



## Cladding-Technology-Shanxi-Co., Ltd

# QP-04 Quality Objective Management Procedure

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|  |  |                                                                                                 |  |  |
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|  |  | procedure for formulation,<br>decomposition, monitoring and<br>assessment of quality objectives |  |  |
|--|--|-------------------------------------------------------------------------------------------------|--|--|

### 1. 目的 PURPOSE

**中文：**为规范公司质量目标的制定、分解、实施、监测、评审与考核全流程管理，确保质量目标贴合公司质量方针、经营战略及内外部环境需求，实现质量目标量化、可落地、可监测、可考核；通过目标管控推动各部门质量工作有序开展，持续提升产品与服务质量，保障质量管理体系高效运行，满足ISO9001:2015 标准 6.2 质量目标与策划管控要求。

**English:** To standardize the whole-process management of formulation, decomposition, implementation, monitoring, review and assessment of company quality objectives, ensure that the quality objectives conform to the company's quality policy, business strategy and internal and external environmental requirements, and realize quantitative, implementable, monitorable and assessable quality objectives. Promote the orderly development of quality work in all departments through objective management, continuously improve product and service quality, ensure the efficient operation of the quality management system, and comply with the quality objective and planning control requirements of ISO9001:2015 Clause 6.2.

### 2. 范围 SCOPE

**中文：**本程序适用于公司总体质量目标及各部门分解质量目标的制定、发布、实施、日常监测、定期评审、绩效考核、修订更新等全部管理活动，覆盖公司质量管理体系涉及的所有部门、生产经营及服务全过程。

**English:** This procedure applies to all management activities such as formulation, issuance, implementation, daily monitoring, regular review, performance assessment and revision update of the company's overall quality objectives and departmental decomposed quality objectives, covering all departments and the whole process of production, operation and services involved in the company's quality management system.

### 3. 术语与定义 TERMS AND DEFINITIONS

#### 3.1 质量目标 Quality Objective

**中文：**公司依据质量方针制定的、在质量方面追求的具体成效与指标，是质量方针的细化与量化落地指标，涵盖产品质量、过程管控、客户满意度、体系运行等维度，具备可测量、可实现、相关性、时限性特点。

**English:** Specific effectiveness and indicators pursued in terms of quality formulated by the company in accordance with the quality policy, which are refined and quantified implementation indicators of the quality policy, covering product quality, process control, customer satisfaction,



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system operation and other dimensions, with the characteristics of measurability, achievability, relevance and timeliness.

### 3.2 目标分解 Objective Decomposition

**中文：**将公司总体质量目标按部门、岗位、业务流程逐层拆解为细分指标，明确各层级目标责任、实施标准及完成时限，确保总体目标落地达成。

**English：**To decompose the company's overall quality objectives into sub-indicators layer by layer according to departments, posts and business processes, clarify the responsibilities, implementation standards and completion time limits of each level of objectives, and ensure the achievement of overall objectives.

### 3.3 目标监测 Objective Monitoring

**中文：**对质量目标实施进度、完成数据、落地效果进行常态化跟踪、统计、核查，及时发现偏差、分析原因并整改优化的管控过程。

**English：**A normalized control process of tracking, counting and verifying the implementation progress, completed data and landing effect of quality objectives, discovering deviations in a timely manner, analyzing causes and implementing rectification and optimization.

## 4. 职责 RESPONSIBILITIES

### 4.1 最高管理者 Top Management

**中文：**负责审批公司年度总体质量目标，审定质量目标评审结果及修订方案，统筹质量目标落地的资源配置，主导重大目标偏差整改决策。

**English：**Responsible for approving the company's annual overall quality objectives, examining and approving quality objective review results and revision plans, coordinating resource allocation for quality objective implementation, and leading decision-making on rectification of major objective deviations.

### 4.2 管理者代表 Management Representative

**中文：**牵头组织质量目标的策划、制定、分解工作；监督各部门质量目标实施落地；组织开展季度、年度质量目标评审，汇总偏差问题并推动持续改进。

**English：**Take the lead in organizing the planning, formulation and decomposition of quality objectives; supervise the implementation of quality objectives in all departments; organize quarterly and annual quality objective reviews, summarize deviation problems and promote continuous improvement.

### 4.3 品控部（归口部门） Quality Department (Centralized Department)

**中文：**为本程序归口管理部门，负责草拟公司总体质量目标；指导各部门目标分解与指标量化；负责日常目标数据收集、统计、监测、汇总；建立质量目标管理台账；组织目标考核，跟踪未达标项整改



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闭环；归档相关记录资料。

**English:** As the centralized management department of this procedure, responsible for drafting the company's overall quality objectives; guiding departmental objective decomposition and indicator quantification; conducting daily objective data collection, statistics, monitoring and summary; establishing quality objective management ledgers; organizing objective assessment, tracking and closing the rectification of unqualified items; filing relevant records and documents.

#### 4.4 各业务部门 Each Business Department

**中文:** 根据公司总体质量目标制定本部门细分质量目标；落实目标实施计划与管控措施；定期统计目标完成数据，自查实施情况；配合归口部门开展监测、评审与考核，对未达标项制定整改措施并闭环落实。

**English:** Formulate departmental sub-quality objectives according to the company's overall quality objectives; implement objective implementation plans and control measures; regularly count objective completion data and self-inspect implementation status; cooperate with the centralized department to carry out monitoring, review and assessment, formulate rectification measures for unqualified items and complete closed-loop implementation.

## 5. 工作程序 PROCEDURE DETAILS

### 5.1 质量目标制定原则 Quality Objective Formulation Principles

**中文:** 质量目标制定严格遵循 SMART 原则：具体明确、可测量、可实现、相关性强、有明确时限；需贴合公司质量方针、年度经营目标、客户需求、法律法规及体系标准要求，结合上年度目标达成情况、内外部环境变化、风险机遇分析结果统筹制定，杜绝空泛、不可量化、脱离实际的目标。

**English:** The formulation of quality objectives strictly follows the SMART principle: specific, measurable, achievable, relevant and time-bound. It shall be formulated in accordance with the company's quality policy, annual business objectives, customer requirements, laws, regulations and system standard requirements, combined with the previous year's objective completion status, internal and external environmental changes, and risk and opportunity analysis results, avoiding vague, unquantifiable and impractical objectives.

### 5.2 质量目标制定与审批 Quality Objective Formulation and Approval

**中文:** 1. 每年年末，由品控部结合年度体系运行情况、客户反馈、质量数据、经营规划，草拟下一年度公司总体质量目标及指标清单；2. 组织各部门研讨修订，征求各部门实施可行性意见；3. 经管理者代表审核、最高管理者批准后正式发布实施；4. 质量目标一经批准，纳入体系文件管控，严禁各部门私自变更。

**English:** 1. At the end of each year, the Quality Department drafts the company's overall quality objectives and indicator list for the next year based on annual system operation status, customer



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feedback, quality data and business planning; 2. Organize departmental discussion and revision, and solicit feasible implementation opinions from all departments; 3. Officially issue and implement after review by the management representative and approval by the top management; 4. Once approved, quality objectives shall be included in system document control, and unauthorized changes by all departments are prohibited.

### 5.3 质量目标分解与落地 Quality Objective Decomposition and Implementation

**中文：**1. 总体质量目标发布后 5 个工作日内，各部门结合岗位职责、业务范围，将公司目标逐层分解至部门、班组及岗位，形成《部门质量目标及实施计划表》；2. 分解目标需明确量化指标、考核周期、责任人、保障措施及完成时限；3. 分解目标需与公司总体目标保持一致，确保层层承接、全覆盖、无遗漏；4. 分解完成后提交品控部备案，作为日常监测与年度考核依据。

**English:** 1. Within 5 working days after the issuance of overall quality objectives, all departments shall decompose the company's objectives layer by layer to departments, teams and posts according to job responsibilities and business scope, and form the Department Quality Objective and Implementation Plan Form; 2. Decomposed objectives shall clarify quantitative indicators, assessment cycles, responsible persons, safeguard measures and completion time limits; 3. Decomposed objectives shall be consistent with the company's overall objectives to ensure full coverage without omission; 4. Submit the decomposed results to the Quality Department for filing as the basis for daily monitoring and annual assessment.

### 5.4 质量目标日常监测 Quality Objective Daily Monitoring

**中文：**1. 各部门按月统计本部门质量目标完成数据，记录实施进度、达成情况、存在问题，每月底上报品控部；2. 品控部建立《质量目标监测台账》，对各项目标数据进行汇总、统计、分析，动态跟踪目标达成进度；3. 针对进度滞后、数据异常、未达标的项目，及时告知责任部门，督促分析偏差原因，制定整改措施并限期闭环；4. 日常监测数据作为季度评审、年度考核的核心依据。

**English:** 1. All departments shall count the completion data of departmental quality objectives on a monthly basis, record the implementation progress, achievement status and existing problems, and report to the Quality Department at the end of each month; 2. The Quality Department shall establish a Quality Objective Monitoring Ledger to summarize, count and analyze all objective data and dynamically track objective achievement progress; 3. For projects with lagging progress, abnormal data and unqualified results, promptly notify the responsible department, urge the analysis of deviation causes, formulate rectification measures and complete closed-loop correction within the time limit; 4. Daily monitoring data shall be taken as the core basis for quarterly review and annual assessment.

### 5.5 质量目标定期评审 Quality Objective Regular Review



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**中文：**1. 季度评审：每季度末由品控部组织开展质量目标专项评审，核查各项目标达成情况，总结实施亮点与问题，形成季度评审报告；2. 年度评审：结合管理评审工作，开展年度质量目标全面评审，综合评估目标适宜性、充分性、有效性；3. 若出现市场变动、政策调整、工艺升级、客户需求重大变化等情况，可开展临时专项评审，按需调整优化质量目标。

**English：**1. Quarterly review: The Quality Department organizes special quality objective reviews at the end of each quarter, verifies the achievement of all objectives, summarizes implementation highlights and problems, and forms quarterly review reports; 2. Annual review: Conduct comprehensive annual quality objective reviews combined with management review, and comprehensively evaluate the suitability, adequacy and effectiveness of objectives; 3. In case of market changes, policy adjustments, process upgrades, major changes in customer needs and other situations, temporary special reviews can be carried out to adjust and optimize quality objectives as needed.

### 5.6 质量目标考核与改进 Quality Objective Assessment and Improvement

**中文：**1. 品控部依据日常监测数据、季度评审结果、年度达成情况，对各部门质量目标完成情况进行年度考核；2. 考核结果纳入部门质量管理绩效，对圆满完成目标的部门予以认可，对未达标部门责令限期整改，跟踪闭环；3. 针对长期未达标、目标不合理、流程短板等问题，结合评审结果优化下一年度质量目标及管控方案，形成持续改进循环。

**English：**1. The Quality Department conducts annual assessment on the completion of departmental quality objectives based on daily monitoring data, quarterly review results and annual achievement status; 2. The assessment results are included in departmental quality management performance. Departments that successfully complete the objectives shall be recognized, and unqualified departments shall be ordered to rectify within a time limit with closed-loop tracking; 3. Aiming at problems such as long-term failure to meet standards, unreasonable objectives and process shortcomings, optimize the next year's quality objectives and control plans combined with review results to form a continuous improvement cycle.

### 5.7 质量目标修订更新 Quality Objective Revision and Update

**中文：**质量目标保持相对稳定，年度周期内原则上不随意变更。当出现公司战略调整、业务转型、法律法规更新、重大质量事故、客户核心需求变更等特殊情况，原目标不再适宜时，由品控部提出修订申请，按原审批流程审核批准后更新发布，同步更新各部门分解目标，留存修订记录。

**English：**Quality objectives remain relatively stable and shall not be changed arbitrarily within the annual cycle. When the original objectives are no longer applicable due to special circumstances such as company strategic adjustment, business transformation, law and regulation update, major quality accidents and changes in core customer needs, the Quality Department shall put forward a revision application, update and issue after review and approval in accordance with the original approval process, synchronously update the decomposed objectives of all departments and retain



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revision records.

## 6. 相关文件 REFERENCE DOCUMENTS

中文：1. ISO9001:2015 质量管理体系 要求；2. QP-01 文件控制程序；3. QP-03 组织环境与相关方管理程序

**English:** 1. ISO9001:2015 Quality Management Systems - Requirements; 2. QP-01 Document Control Procedure; 3. QP-03 Organization Context and Stakeholder Management Procedure

## 7. 配套记录 RECORDS & FORMS

中文：

1. QR-04-01 年度质量目标清单
2. QR-04-02 部门质量目标及实施计划表
3. QR-04-03 质量目标监测台账
4. QR-04-04 质量目标评审报告
5. QR-04-05 质量目标考核记录表

**English:**

1. QR-04-01 Annual Quality Objective List
2. QR-04-02 Departmental Quality Objective and Implementation Plan Form
3. QR-04-03 Quality Objective Monitoring Ledger
4. QR-04-04 Quality Objective Review Report
5. QR-04-05 Quality Objective Assessment Record Form

## 8. 附则 SUPPLEMENTARY PROVISIONS

中文：本程序由品控部负责解释，自 2026 年 7 月 23 日起正式生效。公司原有质量目标管理相关规定与本程序不一致的，以本程序为准。

**English:** This procedure is interpreted by the Quality Department and takes effect officially on July 23, 2026. If the company's previous relevant provisions on quality objective management are inconsistent with this procedure, this procedure shall prevail.