

Major NCR Close-Out Field Aid - United Arab Emirates

Print one sheet for the site office. Use for every major non-conformance and any minor one involving an authority, a designer or a concealed element. Companion to the article PMC-QA-ART-001.

Reference	Entry	Reference	Entry
Project / contract		NCR number and class	
Location		Requirement breached	
Contractor owner		PMC verifier / date raised	

The seven gates - the item is closed only when all seven pass

Gate	Gate condition	Evidence that passes the gate	Status
G1	Requirement and acceptance criterion fixed	Clause or specification section, drawing number and revision, ITP hold point or code reference, plus the objective compliance criterion	Open
G2	Containment complete; extent bounded	Stop, segregate or barricade record with dates and photographs; written boundary; hold notice reference	Open
G3	Root cause reaches a system cause	Five-why chain ending in a controllable system cause; contributing control failures named	Open
G4	CAPA complete and verifiable	SMART corrective action; measurable preventive action; named management owner; schedule with target dates; monitoring mechanism; effectiveness evidence	Open
G5	Correction verified by the right party	Re-inspection or re-test against the stated criteria, calibrated instruments, witnesses, designer confirmation, third-party test where required	Open
G6	Authority or designer has accepted	Authority inspection record, NOC, certificate or approved revised drawing - PMC inspection alone cannot close this gate	Open
G7	Evidence indexed and drawings updated	Numbered evidence index, revised as-built markup, handover and O&M update, register updated with the closure certificate reference	Open

Time box and automatic escalation

Elapsed	What must have happened, the record to hold, and the escalation if it has not
0-48 h	Containment applied; NCR issued; acknowledgement received and a named owner appointed. Record: containment record, photographs, hold notice, acknowledgement. Escalation: written instruction; valuation of the affected item withheld
Day 3-5	Method statement submitted and approved. Record: approved method statement and programme. Escalation: 48-hour instruction; PMC Quality Manager informed
Day 7 minor / 14 major	Root cause and CAPA accepted. Record: five-why analysis; CAPA with owners, schedule, monitoring and effectiveness evidence. Escalation: reject and start the escalation ladder
Day 5-30	Rectification executed with resources in place. Record: daily records, hold point releases, material traceability. Rule: approval to proceed at risk is never acceptable
Completion + 5 d, then + 3 d	Re-inspection or re-test recorded, then the closure certificate signed. Record: test record with calibration reference; signed closure certificate and evidence index. Escalation: instruction to re-present; consider third-party verification
7 d past due	Written instruction to remedy. Record: instruction referencing the NCR and the contract clause. Escalation: automatic escalation to the PMC Resident Engineer
14 d past due	Notice to Correct, in parallel with the quality record. Record: contractual notice stating the obligation and the time allowed. Escalation: client notified the same day
28 d past due	Payment, cost and programme action. Record: withholding note, back-charge statement, delay record. Escalation: client escalation and a written recovery plan
Safety / structural / statutory	Immediate escalation, no waiting period. Record: instruction with the authority or code reference. Escalation: notify the client and, where required, the authority

Red flags - escalate immediately

• photographs offered as the only evidence of closure • root cause stated as carelessness, subcontractor error or misunderstanding, with no system cause • preventive action with no document, checklist, hold point, training record or physical control behind it • no acceptance criterion recorded when the NCR was issued • verification proposed by the party who executed the work, with no independent check • authority-linked finding with no authority instrument referenced • correction executed before the design or authority consequences were assessed • item aged beyond 30 days with no recovery plan or programme impact assessment

Evidence pack checklist - tick only when the document is in the closure dossier

☐ NCR with clause, revision, hold point and acceptance criterion ☐ date and location stamped photographs ☐ containment record and hold notice ☐ approved method statement ☐ test record with results and calibration reference ☐ third-party or accredited laboratory report ☐ material conformity and batch traceability ☐ designer confirmation ☐ authority record, NOC, certificate or revised drawing ☐ as-built and handover dossier update ☐ signed closure certificate and evidence index

The two rules that end the argument: no authority or designer linked item closes on PMC inspection alone; it closes when the authority's or designer's own instrument exists. No major item closes on corrective action alone; the preventive action must be verifiable in a document, checklist, hold point, training record or physical control.

Signed - contractor QA/QC manager: _____ PMC verifier: _____ PMC Quality Manager: _____ Date: _____