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“MAGÍSTER EN GESTIÓN DE LA PRODUCTIVIDAD

Y LA CALIDAD”

**TEMA**

**DISEÑO E IMPLEMENTACIÓN DE UN MODELO DE MEJORAMIENTO CONTINUO POR MEDIO DE MAPEO DE PROCESOS E INDICADORES DE GESTIÓN**

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**DEDICATORIA**

Este trabajo lo dedico a mis padres: Tlgo. Md. **Jaime Veloz Navarrete**, Ing. Agrop. **Laureana Pinto Macías**; quienes con amor, dedicación, comprensión, responsabilidad y buenos ejemplos han hecho de mí una profesional y logrando ahora culminar una nueva etapa de mi vida. Así mismo a mis hermanos: **Rubén** y **Karem** los cuales me ayudaron con sus buenas ideas, tolerancia en los buenos y malos momentos, dando me fuerza para seguir adelante, esperando que sigan mi ejemplo y logren ser unos excelentes profesionales.

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**DECLARACIÓN EXPRESA**

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**ABREVIATURAS**

**PG** Proceso de Gestión

**VC** Ventas y Comercialización

**PD**  Producción

**I&D** Investigación y Desarrollo

**CC**  Control de Calidad

**BO** Bodega de Materiales

**LO**  Logística y Seguridad

**CO** Compras y Subcontrataciones

**DO** Desarrollo Organizacional

**SCG** Sistema de Control de Gestión

**N/A** No Aplica

**INTRODUCCIÓN**

El éxito de una empresa depende del manejo integral de la organización; pero si una empresa no tiene definido este camino o no tiene una visión de su futuro realizando una planificación estratégica, no puede canalizar sus fortalezas y aprovechar sus oportunidades al favor del cumplimiento de los objetivos. Al definir la visión, misión y objetivos estratégicos, una empresa no tiene asegurado el logro de sus objetivos sino existe un medio adecuado de evaluación y un sistema de control interno adecuado.

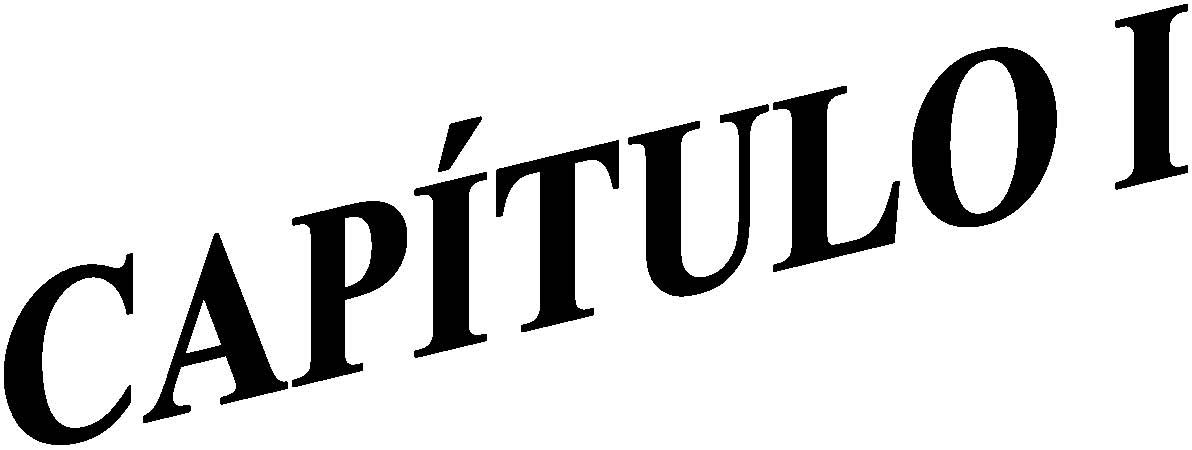
Este proyecto se basó en proponer un modelo de mejoramiento continuo, para una empresa que se dedicada a la elaboración y comercialización de productos industriales ecológicos biodegradables; esta empresa tiene varias líneas de productos tales como: Tratamientos de Aguas Residuales y Bio - Remediación del Suelo, Limpiezas Industriales, Alimentos Acuícolas, Línea de Sanitización (Limpieza de Desinfección).

Durante el desarrollo de esta propuesta se implementaron: mapas de procesos y una matriz de indicadores de gestión, tomando como punto de partida la medición y análisis de dos indicadores: Satisfacción del Cliente y Producto Conforme. Cabe destacar que todos los indicadores tienen un alto grado de importancia para lograr la mejora de la empresa, pero se tomó la decisión de estudiar los de mayor impacto para demostrar el funcionamiento de la propuesta.

Para el desarrollo de los indicadores se aplicó un modelo de benchmarking de una empresa de la competencia. Con los resultados de los indicadores del último semestre del año 2009 se observó una mejora continua en el comportamiento de los procesos.

Además como un aporte adicional a este modelo se elaboró: Manual de Funciones, Perfil del Cargo, Organigrama, Procedimientos mandatorios basados en la ISO 9001:2008 y Procedimientos internos de la organización.

La idea de este trabajo de investigación tiene como objetivo optimizar los procesos más relevantes de la empresa. Uno de los requisitos más importante para lograr el éxito de este proyecto consiste en obtener un alto grado de compromiso por parte de la Alta Dirección, así como también del equipo de colaboradores.



**PLANTEAMIENTO DEL PROBLEMA**

**1.1. DEFINICIÓN DEL PROBLEMA**

El problema se origina debido a que la empresa en estudio no cuenta con procesos orientados hacia el cliente, que permitan medir su satisfacción en cuanto al producto ofrecido. Adicionalmente, la compañía no cuenta con objetivos establecidos, ni políticas de mejoramiento continuas, que aseguren que cada proceso siga lineamientos de los Sistemas de Control de Gestión para así lograr ser más competitivos en el mercado en cual se participa.

Este proyecto busca dar solución a problemas tales como, satisfacción y necesidades de los clientes, manejo eficiente de recursos, optimización de los procesos de producción, entre otros.

Con el desarrollo de este proyecto nos formulamos una serie de preguntas tales como:

 ¿Qué tan débiles son los procesos productivos y operativos de la empresa?

 ¿Qué tan comprometida se encuentra la Dirección con los objetivos de calidad para cumplir los indicadores?

 ¿Qué recursos se necesitarán?

 No se sabe si existen problemas con los clientes (¿existen resultados de las encuestas de satisfacción?)

**1.2. JUSTIFICACIÓN**

En la actualidad, existe una creciente orientación hacia el mejoramiento continuo, esta tendencia se está incrementando en el Ecuador, especialmente a través de diseños de Mejora Continua de **Sistema de Control de Gestión** como el que está basado en la Norma ISO 9001:2008 o Cuadro de Mando Integral. Hay que considerar que; varias empresas Pymes con las que competimos en el mercado ya se están alineando cada vez más a este ideal; como una prueba de esto se puede evidenciar la **certificación ISO 9001:2008** de empresas existentes en nuestro campo.

De acuerdo a entrevistas realizadas a miembros del OAE (Organismo de Acreditación Ecuatoriano) y a miembros de Bureau Veritas (empresa certificadora) se conoce que en nuestro país se han certificado desde el año 1996 hasta el presente alrededor de 700 empresas, de las cuales menos del 5% son empresas Pymes.

Se realizó una revisión y análisis de la empresa a través de conversaciones mantenidas con los Directivos de la misma, para conocer su situación inicial mediante el uso de instrumentos de calidad.

El desarrollo del proyecto de tesis, se basará en casos exitosos de modelos de mapas de procesos, procedimientos documentados e indicadores, tal como los mencionados anteriormente y se seguirá como guía los estudios realizados sobre la norma ISO 9000:2005 (Definiciones) e ISO 9001:2008, además de otra literatura de calidad.

**1.3. OBJETIVOS**

**1.3.1. OBJETIVO GENERAL**

Mejorar los diversos servicios que ofrece la empresa de Productos Industriales, tales como comercialización, ventas y despacho, incrementando su eficacia para satisfacer las necesidades de todos sus clientes, además de dar un paso grande para la implementación de un Sistema de Control de Gestión.

**1.3.2. OBJETIVOS ESPECÍFICOS**

Con el desarrollo del mejoramiento continuo para la empresa se persigue:

 Definir clara, explícita y concertadamente con el personal de la empresa, sus necesidades en relación a alcance, tiempo y recursos involucrados en el desarrollo de este proyecto.

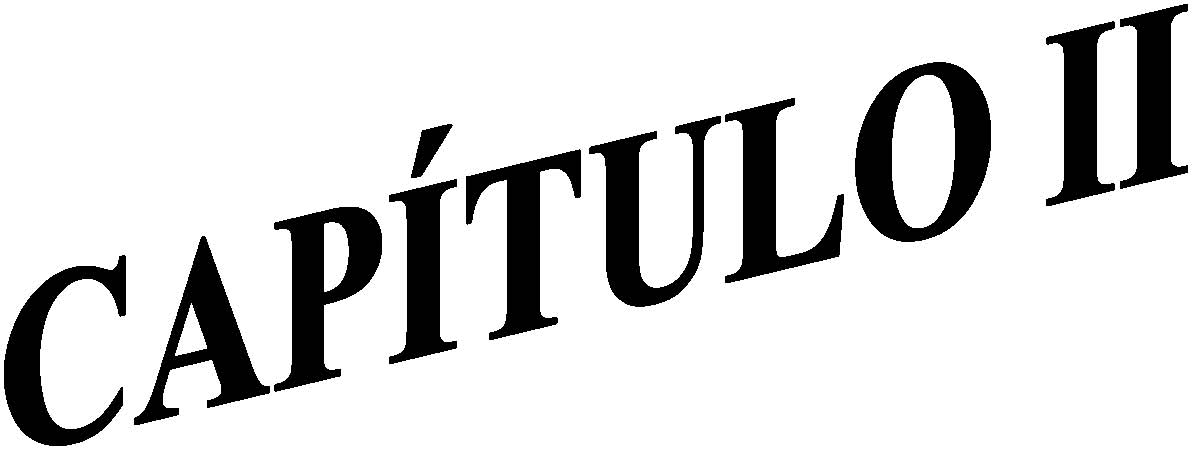
 Producir un mejoramiento en la motivación y el trabajo en equipo del personal como consecuencia de su capacitación permanente.

 Mejorar la productividad de la empresa y lograr la existencia de una mejor posición competitiva, dentro de su mercado.

 Diseñar y elaborar mecanismos tales como procesos delineados y definir indicadores, necesarios para que los procesos sean manejados de una manera ordenada y eficiente.

 Permitir dar tratamientos eficientes y objetivos a toda información relevante que llega a la empresa, definiendo claramente los distintos lineamientos que han de seguirse.

 Fomentar la cultura del mejoramiento continuo dentro de la empresa, identificando las diferentes oportunidades de mejora.



**MARCO DE REFERENCIA**

**2.1. MARCO TEÓRICO**

**SISTEMA DE CONTROL DE GESTIÓN:** Es un proceso compuesto de diferentes elementos que implican a toda la organización cuyo objetivo final es dar información para poder controlar la gestión de la empresa; debe permitir conocer cómo, cuándo y dónde se ha empleado todos los recursos de la empresa puestos a disposición de los diferentes responsables para poder obtener unos resultados concretos en función de los objetivos previstos. Es por esta razón que la empresa debe tener un sistema organizativo basado en áreas o departamentosde responsabilidad muy bien definidas mediante las funciones y tareas a realizar por cada responsable. El Sistema de Control de Gestión es un proceso integrado o suma de varios componentes.1

“Según (Newman, 1968), el trabajo de cualquier directivo puede ser dividido en las siguientes funciones:

**1. Planificar:** determinar qué se va a hacer. Decisiones que incluyen el esclarecimiento de objetivos, establecimiento de políticas, fijación de programas y campañas, determinación de métodos y procedimientos específicos y fijación de previsiones día a día.

**2. Organizar:** agrupar las actividades necesarias para desarrollar los planes en unidades directivas y definir las relaciones entre los ejecutivos y los empleados en tales unidades operativas.

**3. Coordinar los recursos:** obtener, para su empleo en la organización, el personal ejecutivo, el capital, el crédito y los demás elementos necesarios para realizar los programas.

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1 Este resumen ha sido elaborado según. Gestión Quattro Management Consultans S.L.U- Consultoría de Empresas – http://www.gestionquattro.com - Consultado: Febrero 15, 2010.

**4. Dirigir:** emitir instrucciones. Incluye el punto vital de asignar los programas a los responsables de llevarlos a cabo y también las relaciones diarias entre el superior y sus subordinados.

**5. Controlar:** vigilar si los resultados prácticos se conforman lo más exactamente posible a los programas. Implica estándares, conocer la motivación del personal a alcanzar estos estándares, comparar los resultados actuales con los estándares y poner en práctica la acción correctiva cuando la realidad se desvía de la previsión”.2

**CUADRO DE MANDO INTEGRAL:** El **Cuadro de Mando o Balanced Scorecard o Tablero de Comando** es un método de obtención y clasificación de información que generan los sistemas control de gestión. Se desarrolla desde la base hasta los niveles más altos de dirección. Todos los departamentos tributan el comportamiento de sus indicadores en tableros de mando particulares, éstos recorren y se adaptan a la necesidad de información de los distintos niveles superiores hasta llegar a un punto (persona) encargado de clasificar toda la información en dependencia de las necesidades de información de la alta dirección para la toma de decisiones. Todo el proceso se desarrolla mediante sistemas automatizados que permiten a la información recorrer todos los puntos donde se necesite utilizarla o enriquecerla.3

El propósito de este método es centrarse en una jerarquía organizacional muy concreta. Dicha jerarquía, será la base de lo que se analizará como Pirámide de Cuadro de Mando. Esta pirámide, estará compuesta por un Cuadro de Mando para el nivel de responsabilidad superior, otros inmediatamente inferiores que se encuentran estrechamente vinculados a éste y, en los niveles de responsabilidad de menor incidencia.

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2 Este resumen ha sido elaborado según. Los Sistemas de Control de Gestión – Estrategia de las Organizaciones – http://www.monografia.com - Consultado: Febrero 15, 2010.

3 Este resumen ha sido elaborado según. Los Sistemas de Control de Gestión – Estrategia de las Organizaciones – Publicado por Oliek Gonzáles Solán – http://www.monografía.com - Consultado: Febrero 15, 2010.

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**ISO 9001:2008:** Actualmente las Normas Internacionales para un Sistema de Gestión de Calidad establecido en la serie ISO 9000 son de gran importancia en las organizaciones, porque proporcionan un modelo sobre el cual se puede desarrollar un sistema que gestiona la calidad y que no sólo la controle.

De ahí la necesidad de diseñar un modelo que garantice que todas las actividades ejecutadas por la empresa, sean denominadas satisfactorias por la calidad.

La filosofía básica que está detrás de la gestión de calidad es promover una cultura de prevención para que los problemas sean previstos y atacados antes de que se produzcan siendo ésta la gran diferencia con el tradicional enfoque en el que el control de calidad se realizaba al producto final.

El concepto clave definido por el Sistema de Gestión de Calidad es la noción de “garantía de calidad”. Los requisitos de garantía de la calidad deben describirse de la siguiente manera.4

 Criterio de calidad definidos para todas las actividades a las que se aplican la garantía de calidad.

 Proceso que garantice el cumplimiento de las normas de la calidad.

 Procesos cuya conformidad se controle sistemáticamente, o detección y análisis de los motivos de no conformidad.

 Eliminación de las causas de problemas mediante interacciones adecuadas de corrección.

**MAPA DE PROCESOS: “**Es una representación gráfica que nos ayuda a visualizar todos los procesos que existen en una empresa y su interrelación entre ellos. Antes de realizar el mapa de procesos habrá que identificar todos los procesos.

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4 Este resumen ha sido elaborado según. Revista Europea de la Formación Profesional CEDEFOP – ISO 9001 Publicación 15 Fecha Sep – Dic 1998 – http://ilio.org - Consultado: Febrero 15, 2010.

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A pesar de que en la norma ISO 9001:2008 no existe el requisito de desarrollar concretamente un mapa de procesos, se ha convertido en una práctica generalizada siguiendo lo establecido en los requisitos generales del apartado **4.1** de la Norma ISO 9001:2008 que establece que la organización debe a) identificar los procesos necesarios para el sistema de gestión de la calidad y su aplicación a través de la organización y b) determinar la secuencia e interacción de estos procesos (mapa)”.5

**INDICADORES DE GESTIÓN:** Un indicador es la relación que existe entre las variables cuantitativas o cualitativas, que permite observar un comportamiento y las tendencias de cambio generadas en la actividad estudiada, respecto a objetivos y metas previstas e influencias esperadas. Los indicadores pueden ser valores, unidades, índices, series estadísticas, etc. Son considerados factores para determinar el logro y el cumplimiento de la misión, objetivos, metas y en general todo lo relacionado con la Planeación Estratégica de la compañía. Según (Beltrán, 2000).

Los Indicadores de Gestión se convierten en un instrumento de administración de la información, son un medio y no un fin. Los indicadores se convierten en la meta a alcanzar y todas las personas luchan para alcanzar el valor establecido para el indicador.

Según (Serna Humberto, 1997), los indicadores se pueden clasificar de acuerdo a los denominados Factores Claves de Éxito, deben reflejar el comportamiento de los signos vitales, por esto encontramos indicadores de efectividad, **eficacia** (resultados, calidad, satisfacción del cliente, de impacto), de **eficiencia** (actividad, uso de capacidad, cumplimiento de programación, etc.), de productividad.

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5 Este resumen ha sido elaborado según. Archivo de la Categoría “Procedimientos”- Publicado por Jesús – Julio 14 del 2009 – http://calidadindudtriasalimentarias.wordpress.com - Consultado: Febrero 15, 2010.

**BENCHMARKING:** Es un proceso sistemático y continuo para evaluar los productos, servicios y procesos de trabajo de las organizaciones que son reconocidas como representantes de las mejores prácticas, con el propósito de realizar mejoras organizacionales. Según (Michael J. Spendolini). El benchmarking tiene varias categorías:

**Benchmarking Interno:** Es una base excelente no sólo para descubrir diferencias de interés sino tambiéncentrar la atención en los temas críticos a que seenfrentará o que sean de interés para comprender lasprácticas provenientes de investigaciones externas.

**Benchmarking Competitivo:** Muestra cuáles son las ventajas y desventajas comparativas entre los competidores directos y considera el hecho que puede ser realmente difícil obtener información sobre las operaciones de los competidores.

**Benchmarking Funcional:** Este tipo de benchmarking ha demostrado ser productivo, ya que fomenta el interés por la investigación y los datos compartidos, debido a que no existe el problema de la confidencialidad de la información entre las empresas disímiles sino que también existe un interés natural para comprender las prácticas en otro lugar.

**Benchmarking Genérico:** El beneficio de esta forma de benchmarking, la más pura, es que se pueden descubrir prácticas y métodos que no se implementan en la industria propia del investigador. Este tipo de investigación tiene la posibilidad de revelar la mejor de las mejores prácticas.6

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6 Este resumen ha sido elaborado según. Benchmarking - Publicado por Gustavo Morales – http://monografias.com - Consultado: Febrero 15, 2010.

**2.2. DISEÑO METODOLÒGICO**

La metodología que se seguirá comprenderá el determinar las necesidades y expectativas de la empresa y otras partes interesadas mediante:

 Recopilación de datos.

 Reuniones con los encargados de las áreas de los diferentes procesos.

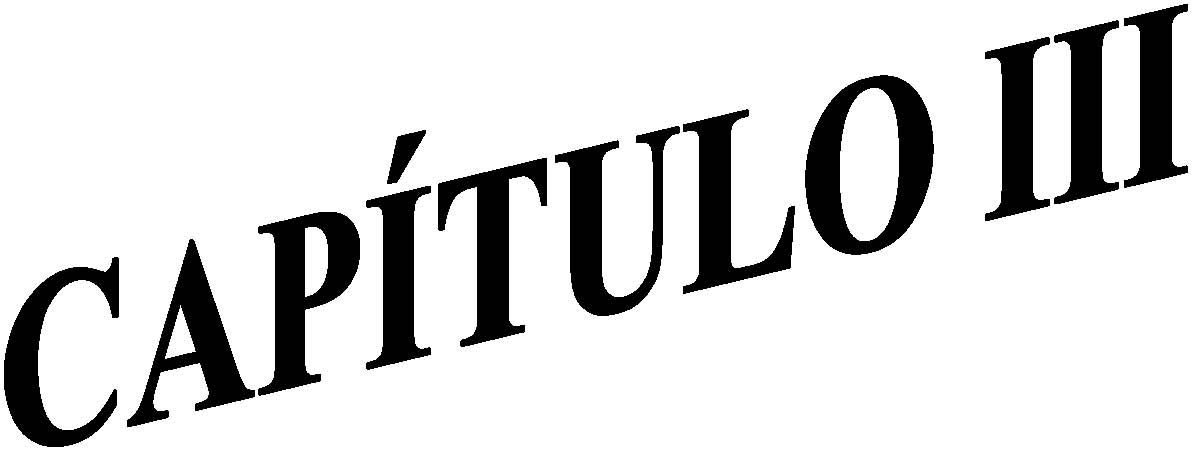
 Establecer objetivos, metas e indicadores.

 Realizar el mapeo de los diferentes procesos y las respectivas interacciones entre ellos.

 Realizar la matriz de indicadores

 Realizar la medición de los indicadores.

 Plan de Acción.



**DISEÑO DE MEJORAMIENTO CONTINUO DE LA EMPRESA**

**3.1. INTRODUCCIÓN**

Como es necesario en toda empresa que quiere alinearse al control de gestión debe determinar los objetivos de la empresa de Productos y/o Servicios. Se describe en forma breve la empresa donde se ha desarrollado el proyecto.

La empresa está dedicada a la elaboración de productos industriales ecológicos biodegradables; esta empresa tiene varias líneas de productos tales como: Tratamientos de Aguas Residuales y Bio - Remediación del Suelo, Limpiezas Industriales, Alimentos Acuícolas, Línea de Sanitización (Limpieza de Desinfección).

La estrategia de la organización es la siguiente:

**3.2. POLÍTICA DE CALIDAD**

*Elaborar y comercializar productos ecológicos y biodegradables para el tratamiento de aguas y limpieza industrial de manera ambientalmente sustentable, utilizando materias primas nacionales y extranjeras de óptima calidad; para satisfacer las necesidades de nuestros clientes, generando un compromiso y dinamismo en su gente, que permita fomentar la mejora continua.*

**3.3. VISIÓN**

Ser una empresa líder en productos ecológicos y de biotecnología, que contribuye de manera real y efectiva en sus clientes, con la preservación del medio ambiente manteniendo un equilibrio entre la productividad y la generación de desechos y uso de energía.

Una empresa donde la base del crecimiento es su gente, guiada por líderes enfocados al resultado, dispuestos a nuevos retos y con deseos de aprender.

**3.4. MISIÓN**

Una empresa sólida e innovadora, que provee productos ecológicos y biodegradables, basados en estudios y análisis para identificar las necesidades de nuestros clientes, a precios justos y asesoría técnica permanente.

Una empresa que da a sus empleados ingresos justos y crea bienestar para sus familias.

**3.5. VALORES**

**Su Gente:** Respeto, Justicia, Compromiso y Equidad

**Sus Clientes:** Calidad, Servicio, Conservación del Medio Ambiente, Fidelización

**La Empresa:** Lealtad, Honestidad y Reciprocidad, Compromiso, Desarrollo Organizacional.

**3.6. OBJETIVOS ESTRATÉGICOS**

 Introducir el uso de productos ecológicos y biodegradables en todas las actividades productivas industriales y agroindustriales.

 Realizar análisis y estudios de problemas de los clientes para obtener la información necesaria a fin de encontrar soluciones en el medio de la biotecnología a nivel mundial.

 Implementar la gestión por procesos y un ERP (Enterprise Resource Planning) como herramienta de trabajo para la automatización de los mismos.

 Incentivar que los vendedores busquen toda la información necesaria, analicen y determinen junto con el área de laboratorio los productos que satisfagan completamente las necesidades de los clientes.

**3.7. OBJETIVOS DE CALIDAD**

 Mejorar la satisfacción de nuestros clientes en un 80% en relación al año anterior, en lo que se refiere a los atributos por un servicio oportuno y eficiente.

 Obtener un 10% de aumento en las ventas nacionales en las líneas Industrial y la de Sanitización, durante el próximo año fiscal, sin reducción del margen de beneficio manteniendo el nivel de satisfacción del cliente.

 Caracterizar la producción de la línea de tratamientos residuales en un 5%.

 Implantar y certificar un Sistema de Control de Gestión en el plazo de un año.

 Definir los proveedores críticos y establecer alianzas estratégicas con los mismos de acuerdo con los resultados obtenidos en las evaluaciones de proveedores del año anterior.

Actualmente la empresa presenta un alto grado de interés por parte de la Dirección, encaminándose para en un futuro conseguir una acreditación ISO 9001:2008.

El presente trabajo contribuye en plantear un mejoramiento continuo por medio de Mapas de procesos e indicadores de gestión.

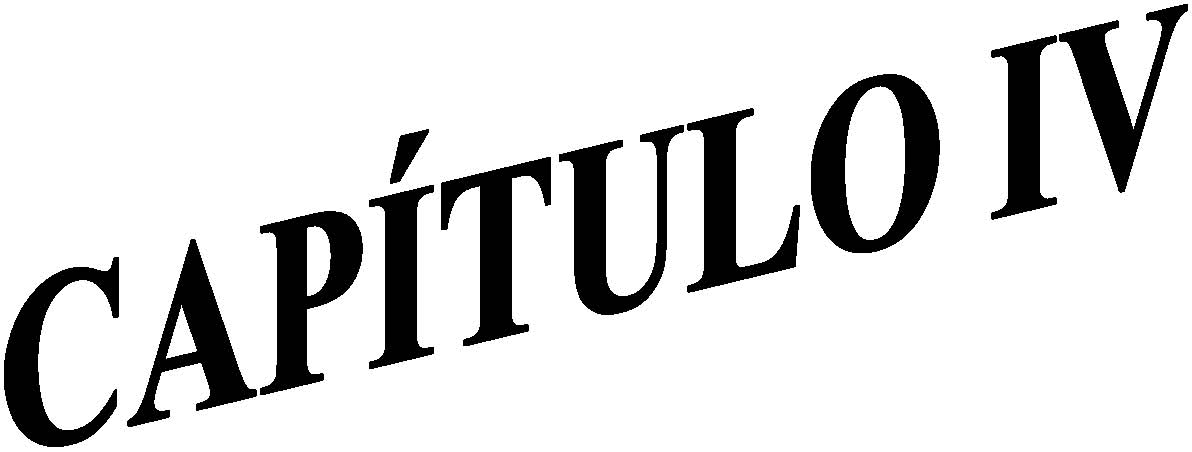
Los **Mapas de Procesos:** son necesarios porque de esta manera permite identificar los procesos de la empresa y, así, detectar los problemas, proporcionar recomendaciones correspondientes y dar seguimiento de las actividades implantadas para facilitar el logro de objetivos, realizar mediciones de desempeño real, contar con una fuente de información confiable, rápida y completa toma de decisiones en forma inmediata encaminándonos así a corregir las desviaciones.

Dentro de los procesos se identifican las variables que permiten el diseño y la evaluación de los indicadores propuestos para medir la eficacia y eficiencia de las operaciones y del uso de los recursos asignados a esta organización, además de los procedimientos mandatarios y los necesarios de acuerdo al análisis de cada proceso.

Adicionalmente los **Indicadores de Gestión,** son una herramienta para controlar el comportamiento y evaluar la actuación pasada que están incorporadas a los mapas de procesos y alinear las actividades e indicadores de la organización y de los departamentos a fin de conseguir un objetivo común.

El análisis de los procesos e indicadores que se realizan en la empresa se detallarán en el siguiente capítulo.

Luego del análisis de dos herramientas para el control de gestión, se ha decidido enfocarnos en la estructura de un Sistema de Control de Gestión basado en la Norma de Calidad ISO 9001:2008, dado que la organización ha definido como uno de sus objetivos la implementación de la misma.



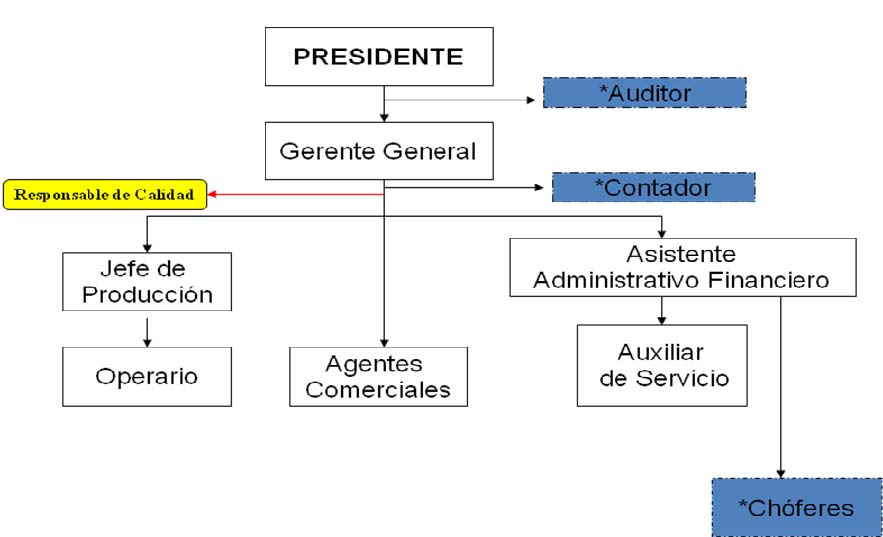
**IMPLEMENTACIÓN BASADO EN MAPAS DE PROCESOS E INDICADORES DE GESTIÓN**

**4.1. INTRODUCCIÓN**

La introducción de este capítulo es el caso práctico de aplicación de lo mencionado en el capítulo anterior conformado por la situación actual de la empresa a la cual se implementará el mejoramiento continuo diseñado.

A continuación se presenta el organigrama y departamentos de la empresa, en la cual, al efectuar la revisión inicial, se detectó que no contaba con su organigrama definido, por lo cual, se propone la siguiente estructura que dará soporte al modelo de procesos propuesto.

**ORGANIGRAMA ESTRUCTURAL**



**\* Personal de Contratación Externa**

**Gráfico 1: Organigrama de la Empresa**

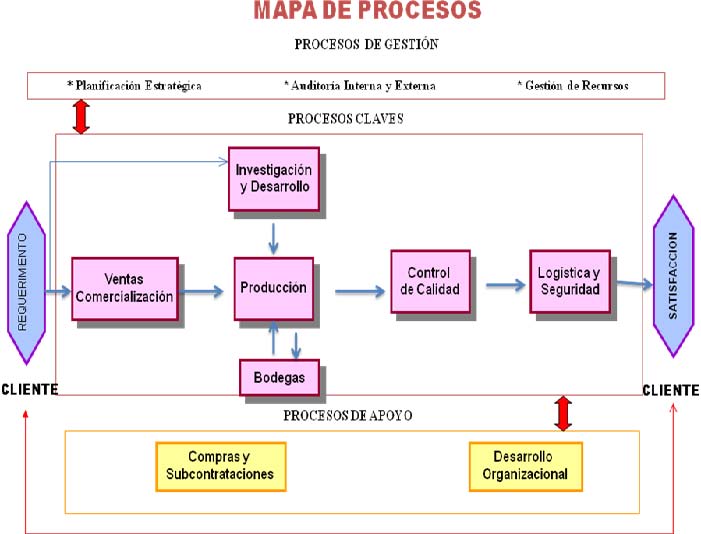
**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

La organización está conformada por los siguientes departamentos: Gerencia General, Producción, Administración y Finanzas, Ventas. El departamento de Calidad es una sugerencia debido al proyecto propuesto.

**4.2. ANÁLISIS Y DEFINICIÓN DEL PROCESO**

Emprendiendo un análisis de la empresa, desde el punto de vista de la gestión de la Calidad, que servirá para identificar las entradas, salidas, recursos y controles del mismo, dio como resultado el siguiente Mapa de Procesos.



**Gráfico 2: Mapa de Procesos de la Empresa**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

Siguiendo el esquema, a continuación se presentan todos los procesos de la organización, su descripción general y la interrelación entre ellos.

**4.2.1. DESCRIPCIÓN DEL MAPA DE PROCESOS**

A través del enfoque de procesos se puede conocer el valor que aporta cada actividad realizada por la empresa estableciendo mecanismos e indicadores de seguimiento y disponer de información y resultados que permitan abordar la mejora continua. En el caso, los procesos se clasifican así:

 **Proceso de Gestión:** En este proceso se asegura el compromiso de la Alta Dirección mediante la **Planificación Estratégica**, asegurar la conformidad de los productos y servicio que presta la empresa realizando **Auditorías Internas y Externas** ya que con la detección y el control de la no conformidades, levantando acciones correctivas, preventivas y de mejora se garantiza la mejora continua; por otra parte para la **Gestión de los Recursos** es necesario implantar, mantener y mejorar continuamente los procesos, garantizando la disponibilidad de todos los recursos necesarios: recursos humanos, competencia profesional, dotaciones de recursos materiales, infraestructura y condiciones requeridas para lograr la conformidad con los requisitos del cliente.

 **Procesos Claves:** Para satisfacer los requerimientos del cliente la empresa a identificado como procesos claves los siguientes: **Ventas y Comercialización** que tienen a su cargo identificar las necesidades de sus clientes y así ofrecer los productos con el mejor servicio; **Investigación y Desarrollo** del cual debe buscar nuevas alternativas de productos en base a investigaciones de mercado. Este proceso aún no se a implementado, representa una sugerencia presentada en este proyecto; **Producción y Control de Calidad,** proceso fundamental de la empresa, pues tiene a su cargo realizar los productos y garantizar, a través de con un excelente control de calidad, que se logre obtener producciones que cumplen con los estándares de calidad y que satisfagan las necesidades de los clientes; **Bodega** es partede producción, por lo que se debe establecer estándar en ésta que aseguren que se lleva control del almacenamiento tanto de las materias primas, producto terminado e insumos; **Logística y Seguridad** representa la parte final de los procesos claves, en donde el indicador preponderante debería ser tiempo de entrega, cuidando las buenas condiciones de la misma a los clientes.

 **Procesos de Apoyo:** Entre los procesos de apoyo se identificaron: **Compras**  el cual nos permite, por medio de proveedores y contratistas calificados adquirir insumos, materia prima y; servicios que permitirán obtener productos y servicio de excelente calidad, logrando que todos nuestros productos ofrecidos tengan las especificaciones deseadas; **Desarrollo Organizacional**, el cual implica la asignación de importancia a la satisfacción de los clientes internos, los cuales son el motor de la organización. Este proceso detecta las necesidades de todo el personal, planteando programas de capacitación que mejoren la productividad de los miembros de la empresa.

**4.2.2. DESCRIPCIÓN DEL MODELO FICHA DE PROCESOS**

Se elaboró el formato de la fichas de procesos en el que se identificaron los responsable por cada área. Se estableció un código de formato, identificándose las entradas y salidas del proceso lo que permitió tener una óptica más clara de cuáles son: las necesidades para que el proceso funcione de forma eficiente, los requerimientos, requisitos, documentos, registros, procedimientos, instructivos, formularios (Ver Anexo 2 – 3).

Adicionalmente se establecieron las actividades y sus flujos secuenciales para conocer el detalle de las mismas.

Los recursos humanos, materiales e instrumentos definidos serán el soporte para que el proceso se desarrolle de forma continua.

Los indicadores detectados para cada proceso se establecieron utilizando instrumentos de la calidad y Expresiones Matemáticas.

La correcta aplicación de este modelo propuesto permitirá a la empresa contar con un Sistema de Control de Gestión que aporte a la continua mejora de sus procesos.

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|  |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Desviación de Utilidad | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Presidente | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Comparaciones entre el Real Vs. Presupuesto | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | (Real/Presupuesto)\*100 | | | | | | | | | | | | | | | | | | | | | 70% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

**Tabla # 1. Ficha de Proceso de Gestión (PG)**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **ENTRADAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **ACTIVIDADES** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **SALIDAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Políticas, Estrategias y Metas | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Cumplir metas planteadas por la Gerencia, siguiendo las políticas y estrategias de la empresa para mejorar continuamente. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Tener una base de datos de clientes actualizada | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oportunidad de Venta (Cliente) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Mantener actualizados los datos de clientes, realizar contactos e investigar posibles oportunidades de negocios. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Coordinación de planificación del servicio | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Objetivos comerciales | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Identificar y revisar los requisitos de los clientes.** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Documentos requeridos por el Cliente | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requerimientos de los clientes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Trámites de documentos necesarios requeridos por la comercialización de los productos | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Entrega de Oferta Cliente | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Base de datos de clientes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Realizar encuestas a los clientes in situ** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Revisión y firma del contrato    Resultados de las encuestas de clientes. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Realizar solicitud de pedido y contrato.    Encuesta a los clientes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Comunicar a los clientes sobres las distintas ofertas. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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**Tabla # 2. Ficha de Ventas y Comercialización (VC)**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **ENTRADAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **ACTIVIDADES** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **SALIDAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requerimiento de pedido del cliente | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Coordinar y ejecutar la producción | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Reporte de producción diario | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Coordinación de la producción | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Llevar el control de equipos, maquinarias y materiales que van a ser utilizados en la producción | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Producto para análisis de control de calidad | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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**Tabla # 3. Ficha de Producción (PD)**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **ENTRADAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **ACTIVIDADES** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **SALIDAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Necesidades de nuevos productos | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Investigar y Desarrollar nuevas formulaciones de productos | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Nuevas Fórmulas de productos desarrollados | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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**Tabla # 4. Ficha de Investigación y Desarrollo (I & D)**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

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| **ENTRADAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **ACTIVIDADES** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **SALIDAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requerimiento de análisis de Materias Primas, Insumos y Envases | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Realizar análisis a la materia, insumos y envases que ingresan a producción | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Aprobación y/o Rechazo de Materia Prima, Insumos y Envases | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requerimientos de análisis de producto en proceso | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Realizar análisis al producto en proceso para determinar su control antes de que salga a bodega | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Aprobación del Producto en Proceso | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requerimiento de análisis de producto terminado | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Realizar análisis al producto terminado para que éste pueda ser ingresado a bodega | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Aprobación y/o Rechazo del Producto Terminado | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requerimiento de pruebas a las fórmulas desarrolladas por I&D | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Desarrollar las pruebas pertinentes a las nuevas fórmulas y productos | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Desarrollo del Nuevo Producto | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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|  |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Descripción** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Responsable** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Fuente** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Expresión Matemática** | | | | | | | | | | | | | | | **Mínimo** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Máximo** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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**Tabla # 5. Ficha de Control de Calidad (CC)**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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**Tabla # 6. Ficha de Bodega de Materiales (BO)**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **ENTRADAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **ACTIVIDADES** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **SALIDAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Productos proporcionados por Bodega | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Producción entrega a los Asesores Comerciales los productos almacenados en la bodega. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Producto entregado al transportista. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Orden de Venta | | | | | | | | | | | | | | | | | | | | | | | | Verificar que el producto cumple con la orden de venta del cliente. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Entrega del producto al cliente. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Realizar Guía de transporte y Acta de entrega | | | | | | | | | | | | | | | | | | | | | | | | Se procede a realizar la guía de transporte y entrega. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Firma de guía de transporte y entrega por el cliente | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Certificado de Calidad | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Control de Calidad entrega el certificado respectivo del producto que se va a entregar. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Entrega de certificado de calidad del producto al cliente. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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|  | |  | | | | | | | | | | | | | | | | | | | | | | | | **Descripción** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Responsable** | | | | | | | | | | | | | | | | | | | | | **Fuente** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Expresión Matemática** | | | | | | | | | | | | | | | | | | | **Mínimo** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Máximo** | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |
|  | |  | | | | | | | | | | | | | | | | | | | | | | | | Nivel de Satisfacción del Cliente | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Gerente General | | | | | | | | | | | | | | | | | | | | | Registro de Satisfacción del Cliente | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Promedio de la Sumatoria de Factores: Satisfacción de Requerimientos, Satisfacción con Entregas, Aspectos Generales y Calificación Global | | | | | | | | | | | | | | | | | | | 75% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |
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**Tabla # 7. Ficha de Logística y Seguridad (LO)**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **ENTRADAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **ACTIVIDADES** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **SALIDAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Solicitud de pedido interno | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Realizar gestión de evaluación de solicitud de pedido de compras y/o servicios. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Vales de caja | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Descripción detallado del producto y/o del servicio | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Realizar evaluación y calificación de Proveedores competentes y Sub contratistas | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Aprobación de órdenes de compra | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requisitos de materiales, materia prima | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Realizar la gestión de pago y créditos | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Elaboración de órdenes de compra | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requerimiento de servicios | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Realizar los documentos de soporte para los ingresos de las compras | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Verificación de Compra | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requerimiento de proveedores competente | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Realizar la evaluación de los productos adquiridos en conjunto con el personal que lo solicito. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Lista de proveedores y subcontratistas confiables (Informe de Evaluación) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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**Tabla # 8. Ficha de Compras y Subcontrataciones (CO)**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **ENTRADAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **ACTIVIDADES** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **SALIDAS** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Directrices organizacionales, recursos y decisiones tomadas | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Selección y evaluación de candidatos; Realización de entrevistas | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Candidato que cumple el perfil para la contratación | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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**Tabla # 9. Ficha de Desarrollo Organizacional (DO)**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

**4.3. GENERACIÓN, EVALUACIÓN Y SELECCIÓN DE ALTERNATIVA**

El desarrollo del mapa de proceso macro nos permitió conocer más a fondo la estructura de la empresa en estudio y realizar cada una de las interacciones como se detallaron anteriormente, con esto tratamos que la organización sea más eficiente y eficaz consiguiendo que rinda en un grado superior al que tenía anteriormente y la identificación de los procesos harán posible que los cambios sean estables.

Entre las interacciones se pudo identificar claramente cada una de las entradas y salidas de los procesos, tomando en cuenta que el final de un proceso será el inicio del siguiente y además de que se establecen las actividades a seguir en cada uno de ellos y se plantean las estrategias para mejorarlas; encontramos que los procesos más relevantes de la organización son los de Ventas y Comercialización, además de Producción y Desarrollo Organizacional. El proceso de Investigación y Desarrollo se plantea como una sugerencia dentro de esta propuesta ya que la empresa todavía no cuenta con un departamento establecido por lo que se encuentra en análisis por parte de la Alta Dirección.

Evaluamos que mediante el mapeo de procesos se podría seleccionar como alternativa para las áreas de la empresa emprender el proceso de la implementación de una Norma como la **ISO 9001:2008** la cual dependerá, entre otros factores, principalmente del convencimiento de la Alta Dirección de dar un paso en ese rumbo, considerando que recursos; humanos, económicos y tiempo deberán ser invertidos, por ellos; quedando planteada la alternativa del SGC ISO 9001:2008, como medio de implementación del mejoramiento continuo para la empresa**.**

**4.4. MATRIZ DE INDICADORES**

A continuación se detalla la Matriz de Indicadores que es parte del aporte de investigación para la empresa en estudio, usándola como un instrumento para controlar y evaluar el comportamiento de los indicadores tanto posterior como previo a la presente propuesta. La actuación previa ha incorporado a los mapas de procesos, con el fin de presentar a la Dirección las variaciones y estabilidad potencialmente alcanzada al alinear las actividades e iniciativas de

la organización y de los departamentos a un sistema de medición, con el fin de conseguir un objetivo común, el mejoramiento continuo.

En esta matriz se tomó en consideración los posibles indicadores que serían parte de nuestro proceso de mejora, para luego dar seguimiento y monitorear el cumplimiento de las metas establecidas.

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| Planificación de Objetivos (Proceso de Gestión) | Avances de Objetivos | | | | | | | | | | | | | | | | (# de Objetivos Cumplidos/Total de Objetivos)\*100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | 85% | | | | | | | | | | | | | | | | | | | | | | | | | | | Índice de Cumplimiento de Objetivos | | | | | | | | | | | | | | | | | | Semestral | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Alta Dirección | | | | | | | | | | | | | | | |
| Auditorías Internas  (Proceso de Gestión) | Cumplimiento Del Programa de Auditorías | | | | | | | | | | | | | | | | (Auditoría Realizadas/Auditorías Programadas)\*100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | 85% | | | | | | | | | | | | | | | | | | | | | | | | | | | Informe de Auditoría | | | | | | | | | | | | | | | | | | Semestral | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Coordinador de Calidad | | | | | | | | | | | | | | | |
| Procesos Relacionados con el Cliente | Nivel de Satisfacción del Cliente | | | | | | | | | | | | | | | | Promedio de la Sumatoria de Factores: Satisfacción de Requerimientos, Satisfacción con Entregas, Aspectos Generales y Calificación Global | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | 75% | | | | | | | | | | | | | | | | | | | | | | | | | | | Registro de Satisfacción del Cliente | | | | | | | | | | | | | | | | | | Trimestral | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Coordinador de Calidad | | | | | | | | | | | | | | | |
| Acciones Correctivas, Preventivas y Mejora  (Proceso de Gestión) | Indicador de Mejora Continua | | | | | | | | | | | | | | | | #Acciones Correctivas/#Acciones Preventivas | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 4/1 | | | | | | | | | | | | 1/4 | | | | | | | | | | | | | | | | | | | | | | | | | | | Solicitud Acciones Correctivas, Preventivas y Mejora | | | | | | | | | | | | | | | | | | Anual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Coordinador de Calidad | | | | | | | | | | | | | | | |
| Planificación y Revisión de la Dirección  (Proceso de Gestión) | Nivel de Planificación de la Dirección | | | | | | | | | | | | | | | | (# de Indicadores Cumplidos/Total de Indicadores)\*100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | 85% | | | | | | | | | | | | | | | | | | | | | | | | | | | Registro Revisión por la Dirección | | | | | | | | | | | | | | | | | | Semestral | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Coordinador de Calidad | | | | | | | | | | | | | | | |
| Planificación Anual  (Proceso de Gestión) | Desviación de Utilidad | | | | | | | | | | | | | | | | (Real/Presupuesto)\*100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | 70% | | | | | | | | | | | | | | | | | | | | | | | | | | | Comparaciones entre el Real Vs. Presupuesto | | | | | | | | | | | | | | | | | | Anual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Alta Dirección | | | | | | | | | | | | | | | |
| Producción | Indicador de Producto Conforme | | | | | | | | | | | | | | | | (Volumen de Producto Conforme/Volumen Total)\*100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | 85% | | | | | | | | | | | | | | | | | | | | | | | | | | | Máster de Producción | | | | | | | | | | | | | | | | | | Mensual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Jefe de Producción | | | | | | | | | | | | | | | |
| Producción | Indicador de Eficiencia de Producción | | | | | | | | | | | | | | | | (Real/Planificación)\*100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | 85% | | | | | | | | | | | | | | | | | | | | | | | | | | | Planificación Semanal | | | | | | | | | | | | | | | | | | Mensual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Jefe de Producción | | | | | | | | | | | | | | | |
| Adquisiciones  (Compras y Subcontrataciones) | Calificaciones de Proveedores | | | | | | | | | | | | | | | | Promedio de la Sumatoria de Factores: Calidad, Cumplimiento, Servicio, Solvencia | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | 75% | | | | | | | | | | | | | | | | | | | | | | | | | | | Calificaciones de Proveedores | | | | | | | | | | | | | | | | | | Anual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Gerente General | | | | | | | | | | | | | | | |
| Desarrollo Organizacional | Eficacia de la Capacitación Recibida | | | | | | | | | | | | | | | | Valor Final de la Evaluación | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 95% | | | | | | | | | | | | 50% | | | | | | | | | | | | | | | | | | | | | | | | | | | Detección de Necesidades de Capacitación | | | | | | | | | | | | | | | | | | Semestral | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Representante de Recursos Humanos | | | | | | | | | | | | | | | |
| Desarrollo Organizacional | Evaluación de Desempeño | | | | | | | | | | | | | | | | Valorado Varios Factores con Peso Todos | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 95% | | | | | | | | | | | | 50% | | | | | | | | | | | | | | | | | | | | | | | | | | | Evaluación Anual Individual de Desempeño | | | | | | | | | | | | | | | | | | Anual | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Representante de Recursos Humano | | | | | | | | | | | | | | | |

**Tabla # 10. Matriz de Indicadores**

**Fuente: Base de Datos de la Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

**4.5. PLAN DE ACCIÓN**

Se realizará una simulación basada en un **Benchmarking** en el proceso de producción de una empresa que realiza la misma actividad que la que se encuentra en estudio, debido a la falta de información proporcionada por parte de la empresa.

Se tomaron datos del área de producción realizando una comparación entre la empresa en estudio y la empresa de la competencia de la cual se obtuvieron los datos. De esta manera se realizó la simulación y procedió a comprobar el comportamiento del proceso de la empresa en estudio.

Como sabemos en la actualidad, las empresas tienen que competir no sólo con empresas de la misma región, sino que se presenta una competencia cada vez mayor con otras empresas de otros lugares y países; lo anterior debido a la globalización que se ha estado presentando. Es por esto, que las empresas deben buscar formas o fórmulas que las dirijan hacia una productividad y calidad mayor para [poder](http://www.monografias.com/trabajos35/el-poder/el-poder.shtml) ser competitivas. Una de los instrumentos o fórmulas que pueden ser utilizadas para enfrentar esta situación es el Benchmarking.

Se plantearán las acciones para atacar las causas del problema identificadas en los procesos simulados y encaminarse al objetivo principal que es el mejoramiento continuo.

Para nuestra investigación de implementación y seguimiento se tomó en consideración dos indicadores para demostrar el funcionamiento de la propuesta. Se considera prudente que la empresa opte por aplicar todos los indicadores propuestos como parte de la mejora continua. Cabe destacar que todos los indicadores tienen un alto grado de importancia para lograr la mejora de la empresa, pero los de mayor impacto y, por lo tanto, los de más rápida implementación deberían ser la conformidad de la producción de los productos a ofrecer y los relacionados con la satisfacción del cliente.

**4.6. RESULTADOS ALCANZADOS**

Se realizan las evaluaciones de la empresa en la que se aplicó el Benchmarking, en los meses de Junio a Diciembre respectivamente. Ver Anexo 1.

De los indicadores presentados en la matriz, se eligen los dos que demandaran mayor rapidez de implementación, por razones de tiempo demandado. Estos son: Indicador de Satisfacción del Cliente e Indicador de producto Conforme.

En cada uno, se analiza su trayectoria desde el estado previo hasta el posterior a la implementación, como medio de evaluación de la mejora mediante la cultura de calidad y, por medio de esto, también identificar las debilidades en cada uno de los procesos, logrando buscar su plan de acción.

**4.6.1. INDICADOR DE SATISFACCIÓN DEL CLIENTE**

**Descripción:** Conseguir de parte de nuestros clientes, un nivel de percepción satisfactorio de nuestros servicios y productos ofrecidos.

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| **Documento** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | Registro de Satisfacción del Cliente | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| **a Puntualidad** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 84 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 94 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **b Comunicación** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 84 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 90 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **d Profesionalismo del Personal** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 87 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 94 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **e Satisfacción General Entrega de Productos** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 90 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 96 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **g ¿Piensa Volver a contratar nuestros servicios?** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **h ¿Recomendarían nuestros servicios?** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **i Consideración de servicios en términos de Calidad/Precio** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 87 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 96 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **j Comparación de servicios con respecto a otra empresa** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

**Tabla # 11. Resultados de Satisfacción del Cliente**

**Fuente: Base de Datos Encuestas a los Clientes (2009)**

**Elaboración: Pamela Veloz Pinto**

**RESULTADO DEL INDICADOR**



**Gráfico 3: Indicador de Satisfacción del Cliente**

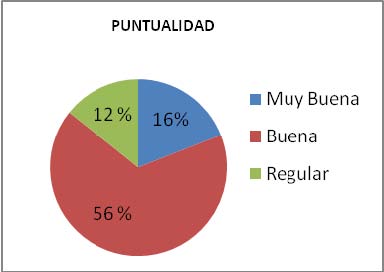
**Fuente: Base de Datos Encuestas a los Clientes (2009)**

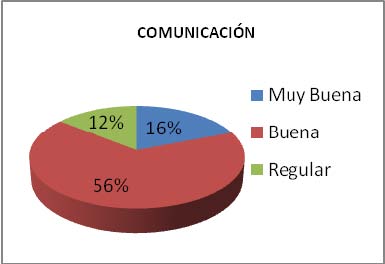
**Elaboración: Pamela Veloz Pinto**

Se realizó un estudio mediante encuestas a varios clientes durante los meses de Julio – Agosto en las cuales verificamos la relación que existía entre las dos partes y se pudo evidenciar varios aspectos que demostraban que el no contar con un sistema de control eficiente podía ser causa propiciatoria de problemas a nivel de los clientes. Ver Anexo 1- Página 1; 4.

En este caso la encuestas revelaban que donde existían más debilidad eran en la comunicación cliente – proveedor y la entrega a tiempo de los productos.

**RESULTADOS DE ENCUESTAS DEL PRIMER TRIMESTRE**





**Gráfico 4: Puntualidad I Trimestre Gráfico 5: Comunicación I Trimestre**

**Fuente: Base de Datos Encuestas a los Clientes (2009) Fuente: Base de Datos Encuestas a los Clientes (2009)**

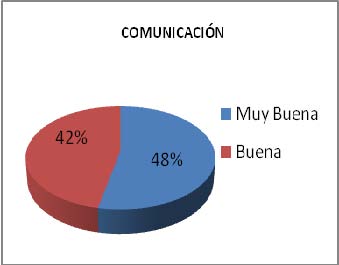
**Elaboración: Pamela Veloz Pinto Elaboración: Pamela Veloz Pinto**

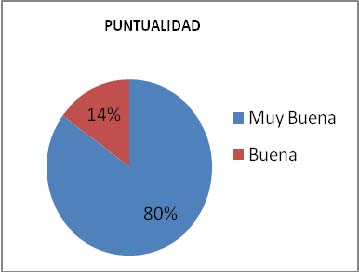
Como podemos darnos cuenta, tanto para la Puntualidad como para la Comunicación, los clientes calificaron con sólo el 16% muy bueno, el 56% bueno y un 12 % regular.

Claramente se verifica que estos puntos deben ser tratados con prioridad, ya que esto podría afectar mucho a la fidelidad de los clientes. Ver Anexo 1- Página 2.

Se empezó a aplicar instrumentos de mejoramiento continuo para solucionar la debilidad encontrada, dando como resultado en el siguiente trimestre mejoras en un 6 a 10 % en relación al trimestre pasado principalmente donde existían más debilidades. Ver Anexo 1 – Página 3.

**RESULTADOS DE ENCUESTAS DEL SEGUNDO TRIMESTRE**





**Gráfico 6: Puntualidad II Trimestre Gráfico 7: Comunicación II Trimestre**

**Fuente: Base de Datos Encuestas a los Clientes (2009) Fuente: Base de Datos Encuestas a los Clientes (2009)**

**Elaboración: Pamela Veloz Pinto Elaboración: Pamela Veloz Pinto**

Además de estos dos parámetros importantes también se presentó una mejora de rendimiento en el proceso completo relacionado con los clientes. Ver Anexo 1 – Página 5

**4.6.2. INDICADOR DE PRODUCTO CONFORME**

**Descripción:** Evaluar la producción de los elementos aceptados como productos conforme en las diferentes líneas de producción.



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| **Frecuencia de Reporte** | | | | | | | | | | | | | | | Cada Mes | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Responsable** | | | | | | | | | | | | | | | Jefe de Producción | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Máximo** | | | | | | | | | | | | | | | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Meta** | | | | | | | | | | | | | | | 95% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Mínimo** | | | | | | | | | | | | | | | 85% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Documento** | | | | | | | | | | | | | | | Máster de Producción | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Producto** | | | | | | | | | | | | | | | Tipo A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **MES** | | | | | | | | | | | | | | | VALOR DEL INDICADOR | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Junio | | | | | | | | | | | | | | | 77,86% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Julio | | | | | | | | | | | | | | | 89,96% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Agosto | | | | | | | | | | | | | | | 88,59% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Septiembre | | | | | | | | | | | | | | | 86,97% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Octubre | | | | | | | | | | | | | | | 97,40% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Noviembre | | | | | | | | | | | | | | | 98,36% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Diciembre | | | | | | | | | | | | | | | 98,39% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

**Tabla # 12. Resultados de Producto Conforme Gráfico 8: Indicador de Producto Conforme**

**Fuente: Base de Datos Producción - Benchmarking (2009) Fuente: Base de Datos Producción - Benchmarking (2009)**

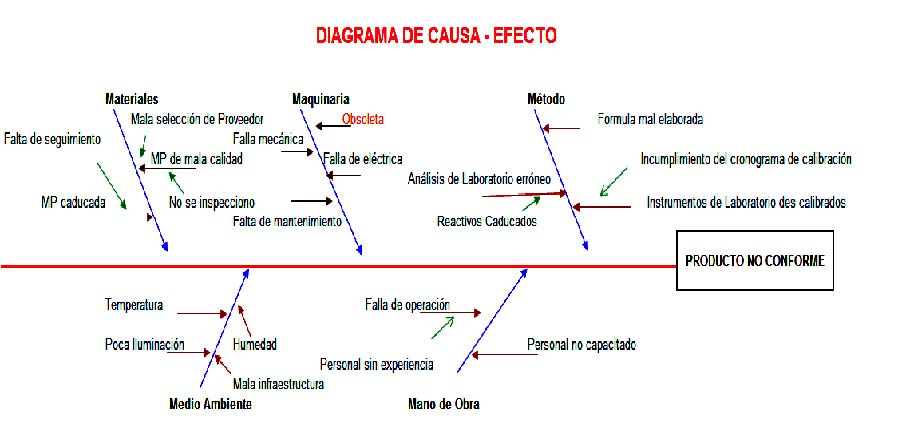
**Elaboración: Pamela Veloz Pinto Elaboración: Pamela Veloz Pinto**

Para este indicador podemos evidenciar el porcentaje de producto conforme, para lo cual se realizó primero un estudio de la producción del producto A (Limpieza Industrial) desde el mes de Junio hasta Diciembre del 2009; para esto tomamos como base el Formato de Producción, donde se encuentra reflejado los volúmenes de producciones realizadas con sus respectivos números de lote. Ver Anexo 1 – Tablas 15; 21.

Como se pudo evidenciar, los primeros meses los porcentajes de producto conforme estaban casi en el mínimo del rango permitido en la matriz de indicadores, por lo que se procedió a buscar la causa del obtener resultados de un 13 a 22 % de producto no conforme.

Para determinar las causas de las deficiencias que se presentaron en el proceso de producción en lo que respecta a Producto No Conforme, se utilizó el método de análisis de Causa-Efecto Ishikawa, para luego realizar un plan de acción y así poder atacar esas debilidades detectadas.

A continuación, se detalla el formato máster donde se registra las producciones mensuales y productos conforme, Además del diagrama de Causa – Efecto del por qué la producción No Conforme.



**Gráfico 9: Diagrama de Ishikawa**

**Fuente: Base de Datos Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

**RESULTADO DEL ESTUDIO**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **ESTUDIO DE CAUSA - RAÍZ** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **DESCRIPCIÓN** | | | | | **JUNIO** | | | | | | | | | | | | | | | | | | | | | | | | | | | **JULIO** | | | | | | | | | | | | | | | | **AGOSTO** | | | | | | | | | | | | | | | | | | | | | | | | **SEPTIEMBRE** | | | | | | | | | | | **OCTUBRE** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **NOVIEMBRE** | | | | | | | | | | | | | | | | | **DICIEMBRE** | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **% Falla mecánica** | | | | | 15,26 | | | | | | | | | | | | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | 5,98 | | | | | | | | | | | | | | | | | | | | | | | | - | | | | | | | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **% Falla eléctrica** | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | - | | | | | | | | | | | 2,6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 1,64 | | | | | | | | | | | | | | | | | 1,61 | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **% Mano de Obra** | | | | | 6,11 | | | | | | | | | | | | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | 13,03 | | | | | | | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **% Fórmula mal elaborada** | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | | | | 10,04 | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | - | | | | | | | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | | - | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **% Total Producto No Conforme** | | | | | **21,37** | | | | | | | | | | | | | | | | | | | | | | | | | | | **10,04** | | | | | | | | | | | | | | | | **11,41** | | | | | | | | | | | | | | | | | | | | | | | | **13,03** | | | | | | | | | | | **2,6** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **1,64** | | | | | | | | | | | | | | | | | **1,61** | | | | | | | | | | | | | | | | | | | | | | | | | | |

**Tabla # 13. Resultados de Causa - Raíz de Fallos**

**Fuente: Base de Datos Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**

Como resultado de la investigación y de las aplicaciones de los instrumentos de calidad, una vez detectadas las causas de las debilidades, se logró mejorar de un 77% a un 98% el indicador de Producto Conforme, reduciendo la No Conformidad de sus productos, por medio de la realización capacitaciones al personal involucrado en la producción, así como también, invirtiendo recursos para mantenimiento de maquinarias, calibraciones de instrumentos de laboratorio.

Para los dos casos, tanto el de satisfacción del cliente como para producto conforme se establecieron dos líneas principales de acciones, una en relación con la capacitación y la otra con la ejecución de acciones de seguimiento y evaluación de los indicadores de gestión, procedimientos, responsables y recursos.

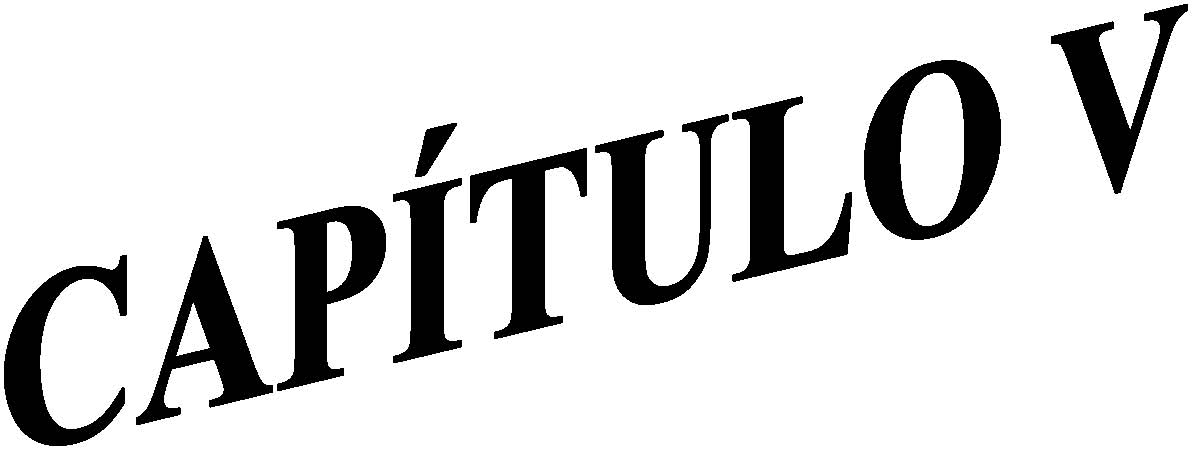
Con el cumplimiento de este plan se logró mejorar los procesos de la empresa con respecto a los indicadores en estudio, aclarando que todo esto se debe al compromiso de la alta dirección y de todo el personal que labora en la empresa directa e indirectamente.

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| **PLAN DE ACCIÓN** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **Proceso** | | | | | | | **Acción** | | | | | | | | | | | | | | | | | | | | | | | | | | | **Tiempo de Ejecución** | | | | | | | | | | | | | | | **Responsables** | | | | | | | | | | | | | | | | | | | | | | | | | | **Recursos** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **Prioridad** | | | | | | | | | | | | | | | | | | | | **Resultados** | | | | | | | | | | | | | | | | | | | | | | | | | |
| Relacionados con el Cliente | | | | | | | Capacitación en ventas y Atención al Cliente | | | | | | | | | | | | | | | | | | | | | | | | | | | 2 MESES | | | | | | | | | | | | | | | Desarrollo Organizacional | | | | | | | | | | | | | | | | | | | | | | | | | | Financieros, Humanos, Infraestructura, Mobiliarias de Oficina | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | ALTA | | | | | | | | | | | | | | | | | | | | Se evidenció el mejoramiento en el proceso de satisfacción del cliente de un 6 a 10% con relación al trimestre anterior | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | Especializaciones técnicas | | | | | | | | | | | | | | | | | | | | | | | | | | | 2 MESES | | | | | | | | | | | | | | | Desarrollo Organizacional | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | ALTA | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | Evaluar formación, habilidades, capacidad del personal de ventas | | | | | | | | | | | | | | | | | | | | | | | | | | | 1 MES | | | | | | | | | | | | | | | Jefe inmediato | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | MEDÍA | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | Seguimiento de Post Venta | | | | | | | | | | | | | | | | | | | | | | | | | | | Frecuentemente | | | | | | | | | | | | | | | Agentes Comerciales | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | MEDÍA | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Producción | | | | | | | Capacitación al Operador y Analista | | | | | | | | | | | | | | | | | | | | | | | | | | | 2 MESES | | | | | | | | | | | | | | | Desarrollo Organizacional | | | | | | | | | | | | | | | | | | | | | | | | | | Financieros, Humanos, Infraestructura, Mobiliarias de Oficina | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | ALTA | | | | | | | | | | | | | | | | | | | | Se evidenció la mejora del proceso de producción reduciendo a un 2 % los producto No Conforme | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | Evaluar formación, habilidades y capacidades del personal operativo | | | | | | | | | | | | | | | | | | | | | | | | | | | 1 MES | | | | | | | | | | | | | | | Desarrollo Organizacional | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | MEDÍA | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | Cronograma de mantenimientos a maquinarias y equipos en producción | | | | | | | | | | | | | | | | | | | | | | | | | | | 2 MESES | | | | | | | | | | | | | | | Jefe de Producción | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | MEDÍA | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | Cronograma de calibración para instrumentos de laboratorio | | | | | | | | | | | | | | | | | | | | | | | | | | | 3 MESES | | | | | | | | | | | | | | | Analista | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | MEDÍA | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |

**Tabla # 14. Plan de Acción**

**Fuente: Base de Datos Empresa en Estudio (2009)**

**Elaboración: Pamela Veloz Pinto**



**CONCLUSIONES Y RECOMENDACIONES**

**5.1. CONCLUSIONES**

Con todo lo realizado y expuesto en este diseño de mejoramiento continuo para la empresa de Productos Biodegradables, se han establecido las siguientes conclusiones:

 En el desarrollo de este proyecto se ha concluido que el paso más destacado para lograr implementar un sistema de mejora, siempre se inicia con los mapas de procesos y la implementación de los indicadores de gestión, ya que estos son la base para cualquier Sistema de Control de Gestión.

 Con la identificación e interrelación de los procesos estratégicos, claves y de apoyo, se pudo presentar las diferentes actividades departamentales de la empresa desde una perspectiva más integradora, identificándose las entradas y salidas del proceso lo que permitió tener una óptica más clara de cuáles son: las necesidades para que el proceso funcione de forma eficiente, estableciendo un código de formato, los requerimientos, requisitos, documentos, registros, procedimientos, instructivos, formularios (Ver Anexo 2 – 3).

 Se ha logrado aumentar la aplicación del trabajo en equipo y del mejoramiento continuo en las actividades que realizan los empleados en todas las áreas, además de la optimización de los recursos y la fidelización de los clientes.

 También se demostró, utilizando un Benchmarking, que con la aplicación de este modelo de mejoramiento continuo los resultados obtenidos fueron favorables para la empresa como se pudo apreciar en el indicador de Satisfacción del Cliente, ya que se detectan mejoras entre un 6 a 10 % en relación a como estaba inicialmente, de manera especial, donde existían más debilidades. En cuanto a Producto Conforme se logró mejorar de un 77% a un 98% reduciendo la No Conformidad de los productos que se elaboran.

 Para los dos casos, tanto el de satisfacción del cliente como para producto conforme, se establecieron dos líneas principales de acciones, una en relación con la capacitación y la otra con la ejecución de acciones de seguimiento y evaluación de los indicadores de gestión, procedimientos, responsables y recursos.

 Los resultados de las encuestas realizadas a los clientes nos dieron una clara idea de la percepción que ellos tenían sobre la empresa, logrando así mejorar la relación cliente – proveedor, además de mejorar la capacidad de ventas.

 Los indicadores que se plantearon en este proyecto ayudaran a medir la eficacia de los procesos productivos de la empresa, conociendo así el comportamiento de los mismos, lo que nos ayudará a mejorar la satisfacción del cliente y la disminución del número de productos no conformes, reflejándose en un ahorro no sólo de materia prima, si no de la productividad de la empresa.

 Dentro del análisis respectivo también se aportó con la realización de los procedimientos mandatorios por la Norma ISO 9001:2008 que, aunque no son parte directa de este proyecto, se puede plantear como propuesta, dado el caso en estudio, con el propósito que pueda ser aplicado en la empresa y así tener otra alternativa de control que promueva el mejoramiento continuo de sus procesos. (Ver Anexo 2).

**5.2. RECOMENDACIONES**

Con todo lo realizado y expuesto en este diseño de mejoramiento continuo para la empresa de Productos Biodegradables, se han establecido las siguientes recomendaciones:

 La implantación de un Sistema de Gestión de Calidad, en función de una norma reconocida internacionalmente, para elevar la imagen de la empresa, obtener una ventaja competitiva, diferenciarse de la competencia, demostrar su preocupación por la calidad, iniciar un proyecto dirigido hacia la Calidad Total, o simplemente cumplir con la exigencia de sus clientes.

 La implementación de un Sistema de Control de Gestión de esta naturaleza debe ser dirigida por asesores que entienden del tema y el tiempo de implementación depende de factores como recursos económicos, compromiso de la alta dirección, involucramiento del personal, estado actual de los procesos.

 Capacitar personal para la elaboración de mapas de procesos, y luego realizar reuniones para analizar dichos procesos y dar soluciones a los problemas e implementar la cultura de los indicadores a los niveles adecuados de mandos en la empresa.

 Los indicadores de gestión deben actualizarse permanentemente para garantizar que se monitoreen los procesos esenciales y garanticen el cumplimiento de las estrategias y políticas establecidas en la empresa.

 Estar siempre en contacto con los clientes, realizando encuestas post – venta, o visitas in situ, nos asegura la fidelización de los clientes.

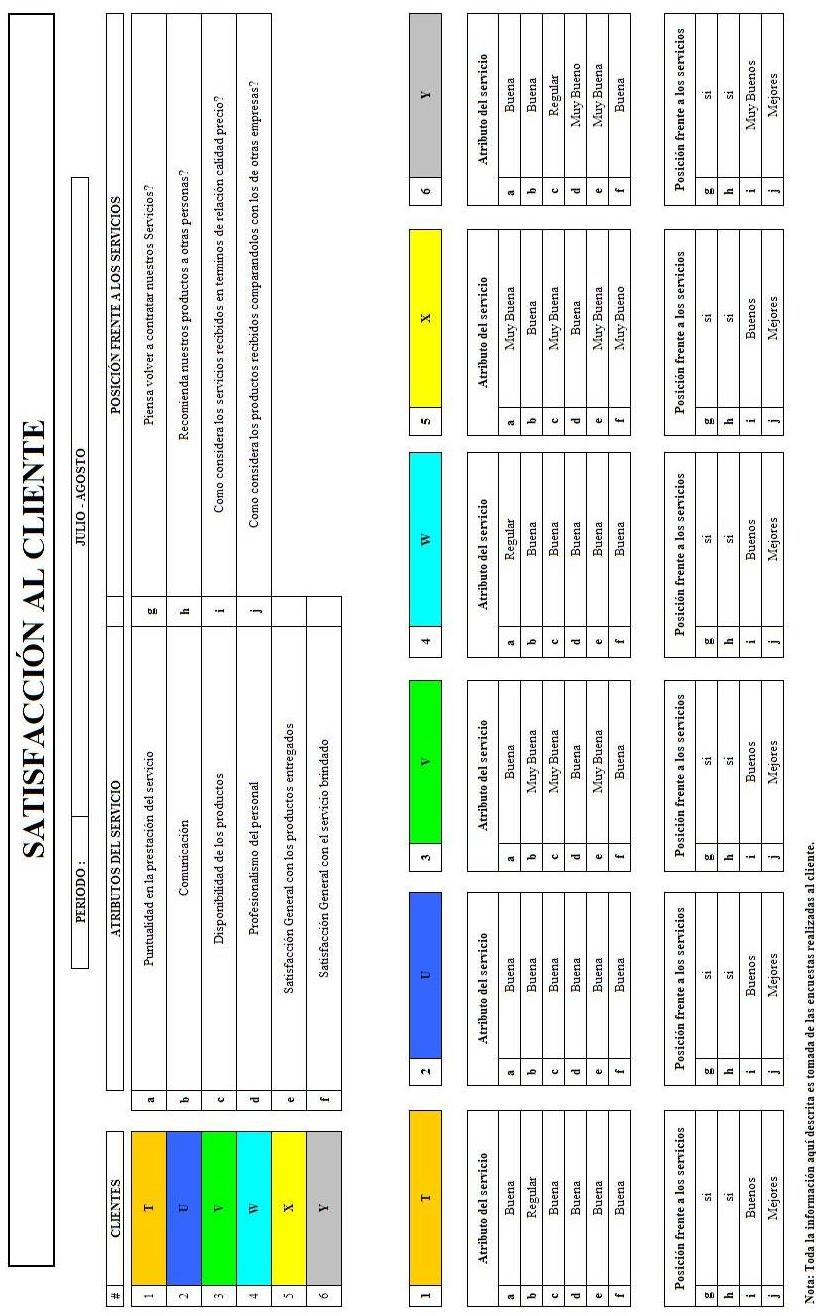
 Se recomienda que los cambios realizados deben ser expuestos a todo el personal involucrado, al igual que deben quedar documentados, y estar al alcance de cualquier persona que desee consultarlos.

 La empresa debe garantizar el buen desarrollo de los procedimientos y actividades, para lo cual debe diseñar planes de entrenamiento y / o capacitación, según sea necesario, y definir herramientas de gestión y control de la labor de los empleados con el fin de asegurar el desarrollo óptimo de las funciones establecidas en las cartas descriptivas de los empleados. Además debe brindarles a los empleados un ambiente cálido, garantizando las herramientas necesarias para que el empleado pueda desempeñarse satisfactoriamente.

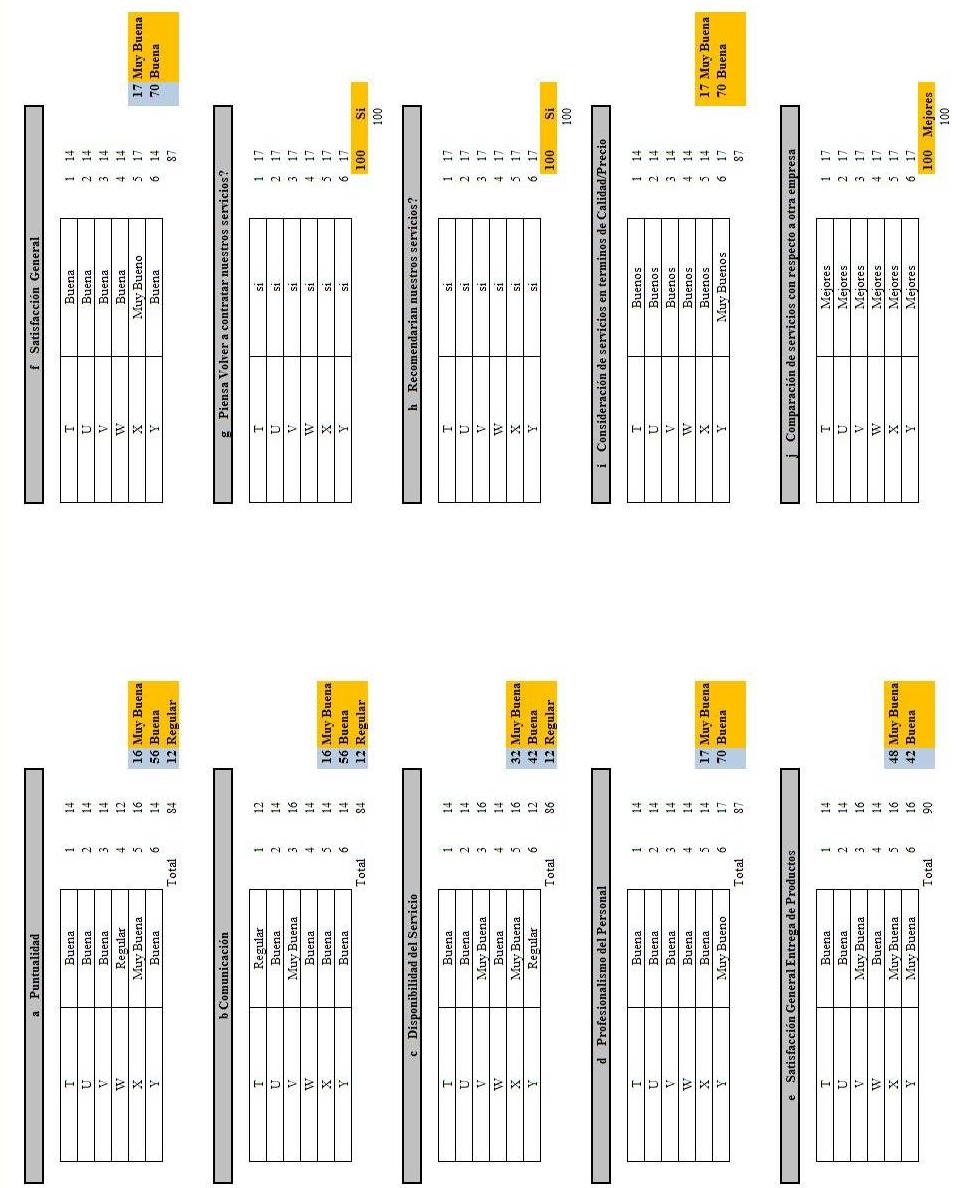
 Con el tiempo se puede implementar y certificar un Sistema Integrado de Gestión Ambiente y Seguridad y Salud Ocupacional, para con esto, seguir mejorando el sistema, tomando en cuenta que la empresa sería más competitiva en el mercado.



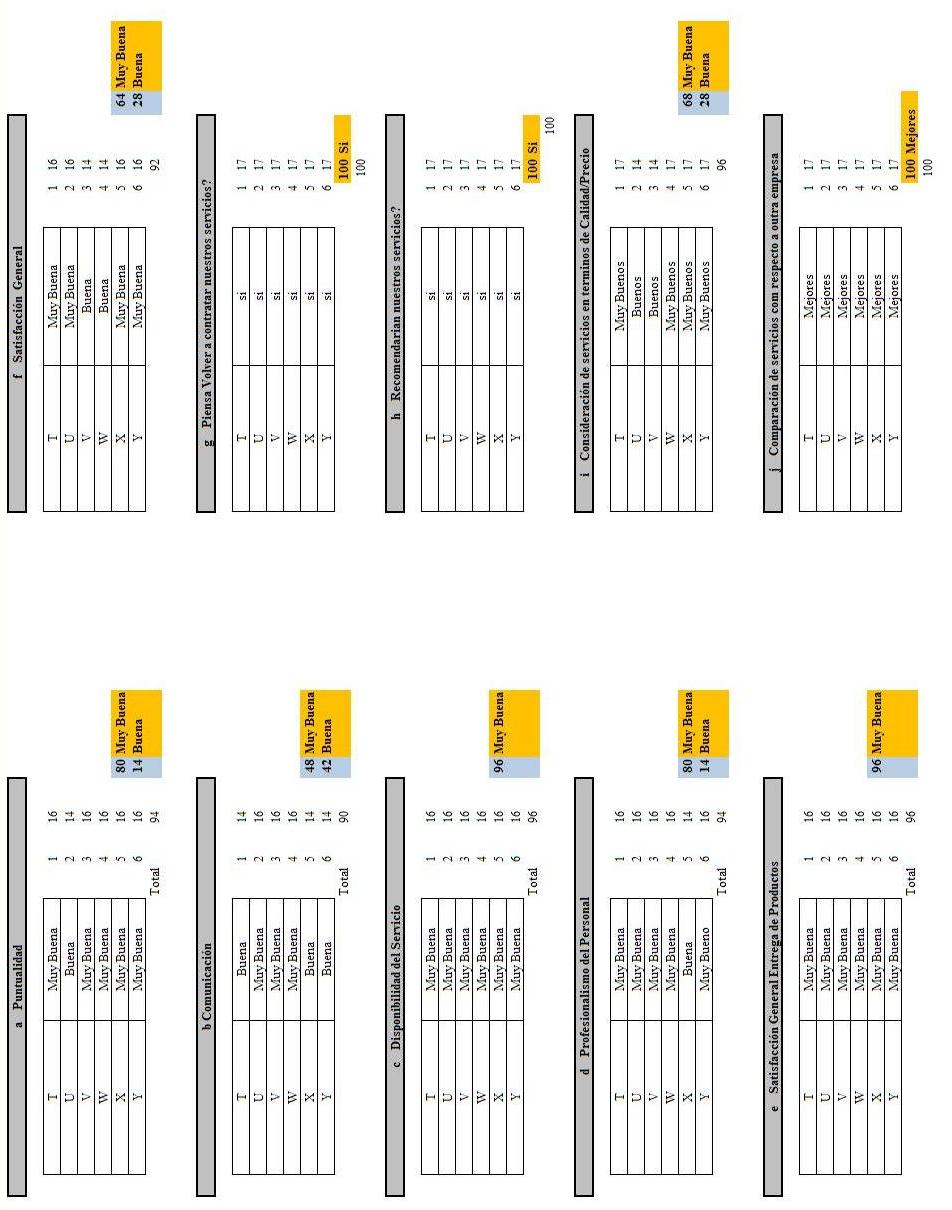
**FORMATO DE FORMULARIO ENVIADAS A LOS CLIENTES**



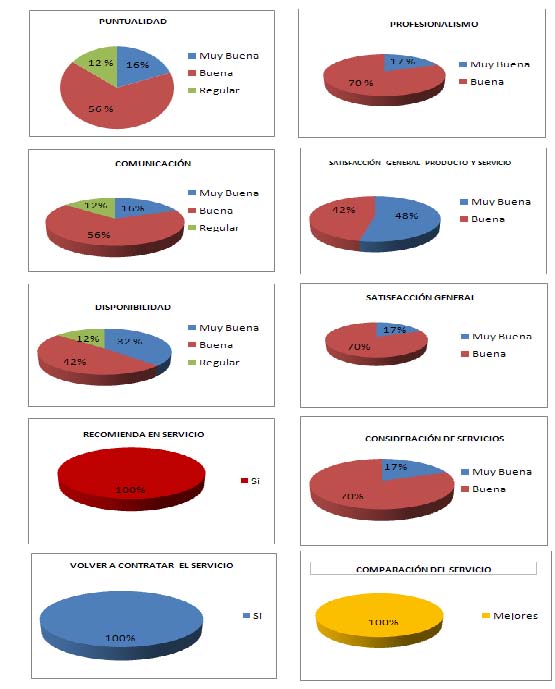
**PUNTUACIÓN DE ENCUESTAS REALIZADAS A LOS CLIENTES - PRIMER TRIMESTRE**



**PUNTUACIÓN DE ENCUESTAS REALIZADAS A LOS CLIENTES - SEGUNDO TRIMESTRE**



**RESULTADOS DE ENCUESTAS – PRIMER TRIMESTRE**



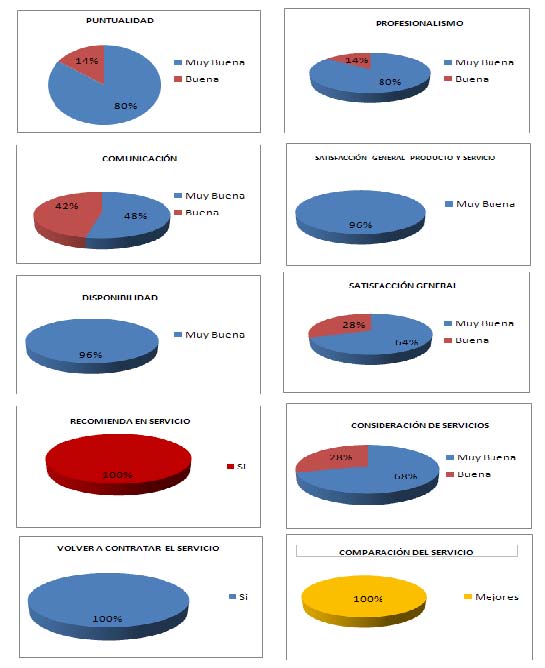
**Gráfico 10: Resultados de Encuestas – Primer Trimestre**

**Fuente: Base de Datos Encuestas Realizada a los Clientes (2009)**

**Elaboración: Pamela Veloz Pinto**

Resumen de las encuestas realizadas a cinco clientes fieles a la empresa durante el primer trimestre entre los meses de Julio – Agosto 2009.

**RESULTADOS DE ENCUESTAS – SEGUNDO TRIMESTRE**



**Gráfico 11: Resultados de Encuestas – Segundo Trimestre**

**Fuente: Base de Datos Encuestas Realizada a los Clientes (2009)**

**Elaboración: Pamela Veloz Pinto**

Resumen de las encuestas realizadas en el segundo trimestre a los cinco clientes fieles anteriores entre los meses de Septiembre – Diciembre 2009.

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| **1** | | | | | | | | | 2001 | | | | | | | | | | | | | | | | | | | | | | | | | | 01-0100209 | | | | | | | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | | | | | | | | 1000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **2** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **4** | | | | | | | | | 2001 | | | | | | | | | | | | | | | | | | | | | | | | | | 01-0400309 | | | | | | | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | | | | | | | | 200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **5** | | | | | | | | | 2001 | | | | | | | | | | | | | | | | | | | | | | | | | | 01-0500309 | | | | | | | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | | | | | | | | 1500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **6** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **8** | | | | | | | | | 2001 | | | | | | | | | | | | | | | | | | | | | | | | | | 01-0800409 | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | 1200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **9** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **10** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **11** | | | | | | | | | 2001 | | | | | | | | | | | | | | | | | | | | | | | | | | 01-1100509 | | | | | | | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | | | | | | | | 200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **12** | | | | | | | | | 2001 | | | | | | | | | | | | | | | | | | | | | | | | | | 01-1200609 | | | | | | | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | | | | | | | | 50 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **13** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **14** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **17** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **19** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **20** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **21** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **22** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **23** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **24** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **25** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **26** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **27** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **28** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **29** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **30** | | | | | | | | | 2001 | | | | | | | | | | | | | | | | | | | | | | | | | | 01-3000709 | | | | | | | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | | | | | | | | 2400 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **31** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **TOTAL** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | **6550** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| **PRODUCTO CONFORME:** | | | | | | | | | | | | | | | | | | | | | | | | | | **5100** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 77,86% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **PRODUCTO NO CONFORME:** | | | | | | | | | | | | | | | | | | | | | | | | | | **1400** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 21,37% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

**Tabla # 15. Producción Mes de Junio 2009**

**Fuente: Base de Datos Producción - Benchmarking (2009) Elaboración: Pamela Veloz Pin**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | | | **PRODUCTO:** | | | | | | | | | | | | | | | | | | | | | | | **TIPO A** | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | **MES:** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **JULIO** | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **FECHA** | | | | | | | | | | | | | | | | | | | | | | | **CÓDIGO** | | | | | | | | | | | | | | | **LOTE** | | | | | | | | | | | | | | | | | | | | | **PRESENTACIÓN** | | | | | | | | | | | **VOLUMEN** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **OBSERVACIONES** | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **1** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | 01-0100809 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | 500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **2** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **3** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **4** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **5** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | 01-0500909 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **6** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | 01-0601009 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | 150 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **7** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | 01-0701109 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | 1586 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **8** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **9** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **10** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **11** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **12** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **13** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **14** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **15** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | 01-1501209 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | | | | 900 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **16** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **17** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | 18 | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **19** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **20** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **21** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **22** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **23** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **24** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **25** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **26** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **27** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **28** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **29** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **30** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **31** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | **TOTAL** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | **3486** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | |
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|  | | | | | | | | | **PRODUCTO CONFORME:** | | | | | | | | | | | | | | | | | | | | | | | | | | **3136** | | | | | | | | | | | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | | | | | 89,96% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | **PRODUCTO NO CONFORME:** | | | | | | | | | | | | | | | | | | | | | | | | | | **350** | | | | | | | | | | | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | | | | | 10,04% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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**Tabla # 16. Producción Mes de Julio 2009**

**Fuente: Base de Datos Producción - Benchmarking (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | **MÁSTER DE PRODUCCIÓN** | | | | | | | | | | | | | | | | | | | | | | | | | | | **Código** | | | | | | | | | | | | | | FPD 03 | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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|  | | | | | **PRODUCTO:** | | | | | | | | | | | | | | | | | | | | | | | **TIPO A** | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | **MES:** | | | | | | | | | | | | | | | | | | | | | | | | | | | | **AGOSTO** | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **FECHA** | | | | | | | | | | | | | | | | | | | | | | | **CÓDIGO** | | | | | | | | | | | | **LOTE** | | | | | | | | | | | | | | | | | | | | | **PRESENTACIÓN** | | | | | | | | **VOLUMEN** | | | | | | | | | | | | | | | | | | | | | | | | | | | | **OBSERVACIONES** | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **1** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **2** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
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|  | | | | | **7** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
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|  | | | | | **10** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **11** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **12** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **13** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **14** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **15** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **16** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **17** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | 18 | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **19** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | 01-1901309 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | 30 | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **20** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | 01-2001409 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | 100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **21** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | 350 | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **22** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **23** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **24** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **25** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **26** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **27** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | 01-2701509 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | 1000 | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **28** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | 01-2801609 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | 20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **29** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | 01-2901709 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | 90 | | | | | | | | | | | | | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **30** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **31** | | | | | | | | | | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | 01-3101809 | | | | | | | | | | | | | | | | | | | | | KG | | | | | | | | 250 | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | **TOTAL** | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | **1840** | | | | | | | | | | | | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | |
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|  | | | | | | | | | | **PRODUCTO CONFORME:** | | | | | | | | | | | | | | | | | | | | | | | | **1630** | | | | | | | | | | | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | 88,59% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | | | | | | | | | | **PRODUCTO NO CONFORME:** | | | | | | | | | | | | | | | | | | | | | | | | **210** | | | | | | | | | | | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | 11,41% | | | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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**Tabla # 17. Producción Mes de Agosto 2009**

**Fuente: Base de Datos Producción - Benchmarking (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
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|  | | | | |  | | | | | | | | | | | | | | | | | | | | | | **MÁSTER DE PRODUCCIÓN** | | | | | | | | | | | | | | | **Código** | | | | | | | | | | | | | | | | | | | | FPD 03 | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
|  | | | | |  | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | **Fecha de revisión** | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
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|  | | | | |  | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | **Responsable** | | | | | | | | | | | | | | | | | | | | Producción | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
|  | | | | |  | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | **Página** | | | | | | | | | | | | | | | | | | | | 1 de 1 | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
|  | **PRODUCTO:** | | | | | | | | | | | | | | **TIPO A** | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | **MES:** | | | | | | | | | | | | | | | | **SEPTIEMBRE** | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **FECHA** | | | | | | | | | | | | | | **CÓDIGO** | | | | | | | | | | | | | | | | **LOTE** | | | | | | | | | | | **PRESENTACIÓN** | | | | | | | | | | | | | | | | **VOLUMEN** | | | | | | | | | | | | | | | | **OBSERVACIONES** | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **1** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **2** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **3** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **4** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **5** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **6** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **7** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **8** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | 9 | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **10** | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | | 01-1001909 | | | | | | | | | | | KG | | | | | | | | | | | | | | | | 250 | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **11** | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | | 01-1102009 | | | | | | | | | | | KG | | | | | | | | | | | | | | | | 1000 | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **12** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **13** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **14** | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | | 01-1402109 | | | | | | | | | | | KG | | | | | | | | | | | | | | | | 600 | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **15** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **16** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **17** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | 18 | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **19** | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | | 01-1902209 | | | | | | | | | | | KG | | | | | | | | | | | | | | | | 500 | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **20** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **21** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **22** | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | | 01-2202309 | | | | | | | | | | | KG | | | | | | | | | | | | | | | | 550 | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **23** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **24** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **25** | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | | 01-2502409 | | | | | | | | | | | KG | | | | | | | | | | | | | | | | 1250 | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **26** | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | | 01-2602509 | | | | | | | | | | | KG | | | | | | | | | | | | | | | | 20 | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **27** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **28** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **29** | | | | | | | | | | | | | | 2001 | | | | | | | | | | | | | | | | 01-2902609 | | | | | | | | | | | KG | | | | | | | | | | | | | | | | 50 | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **30** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **31** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | **TOTAL** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | |  | | | | | | | | | | |  | | | | | | | | | | | | | | | | **4220** | | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
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|  | | | | | **PRODUCTO CONFORME:** | | | | | | | | | | | | | | | | | | | | | | **3670** | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | | | | | | | 86,97% | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
|  | | | | | **PRODUCTO NO CONFORME:** | | | | | | | | | | | | | | | | | | | | | | **550** | | | | | | | | | | | | | | | **KG** | | | | | | | | | | | | | | | | | | | | 13,03% | | | | | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
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**Tabla # 18. Producción Mes de Septiembre 2009**

**Fuente: Base de Datos Producción - Benchmarking (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | | | |  | | | | | | | | | | | | | | | | | **MÁSTER DE PRODUCCIÓN** | | | | | | | | | | | | | | | | | **Código** | | | | | | | | | FPD 03 | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |
|  | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | **Fecha de revisión** | | | | | | | | |  | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |
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|  | **PRODUCTO:** | | | | | | | | | | | | | | | **TIPO A** | | | | | | | |  | | | | | | | | | | | | | |  | | | | | | **MES:** | | | | | | | | | | | | | | | | | **OCTUBRE** | | | | | | | | |  | | | | | | | | | | | | | |
|  | **FECHA** | | | | | | | | | | | | | | | **CÓDIGO** | | | | | | | | **LOTE** | | | | | | | | | | | | | | **PRESENTACIÓN** | | | | | | **VOLUMEN** | | | | | | | | | | | | | | | | | **OBSERVACIONES** | | | | | | | | |  | | | | | | | | | | | | | |
|  | **1** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **2** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **3** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **4** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **5** | | | | | | | | | | | | | | | 2001 | | | | | | | | 01-0502709 | | | | | | | | | | | | | | KG | | | | | | 1500 | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **6** | | | | | | | | | | | | | | | 2001 | | | | | | | | 01-0602809 | | | | | | | | | | | | | | KG | | | | | | 40 | | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | | | | | |  | | | | | | | | | | | | | |
|  | **7** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **8** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
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|  | **10** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **11** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **12** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **13** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **14** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **15** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **16** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **17** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | 18 | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **19** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **20** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **21** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **22** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **23** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **24** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **25** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **26** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **27** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **28** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **29** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **30** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **31** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | |  | | | | | | | | | | | | | |
|  | **TOTAL** | | | | | | | | | | | | | | |  | | | | | | | |  | | | | | | | | | | | | | |  | | | | | | **1540** | | | | | | | | | | | | | | | | | **KG** | | | | | | | | |  | | | | | | | | | | | | | |
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|  | | | | **PRODUCTO CONFORME:** | | | | | | | | | | | | | | | | | **1500** | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | 97,40% | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |
|  | | | | **PRODUCTO NO CONFORME:** | | | | | | | | | | | | | | | | | **40** | | | | | | | | | | | | | | | | | **KG** | | | | | | | | | 2,60% | | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |
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**Tabla # 19. Producción Mes de Octubre 2009**

**Fuente: Base de Datos Producción - Benchmarking (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | | | |  | | | | | | | | | | | | | | | | **MÁSTER DE PRODUCCIÓN** | | | | | | | | | | | | | | | | | | **Código** | | | | | FPD 03 | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | |
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|  | | **PRODUCTO:** | | | | | | | | | | | | | | | **TIPO A** | | | | | |  | | | | | | | | | | | | | | |  | | | **MES:** | | | | | | | | | | | | | | | | | | | **NOVIEMBRE** | | | | |  | | | | | | | | | | | | | | | |
|  | | **FECHA** | | | | | | | | | | | | | | | **CÓDIGO** | | | | | | **LOTE** | | | | | | | | | | | | | | | **PRESENTACIÓN** | | | **VOLUMEN** | | | | | | | | | | | | | | | | | | | **OBSERVACIONES** | | | | |  | | | | | | | | | | | | | | | |
|  | | **1** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **2** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **3** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **4** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **5** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **6** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **7** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **8** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
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|  | | **10** | | | | | | | | | | | | | | | 2001 | | | | | | 01-1002909 | | | | | | | | | | | | | | | KG | | | 2500 | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **11** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **12** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **13** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **14** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **15** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **16** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **17** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | 18 | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **19** | | | | | | | | | | | | | | | 2001 | | | | | | 01-1903009 | | | | | | | | | | | | | | | KG | | | 50 | | | | | | | | | | | | | | | | | | | SE REPROCESÓ | | | | |  | | | | | | | | | | | | | | | |
|  | | **20** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **21** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **22** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **23** | | | | | | | | | | | | | | | 2001 | | | | | | 01-2303109 | | | | | | | | | | | | | | | KG | | | 500 | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **24** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **25** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **26** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **27** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **28** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **29** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **30** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **31** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | | | | |  | | | | |  | | | | | | | | | | | | | | | |
|  | | **TOTAL** | | | | | | | | | | | | | | |  | | | | | |  | | | | | | | | | | | | | | |  | | | **3050** | | | | | | | | | | | | | | | | | | | **KG** | | | | |  | | | | | | | | | | | | | | | |
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|  | | | | **PRODUCTO CONFORME:** | | | | | | | | | | | | | | | | **3000** | | | | | | | | | | | | | | | | | | **KG** | | | | | 98,36% | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | |
|  | | | | **PRODUCTO NO CONFORME:** | | | | | | | | | | | | | | | | **50** | | | | | | | | | | | | | | | | | | **KG** | | | | | 1,64% | | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | |
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**Tabla # 20. Producción Mes de Noviembre 2009**

**Fuente: Base de Datos Producción - Benchmarking (2009)**

**Elaboración: Pamela Veloz Pinto**

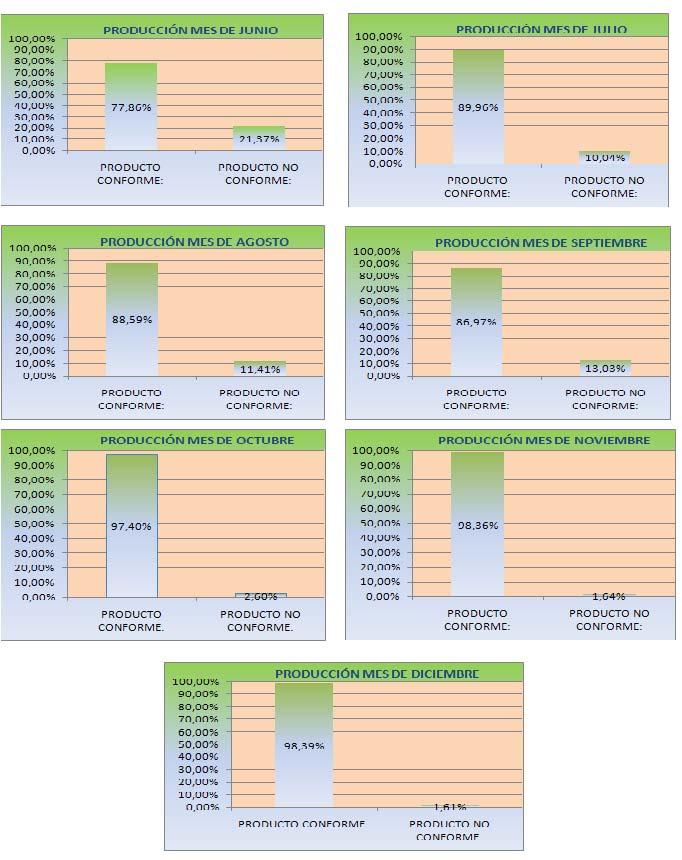
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|  | |  | | | | | | | | | | | | | | **MÁSTER DE PRODUCCIÓN** | | | | | | | | | | | | | | | **Código** | | | | FPD 03 | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
|  | |  | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | **Fecha de revisión** | | | |  | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
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|  | |  | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | **Responsable** | | | | Producción | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
|  | |  | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | **Página** | | | | 1 de 1 | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
|  | **PRODUCTO:** | | | | | | | | | | | | **TIPO A** | | | |  | | | | | | | | | | | | | |  | | | **MES:** | | | | | | | | | | | | | | | | **DICIEMBRE** | | | |  | | | | | | | | | | | | | | |
|  | **FECHA** | | | | | | | | | | | | **CÓDIGO** | | | | **LOTE** | | | | | | | | | | | | | | **PRESENTACIÓN** | | | **VOLUMEN** | | | | | | | | | | | | | | | | **OBSERVACIONES** | | | |  | | | | | | | | | | | | | | |
|  | **1** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | | 1250 | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **2** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **3** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **4** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **5** | | | | | | | | | | | | 2001 | | | | 01-0503209 | | | | | | | | | | | | | | KG | | | 550 | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **6** | | | | | | | | | | | | 2001 | | | | 01-0603309 | | | | | | | | | | | | | | KG | | | 500 | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **7** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **8** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | 9 | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **10** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **11** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **12** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **13** | | | | | | | | | | | | 2001 | | | | 01-1303409 | | | | | | | | | | | | | | KG | | | 2500 | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **14** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **15** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **16** | | | | | | | | | | | | 2001 | | | | 01-1603509 | | | | | | | | | | | | | | KG | | | 100 | | | | | | | | | | | | | | | | SE REPROCESÓ | | | |  | | | | | | | | | | | | | | |
|  | **17** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **18** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **19** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **20** | | | | | | | | | | | | 2001 | | | | 01-2003609 | | | | | | | | | | | | | | KG | | | 1000 | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **21** | | | | | | | | | | | | 2001 | | | | 01-2103709 | | | | | | | | | | | | | | KG | | | 300 | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **22** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **23** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **24** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **25** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **26** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **27** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **28** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **29** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **30** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **31** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | |  | | | | | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | | |
|  | **TOTAL** | | | | | | | | | | | |  | | | |  | | | | | | | | | | | | | |  | | | **6200** | | | | | | | | | | | | | | | | **KG** | | | |  | | | | | | | | | | | | | | |
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|  | | **PRODUCTO CONFORME:** | | | | | | | | | | | | | | **6100** | | | | | | | | | | | | | | | **KG** | | | | 98,39% | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
|  | | **PRODUCTO NO CONFORME:** | | | | | | | | | | | | | | **100** | | | | | | | | | | | | | | | **KG** | | | | 1,61% | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
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**Tabla # 21. Producción Mes de Diciembre 2009**

**Fuente: Base de Datos Producción - Benchmarking (2009)**

**Elaboración: Pamela Veloz Pint**

**RESUMEN DE PRODUCCIÓN - PRODUCTO TIPO A**



**Gráfico 12: Resultados de Producción Meses Junio - Diciembre**

**Fuente: Base de Datos Producción - Benchmarking (2009)**

**Elaboración: Pamela Veloz Pinto**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | | | | | **PROCEDIMIENTO DE CONTROL DE DOCUMENTOS** | | | | | | | | | | | | | | **CÓDIGO:** | | | | | | | | | | | | | | **PGC 01** | | | | | | | | | | | | | | |
|  | | | | |  | | | | | | | | | | | | | | **FECHA DE REVISIÓN:** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |
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|  | | | | |  | | | | | | | | | | | | | | **REFERENCIA** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |
|  | | | | |  | | | | | | | | | | | | | | **RESPONSABLE** | | | | | | | | | | | | | | **Calidad** | | | | | | | | | | | | | | |
|  | | | | |  | | | | | | | | | | | | | | **PÁGINA:** | | | | | | | | | | | | | | **1 de 3** | | | | | | | | | | | | | | |

**1. OBJETIVOS**

Asegurar que los documentos utilizados en el SGC se encuentren vigentes y controlados.

**2. ALCANCE**

Todos los documentos que involucren al Sistema de Gestión de Calidad.

**3. DEFINICIONES Y ABREVIATURAS**

**SGC:** Sistema de Gestión de Calidad.

**NA:** No aplica.

**Documento:** Detalle de información referente a un tema en particular puede ser Manual, Procedimiento, Instructivo o Formato.

**LMD:** Lista Maestra de Documentos

**LMR:** Lista Maestra de Registros

**4. POLÍTICAS DEL PROCESO**

El control de cambios sólo aplica para procedimientos, manuales e instructivos.

Una vez que se haya realizado un cambio o creación de un documento, el responsable del Proceso deberá comunicar el cambio a los funcionarios receptores del documento. El funcionario que solicitó el cambio debe realizar el entrenamiento a los afectados por el cambio o creación del documento.

La actualización de los Documentos Externos es responsabilidad de la persona dueña del proceso.

A los documentos con versiones anteriores de estos documentos se les colocarán un sello indicando que está fuera de vigencia.

**5. REGISTROS**

LGC 01: Lista Maestra de Documento

LGC 02: Lista Maestra de Registr

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|  | | | | | | | | **PROCEDIMIENTO DE CONTROL DE REGISTRO** | | | | | | | | | | | | | | **CÖDIGO:** | | | | | | | | | | | | | | **PGC 01** | | | | | | | | | | | | | | |
|  | | | | | | | |  | | | | | | | | | | | | | | **FECHA DE REVISIÓN:** | | | | | | | | | | | | | |  | | | | | | | | | | | | | | |
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**6. RESPONSABLES**

Persona Responsable del Documento

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Aprobación de los Documentos:**

7.1.1. DE LOS PROCEDIMIENTOS, MANUALES E INSTRUCTIVOS: Este tipo de documentos del SGC son revisados y firmados por el responsable del proceso y subidos a la red. Para el caso de archivos en la red los documentos no poseen firmas pero se mantiene un original con firma.

7.1.2. DE LOS FORMATOS Y LISTAS: Cada vez que se requiera realizar un cambio a este tipo de documentos los responsables se comunican por mail o verbalmente con Gestión de Calidad solicitando el cambio. Gestión de Calidad aprueba y realiza los cambios solicitados, cambia la revisión y fecha, actualiza en los lugares pertinentes y coloca en red cuando aplique.

**7.2. Revisión y Actualización de los Documentos:** Cada vez que se requiera realizar una actualización o cambio a un documento, los responsables se comunican por mail o verbalmente con Gestión de Calidad y se procede a su respectiva aprobación.

**7.3. Identificación de cambios y estado de versión actual de los Documentos:** Una vez que se ha realizado el cambio en el documento, éstos quedan identificados utilizando la manera secuencial y de forma ascendente el nivel de versión que corresponda; a demás se debe llenar el detalle del historial de cambios. Quedará registrado sólo el cambio de las últimas tres versiones realizadas.

El control de cambios sólo aplica para procedimientos, manuales e instructivos.

**7.4. Versiones Pertinentes de los Documentos:** Una vez realizados los cambios, éstos estarán disponibles en la red.

Todos los documentos vigentes poseen las respectivas firmas.

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**7.5. Documentos permanecen legibles y fácilmente identifícales:** Todos los documentos son legibles e identificados por su nombre o por su código, para los registros y listas se incluye la forma de identificar a cada uno tal como se muestra en la LMR.

**7.6. Documentos de origen externo:** Los responsables de cada proceso son los responsables de definir los documentos externos que requieren ser incluidos en la LMD, y que son utilizados en sus actividades cotidianas y de asegurar que se mantiene la versión actualizada del documento.

**7.7. Manejo de Documentos Controlados y Fuera de Vigencia:** Las copias de los documentos que no posean las respectivas firmas son de uso prohibido dentro de la empresa. La empresa no está obligada a actualizar las modificaciones que se produzcan en estos documentos.

7.7.1. DE LOS PROCEDIMIENTOS, MANUALES E INSTRUCTIVOS: Una vez modificado el documento, las copias controladas con versión anterior son destruidas.

7.7.2. DE LOS REGISTROS: Una vez modificado el registro, las copias controladas con versión anterior son sustituidas por la nueva versión.

**8. HISTORIAL DE CAMBIOS**

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**9. ANEXOS**

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|  | | | | | **PROCEDIMIENTO DE CONTROL DE REGISTRO** | | | | | | | | | | | | | | **CÓDIGO:** | | | | | | | | | | | | | | **PGC 02** | | | | | | | | | | | | | | |
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**1. OBJETIVOS**

Asegurar que la administración y el control de los registros del Sistema de Gestión de Calidad sean efectivos.

**2. ALCANCE**

Todos los registros que involucren al Sistema de Gestión de Calidad.

**3. DEFINICIONES Y ABREVIATURAS**

**SGC:** Sistema de Gestión de Calidad.

**Registro:** Documento que presenta resultados obtenidos o proporciona evidencia de las actividades desempeñadas.

**LMR:** Lista Maestra de Registros

**LMD:** Lista Maestra de Documentos.

**4. POLÍTICAS DEL PROCESO**

Si en algún registro se encontrara cambios en la información sin las iníciales o visto bueno de la persona que los efectuó; el responsable de la revisión del registro, firma dicha corrección, validando así la misma.

**5. REGISTROS**

LGC 02: Lista Maestra de Registro

**6. RESPONSABLES**

Persona Responsable del Registro

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**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Generación de Registros y Control de la Información:** Los registros se elaboran en cada una de las áreas en las que éstos son definidos a través de: Procedimientos, Manuales o algún otro documento del SGC, para dar evidencia del cumplimiento de los mismos.

**7.2. Identificación:** Número diferenciador, fecha o cualquier clave que diferencie dos registros iguales uno de otro.

**7.3. Responsable /Ubicación / Mantenimiento:** El área/departamento que genera el registro es la responsable de archivarlo.

Los responsables de archivar los registros, deben asegurar que éstos:

 Se mantengan legibles.

 Se encuentren ubicados en instalaciones que prevengan el deterioro o pérdida de los mismos

 Se encuentren adecuadamente clasificados

 Sean fácilmente recuperables.

Los registros pueden guardarse en carpetas bajo la responsabilidad del área / departamento / persona que genera el registro y colocarlos en archivadores o en lugares de fácil acceso.

Los registros electrónicos son respaldados bajo responsabilidad de la persona / área / departamento que genera el registro.

**7.4. Protección:** Los registros físicos pueden tener modificaciones a la información contenida (tachones, correcciones, etc.), solamente si éstos contienen las iniciales o el visto bueno de la persona responsable de la corrección.

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Los registros electrónicos son responsabilidad de la persona/área/departamento que genera el registro.

**7.5. Tiempo de retención:** Tiempo en el cual el registro permanecerá en un archivo activo. Respecto al período del tiempo de retención, cuando se especifique un año, éste será desde el mes de Enero del año en curso. Luego de haber cumplido este tiempo se procede a la disposición final.

**7.6. Disposición final:** Una vez cumplido el tiempo de retención se procederá a enviar a archivo pasivo, si corresponde, y luego a eliminarlo o reciclarlo de acuerdo a lo que indique la LMR.

**7.7. Actualización de LMR:** La LMR es parte de la documentación del SGC; Gestión de Calidad es responsable de su control.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

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**1. OBJETIVOS**

Establecer los mecanismos para impedir el uso inadvertido de los productos no conformes que son generados en los procesos del Sistema de Gestión de Calidad.

**2. ALCANCE**

Este procedimiento se aplica, al control de los productos, resultados de los procesos, que se hallen fuera de sus especificaciones o requisitos que forman parte del Sistema de Gestión de Calidad

**3. DEFINICIONES Y ABREVIATURAS**

**Producto:** Resultado de un proceso.

**Producto No conforme:** Son todos aquellos “Productos”, que no cumplen con uno o más requisitos establecidos, lo que impide dar visto bueno a su conformidad.

**Proceso:** Conjunto de actividades relacionadas o que interactúan, las cuales transforman elementos de entrada en resultados.

**Conformidad:** Cumplimiento de un requisito.

**No Conformidad:** Incumplimiento de un requisito.

**Defecto:** Incumplimiento de un requisito asociado a un uso previsto o especificado.

**Reproceso:** Acción tomada sobre un producto no conforme para que cumpla los requisitos.

**Desecho:** Acción tomada sobre un producto no conforme para impedir su uso. Ejemplo: reciclaje, eliminación, destrucción.

**Liberación:** Acción mediante la cual se aprueba un Producto No Conforme.

**Requisito:** Necesidad establecida, generalmente obligatoria.

**Inspección:** Evaluación de la conformidad por medio de inspección, acompañado cuando sea apropiado por medición, ensayo, prueba o comparación de patrones.

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**Verificación:** Confirmación mediante la aportación de evidencia objetiva de que se han cumplido los requisitos especificados.

**Concesión:** Acción mediante la cual se acepta un Producto No Conforme.

**Insumos:** Materias Primas y Materia de empaque

**4. POLÍTICAS DEL PROCESO**

Cualquier empleado de la organización que detecte una no conformidad, debe reportarla al área correspondiente.

Si un producto NC requiere ser despachado, aun siendo declarado no apto para el despacho por parte de Control de Calidad, esto sólo será realizado con la autorización del Gerente General.

**5. REGISTROS**

N/A: Identificación de Producto

FGC 02: Notificación de Rechazo y/o No Conformidad

PGC 05: Procedimiento de Acciones Correctivas, Preventivas y Mejora

**6. RESPONSABLES**

Jefe de Producción, Operador, Gerente General.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Detección:** El producto No Conforme puede detectarse a través de los siguientes medios y por todos los que forman parte de empresa:

 Verificación final del Producto.

 Verificación en el proceso.

 Verificación al recibir insumos.

 Devoluciones por parte de los clientes.

NOTA: Aquellas devoluciones generadas por los clientes son tratadas a través del procedimiento de Acciones Correctivas, Preventivas y Mejora (PGC 05).

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**7.2. Identificación:** Control de calidad y Operario pueden identificar el Producto No Conforme resultantes de la:

 **Verificación final del Producto y devoluciones por parte de las sucursales:** Se colocará la palabra PNC en el rotulo de identificación de productos que se coloca en los respectivos pallets.

 **Verificación en el proceso:** El producto saliente de la mezcladora se procede a colocar en sacos y a rotularlos con la palabra PNC.

 **Verificación al recibir insumos:** Se mantendrá el registro de los mismos en el formato FGC 02.

**7.3. Almacenamiento:** El encargado de Bodega almacenará aquellos productos No Conformes serán colocados en la percha rotulada Producto No Conforme.

**7.4. Tratamiento:** Control de Calidad, Operario, cada vez que se detecte un Producto no Conforme, el tratamiento a realizarse dependerá de su origen, siendo estos:

7.4.1. Verificación final del Producto y en el Proceso: estos deberán ser separados de la producción e identificados. Estos productos son tratados en base al procedimiento de acciones correctivas, preventivas y de mejora (PGC 05).

7.4.2. Verificación al recibir insumos: Estos deberán ser comunicados a Gerencia de Operaciones, para que autorice el ingreso. Estos PNC deberán ser registrados en el formato (FGC 02).

7.4.3. Devoluciones por parte de los clientes: Se realizan dos tipos de tratamiento:

 Cambio de etiquetas o sacos cuando lo amerite.

 Serán sometidas a reproceso para luego ser utilizadas como materias primas, este reproceso es autorizado por Gerente General.

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**7.5. Liberación del Producto:** Control de Calidad procede a liberar el Producto No Conforme cuando se ha comprobado que cumple con las especificaciones de la empresa.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR:

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**1. OBJETIVOS**

Establecer los mecanismos que permitan la planificación y realización de Auditorías Internas y Externas al Sistema de Gestión de Calidad de la empresa.

**2. ALCANCE**

Este procedimiento es de aplicación a toda auditoría interna o externa que se realice en los procesos que formarán parte del Sistema de Gestión de Calidad.

**3. DEFINICIONES Y ABREVIATURAS**

**Auditoría:** Proceso sistemático, independiente y documentado para obtener evidencias de la auditoría y evaluarlas de manera objetiva con el fin de determinar la extensión en que se cumplen los criterios de auditoría.

**Criterios de auditoría:** Conjunto de políticas, procedimientos o requisitos.

**Alcance de la auditoría:** Extensión y límites de una auditoría.

**Evidencia de la auditoría:** Registros, declaraciones de hechos o cualquier otra información que son pertinentes para los criterios de auditoría y que son verificables.

**Hallazgos de la auditoría:** Resultados de la evaluación de la evidencia de la auditoría recopilada frente a los criterios de auditoría.

**Conclusiones de la Auditoría:** Resultado de una auditoría, que proporciona el equipo auditor tras considerar los objetivos de la auditoría y todos los hallazgos de la auditoría.

**Auditado:** Organización que es auditada.

**Auditor:** Persona con la competencia para llevar a cabo una auditoría.

**Equipo auditor:** Uno o más auditores que llevan a cabo una auditoría, con el apoyo, si es necesario, de expertos técnicos.

**Programa de auditoría:** Conjunto de una o más auditorías planificadas para un período de tiempo determinado y dirigidas hacia un propósito específico.

**Plan de auditoría:** Descripción de las actividades y de los detalles acordados de una auditoría.

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**No Conformidad:** Desviación o ausencia de una o varias características relativas a la calidad del producto, o a uno o varios elementos del Sistema de Calidad en relación con los requisitos específicos.

**4. POLÍTICAS DEL PROCESO**

Los auditores no pueden auditar su propio proceso.

**5. REGISTROS**

FGC 03: Programa Anual de Auditoría

FGC 04: Plan de Auditoría Interna

FGC 05: Lista de verificación

FGC 01: Acta de reunión

FGC 06: Solicitud de acciones correctivas, preventivas y de mejora

FGC 07: Matriz de acciones correctivas, preventivas y de mejora

**6. RESPONSABLES**

Gerente General, Coordinador de Calidad, Auditor Líder, Responsable del Área.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Planificación:** El representante de la Gerencia aprueba el Programa Anual de Auditorías PGC 09 cada año considerando que todos los procesos identificados en el Diagrama de Procesos deben ser auditados por lo menos una vez al año. La frecuencia del Programa de Auditorías puede ser modificada de acuerdo a:

 Resultado de auditorías internas y externas previas.

 Estado e importancia del proceso auditado.

 Reporte de No Conformidades Externas o Internas.

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 Quejas de clientes.

 Solicitud de un cliente o funcionario de la organización.

 Cambios significativos en la administración, organización y/o tecnología.

El líder del equipo auditor selecciona a los a auditores. El personal para ser considerado como auditor de calidad debe cumplir con los siguientes requisitos:

 Aprobar un Curso de Auditor Interno.

 Ser independientes del proceso a ser auditado para asegurar la imparcialidad y objetividad de la auditoría.

El líder del Equipo Auditor prepara el Plan de Auditoría FGC 04 que incluye:

 Los objetivos (definen que es lo que se va a lograr).

 El alcance (describe la extensión y los límites)

 El criterio (referencia frente a la cual se determina la conformidad, es decir, la Norma ISO 9001:2008 y todos aquellos documentos de referencia.

Los procesos a auditar

Los responsables de los procesos a auditar

Los auditores de cada proceso

El día y a hora de cada auditoría

Una vez aprobado dicho plan, Gestión Calidad lo publicará al interior de la Empresa a través de la red interna, con el objetivo de informar las fechas, las áreas a auditar y los auditores asignados.

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**7.2. Actividades iníciales:** El auditor con anticipación debe estar familiarizado con el proceso a auditar, mediante el análisis de la información o documentación.

**7.3. Preparación de las Actividades:** Si el auditor considera pertinente puede preparar con anticipación la lista de verificación (FGC 05), para que le sirva como guía.

**7.4. Ejecución:**

7.4.1. REUNION DE APERTURA (opcional): Es dirigida por el Líder del Equipo Auditor con la asistencia de: el Representante de la Gerencia, los auditores y los auditados. El propósito de esta reunión es:

 Revisar y confirmar el Plan de Auditorías

 Internas.

 Presentar al equipo auditor.

 Explicar métodos y muestreos de cómo se llevarán a cabo las actividades de auditoría.

 Confirmar asuntos relacionados con la confidencialidad.

 Explicar métodos de presentación del informe.

 Despejar cualquier inquietud por parte del auditado y/o el auditor

El Líder del Equipo Auditor registra la asistencia de los presentes, tanto a las reuniones de apertura, como a las de cierre en el formato Acta de Reunión (FGC 01)

7.4.2. RECOLECCIÓN Y VERIFICACIÓN DE LA INFORMACIÓN: El equipo auditor debe recopilar mediante un muestreo apropiado la información pertinente para los objetivos, el alcance y el criterio de la misma, incluyendo información relacionada con las interrelaciones entre funciones, actividades y procesos.

Los miembros del equipo auditor pueden consultarse periódicamente para intercambiar información, evaluar el progreso de la auditoría y reasignar las tareas entre los miembros del equipo auditor, cuando sea necesario.

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7.4.3. HALLAZGOS DE LA AUDITORÍA: El equipo auditor evalúa las evidencias con el criterio de la auditoría para generar los respectivos hallazgos. Los hallazgos de la auditoría pueden indicar tanto conformidad como no conformidad.

Cuando los objetivos de la auditoría lo especifiquen, los hallazgos de la auditoría pueden identificar una oportunidad para la mejora u observaciones.

Los auditores deberán presentar un resumen de la auditoría al auditor líder y las no conformidades deberán ser llenadas en el formato (FGC 06).

7.4.4. REUNIÓN DE CIERRE (OPCIONAL): Se desarrolla con la presencia del Representante de la Gerencia, los auditores y los auditados.

El propósito de esta reunión es:

 Presentar los resultados obtenidos a fin de garantizar una comprensión clara de los mismos.

 Evitar que el informe final contenga resultados sorpresivos y aclarar inquietudes.

**7.5. Finalización de la Auditoría:** La auditoría finaliza cuando:

 Todas las actividades incluidas en el plan de auditoría se han ejecutado.

 Se han documentado las no conformidades (FGC 06) por parte de los auditores internos y la han entregado a los auditados.

7.6. **Realización de las actividades de seguimiento de una Auditoría:** Se verifica la implantación de las acciones correctivas, preventivas o de mejora, cuando éstas ya han sido implementadas por el área auditada.

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La finalización y eficacia de la acción correctiva y/o preventiva debe ser verificada por el auditor, alguna persona designada por el líder del equipo auditor o por el representante de la dirección.

Los responsables del proceso tienen la obligación de:

 Realizar el análisis de las causas de las no conformidades

 Establecer las acciones correctivas.

 Ejecutar las acciones correctivas.

**7.7. Auditorías Internas realizadas por entes externos:** Se tiene previsto que se desarrollen auditorías internas por personal externo a la empresa, para lo cual el único requisito es que el auditor externo tenga registro vigente del organismo acreditador y/o acredite experiencia en auditoría por lo menos 1 año.

Cuando se realice únicamente una auditoría con entes externos, se le solicitará un informe de la misma.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

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|  | | | | | | | | **PROCEDIMIENTO DE ACCIONES CORRECTIVAS, PREVENTIVAS Y DE MEJORA** | | | | | | | | | | | | | | **CÓDIGO:** | | | | | | | | | | | | | | **PGC 05** | | | | | | | | | | | | | | |
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**1. OBJETIVOS**

Establecer un mecanismo para el manejo de las acciones correctivas, preventivas y de mejoras, con el fin de:

 Identificar y analizar las causas de las no conformidades que se presenten en los procesos.

 Definir acciones que permitan mitigar cualquier impacto causado.

 Emprender las acciones correctivas para evitar su reincidencia o prevenir su ocurrencia.

**2. ALCANCE**

Este procedimiento aplica para todas aquellas acciones correctivas y preventivas resultantes de las no conformidades halladas en los procesos del Sistema de Gestión de Calidad. También aplica para aquellas acciones de mejora implementadas por iniciativa propia de cualquier empleado de la organización.

**3. DEFINICIONES Y ABREVIATURAS**

**No-Conformidad:** Incumplimiento de un requisito.

**Acción Correctiva:** Acción tomada para eliminar la causa de una no-conformidad detectada u otra situación no deseable.

**Acción Preventiva:** Acción tomada para eliminar la causa de una no-conformidad potencial u otra situación potencialmente no deseable.

**Acción de Mejora:** Acción tomada para mejorar un proceso.

**SA:** Solicitud de Acciones.

**4. POLÍTICAS DEL PROCESO**

N/A

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**5. REGISTROS**

FGC 01: Acta de reunión

FGC 06: Solicitud de acciones correctivas, preventivas y de mejora

FGC 07: Matriz de acciones correctivas, preventivas y de mejora

**6. RESPONSABLES**

Coordinador de Calidad, Todo el personal de la Empresa

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Generación de la solicitud de acciones:** El personal de la empresa que identifiquen cualquier situación anormal que requiera una acción correctiva, o quieran realizar una acción preventiva o de mejora, analiza la posibilidad de levantar una SA (FGC 06).

El funcionario que genera la SA debe:

 Definir la situación por la cual envía la SA

 Enviar la SA Gestión de Calidad.

Para los operarios que requieran generar una SA deberán comunicarse verbalmente con el jefe inmediato.

**7.2. Análisis de la Solicitud:** El Coordinador de Calidad se reúne con las personas involucradas con el objetivo de:

 Analizar la situación reportada.

 Realizar el análisis de las causas.

 Establecer las acciones correctivas.

 Ejecutar las acciones correctivas.

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**7.3. Verificación de la solución Implantada:** Gestión de Calidad o la persona que sea designada verifica la implantación y eficacia de las acciones tomadas Si la solución implantada no elimina el problema o no atiende a la oportunidad de mejora, Gestión de Calidad inicia un nuevo proceso.

Gestión de Calidad o la persona que sea designada es responsable verificar el cumplimiento de la acción tomada. Se revisará el estado de las acciones tomadas (FGC 07)

**7.4. Cierre de la Acción tomada:** El Coordinador de Calidad llevará el monitoreo del cierre de las acciones tomadas mediante el formato (FGC 07).

Una acción Correctiva, Preventiva o de Mejora se la dará por culminada una vez que se halla comprobado su eficacia.

**7.5. Acciones Correctivas:** Las acciones correctivas pueden ser originadas por cualquiera de las siguientes situaciones:

 No conformidades resultantes de las auditorías internas y externas

 Indicadores de los procesos fuera de sus valores normales.

 No conformidad evidenciada en el producto.

 Reclamo o queja del cliente.

**7.6. Acciones Preventivas:** Las acciones preventivas pueden ser originadas por cualquiera de las siguientes situaciones:

 Resultados de las auditorías (en especial las observaciones del auditor)

 Resultado de las encuestas.

 Información estadística de los procesos y de sus indicadores

 Observación directa de los procesos

**7.7. Oportunidades de Mejora:** Las oportunidades de mejora pueden ser originadas por una de las siguientes situaciones:

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Sugerencia de mejora de cualquier funcionario de la organización.

 Observaciones del SGC.

 Sugerencias de cualquier reunión del Grupo Directivo

 Sugerencias de un asesor externo.

 Sugerencias de auditorías internas y/o externas.

 Proyectos de mejora.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR:

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|  | | | | | | **PROCEDIMIENTO DE VENTAS – COMERCIALIZACIÓN** | | | | | | | | | | | | | | **CÓDIGO:** | | | | | | | | | | | | | | **PVC 01** | | | | | | | | | | | | | |
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**1. OBJETIVOS**

Establecer lineamientos básicos para el desarrollar el proceso de Ventas y/o Comercialización.

**2. ALCANCE**

Todas las ventas de acuerdo a las necesidades y/o requerimientos de nuestros clientes.

**3. DEFINICIONES Y ABREVIATURAS**

N/A: No aplica

**4. POLÍTICAS DEL PROCESO**

No se usará el Formato de Ventas para los clientes que vienen a comprar directamente a la empresa.

Los Vendedores serán los responsables de comunicar a sus clientes que el producto no puede ser despachado cuando existan inconvenientes.

**5. REGISTROS**

FVC 01: Cuadro comparativo del mercado

FVC 02: Propuesta del cliente

FVC 03: Orden de Ventas

FVC 04: Factura

**6. RESPONSABLE**

Gerente General, Asesores Comerciales, Responsable de Calidad.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Reuniones de Ventas:** Diariamente se realizan reuniones de ventas para revisar cartera de clientes y desarrollar la estrategia para el día, los Agentes comerciales después de participar en las reuniones de ventas diarias, programan sus rutas, las cuales deberán de sectorizarlas para realizar una optimización del plan estratégico.

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**7.2. Asesoramiento:** El agente comercial cuando llega donde el cliente ofrece los servicios de asesoramiento del producto que mejor cumpla con las necesidades del cliente, en el cual negocia las condiciones de precios, pagos entrega del producto, retiro de tanques cuando aplique.

Al aprobar el cliente con las condiciones que pactó con el agente comercial se procede a realizar la orden de compra por parte del cliente, la cual se realiza según el trámite pertinente.

**7.3. Recepción de Pedido:** El cliente emite la Orden de venta FVC 03 ésta puede ser verbal o escrita, telefónico, vía mail al Vendedor.

**7.4. Elaboración de Formato de Ventas:** Elaboración de formato electrónico o propuesta FVC 02 y envío por mail a Gerente, Asistente Administrativo Financiero y Producción.

**7.5. Revisión de Pedido:** En caso de existir algún inconveniente por Cuentas por cobrar se deberá informar a producción sobre la no programación de despacho, hasta que este inconveniente sea solucionado.

**7.6. Programación de Despachos:** Producción indicará, a los agentes comerciales según su disponibilidad y la fecha pactada con el cliente, despacho de la mercadería.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR:

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**1. OBJETIVO.**

Normar los procesos relacionados al manejo de la Facturación.

**2. ALCANCE.**

Este manual describe los procesos de Lista de Precios y Facturación.

**3. DEFINICIONES Y ABREVIATURAS**

N/A: No aplica

**4. POLÍTICAS DEL PROCESO**

**a. Lista de Precios.**

La lista de precios se debe actualizar tanto por la inclusión de un nuevo ítem como para la actualización del precio de los ítems.

La propuesta debe especificar todos los detalles que se describen en el contrato.

Se creará un ítem nuevo si al menos una de las características del servicio o bien varían en relación a uno ya existente.

Siempre se debe elaborar el cuadro comparativo de ofertas de mercado para determinar el precio de un nuevo ítem o para su actualización. El cuadro comparativo de ofertas de mercado debe presentar tres ofertas las que deben ser similares.

El Gerente es el responsable de determinar el precio de venta al público del ítem a ofertar.

El precio del ítem que se va a registrar en la lista de precios siempre provendrá del análisis de los precios especificados en el cuadro comparativo de ofertas de mercado.

**b. Facturación.**

La solicitud del servicio por parte del cliente puede ser verbal o escrita.

Para que el contrato sea válido debe estar firmado por el cliente y aprobado y firmado por el Gerente.

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Para cada contrato debe existir una orden de venta correspondiente y debidamente aprobada.

El Asistente Administrativo es responsable de elaborar los formularios de la orden de venta.

Para toda factura debe existir una orden de venta.

Toda factura pagada debe estar sellada y firmada por el Asistente Administrativo Financiero.

El único responsable de otorgar descuentos es el Gerente.

Los descuentos se realizarán por el valor total y no por ítem.

El descuento debe ser documentado por escrito y debidamente firmado.

Todo pago por parte del cliente debe ser por adelantado y las excepciones serán autorizadas por el Gerente además de firmar el descuento en la propuesta y la orden de venta.

Previa autorización de pago por adelantado debe siempre verificarse el saldo de la cuentas por cobrar del cliente.

El Vendedor sólo entregará el servicio al cliente si existe una orden de venta aprobada o una factura aprobada, de no ser así se considerará como una falta grave.

**5. REGISTROS**

FCV 01: Cuadro Comparativo de Ofertas de Mercado

FCV 02: Propuesta del cliente

FCV 03: Orden de Venta

FCV 04: Factura

**6. RESPONSABLE**

Gerente General, Asesores Comerciales, Responsable de Calidad

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**a. Lista de Precio**

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**7.1.- Incluir o actualizar lista de precios:** Determinar la necesidad de incluir o actualizar un ítem o servicio en la lista de precios.

**7.2.- Recopilar o busca información del ítem:**

a. Cuando es un bien tangible analiza costos y precios referenciales de mercado.

b. Cuando es un servicio recopila las características del servicio y busca precios referenciales de mercado.

**7.3.- Elaboración del cuadro comparativo de la oferta de mercado:** Elabora cuadro comparativo de ofertas de mercado FVC 01 detallando opciones de precios de tres proveedores diferentes y describiendo el precio de venta al público actual. Enviarlo al Gerente para su aprobación.

**7.4.- Análisis y Aprobación:** Analizar y determinar el precio de venta, se selecciona y se registra en el cuadro comparativo de ofertas de mercado. Se firma el cuadro comparativo de ofertas de mercado y lo envía al Asistente Administrativo y Finanzas.

**7.5.- Archivar:** Incluir o actualiza el ítem en la lista de precios. Archivar la lista de precios y el cuadro comparativo de ofertas de mercado.

**b. Facturación**

**Contrato**

**7.6.- Solicitud y pedido de propuesta:** El Cliente solicita el producto al vendedor para que éste realice la propuesta FVC 02 verbal o escrita para proceder aceptarla.

**7.7.- Elaboración del contrato:** El Asistente Administrativa y Finanza, elabora el contrato en original y dos copias detallando claramente los productos solicitados, para que el cliente firme los documentos

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**7.8.- Elaboración de orden de venta:** El Asistente Administrativo Financiero recibe contrato, se hace orden de venta (FVC 03), se envía al Gerente el contrato, la orden de venta y el saldo de las cuentas por cobrar del cliente.

**7.9**.- **Verificación y revisión del contrato:** El Gerente verifica y revisa el contrato, lo firma y aprueba la orden de venta, en caso de haber excepciones autoriza y firma la aprobación de la excepción. Envía estos documentos al Asistente Administrativo Financiero.

**7.10.- Elaboración de factura:** El Asistente Administrativo Financiero recibe documentos y en base a éstos elabora la factura FVC 04 para luego ser enviada al cliente.

**7.11.- Recepción de factura:** El cliente recibe la factura y hace el pago al Asistente Administrativo Financiero.

**7.12.- Recepción de pago y factur**a**:** El Asistente Administrativo Financiero recibe la factura y el pago se sella y firma como pagado la factura y la orden de venta, se envía luego la orden al vendedor.

**7.13.- Entrega del producto al cliente:** El Asistente Administrativo Financiero el vendedor entrega del producto al cliente.

**7.14.- Archivo de la documentación:** Archiva la copia de la propuesta, copia de la orden de venta y el contrato, copia de la factura pagada.

**Sin Contrato**

**7.15**.- **Solicitud y pedido de propuesta:** El cliente solicita el producto al vendedor para que éste realice la propuesta verbal o escrita para proceder aceptarla.

**7.16.- Aceptación de propuesta:** El clienteacepta la propuesta FA 02del vendedor y solicita al vendedor el recepte el pago.

**7.17.- Elaboración de factura:** Asistente Administrativo Financiero elabora la factura FA04 y la orden de venta FVC 03, Recibe el pago del cliente y sella y firma la factura y la orden de venta. Envía la orden de venta.

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**7.18.- Entrega del producto al cliente:** El vendedor recibe la orden de venta firmada y entrega el servicio al Cliente.

**7.19.- Archivo de la documentación:** El Asistente Administrativo Financiero, Archiva la orden de venta y copia de la factura pagada.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

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|  | | | | | **PROCEDIMIENTO DE PRODUCCIÓN** | | | | | | | | | | | | | **CÓDIGO:** | | | | | | | | | | | | **PPD 01** | | | | | | | | | | | |
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**1. OBJETIVOS**

Elaborar de manera ordenada los productos biodegradables, para mantener inventarios mínimos en bodega de acuerdo al pedido de los clientes y satisfacer los requerimientos de ventas.

**2. ALCANCE**

Este procedimiento abarca desde la toma de inventario físico de las MP y PT en bodega hasta que los productos son colocados en bodega para su posterior despacho.

**3. DEFINICIONES Y ABREVIATURAS**

**MP:** Materias Primas

**PT:** Producto Terminado

**4. POLÍTICAS DEL PROCESO**

Si algún producto es rechazado por Control de Calidad, Gerencia será quien tenga la potestad para autorizar el reproceso, despacho o consumo de los mismos.

**5. REGISTROS**

FPD 01: Orden de trabajo

FPD 02: Planificación Semanal

FPD 03: Producción Diaria

FPD 04: Máster de Producción

FBO 01: Ingreso a Bodega

FVC 03: Orden de Venta

IPD 01: Instructivo Elaboración de Productos

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**6. RESPONSABLES**

Jefe de Producción, Operador, Asistente Administrativo Financiero.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Toma de inventario físico:** Esta actividad es realizada semanalmente por el jefe de producción (FBO 01).

**7.2. Planificación del Producto:** La producción es organizada semanalmente para conocer los productos que se elaborarán cada día durante el transcurso de la semana (FPD 02), y a su vez se planifica la compra de las materias primas locales (FCO 01).

La prioridad de fabricación de los productos que se van a elaborar durante el día es otorgado por el pedido mediante la entrega de la orden de venta (FVC 03).

El Jefe de producción colocará en cartelera de planta la hoja de Producción Diaria (FPD 03) la que indicará número de lote del producto, número de batch, peso del batch, tipo de envase, presentación, etc.

Cada producto será dado por aprobado en base a los estándares de calidad de acuerdo al Procedimiento de Control de calidad (PCC 01).

**7.3. Elaboración de los Productos:** Véase instructivo de elaboración de los productos (IPD 01).

**7.4. Ingreso de Producto Terminado a Bodega:** Si el producto no puede ser colocado en los respectivos lugares por algún inconveniente, éstos deberán ser colocados en el área de producto en tránsito hasta dar solución al problema.

El Asistente Administrativo Financiero procede a ingresar los productos terminados al sistema contable cuando esto se requiera, luego pasa a Gerencia General para la revisión del costo, finalmente Asistente Administrativo Financiero archiva las hojas de producción en el Máster de Producción (FPD 04).

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**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR:

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|  | | | | | **PROCEDIMIENTO DE CONTROL DE CALIDAD** | | | | | | | | | | | | | **CÓDIGO:** | | | | | | | | | | | | **PCC 01** | | | | | | | | | | | |
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**1. OBJETIVOS**

Analizar de manera ordenada los productos biodegradables durante todo el proceso y así asegurar su calidad.

**2. ALCANCE**

Este procedimiento abarca desde la recepción de las Materia Prima, Producto en Proceso, Producto Terminado y Material de Envase.

**3. DEFINICIONES Y ABREVIATURAS**

**MP:** Materias Primas

**PP:** Producto en Proceso

**PT:** Producto Terminado

**4. POLÍTICAS DEL PROCESO**

Si algún producto es rechazado en el proceso de análisis de Control de Calidad se tendrá que informar inmediatamente a Producción para que éste dé aviso a la Gerencia quien tendrá la potestad para autorizar el despacho o reproceso del mismo.

**5. REGISTROS**

FCC 01: Cartilla de Control de Materia Prima

FCC 02: Cartilla de Control de Producto en Proceso

FCC 03: Cartilla de Control de Producto Terminada

FCC 04: Cartilla de Control de Envases

FCC 05: Etiqueta de Aprobación y/o Rechazo

FCC 06: Certificado de Calidad

**6. RESPONSABLES**

Control de Calidad, Jefe de Producción, Gerente.

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**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Análisis e Inspección:** Esta actividad se realiza cuando ingresa a la empresa la Materia Prima, insumos y Material de embalaje, para saber en qué condiciones llega los productos que se adquirieron para la producción.

**7.2. Aprobación del Análisis e Inspección:** Control de Calidad dará la aprobación o rechazo de la Materia Prima, insumo o envases que se analizo o inspecciono, dejando registrado en los formatos correspondientes al producto analizado (FCC 01, FCC O4).

**7.3. Toma de Muestra en Proceso:** Control de Calidad debe tomar la muestra del o los productos que se estén elaborando durante el proceso y de esta manera asegurarse que los productos se estén elaborando bajo las especificaciones técnicas de cada uno.(FCC 02).

**7.4. Análisis del Producto Terminado:** Una vez que Producción haya concluido la elaboración del o de los productos enviará y una muestra al laboratorio para su análisis y aprobación de la producción diaria y se registrará los resultados obtenidos (FCC 03). Además colocará una etiqueta (FCC 05) a la muestra y contra muestra que se almacenará durante 3 meses para su respectivo respaldo.

**7.5. Realización de Certificado de Calidad y Etiquetas:** La Asistente Administrativa Financiera comunicará los datos necesarios a Control de Calidad para que realice el Certificado de Calidad y Etiqueta Correspondiente del producto que se va a despachar (FCC 06, FPD 05).

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

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|  | | | | | **PROCEDIMIENTO DE BODEGA** | | | | | | | | | | | | | **CÓDIGO:** | | | | | | | | | | | | **PBO 01** | | | | | | | | | | | |
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**1. OBJETIVOS**

Controlar y verificar que las recepciones de materias primas y productos terminados sean almacenadas correctamente, cumpliendo con los estándares establecidos por la empresa.

**2. ALCANCE**

Este procedimiento abarca para la recepción de los productos que éstos llegan a la empresa, como los productos que se elaboran, hasta que son colocados en los respectivos lugares de almacenamiento para su posterior venta.

**3. DEFINICIONES Y ABREVIATURAS**

N/A

**4. POLÍTICAS DEL PROCESO**

Si algún producto es rechazado por Control de Calidad, Gerencia será quien tenga la potestad para autorizar la medida que se debe tomar.

**5. REGISTROS**

FCO 03: Orden de Compra.

FBO 01: Inventario de Bodega

FGC 02: Notificación de rechazo y/o no conformidad

N/A: Facturas

N/A: Certificados de calidad

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**6. RESPONSABLES**

Jefe de Producción, Operador, Asistente Administrativo Financiero.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Llegada de los Productos:** Se comunica vía teléfono a Control de Calidad la llegada de determinado insumo, previamente Control de Calidad ha recibido las órdenes de compra de los respectivos productos a llegar (FCO 03).

**7.2. Recepción y de la documentación:** El encargado de bodega junto con Control Calidad procede a solicitar al transportista que trae la mercadería, la respectiva documentación:

 Facturas: para toda la mercadería.

 Certificado de calidad para los insumos que aplica.

La factura es comprobada con la orden de compra para verificar la cantidad de mercadería a recibir. Si llegase a existir un error con la factura, se procede a comunicar a la Asistente Administrativa Financiera y el a su vez se comunique con el proveedor para que realice la rectificación.

En certificado de calidad se verifica; la información del papel con la que trae el empaque. La información a verificar es la siguiente:

 N° de Lote

 Fecha de Fabricación

De no tener la información correcta Control de Calidad rechaza la mercadería y se procede conforme indica el procedimiento de Producto No Conforme.

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|  | | | | | | | **PROCEDIMIENTO DE BODEGA** | | | | | | | | | | | | | **CÓDIGO:** | | | | | | | | | | | | **PBO 01** | | | | | | | | | | | |
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La factura es adjuntada con la orden de compra y la Asistente Administrativa Financiera proceda a ajustar su inventario.

**7.3. Verificación:** Control de Calidad y/o la Asistente Administrativa proceden a realizar la respectiva inspección de las condiciones en la que llegan los insumos.

**7.4. Recepción:** Aprobada los productos por Control de Calidad y/o la Asistente Administrativa se proceden a desembarcarla y colocarlos en sus respectivos lugares.

Cuando se trata del Producto Terminado elaborado en la empresa una vez de se realiza todo el Control de Calidad y se aprueba se ingresa directamente en la bodega.

**7.5. Almacenamiento en Bodega:** Los productos que ingresa no podrá ser colocados en las respectivas perchas sin antes haberles colocado el sello de aprobación de Control de Calidad.

La mercadería se la almacena en perchas de acuerdo a su procedencia y en el caso de los Productos Terminado se almacenan de acuerdo a su variedad.

La Asistente Administrativa realiza el ingreso de los productos terminados en el inventario para poder saber el stock de los productos con que se cuentan y así informar a los vendedores.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR:

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**1. OBJETIVOS**

Asegurarse de que los productos que la empresa elabora, sean entregados al cliente en perfectas condiciones y a tiempo.

**2. ALCANCE**

Este procedimiento abarca desde la salida de bodega hasta la recepción del cliente, para asegurar la satisfacción del cliente.

**3. DEFINICIONES Y ABREVIATURAS**

N/A

**4. POLÍTICAS DEL PROCESO**

N/A.

**5. REGISTROS**

FLS 01: Guía de Transporte.

FLS 02: Acta de Entrega.

FVC 03: Orden de Venta.

FVC 04: Factura.

FCC 06: Certificados de Calidad

**6. RESPONSABLES**

Jefe de Producción, Asistente Administrativo Financiero, Agentes Comerciales, Transportista.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Entrega de los Productos:** Jefe de Producción entrega el producto terminado y debidamente embalado que se encuentra en la bodega a los Asesores Comerciales

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**7.2. Revisión con Orden de Venta:** El Agente Comercial revisa si el producto entregado por producción está conforme con lo solicitado por el cliente y solicita a la Asistente Administrativa Financiera elabore la Factura respectiva.

**7.3. Elaboración de Guía de Transporte y Entrega:** La Asistente Administrativa Financiera elabora la Guía de Transporte (FLS 01) y Acta de Entrega (FLS 02) la cual se le entregará al transportista responsable de llevar los productos a sus respectivos clientes.

**7.4. Entrega del producto al Cliente:** El transportista es el responsable de la seguridad entrega del producto desde que sale de la empresa hasta cuando llega al cliente.

Una vez entregado el producto al cliente se le hace firmar la Guía de Transporte y Acta de Entrega con copia para la empresa, además del respectivo Certificado de Calidad y con esto se asegura de que el cliente recibió conforme el producto**.**

Cuando son volúmenes pequeños de productos, el Agente Comercial se encargará personalmente de la entrega a los respectivos clientes y además con esto se aprovechará para realizar una encuesta de la calidad del servicio.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR:

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**1. OBJETIVOS**

Planificar de manera responsable y organizada las compras y servicios locales requeridos por Producción de acuerdo con los presupuestos establecidos por la empresa.

**2. ALCANCE**

Este procedimiento es aplicado para las compras de materias primas, insumos, embalaje y suministros de la empresa.

**3. DEFINICIONES Y ABREVIATURAS**

**Proveedor:** Organismo que provee un producto, bien o servicio.

**Proveedor Crítico:** Empresa que provee insumos que afectan a la calidad del producto; Los Proveedores de servicios críticos son: Mantenimiento de Montacargas.

**4. POLÍTICAS DEL PROCESO**

Para los pedidos que no se encuentren en el listado de compras locales y sean de suma urgencia serán solicitados de manera verbal al encargado de compras.

Para los servicios de carácter urgente se podrá solicitar de manara verbal al encargado de compras y posteriormente se realizará la respectiva calificación de proveedor si el caso amerita.

Las compras menores de $ 50.00 se proceden a realizar x caja chica.

No se realizará la respectiva recepción de mercadería sin la previa entrega de las órdenes de compra a la Asistente Administrativo Financiero.

Se evaluará a los proveedores Críticos por lo menos 1 vez al año, siempre y cuando al proveedor se le haya comprado durante este tiempo.

Se evaluará a los proveedores de Servicios: (Mantenimiento de Montacargas, por lo menos 1 vez al año).

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**5. REGISTROS**

FC 01: Formulario de Requerimiento de compra.

FC 02: Cuadro comparativo de cotizaciones

FC 03: Orden de compra

FC 04: Calificaciones de proveedores

FC 05: Evaluación de Proveedores

N/A: Informe de evaluación

**6. RESPONSABLES**

Gerente General, Asistente Administrativo Financiero.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Generación de la compra:** El Gerente toma de referencia respectiva del cuadro comparativo FC 01, para proceder a cotizar.

La contratación de servicios o producto se realizará siempre y cuando sea necesario, por Gerencia General.

**7.2. Selección y Evaluación de proveedores:** Anualmente se evaluarán y calificarán los proveedores FC 05 / FC 04 y si considerarán los que cumplen con el 75% de su evaluación”.

**7.3. Cotizaciones:** El Asistente Administrativo Financiero es el encargado de realizar las compras locales; las órdenes de compra FC 03 son enviadas a los proveedores que han sido previamente seleccionados. Éstas son enviadas teniendo como preferencia aquellas que se solicitan con mayor prioridad.

Si el proveedor sugerido no tiene disponible en stock el producto se procede a la búsqueda de otro proveedor.

**7.4. Confirmación de la compra:** Una vez conocida la cotización y si es conveniente para la empresa tanto en la calidad, lo económico, como en la fecha de entrega se procede a enviar la orden de compra vía fax, vía electrónica o vía telefónica (para el caso de proveedores informales).

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**7.5. Llegada de la compra:** Se procede a informar al departamento que realizo el pedido que acaba de llegar el proveedor con su respectiva mercadería, para proceder a la inspección de la misma.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR:

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**1. OBJETIVOS**

Coordinar y controlar de manera efectiva y continua la logística de las Compras Internacionales de acuerdo a los requerimientos de Gerencia General y Jefe de Producción.

**2. ALCANCE**

Este procedimiento aplica para todo lo que conlleva al comercio exterior de Materias Primas, Productos Terminados y Material de Empaque.

**3. DEFINICIONES Y ABREVIATURAS**

**Logística:**  Desenvolvimiento de las importaciones desde su inicio hasta su llegada a Planta.

**Reporte:** Información escrita del desarrollo de todas las importaciones al menos una vez al mes.

**Aduana:** Lugar donde llegan las mercancías extranjeras para que a través del pago de impuestos pueda ser llevado a la Empresa.

**Proveedores Internacionales:** Empresas Extranjeras que nos proveen de la mercadería.

**N/A:** No Aplica

**4. POLÍTICAS DEL PROCESO**

La Aseguradora sólo podrá ser cambiada por orden de la Gerencia General.

La selección i/o cambio del proveedor será competencia únicamente de la Gerencia General. Independientemente de los resultados de la evaluación de los Proveedores.

No se podrá solicitar la compra al Proveedor sin una constancia firmada por Gerencia General.

**5. REGISTROS**

N/A: Reporte de Importaciones vía electrónica.

N/A: Historial de Carpetas electrónicas por Proveedor. (Mail)

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N/A: Factura, Pro-forma ó Nota de Pedido

**6. RESPONSABLES**

Gerente General, Asistente Administrativo Financiero.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Aprobación de la Importación:** Gerente General inicia la negociación de las mercaderías una vez que solicita al Proveedor por vía Internet la cotización. Aprobada la cotización, se indica al Proveedor, con copia al Asistente Administrativo Financiero el envío de la factura o proforma.

**7.2. Generación de la Importación:** El Asistente Administrativo Financiero recibe la Factura Pro forma por correo, se la revisa y se la imprime, a su vez se la hace firmar por Gerente General para constancia de la Autorización de Compra. Una vez firmada se envía vía fax o por correo al Proveedor, para confirmación de la compra.

**7.3. Elaboración de la Nota de Pedido:** Asistente Administrativo Financiero realiza la nota de pedido basada en la información de la factura proforma dicho documento sirve sólo de referencia.

**7.4. Solicitud de Seguro Internacional:** El Asistente Administrativo Financiero solicita a la Aseguradora, el seguro Internacional de la M enviando vía Internet la Factura, Proforma o Nota de pedido.

**7.5. Control de la Logística:** El Asistente Administrativo Financiero a partir de la confirmación de embarque por parte del proveedor se inicia el monitoreo del desarrollo de la(s) importaciones mediante la elaboración de un reporte que es enviado por lo menos una vez al mes a la Gerencia General.

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**7.6. Embarque de Mercaderías:** Cuando el Proveedor informa al Asistente Administrativo Financiero que fue embarcada la carga, se le requiere envío vía Internet de copia de los documentos, para constancia de embarque de la carga, éstos son revisados y si todo está correcto se le confirma al Proveedor.

**7.7. Llegada de Documentos Originales**: Cuando han llegado los documentos originales, el Asistente Administrativo Financiero a través del Banco o vía directa, entrega al Agente de Aduana para que inicie la desaduanización una vez llegada la carga. Todo el proceso de desaduanización es monitoreado personalmente.

**7.8. Trámites Aduaneros:** Una vez que ha llegado a la Aduana la mercadería, el Agente de Aduana se encarga de realizar el trámite respectivo para desaduanizar la carga, una vez que se han cancelado los tributos, ésta es enviada a la empresa.

Todo en coordinación y permanente monitoreo de esta Gerencia.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR:

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**1. OBJETIVOS**

El objetivo del procedimiento es de describir la forma de selección, calificación e inducción del personal que ingrese a la empresa.

El principal objetivo de la calificación de la competencia del personal es que dichos resultados constituyan una base para dar el seguimiento de la evolución profesional del personal que labora en la empresa.

**2. ALCANCE**

Se aplica a todo el personal que va a ingresar a la empresa y labore en ella.

**3. DEFINICIONES Y ABREVIATURAS**

**N/A:** No aplica.

**4. POLÍTICAS DEL PROCESO**

Se promueve la capacitación del personal, pero en especial, el entrenamiento se debe dar internamente por parte de los jefes.

**5. REGISTROS**

FDO 01: Solicitud de Requerimiento de personal

N/A: Solicitud de empleo

FDO 02: Evaluación de competencia del personal

FDO 03: Plan de inducción

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**6. RESPONSABLES**

Representante de Recursos Humanos, Gerente General y Jefe Departamental.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Selección del Personal:** Recursos Humanos es responsable de receptar los Currículum de aspirantes, y de la selección del personal a ingresar junto a Gerencia General. Una vez determinada la vacante de algún puesto dentro de la organización, el primer paso es llenar la solicitud de requerimiento de personal FDO 01 Solicitud de requerimiento de Personal la que se almacenará de manera electrónica.

La selección del personal que va ingresar a la empresa está a cargo de la Gerencia General dará su aprobación para el ingreso de la/s personas seleccionas a ocupar la vacante disponible.

Recursos Humanos se encargará de ejecutar los trámites legales para su ingreso y de recopilación de datos.

**7.2. Evaluación de la Competencia:** Recursos Humanos es responsable de la calificación y de la re-calificación de la competencia del personal nuevo y activo de la empresa junto al Jefe Departamental respectivo.

**Primera etapa**:

Para calificar la competencia del personal nuevo se debe evaluar los siguientes temas: Nivel académico, adiestramiento o entrenamiento, experiencia y habilidades o destrezas, utilizando el formato FDO 02 Evaluación del desempeño del personal la que se almacenará de manera electrónica

De esta manera se medirá cuantitativamente la competencia del personal que ha ingresado a la empresa.

La calificación de la competencia del personal nuevo se lo realiza en dos fases:

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**7.2.1. Calificación de Recursos Humanos**, evaluará el Nivel Académico, Adiestramiento o Entrenamiento y Experiencia dentro del primer mes de ingreso a la empresa.

**7.2.2. Calificación del Jefe Departamental inmediato**, el cual evaluará las Habilidades o Destrezas de su subordinado.

**Segunda etapa**:

La calificación de la competencia del personal se realizará al cumplir los 120 días, Evaluando los siguientes temas: Si aprobó el plan básico de entrenamiento, Si el candidato es competente para definir su contratación.

**7.3. Inducción:** Recursos Humanos es responsable de la inducción del personal que ingresa a la empresa junto al los Jefe Departamental inmediato.

El plan de Inducción es realizado con el objeto de mantener informados a los nuevos trabajadores sobre:

• La actividad a que se dedica la empresa,

• Beneficios que brinda y presta

• Derechos y deberes con la entrega del Reglamento Interno.

Con el fin de lograr la identificación del trabajador con la organización y, proporcionar a su vez al recién llegado, las bases para una adaptación e integración con su grupo de trabajo y con el trabajo en sí; para de ésta manera alcanzar los niveles de productividad deseadas.

La inducción del personal que ingrese a laborar a la empresa estará a cargo cuando el caso amerite por Gerencia General y/o el Jefe Departamental inmediato.

Recursos Humanos y/o Gestión de Calidad entregará y explicará:

• La “Política de Gestión de Calidad”

• Objetivos Corporativos.

• La estructura de la compañía

• Descripción de Funciones a desempeñar dentro de la empresa.

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Luego de lo antes expuesto llenará el formato FDO 03 Plan de inducción, la misma que se archivará electrónicamente.

La persona responsable de Recursos humanos se encargará de abrir una carpeta con los documentos antes mencionados más lo siguiente:

a) Solicitud de Empleo

b) Aviso de Entrada

c) Afiliación al IESS

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR

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|  | | | | | | | | **PROCEDIMIENTO DEADMINISTRACIÓN, IMPLEMENTACIÓN Y EVALUACIÓN DE LA CAPACITACIÓN** | | | | | | | | | | | **CÓDIGO:** | | | | | | | | | | | **PDO 02** | | | | | | | | | |
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**1. OBJETIVOS**

Detallar que la empresa considera los procesos de capacitación como un compromiso con su personal para que alcance un desarrollo integral de sus destrezas y habilidades, además los considera como una necesidad y una inversión altamente rentable. La empresa ha diseñado un sistema para detectar las necesidades de capacitación, establecer prioridades, y programar la realización de los procesos de capacitación.

**2. ALCANCE**

Se aplica a todo el personal que realiza actividades relacionadas con la empresa.

**3. DEFINICIONES Y ABREVIATURAS**

**N/A:** No aplica.

**4. POLÍTICAS DEL PROCESO**

Se promueve la capacitación del personal, pero en especial, el entrenamiento se debe dar internamente por parte de los jefes.

**5. REGISTROS**

N/A: Plan Anual de Capacitación

FDO 04: Calificación del personal por puntos

FDO 05: Listado de asistencia a capacitación

FDO 06: Acta de reunión

N/A: Solicitud de capacitación

**6. RESPONSABLES**

Representante de Recursos Humanos, Gerente General y Jefe Departamental.

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**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1. Necesidades de capacitación:** Anualmente el representante de Recursos Humanos se entrevistará con cada Jefe Departamental para detectar conjuntamente las necesidades de capacitación, de individuos o de grupos, que deben atenderse en el siguiente período, el cual se registrará en el Plan Anual de Capacitación.

Las fuentes de información para detectar las necesidades de capacitación son entre otras las siguientes:

**7.1.1.** Calificación o Competencia del personal:La forma más importante de formalizar las Necesidades de capacitación se origina en el momento de realizar la calificación del personal.

Esta información se registra en el formato “Calificación de personal con puntos” F DO 04 en el campo “Plan de Capacitación”.

**7.1.2.** Solicitud de la Jefatura de Producción:Generalmente ocasionado por fallas o problemas de productividad.

**7.1.3.** Resultados de las evaluaciones prácticas del personal: O por pedido expreso del personal.

**7.1.4.** Nuevos equipos tecnológicos que ameriten capacitación.

**7.1.5.** Reclamos o sugerencias de cliente interno o externo que se relacionan con calidad.

**7.1.6.** Indicadores de productividad que reflejen oportunidad de mejora.

**7.1.7.** No Conformidades Una vez recogida esta información Recursos Humanos planifica y presupuesta la realización de los procesos que satisfagan las necesidades detectada.

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**7.2. Plan Anual de Capacitación:** Gerencia General es responsable de aprobar los distintos requerimientos de capacitación.

El responsable de Capacitación elabora el Plan Anual de Capacitación, durante los primeros meses del año, el mismo que es aprobado por la Gerencia.

En el mismo se incluye la información referente a: Fecha aproximada, Tema, # participantes, departamentos, Tipo curso Interno / Externo, costo aproximado, Proveedor.

**7.3.- Actualización Permanente del Plan Anual de Capacitación:** Recursos Humanos es responsable de realizar contactos con centros de capacitación a fin de buscar el que se adecue a las necesidades del trabajador y la compañía.

Luego enviará las cotizaciones indicando detalladamente el contenido del seminario a dictarse para la aprobación del Jefe Departamental, y la Gerencia General.

Si durante el año se presentan nuevas actividades de capacitación, estas se ingresarán en el “Plan Anual de Capacitación”. El Plan Anual de Capacitación pretende recopilar no solamente las actividades planificadas al inicio del año, sino también todo lo que se implantó durante todo el año, de tal forma que al finalizar el año el Plan resuma todas las actividades realizadas.

**7.4.- Control de Asistencia a Capacitación o Entrenamiento:** El Jefe Departamental llevará el control de asistencia a capacitación o entrenamiento se llenará generalmente cuando se realicen actividades internas**.**

El Jefe de capacitación es responsable de que siempre que existan actividades de capacitación se utilice el formato Lista de Asistencia a formación FDO 05 para llevar un control de los asistentes y Acta de reuniones si el caso amerita FDO 06.

**7.5.- Evaluación de la Eficacia de la Capacitación:** Los Jefes Departamentales evaluará la eficacia de los eventos de capacitación y entrenamiento, los Jefes Departamentales vigilarán y estimularán la realización de los eventos de capacitación e informarán vía electrónicas o fotos, cuando lo consideren necesario, plantearán la revisión de la programación para ampliar, reducir, o modificar los eventos programados, informando vía electrónica o con el uso de una solicitud de capacitación.

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**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

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**1. OBJETIVOS**

El principal objetivo es detallar las fortalezas y debilidades del empleado, apreciando su rendimiento, comportamiento y actitud hacia el trabajo, además sirve como instrumento para llevar a cabo múltiples acciones de Recursos Humanos como:

a) Determinar necesidades de entrenamiento y de cualquier otra estrategia de mejoramiento del trabajo.

b) Revisar si las metas propuestas se han cumplido en el tiempo establecido, caso contrario nos ayudará a proporcionar herramientas adicionales a fin de que se cumplan en corto plazo.

c) Analizar y evaluar el potencial del individuo para futuras promociones o desarrollo de carrera.

d) Mejorar la comunicación entre Jefe y colaborador, haciendo consciencia de que es un compromiso importante demostrar cambios inmediatos de actitud.

e) Analizar la calidad de empleado para recomendaciones salariales.

**2. ALCANCE**

Se aplica a todos los trabajadores de la empresa.

**3. DEFINICIONES Y ABREVIATURAS**

**N/A:** No aplica.

**4. POLÍTICAS DEL PROCESO**

La empresa revisará semestralmente el desempeño de cada trabajador para analizar y conocer las fortalezas y debilidades de sus colaboradores en el trabajo; y así poder realizar los correctivos y reconocimientos que incrementen su efectividad y eficacia.

La entrevista de evaluación tendrá los siguientes objetivos:

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a) Mejorar la comunicación entre jefe y subalterno

b) Proporcionar guía y orientación al empleado

c) Identificar fortalezas y debilidades del trabajador

d) Establecer un plan de capacitación dentro de la empresa con los trabajadores

El organigrama corporativo y el manual de funciones, cuando exista la creación de un nuevo puesto serán modificados cuando RH tenga las nuevas funciones y el nombramiento firmado y aprobado por Gerencia General.

**5. REGISTROS**

FDO 07: Evaluación Individual de desempeño

N/A: Encuesta subordinado Jefe

**6. RESPONSABLES**

Responsable de Recursos Humanos, Jefe Departamentales.

**7. DESCRIPCIÓN DEL PROCEDIMIENTO**

**7.1.- Evaluación de Desempeño:** Recursos Humanos es responsable de la coordinación y distribución de formatos para la evaluación.

La evaluación del desempeño lo hace por escrito el jefe inmediato a donde se discuten los diferentes puntos con el evaluado.

Todo evaluador deberá recibir el entrenamiento adecuado para la administración del proceso de la Evaluación.

El formato a aplicar será de acuerdo a la posición que ocupa la persona dentro de la organización, puede ser Gerencia, Jefatura, Mandos Medios, Apoyo, etc.

**FACTORES**

La evaluación del desempeño analizará los siguientes factores:

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**FACTORES**

La evaluación del desempeño analizará los siguientes factores:

**En relación al trabajo:**

a) Cumplimiento de objetivo

b) Compromiso y responsabilidad

c) Potencial reconocido por el jefe

d) Calidad en el servicio al cliente interno y/o externo

**En relación a la actitud personal:**

a) Creatividad

b) Motivación

c) Relaciones interpersonales

d) Liderazgo con su equipo de trabajo

**En relación a la capacitación**

a) Conocimiento e iniciativa

b) Experiencia y capacitación Plan anual de capacitación

c) Formación de reemplazos

**7.2.- EVALUACIÓN EN EL PRIMER SEMESTRE (durante el mes de Junio):** Cada Jefatura realiza la evaluación Individual del desempeño FDO 07 al personal que tiene a su cargo en el primer semestre (período Enero a Junio) como resultado se produce la formulación de los planes correctivos y de entrenamiento.

El formulario debidamente lleno es analizado por la persona responsable de Recursos Humanos y Gerencia de Operaciones.

**7.3.- EVALUACIÓN EN EL SEGUNDO SEMESTRE (durante el mes de Diciembre):** Cada Jefatura realiza la evaluación Individual del desempeño en la que se deberá revisar si los planes correctivos y de entrenamiento detallados en la entrevista del primer semestre se cumplieron y una vez completado el formulario conjuntamente con el evaluado se lo devuelve a la persona responsable de Recursos Humanos. Los formularios tanto para la entrevista semestral como para la evaluación anual serán proporcionados por Recursos Humanos, con quince días de anticipación.

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Además la empresa una vez al año analizar el clima laboral llevando los registros de las encuestas realizadas de subordinados a jefes.

**FACTORES A EVALUAR:**

**Responsabilidad**: conciencia de sus obligaciones y aptitudes para prever las consecuencias que se deriven de sus actuaciones.

**Iniciativa**: es la capacidad de sugerir ideas, procedimientos, sistemas, etc. que agiliten y mejoren el trabajo.

**Calidad de trabajo**: precisión y eficiencia con que se realizan las labores.

**Conocimiento del puesto**: capacidad para realizar su trabajo en todos sus aspectos

**Espíritu de colaboración**: voluntad, interés y actitud para ayudar a otras personas cuando está en capacidad de hacerlo.

**Atención al cliente interno y externo**: grado de amabilidad y efectividad de servicio que ofrece a los demás departamentos, empresas o personas de afuera, que requieren información.

**Toma de decisiones**: capacidad que tiene para captar la trascendencia e importancia de los asuntos de su competencia, establece prioridades y soluciones

**Capacidad de dirigir**: habilidad para planificar y organizar el trabajo y el uso de los recursos asignados

**Control de trabajo**: grado en que supervisa y verifica la ejecución de las operaciones de su área

**Puntualidad**: cumple con el horario de trabajo y lunch establecido

**Disciplina y comportamiento**: discreción, cumplimiento de normas, reglamentos, instrucciones impartidas

**Relaciones Interpersonales**: comportamiento del empleado en el grupo de trabajo

**CALIFICACIÓN:**

La calificación global de la evaluación del empleado se la realizará cuantificando el puntaje de acuerdo a los rangos establecidos de la siguiente manera:

**EXCELENTE**: para cada individuo que indique que el margen de error es casi cero, es previsivo se adelanta a los hechos, saca provecho de sus recursos y que puede ser promovida con un breve entrenamiento.

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**MUY BUENO**: indica que su desempeño es muy satisfactorio, con un mínimo de orientación capta y cumple con lo requerido, previene los problemas es muy recursivo.

**BUENO**: indica que su desempeño es satisfactorio, alcanza el nivel esperado, pero que puede dar aún más para llegar a ser muy satisfactorio.

**REGULAR**: indica que su desempeño es menor al esperado, con frecuencia requiere orientación y dirección, no prevé las consecuencias, deja pasar algunas oportunidades. Después de ser capacitado sino mejora debe volver a ser evaluado en un corto tiempo para tomar medidas.

**DEFICIENTE**: indica que su desempeño está por debajo de lo esperado, no cumple con los requerimientos del puesto, por lo que tiene poca oportunidad de crecer y desarrollar dentro de la organización, debe ser analizado para tomar medidas inmediatas.

**PUNTUACIÓN:**

Los puntos van de acuerdo a criterios, en algunos casos el valor va de acuerdo al grado de importancia de los factores evaluados.

**8. HISTORIAL DE CAMBIOS**

N/A

**9. ANEXOS**

N/A

ELABORADO POR: REVISADO POR: APROBADO POR:

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|  | | | | | **INSTRUCTIVO DE ELABORACIÒN DE PRODUCTOS** | | | | | | | | | **CÓDIGO:** | | | | | | | | **IPD 01** | | | | | | | |
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**ALCANCE**

Este instructivo aplica para la elaboración de productos biodegradables, industriales.

**DEFINICIONES**

Área de Procesos: Área de la planta destinada al almacenaje de sobrantes de las materias primas empleadas en producción.

**REQUISICIÓN DE LAS MATERIAS PRIMAS**

El Jefe de Producción lleva un inventario de los Micro y Macros ingrediente en su bodega de proceso con el que realiza la formulación (formatos confidenciales) en base al formato de producción diaria (FPD 03) y entrega al operador para que proceda al despacho de los ingredientes solicitados.

Las materias primas son entregadas a la persona que va a ser la responsable del procedimiento de la mezcla.

**ENTREGA DE LAS HOJAS DE PRODUCCIÓN**

Jefe de Producción entrega al operador la orden de trabajo con # de lote (FPD O1), para que realice la formulación.

 El **Numero de Lote** es asignado de la siguiente manera: XX – NN RRR AA

 Donde: XX, indica el tipo de producto

 NN, numero de batchs a producirse.

 RR, numero secuencial de orden de producción, partiendo de 001 hasta 999, por año.

 AA, año de la producción.

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**FORMULACIÓN/ MEZCLADO**

El jefe de producción formula el producto de acuerdo a la cantidad a ser despachada.

Se revisará el inventario de bodega para controlar el stock de materia prima y material de envasado y embalaje.

Culminada la elaboración de los productos planificados para el día, pasa inmediatamente al laboratorio para realizar el análisis de Control de Calidad.

Al final de la jornada todos los sobrantes de cada una de las materias primas de los productos son almacenados en el área de bodega en el área de procesos y a su vez estos sobrantes son ajustados en los respectivos inventarios.

**EMPAQUE/ENVASADO**

A medida que se envasa/empaca el producto, se van comprobando los pesos (FPD 03) y se procede a etiquetar (FPD 05).

**ALMACENAMIENTO**

Cuando el producto ha cumplido con todas las especificaciones de producto terminado se procede a embalarlo. Realizada la revisión del producto almacenado se procede a colocar un rotulo de identificación con el respectivo sello de Control de Calidad.

Los productos terminados deberán ser colocados en las respectivas perchas y área.

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**HISTORIAL DE CAMBIOS**

N/A

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|  | | | | | **INSTRUCTIVO PARA LLEVAR CONTROL DE ASISTENCIA DE CAPACITACIÓN, CALIFICACIÓN DEL PERSONAL POR PUNTOS, ENCUESTA SUBORDINADO JEFE, SOLICITUD DE AUSENCIA, ACTUALIZACIÓN DE DATOS, SOLICITUD DE CAPACITACIÓN Y COMPETENCIA DEL PERSONAL** | | | | | | | | **CÓDIGO:** | | | | | | | **IDO 01** | | | | | | |
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**ALCANCE**

Este instructivo aplica para llevar control de asistencia de capacitación, calificación del personal por puntos, encuesta subordinado jefe, solicitud de ausencia, actualización de datos, solicitud de capacitación y competencia del personal.

**DEFINICIONES**

N/A

**CONTROL DE** **ASISTENCIA CAPACITACIÓN**

1.- Indicar Nombre del curso y fecha

2.- Indicar Nombre del Instructor, Lugar y hora de realización del curso

3.- Detallar el listado de participantes invitados

4.- Los participantes invitados que asistan deberán firmar e indicar el área a la que pertenecen, así como también indicar si fue o no eficaz la capacitación recibida.

5.- Firmar del funcionario que dictó la capacitación

6.- Firma del Coordinador de la capacitación

**GUIA PARA**  **ELABORAR LA** **CALIFICACIÓN** **DEL PERSONAL CON PUNTOS**

1. La Calificación de personal o Competencia del personal no deben ser confundidos con la Evaluación de Desempeño.

2. La calificación o competencia de personal es un requisito para elaborar un Plan de Capacitación el cual deberá basarse en las verdaderas necesidades de competencia de cada cargo.

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**3.** Para realizar la competencia del personal se debe evaluar los siguientes temas: **Educación, Adiestramiento o Entrenamiento, Experiencia y Habilidades o Destrezas.**

4. Diseño de la Puntuación máxima de cada Cargo

4.1. Se debe asignar a cada una de las **4** Categorías mencionadas un peso específico según la importancia de cada tema.

4.2. Asumiendo que las **4** categorías suman **100 %**, se debe definir el puntaje máximo para cada categoría y entre todas completar el **100 %.**

4.3. Dentro de cada categoría podrá haber muchos atributos pero se debe definir la forma de distribuir los puntos a cada uno de ellos.

4.4. Para poder asignar un puntaje se debe contar con evidencias de haber realizado la actividad.

4.5. Así, para la Educación se evaluará principalmente los títulos, para el Entrenamiento, los certificados de asistencias, para la Experiencia, los certificados de trabajo o copia del carnet del IESS y para el caso de Habilidades, se podrá realizar evaluaciones o pruebas prácticas.

4.6. En el caso de la educación es fácil definir que por cada atributo se le asigne un puntaje, Ejemplo: Bachillerato, 10 puntos; por Técnico 15 puntos.

4.7. En el caso del Adiestramiento, se debe definir cómo se reparte los puntos, si es por horas de entrenamiento o por un número determinado de cursos

4.8. Ejemplo: Entrenamiento en Administración, 10 puntos (5 Puntos por cada curso o 2 puntos por cada hora)

4.9. En cuanto a la Calificación total mínima para definir si el personal está calificado o no, es potestad de cada Jefe de área definir cuál será la calificación mínima.

4.10. En caso de que un empleado no alcance la calificación mínima, se deberá elaborar un Plan de Capacitación en un plazo determinado.

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|  | | | | | **INSTRUCTIVO PARA LLEVAR CONTROL DE ASISTENCIA DE CAPACITACIÓN, CALIFICACIÓN DEL PERSONAL POR PUNTOS, ENCUESTA SUBORDINADO JEFE, SOLICITUD DE AUSENCIA, ACTUALIZACIÓN DE DATOS, SOLICITUD DE CAPACITACIÓN Y COMPETENCIA DEL PERSONAL** | | | | | | | | **CÓDIGO:** | | | | | | | **IDO 01** | | | | | | |
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**5.** Calificación de cada Cargo

**5.1.** Una vez definido el diseño de cada cargo se deberá sacar tantas copias como personas elaboren en ese cargo para evaluar a cada una de ellas usando la columna **“Calificación del candidato** “

Dependiendo si obtiene el puntaje mínimo se deberá calificarlo o no en la casilla correspondiente en el formato.

**GUIA PARA LLENAR ENCUESTAS A SUBORDINADOS**

1.-Calificar a su jefe inmediato

2.-Escribir el nombre de su jefe, Departamento al cual pertenece, llenar la fecha en que se llena el formulario.

3.-La escala para la calificación será de 1 a 5 donde 1 es mínimo y 5 es máximo

4.-Se deberá contestar las 20 preguntas formuladas en el cuestionario

5.-Cada pregunta deberá tener sólo una calificación

6.-El formulario no deberá estar borrado o enmendado

7.-No es necesario totalizar o sacar promedio eso lo hará el área de RRHH

8.-La encuesta será realizada **anualmente**

**GUIA PARA LLENAR LA SOLICITUD DE PERMISOS**

Este formulario se llenará cada vez que una persona se ausente por permisos con o sin sueldos, permisos por estudios, viajes, enfermedad, maternidad u otros.

1. Llenar el nombre del solicitante, cargo, fecha en la que se llena el formulario y departamento que labora.

2. Se detallará el motivo de la ausencia, tiempo de la ausencia (se indicará desde cuando hasta cuándo estará fuera de la empresa, la fecha en que se retorne, total de días que estará ausente) y forma de recuperación si el caso amerita.

3. El solicitante deberá firmar la solicitud.

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4. Esta solicitud debe ser aprobada por el Jefe inmediato superior o por la Gerencia respectiva, y por el Dpto. de RRHH

5. Seguridad colocará la hora de ingreso y de salida del personal ausente.

**GUIA PARA LLENAR LA ACTUALIZACIÓN DE DATOS PERSONALES**

Este formato se llenará **anualmente** para actualizar los datos personales de los trabajadores, también se llenará cada vez que alguno de ellos se cambie de domicilio o afecte alguna de las condiciones que se consideran en el formato

1. Indicar nombres y apellidos del trabajador

2. Indicar dirección domiciliaria bien detallada

3. Indicar teléfonos propios, y en caso de no tenerlos de familiares o vecinos

4. Indicar que tipo de vivienda posee.

5. Indicar fecha de nacimiento, número de cédula de identidad y número de carné de afiliación al IESS

6. Señalar su estado civil

7. En caso de ser casado o estar en unión libre indicar el nombre de su esposa/o o cónyuge, y si el cónyuge trabaja señalar lugar, cargo y teléfono.

8. Señalar el número de hijos, indicar nombres completos, fecha de nacimiento y edades

9. Señalar teléfonos de personas familiares o conocidas a quienes llamar en caso de emergencias

10. Indicar la fecha en la que se llena este formato.

**GUIA PARA LLENAR SOLICITUD DE CAPACITACIÓN**

Este formato se llenará cada vez que se solicite y apruebe una capacitación.

1.-Indicar nombres y apellidos del trabajado.

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2.-Indicar área en la cual trabaja.

3.-Indicar nombre del curso solicitado.

4.-Tiempo de duración del curso.

5.-Indicar costo del curso.

6.-Si del costo del curso algún porcentaje será asumido por el empleado indicar el porcentaje y la cantidad.

En caso de ser cubierto por la compañía indicar cuanto cubre en porcentaje y cantidad.

El solicitante deberá firmar la solicitud.

Esta solicitud deberá ser aprobada por el Jefe inmediato, Gerencia y RRHH.

EL solicitante se deberá firmar en señal de comprometerse a estar en la compañía hasta 6 meses después de haber realizado la capacitación, en caso de no seguir en la compañía hasta el tiempo señalado deberá cubrir al 100% la capacitación recibida.

**GUIA PARA LLENAR EVALUACIÓN DE COMPETENCIAS DEL PERSONAL**

Este formato se llenará cada vez que se ingrese un nuevo colaborador.

1. Indicar nombres y apellidos del aspirante.

2. Indicar fecha de ingreso.

3. Señalar (RRHH), si cumple o no con el perfil del cargo.

4. Señalar la fecha.

5. Se calificará por el jefe departamental, el perfil de habilidades y destrezas, indicando si el candidato aprobó las pruebas de habilidades y o físicas.

6. Se indicará la fecha.

7. En una segunda fase se evaluará si el colaborador cumplió con el plan básico de entrenamiento o no, esto será evaluado por el Jefe de RRHH y el Jefe Departamental.

8. Se indicará fecha.

9. Se evaluará el resultado de la competencia, señalando si el aspirante es o no competente para definir su contratación, esto será evaluado por el Jefe departamental.

10. Se indicará fecha.

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**HISTORIAL DE CAMBIOS**

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| **Código** | | | | | **Área** | | | | | | | **Procedimiento** | | | | | | |
| PGC 01 | | | | | Calidad | | | | | | | Control de Documentos | | | | | | |
| PGC 02 | | | | | Calidad | | | | | | | Control de Registros | | | | | | |
| PGC 03 | | | | | Calidad | | | | | | | Control de Producto No Conforme | | | | | | |
| PGC 04 | | | | | Calidad | | | | | | | Auditoría Internas y Externas | | | | | | |
| PGC 05 | | | | | Calidad | | | | | | | Acciones Preventivas, Correctivas y de Mejora | | | | | | |
| PVC 01 | | | | | Ventas y Comercialización | | | | | | | Ventas y Comercialización | | | | | | |
| PVC 02 | | | | | Administración y Finanzas | | | | | | | Facturación y Cobranza | | | | | | |
| PPD 01 | | | | | Producción | | | | | | | Producción | | | | | | |
| PCC 01 | | | | | Producción | | | | | | | Control de Calidad | | | | | | |
| PBO 01 | | | | | Producción | | | | | | | Control de Bodega | | | | | | |
| PLS 01 | | | | | Ventas y Comercialización | | | | | | | Logística y Seguridad | | | | | | |
| PCO 01 | | | | | Administración y Finanzas | | | | | | | Compras y Sub Contrataciones | | | | | | |
| PCO 02 | | | | | Administración y Finanzas | | | | | | | Comercio Exterior | | | | | | |
| PDO 01 | | | | | Desarrollo Organizacional | | | | | | | Selección, Inducción, Medición de la Efectividad y Contratación del Personal | | | | | | |
| PDO 02 | | | | | Desarrollo Organizacional | | | | | | | Administración, Implementación y Evaluación de la Capacitación | | | | | | |
| PDO 03 | | | | | Desarrollo Organizacional | | | | | | | Evaluación del Desempeño | | | | | | |
| IPD 01 | | | | | Producción | | | | | | | Elaboración de Producto | | | | | | |
| IDO 01 | | | | | Desarrollo Organizacional | | | | | | | Evaluación del Desempeño | | | | | | |
| MFR | | | | | Desarrollo Organizacional | | | | | | | Manual de Funciones | | | | | | |
| MPC | | | | | Desarrollo Organizacional | | | | | | | Perfil del Cargo | | | | | | |
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| **Código Doc.** | | | | | | | **Tipo de Documento** | | | | | | | | | | | |
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| I | | | | | Instructivos | | | | | | |  | | | | | | |
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| LGC 01 | Calidad | | | | | Control de Documentos | | | | | Lista Maestra de Documentos | | | | |
| LGC 02 |  | | | | | Control de Registros | | | | | Lista Maestra de Registros | | | | |
| N/A |  | | | | | Control de Producto No Conforme | | | | | Identificación de Producto | | | | |
| FGC 02 |  | | | | |  | | | | | Notificación de Rechazo | | | | |
| FGC 03 |  | | | | | Auditoría Internas y Externas | | | | | Programa Anual de Auditoría | | | | |
| FGC 04 |  | | | | |  | | | | | Plan de Auditoría Interna | | | | |
| FGC 05 |  | | | | |  | | | | | Lista de Verificación | | | | |
| FGC 01 |  | | | | | Acciones Preventivas, Correctivas y de Mejora | | | | | Acta de Reunión | | | | |
| FGC 06 |  | | | | |  | | | | | Solicitud de Acciones Preventivas, Correctivas y Mejora | | | | |
| FGC 07 |  | | | | |  | | | | | Matriz de Acciones Preventivas, Correctivas y Mejora | | | | |
| FVC 01 | Ventas y Comercialización | | | | | Ventas y Comercialización Facturación y Cobranza | | | | | Cuadro Comparativo del Mercado | | | | |
| FVC 02 |  | | | | |  | | | | | Propuesta del Cliente | | | | |
| FVC 03 |  | | | | |  | | | | | Orden de Venta | | | | |
| FVC 04 |  | | | | |  | | | | | Factura | | | | |
| FPD 01 | Producción | | | | | Producción | | | | | Orden de Trabajo | | | | |
| FPD 02 |  | | | | |  | | | | | Planificación Semanal | | | | |
| FPD 03 |  | | | | |  | | | | | Producción Diaria | | | | |
| FPD 04 |  | | | | |  | | | | | Máster de Producción | | | | |
| FPD 05 |  | | | | |  | | | | | Etiquetas | | | | |
| FCC 01 | Producción | | | | | Control de Calidad | | | | | Cartilla de Control de Materia Prima | | | | |
| FCC 02 |  | | | | |  | | | | | Cartilla de Control de Producto en Proceso | | | | |
| FCC 03 |  | | | | |  | | | | | Cartilla de Control de Envases | | | | |
| FCC 04 |  | | | | |  | | | | | Cartilla de Control de Producto Terminado | | | | |
| FCC 05 |  | | | | |  | | | | | Etiqueta de Aprobación y/o Rechazo | | | | |
| FCC 06 |  | | | | |  | | | | | Certificado de Calidad | | | | |
| FBO 01 | Producción | | | | | Control de Bodega | | | | | Ingreso a Bodega | | | | |
| FBO 02 |  | | | | |  | | | | | Inventario de Bodega | | | | |
| FLS 01 | Ventas y Comercialización | | | | | Logística y Seguridad | | | | | Guía de transporte | | | | |
| FLS 02 |  | | | | |  | | | | | Acta de Entrega | | | | |
| FCO 01 | Administración y Finanzas | | | | | Compras y Sub Contrataciones | | | | | Formulación de Requerimiento de Compras | | | | |
| FCO 02 |  | | | | |  | | | | | Cuadro Comparativo de Cotizaciones | | | | |
| FCO 03 |  | | | | |  | | | | | Orden de Compra | | | | |
| FCO 04 |  | | | | |  | | | | | Calificación de Proveedores | | | | |
| FCO 05 |  | | | | |  | | | | | Evaluación de Proveedores | | | | |
| N/A |  | | | | |  | | | | | Informe de Evaluaciones | | | | |
| N/A | Administración y Finanzas | | | | | Comercio Exterior | | | | | Reporte de Importaciones | | | | |
| N/A |  | | | | |  | | | | | Historial de Carpetas | | | | |
| N/A | Desarrollo Organizacional | | | | | Selección, Inducción, Medición de la Efectividad y Contratación del Personal | | | | | Solicitud de Requerimiento del Personal | | | | |
| FDO 01 |  | | | | |  | | | | | Solicitud de Empleo | | | | |
| FDO 02 |  | | | | |  | | | | | Evaluación de Competencia de Personal | | | | |
| FDO 03 |  | | | | |  | | | | | Plan de Inducción | | | | |
| FDO 04 |  | | | | | Administración, Implementación y Evaluación de la Capacitación | | | | | Plan Anual de Capacitación | | | | |
| FDO 05 |  | | | | |  | | | | | Listado se Asistencia a Capacitación | | | | |
| FDO 06 |  | | | | |  | | | | | Acta de Reunión | | | | |
| N/A |  | | | | |  | | | | | Solicitud de Capacitación | | | | |
| FDO 07 |  | | | | | Evaluación del Desempeño | | | | | Evaluación Individual de Desempeño | | | | |
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**MANUAL DE FUNCIONES**

**Y RESPONSABILIDADES**

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**GERENTE GENERAL**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Gerente General

**NOMBRE DEL ÁREA:** Gerencia General

**REPORTAR A:** Presidente

**CARGO CON LOS QUE SE RELACIONA Y SUPERVISA:** Jefes Departamentales, Contador, y Auxiliar Administrativo Financiero, Asesores Comerciales.

**RELACIONES DE TRABAJO EXTERNA:** Inversionistas, Contratistas, Empresas de Servicios, Comunidad.

**OBJETIVO DEL CARGO**

Ofrecer y definir estrategias para la compañía que le aseguren a ésta un desempeño exitoso en el largo plazo. Responsable por la Planificación, Dirección, Coordinación, Supervisión, Aprobación de los recursos y Control de las operaciones de la empresa para la garantía de cumplimiento de las necesidades del cliente. A su vez, asume la representación legal de la compañía y debe vigilar el cumplimiento de la Política de Calidad y Objetivos.

**FUNCIONES Y RESPONSABILIDADES**

 Planificar estrategias a seguir en el mercado.

 Emitir informes mensuales y anuales al Directorio sobre la gestión financiera y del sistema de gestión de calidad de la empresa.

 Informar al Directorio de los resultados de la empresa.

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 Aprobar los presupuestos e inversiones anuales.

 Aprobar, recibir, coordinar, ejecutar y dar seguimiento a las Auditorías de Calidad que se programen.

 Nombrar al representante de calidad y delegar la responsabilidad necesaria para que en coordinación con esta gerencia desarrolle, supervise, apruebe y fomente la calidad en la empresa.

 Supervisar y dirigir al personal a su cargo, además de realizar las evaluaciones de desempeño, manteniendo la disciplina y ejecutando acciones relacionadas a amonestaciones al personal.

 Asegurarse de que el cliente reciba un servicio de calidad y satisfaga sus necesidades.

 Monitorear mediante las reuniones de la Alta Dirección el aseguramiento del cumplimiento de la política y objetivos de calidad de la empresa.

 Coordinar trabajos con los Asesores externos.

 Realizar otras actividades no especificadas, relacionadas con el puesto.

 Administrar, ejecutar todos los recursos de la empresa en buen juicio.

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|  | **MANUAL DE FUNCIONES**  **Y**  **RESPONSABILIDADES** | | | **CÓDIGO:** | | | **MFR - 01** | | |
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**RECURSOS FÍSICOS Y EDUCATIVOS PARA EJERCER EL CARGO**

**Equipos, Implementos, Papelerías, y/o Herramientas:** Computadora, impresora, fax, teléfono con acceso a llamadas locales y extranjeras.

**Software Autorizados:** Internet, Outlook, ERP.

**Otras Herramientas:** N/A

**COMUNICACIONES QUE DEBE REALIZAR EL CARGO**

 Interna diaria con todo el personal de la planta.

 Interna periódica o cuando sea necesario con el Directorio.

 Interna cuando sea necesario con las otras personas del área de Servicios, Ventas, Administración y Finanzas.

 Externa diaria con personas de diferentes áreas del cliente.

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**Presidente**

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|  | **MANUAL DE FUNCIONES**  **Y**  **RESPONSABILIDADES** | | | **CÓDIGO:** | | | **MFR - 02** | | |
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**JEFE DE PRODUCCIÓN**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Jefe de Producción

**NOMBRE DEL ÁREA:** Producción

**REPORTAR A:** Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** Gerente, Operador, Técnicos de Mantenimiento.

**SUPERVISA A:** Operario.

**RELACIONES DE TRABAJO EXTERNA:** Clientes,Proveedores, Contratistas.

**OBJETIVO DEL CARGO**

Planificar, organizar, controlar la ejecución de pruebas y análisis técnicos, físicos y químicos de materia prima, proceso, almacenamiento y despacho de los productos, con el propósito de cumplir con los parámetros y estándares establecidos.

**FUNCIONES Y RESPONSABILIDADES**

 Realizar las identificaciones de los productos elaborados en el programa de producción.

 Poner diariamente a consideración del Gerente General el informe inherente al proceso y calidad de los productos.

 Realizar análisis de la calidad de los insumos, materia prima y producto terminado.

 Coordinar con el Asistente Administrativo Financiero sobre los despachos de productos.

 Supervisar y controlar las actividades del personal a su cargo.

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 Preparar los reactivos a utilizarse en el laboratorio.

 Emitir el certificado de calidad, elaboración de tarjetas y/o etiquetas identificaciones de los productos elaborados en el programa de producción, cuando se realicen las ventas.

 Solicitar los pedidos de los reactivos y materiales a utilizarse en el laboratorio y coordinar la adquisición con el departamento de compras.

 Realizar otras actividades no especificadas, relacionadas con el puesto.

**RECURSOS FÍSICOS Y EDUCATIVOS PARA EJERCER EL CARGO**

**Equipos, Implementos, Papelerías, y/o Herramientas:** Equipos de laboratorio y planta, computadora, impresora, teléfono con acceso a llamadas locales.

**Software Autorizados:** Outlook, Internet.

**Otras Herramientas:** Equipos de seguridad industrial.

**COMUNICACIONES QUE DEBE REALIZAR EL CARGO**

 Interna diaria el operario.

 Interna periódica o cuando sea necesario con el Gerente General.

 Interna cuando sea necesario con las otras personas del área de servicios, Ventas, Administración y Finanzas.

 Externa diaria con diferentes proveedores.

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**Gerente General Empleado**

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|  | **MANUAL DE FUNCIONES**  **Y**  **RESPONSABILIDADES** | | | **CÓDIGO:** | | | **MFR- 03** | | |
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**RESPONSABLE DE CALIDAD**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Responsable de Calidad

**NOMBRE DEL ÁREA:** Calidad

**REPORTAR A:** Presidente,Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** Representante de la Dirección

**SUPERVISA A:** Jefes de Departamentales

**RELACIONES DE TRABAJO EXTERNA:** Auditores Internos, Auditores Externos.

**OBJETIVO DEL CARGO**

Ser Responsable de realizar las funciones operativas del sistema de gestión de calidad en toda la empresa.

**FUNCIONES Y RESPONSABILIDADES**

 Organizar y asegurar que los procesos del SGC de la empresa sean establecidos y mantenidos.

 Informar al Presidente de la empresa sobre el funcionamiento del SGC, incluyendo las necesidades de mejora.

 Promover el conocimiento de los requisitos de los clientes y las expectativas de las partes interesadas en todos los niveles de la empresa.

 Ser en nexo para asuntos de calidad entre el Presidente y la empresa.

 Convocar a las reuniones de revisión de la dirección interna del SGC de la empresa.

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 Actuar como secretario en las reuniones de revisión por la dirección.

 Difundir el proceso del SGC en la comunidad de la empresa.

 Cumplir con cualquier actividad que dentro de la naturaleza de su cargo fuese solicitado por su Jefe inmediato.

**RECURSOS FÍSICOS Y EDUCATIVOS PARA EJERCER EL CARGO**

**Equipos, Implementos, Papelerías, y/o Herramientas:** Computadora, teléfono local.

**Software Autorizados:** Outlook, Internet.

**Otras Herramientas:** N/A

**COMUNICACIONES QUE DEBE REALIZAR EL CARGO**

 Interna con el Presidente Y Gerente General de la empresa.

 Interna con todo el personal que es parte SGC.

 Externa cuando sea necesario con Auditores.

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**Gerente General Empleado**

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|  | **MANUAL DE FUNCIONES**  **Y**  **RESPONSABILIDADES** | | | **CÓDIGO:** | | | **MFR - 04** | | |
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**ASISTENTE ADMINISTRATIVO FINANCIERO**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Asistente Administrativo Financiero

**NOMBRE DEL ÁREA:** Administración

**REPORTAR A:** Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** Auxiliar de Servicios

**RELACIONES DE TRABAJO EXTERNA:** Clientes, Proveedores

**OBJETIVO DEL CARGO**

Ejecutar labores de apoyo administrativo y secretariado. Atender y concertar llamadas telefónicas con clientes, proveedores y otras personas relacionadas con la empresa, Elabora y verifica la liquidación de la nómina del personal, así como la realización de labores administrativas de contabilidad, con el propósito de mantener los registros actualizados y reportar información oportuna y necesaria para la toma de decisiones.

**FUNCIONES Y RESPONSABILIDADES**

 Recibir, comunicar y establecer llamadas telefónicas y de radio hacia las diferentes áreas de la empresa.

 Coordinar con los vendedores los pedidos para comunicar a la Jefe de Producción

 Mantener ordenado y actualizado el archivo de la Gerencia General

 Coordinar reuniones del jefe inmediato con personal interno y externo.

 Liquidar, calcular, determinar beneficios y descuentos para pago de nómina del personal de planta.

 Mecanografiar las guías por ventas de productos en base a la orden de pedidos.

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 Liquidar, calcular y determinar el pago de beneficios sociales del personal de la empresa décimo tercero, cuarto, quinto, sexto, vacaciones.

 Elaborar mensualmente el reporte de ingreso y egreso de insumos.

 Revisar mensualmente las facturas y elaborar el reporte de ingreso de materiales.

 Custodiar, elaborar y codificar el fondo rotativo de caja chica.

 Realizar otras actividades no especificadas, relacionadas con el puesto.

**RECURSOS FÍSICOS Y EDUCATIVOS PARA EJERCER EL CARGO**

**Equipos, Implementos, Papelerías, y/o Herramientas:** Computadora, impresora, teléfono con salida local, papelería.

**Software Autorizados:** Outlook, Programas Contables.

**Otras Herramientas:** N/A.

**COMUNICACIONES QUE DEBE REALIZAR EL CARGO**

 Interna diaria con Gerente General

 Interna diaria con Jefe de Producción

 Interna diaria con Vendedores

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**Gerente General Empleado**

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|  | **MANUAL DE FUNCIONES**  **Y**  **RESPONSABILIDADES** | | | **CÓDIGO:** | | | **MFR - 05** | | |
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**ASESORES COMERCIALES**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Asesores Comerciales

**NOMBRE DEL ÁREA:** Ventas

**REPORTAR A:** Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** No Aplica

**RELACIONES DE TRABAJO EXTERNA:** Clientes, Personal de Varias Empresas.

**OBJETIVO DEL CARGO**

Organizar, vender y coordinar pedidos de los diferentes productos de la empresa de acuerdo al análisis de la disponibilidad en el mercado, acorde a las políticas y normas de la compañía; a fin de cumplir con los estándares de ventas por producto fijados anualmente y cumplir con las necesidades de los clientes.

**FUNCIONES Y RESPONSABILIDADES**

 Establecer y mantener contactos con los clientes internos y externos.

 Atenderlos reclamos de los clientes.

 Informar constantemente a la Gerencia General sobre la situación de ventas, estrategias de mercado.

 Promover programas relativos a incrementar las ventas de la compañía.

 Investigar los requerimientos de los clientes para mejorar los servicios ofrecidos.

 Realizar visitas dentro país para mejorar las relaciones con los clientes y brindar apoyo técnico.

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 Investigar nuevos mercados para la introducción de los productos existentes y nuevos.

 Realizar análisis que incluyen el posicionamiento en el mercado, los niveles de precios de la competencia, etc.

 Preparar los informes periódicos de ventas de productos y presentarlos a la Gerencia General.

 Receptar diariamente los pedidos para los despachos de los productos.

 Atender las consultas técnicas de clientes sobre la información general de los productos.

 Realizar otras actividades no especificadas, relacionadas con el puesto.

**RECURSOS FÍSICOS Y EDUCATIVOS PARA EJERCER EL CARGO**

**Equipos, Implementos, Papelerías, y/o Herramientas:** Computadora, teléfono local y celular, catálogos con las especificaciones de cada producto, muestras físicas, vehículo.

**Software Autorizados:** Outlook, Internet.

**Otras Herramientas:** N/A.

**COMUNICACIONES QUE DEBE REALIZAR EL CARGO**

 Interna diaria con la Asistente Administrativa Financiera.

 Interna diaria con el Gerente General

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**Gerente General Empleado**

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|  | **MANUAL DE FUNCIONES**  **Y**  **RESPONSABILIDADES** | | | **CÓDIGO:** | | | **MFR - 06** | | |
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**CONTADOR**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Contador

**NOMBRE DEL ÁREA:** Contabilidad

**REPORTAR A:** Presidente,Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** No Aplica

**RELACIONES DE TRABAJO EXTERNA:** Personal de empresas públicas y privadas

**OBJETIVO DEL CARGO**

Supervisar y controlar el sistema contable de la empresa, con el propósito de garantizar el registro correcto de las operaciones financieras y tributarias, proporcionando información oportuna para la toma de decisiones, de acuerdo a principios de contabilidad generalmente aceptados y a leyes emitidas en el Ecuador por entidades reguladoras.

**FUNCIONES Y RESPONSABILIDADES**

 Revisar y analizar los estados financieros con sus respectivos anexos.

 Coordinar y supervisar la ejecución e ingreso de datos al sistema computarizado y validar dicha información.

 Controlar las amortizaciones y el vencimiento de las obligaciones de la compañía.

 Revisar los reportes mensuales de ventas y producción proporcionado por la Administración de la empresa.

 Elaborar cuadro de comparación entre el real versus presupuesto.

 Elaborar el presupuesto anual de la compañía.

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 Revisar y aplicar las disposiciones emitidas por los diferentes entes reguladores de la compañía.

 Atender al personal de instituciones públicas y privadas en lo referente a información contable.

 Elaborar las declaraciones anuales de impuesto a la renta del personal y de la compañía.

 Revisar el cuadro de distribución de las utilidades y beneficios anuales.

 Convertir los estados financieros a moneda extranjera.

 Realizar otras actividades no especificadas, relacionadas con el puesto.

**RECURSOS FÍSICOS Y EDUCATIVOS PARA EJERCER EL CARGO**

**Equipos, Implementos, Papelerías, y/o Herramientas:** Computadora, teléfono local.

**Software Autorizados:** Outlook, Internet, Programas Contables.

**COMUNICACIONES QUE DEBE REALIZAR EL CARGO**

 Interna con el Presidente de la empresa.

 Interna cuando sea necesario con el Gerente General.

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**Gerente General Empleado**

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**OPERARIO**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Operario

**NOMBRE DEL ÁREA:** Producción

**REPORTAR A:** Jefe de Producción

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** No Aplica

**RELACIONES DE TRABAJO EXTERNA:** No Aplica

**OBJETIVO DEL CARGO**

Operar y manipular los equipos necesarios en el proceso de fabricación de los productos con el propósito de mantener continuidad y buen funcionamiento para obtener los niveles óptimos de calidad y producción acorde a los parámetros establecidos por el Jefe de Producción.

**FUNCIONES Y RESPONSABILIDADES**

 Cumplir con los normas de calidad y de seguridad establecidas para la elaboración de productos.

 Mantener en buen estado y limpia su área de trabajo.

 Las que asigne el Jefe de Producción.

 Realizar funciones correspondientes a las de elaboración de cada uno de los productos.

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**RECURSOS FÍSICOS Y EDUCATIVOS PARA EJERCER EL CARGO**

**Equipos, Implementos, Papelerías, y/o Herramientas:** Equipos de planta, Equipos de protección personal, bitácoras.

**Software Autorizados:** No Aplica

**Otras Herramientas:** Equipos de seguridad industrial.

**COMUNICACIONES QUE DEBE REALIZAR EL CARGO**

 Interna diaria con el Jefe de Producción.

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**Gerente General Empleado**

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**AUXILIAR DE SERVICIOS**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Auxiliar de Servicio

**NOMBRE DEL ÁREA:** Administración

**REPORTAR A:** Asistente Administrativo Financiero

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** No Aplica

**RELACIONES DE TRABAJO EXTERNA:** No Aplica

**OBJETIVO DEL CARGO**

Ejecutar labores de limpieza y demás actividades de la empresa.

**FUNCIONES Y RESPONSABILIDADES**

 Limpiar diariamente las oficinas administrativas, áreas verdes, internas y externas de la planta industrial.

 Colaborar con la estibada de sacos.

 Ayudar ocasionalmente con los despachos de los productos.

 Colaborar con las normas de seguridad e higiene industrial.

 Transportar máquinas, equipos y materiales para su utilización.

 Cumplir con cualquier actividad que dentro de la naturaleza de su cargo fuese solicitado por su jefe inmediato.

 Realizar otras actividades no especificadas, relacionadas con el puesto.

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|  | **MANUAL DE FUNCIONES**  **Y**  **RESPONSABILIDADES** | | | **CÓDIGO:** | | | **MFR - 08** | | |
|  |  | | | **FECHA DE REVISIÓN:** | | |  | | |
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**RECURSOS FÍSICOS Y EDUCATIVOS PARA EJERCER EL CARGO**

**Equipos, Implementos, Papelerías, y/o Herramientas:** No Aplica

**Software Autorizados:** No Aplica.

**Otras Herramientas:** Equipos e Insumos de limpieza

**COMUNICACIONES QUE DEBE REALIZAR EL CARGO**

 Interna diaria con la asistente administrativa financiera.

 Interna cuando sea necesario con el Gerente General.

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**Gerente General Empleado**

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|  | **PERFIL DEL CARGO** | | | **CÓDIGO:** | | | **MPC** | | |
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**PERFIL DEL CARGO**

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC 01** |
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|  |  | **REFERENCIA** |  |
|  |  | **RESPONSABLE** |  |
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**GERENTE GENERAL**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Gerente General

**NOMBRE DEL ÁREA:** Gerencia General

**REPORTAR A:** Presidente

**CARGO CON LOS QUE SE RELACIONA Y SUPERVISA:** Jefes Departamentales, Contador, y Auxiliar Administrativo Financiero, Asesores Comerciales.

**RELACIONES DE TRABAJO EXTERNA:** Inversionistas, Contratistas, Empresas de Servicios, Comunidad.

**REQUISITOS PARA OCUPAR EL CARGO**

Profesional **En:** Ingeniería Química ó Ingeniería Industrial.

Post Grado **En:** Administración Empresarial, (Deseable, No Requerido).

Cursor, Seminarios **Cuales:** Manejo de Proyectos, Administración, Liderazgo, Ventas, Gerencia Empresarial.

Idioma Extranjero **Cual:** Conocimientos avanzados de ingles técnico.

**EXPERIENCIA**

X

Seis Meses Un Año Más De Un Año \_3años\_ No Requerida

**OBJETIVO DEL CARGO**

Ofreces y definir estrategias para la compañía que le asegure a ésta un desempeño exitoso en el largo plazo. Responsable por la Planificación, Dirección, Coordinación, Supervisión, Aprobación de los recursos y Control de las operaciones de la empresa para la garantía de cumplimiento de las necesidades del cliente.

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 01** |
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|  |  | **RESPONSABLE** |  |
|  |  | **PÁGINA:** | **2 de 2** |

A su vez asume la representación legal de la compañía y debe vigilar el cumplimiento de la Política de Calidad y Objetivos.

**COMPETENCIAS**

 Administración de Proyectos.

 Análisis Financiero y Factibilidad de Proyecto

 Conocimiento de Normas de Calidad, Ambientales

 Leyes Laborales, Sociales, Ambientales

 Negociación (Clientes o Proveedores)

 Presupuestos y Planificación

**HABILIDADES**

 Manejo de Personal.

 Disciplina.

 Liderazgo.

 Dedicación y tenacidad.

 Motivador.

 Capacidad de negociación.

**OBSERVACIONES**

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**Presidente**

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 02** |
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|  |  | **RESPONSABLE** |  |
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**JEFE DE PRODUCCIÓN**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Jefe de Producción

**NOMBRE DEL ÁREA:** Producción

**REPORTAR A:** Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** Gerente

**SUPERVISA A:** Operario.

**RELACIONES DE TRABAJO EXTERNA:** Proveedores, Clientes, Contratistas

**REQUISITOS PARA OCUPAR EL CARGO**

Profesional **En:** Ingeniería Química ó Química y Farmacia

Post Grado **En:** Sistemas de Calidad (Deseable, No Requerido)

Cursor, Seminarios **Cuales:** Relacionados con el Proceso, Sistemas Integrados,

Seguridad Industrial.

Idioma Extranjero **Cual:** Conocimientos avanzados de ingles técnico

**EXPERIENCIA**

X

Seis Meses Un Año Más De Un Año \_3años\_ No Requerida

**OBJETIVO DEL CARGO**

Planificar, organizar, controlar la ejecución de pruebas y análisis técnicos, físicos y químicos de materia prima, proceso, almacenamiento y despacho de los productos, con el propósito de cumplir con los parámetros y estándares establecidos.

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 02** |
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|  |  | **RESPONSABLE** |  |
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**COMPETENCIAS**

 Programación de Producción

 Presupuestos y Planificación

 Atención y Servicio al Cliente

 Auditoría Interna

 Herramientas de Calidad (Análisis de Causa, Planificación)

 Conocimiento de Normas de Calidad, Ambientales

 Logística

 Metrología

**HABILIDADES**

 Liderazgo

 Capacidad de organización.

 Capacidad para trabajar en equipo.

 Capacidad de trabajar bajo presión.

 Buena comunicación.

**OBSERVACIONES**

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**Gerente General Empleado**

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 03** |
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|  |  | **RESPONSABLE** |  |
|  |  | **PÁGINA:** | **1 de 2** |

**RESPONSABLE DE CALIDAD**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Responsable de Calidad

**NOMBRE DEL ÁREA:** Calidad

**REPORTAR A:** Presidente,Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** Representante de la Dirección

**SUPERVISA A:** Jefes de Departamentales

**RELACIONES DE TRABAJO EXTERNA:** Auditores Internos, Auditores Externos.

**REQUISITOS PARA OCUPAR EL CARGO**

Profesional **En:** Ingeniero Químico o Carreras Afines a la Actividad de la empresa

Post Grado **En:** Calidad ò Sistemas Integrados (Deseable No Requerida)

Cursor, Seminarios **Cuales:** Auditor Líder y/o Interno ISO 9001:2008, ó Temas de Calidad

Idioma Extranjero **Cual:** Ingles Técnico

**EXPERIENCIA**

X

Seis Meses Un Año Más De Un Año \_\_\_\_\_\_ No Requerida

**OBJETIVO DEL CARGO**

Ser Responsable de realizar las funciones operativas del sistema de gestión de calidad en toda la empresa.

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 03** |
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|  |  | **RESPONSABLE** |  |
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**COMPETENCIAS**

 Auditoría Interna

 Horas de Auditorías

 Herramientas de Calidad

**HABILIDADES**

 Liderazgo

 Capacidad de Instruir

 Trabajar en Equipo

 Buena Comunicación

**OBSERVACIONES**

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**Gerente General Empleado**

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 04** |
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**ASISTENTE ADMINISTRATIVO FINANCIERO**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Asistente Administrativo Financiero

**NOMBRE DEL ÁREA:** Administración

**REPORTAR A:** Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** Auxiliar de Servicios

**RELACIONES DE TRABAJO EXTERNA:** Clientes, Proveedores

**REQUISITOS PARA OCUPAR EL CARGO**

Estudiante Universitario **En:** Ingeniería Comercial **Semestre Requerido:** Cuarto

Profesional **En:** Ingeniería Comercial ó Carreras Afines

Post Grado **En:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Cursor, Seminarios **Cuales:** Contabilidad, Computación Avanzada.

Idioma Extranjero **Cual:** Ingles Técnico

**EXPERIENCIA**

XX

Seis Meses Un Año Más De Un Año \_\_\_\_\_\_ No Requerida

**OBJETIVO DEL CARGO**

Ejecutar labores de apoyo administrativo y secretariado. Atender y concertar llamadas telefónicas con clientes, proveedores y otras personas relacionadas con la empresa, Elabora y verifica la liquidación de la nómina del personal, así como la realización de labores administrativas de contabilidad, con el propósito de mantener los registros actualizados y reportar información oportuna y necesaria para la toma de decisiones.

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 04** |
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|  |  | **RESPONSABLE** |  |
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**COMPETENCIAS**

 Atención y Servicio al Cliente

 Leyes Laborales y Sociales

 Recursos Humanos

 Técnicas Secretariales

 Conocimiento de Facturación

 Conocimiento de Políticas y Procedimientos de Cobros / Pagos

 Leyes contables

**HABILIDADES**

 Visión a largo plazo.

 Habilidad numérica.

 Capacidad de relacionarse.

**OBSERVACIONES**

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**Gerente General Empleado**

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 05** |
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**ASESOR COMERCIAL**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Asesor Comercial

**NOMBRE DEL ÁREA:** Ventas

**REPORTAR A:** Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** No Aplica

**RELACIONES DE TRABAJO EXTERNA:** Clientes, Personal de Varias Empresas.

**REQUISITOS PARA OCUPAR EL CARGO**

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Bachiller Técnico Académico Comercial Industrial

Técnico ó Tecnólogo **En:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Estudiante Universitario **En:** Ingeniería Comercial **Semestre Requerido**: Segundo

Profesional **En:** Ingeniería Comercial ó Carreras Afines a la Actividad de la empresa.

Cursor, Seminarios **Cuales:** Ventas, Liderazgo, Computación, RRHH

Idioma Extranjero **Cual:** Ingles Técnico

**EXPERIENCIA**

XX

Seis Meses Un Año Más De Un Año \_\_\_\_\_\_ No Requerida

**OBJETIVO DEL CARGO**

Organizar, vender y coordinar pedidos de los diferentes productos de la empresa de acuerdo al análisis de la disponibilidad en el mercado, acorde a las políticas y normas de

la compañía; a fin de cumplir con los estándares de ventas por producto fijados anualmente y cumplir con las necesidades de los clientes.

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 05** |
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**COMPETENCIAS**

 Atención y servicio al cliente

 Conocimiento de facturación

 Conocimiento de políticas y procedimientos de cobros

 Negociación (clientes o proveedores)

 Logística

**HABILIDADES**

 Capacidad para interrelacionarse con los clientes.

 Capacidad de negociación.

 Buena comunicación.

 Manejo de vehículo.

**OBSERVACIONES**

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**Gerente General Empleado**

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 06** |
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|  |  | **REFERENCIA** |  |
|  |  | **RESPONSABLE** |  |
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**CONTADOR**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Contador

**NOMBRE DEL ÁREA:** Contabilidad

**REPORTAR A:** Presidente,Gerente General

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** No Aplica

**RELACIONES DE TRABAJO EXTERNA:** Personal de empresas públicas y privadas

**REQUISITOS PARA OCUPAR EL CARGO**

Profesional **En:** Contador Público Autorizado

Post Grado **En:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Cursor, Seminarios **Cuales:** Tributación, Computación

Idioma Extranjero **Cual:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**EXPERIENCIA**

XX

Seis Meses Un Año Más De Un Año \_\_\_\_\_\_ No Requerida

**OBJETIVO DEL CARGO**

Supervisar y controlar el sistema contable de la empresa, con el propósito de garantizar el registro correcto de las operaciones financieras y tributarias, proporcionando información oportuna para la toma de decisiones, de acuerdo a principios de contabilidad generalmente aceptados y a leyes emitidas en el Ecuador por entidades reguladoras.

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 06** |
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**COMPETENCIAS**

 Auditoría Interna

 Conocimiento de facturación

 Conocimiento de políticas y procedimientos de cobros

 Conocimiento de políticas y procedimientos de pagos

 Leyes contables

 Leyes laborales y sociales

 Leyes tributarias

**HABILIDADES**

 Liderazgo

 Organización de archivos.

 Habilidad para digitar.

 Habilidad numérica.

**OBSERVACIONES**

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**Gerente General Empleado**

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**OPERARIO**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Operario

**NOMBRE DEL ÁREA:** Producción

**REPORTAR A:** Jefe de Producción

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** No Aplica

**RELACIONES DE TRABAJO EXTERNA:** No Aplica

**REQUISITOS PARA OCUPAR EL CARGO**

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Bachiller Técnico Académico Comercial Industrial

Técnico ó Tecnólogo **En:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Cursor, Seminarios **Cuales:** Seguridad Industrial.

**EXPERIENCIA**

XX

Seis Meses Un Año Más De Un Año \_\_\_\_\_\_ No Requerida

**OBJETIVO DEL CARGO**

Operar y manipular los equipos necesarios en el proceso de fabricación de los productos con el propósito de mantener continuidad y buen funcionamiento para obtener los niveles óptimos de calidad y producción acorde a los parámetros establecidos por el Jefe de Producción.

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 07** |
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|  |  | **REFERENCIA** |  |
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**COMPETENCIAS**

 Instrumentación industrial

 Mantenimiento industrial

 Soldaduras

 Técnicas de laboratorio de seguimiento

 Destreza para el manejo de montacargas.

 Practicas Contra Incendio

**HABILIDADES**

 Realizar trabajos físicos.

 Organización y limpieza

 Sinergia y empatía

**OBSERVACIONES**

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**Gerente General Empleado**

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|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 08** |
|  |  | **FECHA DE REVISIÓN:** |  |
|  |  | **N° REVISIÓN** | **001** |
|  |  | **REFERENCIA** |  |
|  |  | **RESPONSABLE** |  |
|  |  | **PÁGINA:** | **1 de 2** |

**AUXILIAR DE SERVICIOS**

**IDENTIFICACIÓN**

**NOMBRE DEL CARGO:** Auxiliar de Servicio

**NOMBRE DEL ÁREA:** Administración

**REPORTAR A:** Asistente Administrativo Financiero

**CARGO CON LOS QUE SE RELACIONAN:** No Aplica

**SUPERVISA A:** No Aplica

**RELACIONES DE TRABAJO EXTERNA:** No Aplica

**REQUISITOS PARA OCUPAR EL CARGO**

XX

XX

Bachiller Técnico Académico Comercial Industrial

Técnico ó Tecnólogo **En:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**EXPERIENCIA**

XX

Seis Meses Un Año Más De Un Año \_\_\_\_\_\_ No Requerida

**OBJETIVO DEL CARGO**

Ejecutar labores de limpieza y demás actividades de la empresa.

**COMPETENCIAS**

 Manejo de montacargas

 Organización y limpieza

 Practicas contra incendio

|  |  |  |  |
| --- | --- | --- | --- |
|  | **PERFIL DEL CARGO** | **CÓDIGO:** | **MPC - 08** |
|  |  | **FECHA DE REVISIÓN:** |  |
|  |  | **N° REVISIÓN** | **001** |
|  |  | **REFERENCIA** |  |
|  |  | **RESPONSABLE** |  |
|  |  | **PÁGINA:** | **2 de 2** |

**HABILIDADES**

 Destreza para desarrollar sus labores.

 Responsabilidad.

**OBSERVACIONES**

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**Gerente General Empleado**



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