated when the process was added to their roles	Yes — six roles changed in the last year without matrix review	Skills matrix review made a mandatory step in the role-change workflow in the HRIS	HR Manager	2026-08-31	Audit all role changes in the following two quarters	9 of 9 role changes had matrix review recorded	2026-12-05	7.2, 10.2
NCR-2026-022	2026-06-28	External audit (Stage 2)	Management review minutes did not evidence four of the Clause 9.3.2 required inputs	Minor	Missing inputs tabled and minuted at a supplementary review within 30 days	No decisions had been made without the information; it was present but not recorded	Structured review: minutes written as a narrative with no agenda mapped to 9.3.2	No — single process	Standing agenda adopted, each item mapped to its 9.3.2 sub-clause; minutes template restructured to match	Managing Director	2026-09-30	Next two management reviews audited against the 9.3.2 checklist	Both reviews evidenced all required inputs	2027-01-30	9.3.2, 10.2
NCR-2026-023	2026-07-15	Production	Nonconforming parts found in the despatch area without quarantine identification	Major	Area cleared; all parts re-verified before despatch	One order held for 24 h; customer notified of the delay	Fault tree: quarantine area at capacity, overflow placed in despatch with no labelling rule for overflow	Yes — the second site has a smaller quarantine area	Quarantine capacity doubled; barcode scan required to move any part into despatch; overflow rule documented	Production Manager	2026-10-31	Weekly despatch-area inspection for 12 weeks; scan-compliance report	12 weeks clear; scan compliance 99.1%	2026-11-14	8.7, 10.2
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