LDM Installers Ltd.

Quality Systems Manual

Meeting ISO 9001:2008 Requirements

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Introduction

LDM Installers Limited has developed and implemented a Quality Management System (QMS) in order to document the company's best business practices, better satisfy the requirements and expectations of its customers and to improve the overall management of the company.

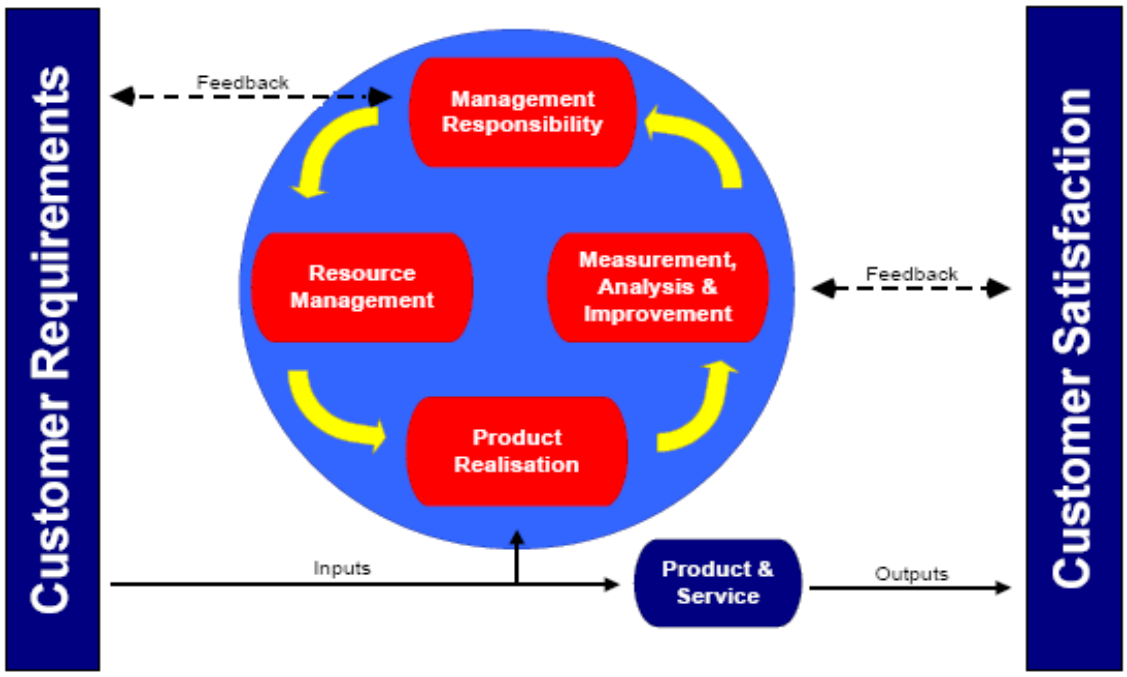
The Quality Management System (QMS) of LDM Installers Limited meets the requirements of the international standard ISO 9001:2008.

This manual describes the Quality Management System (QMS), delineates authorities, inter relationships and responsibilities of the personnel responsible for performing within the system. The manual also provides procedures or references for all activities comprising the Quality Management System (QMS) to ensure compliance to the necessary requirements of the standard.

This manual is used internally to guide the company's employees through the various requirements of the ISO standard that must be met and maintained in order to ensure customer satisfaction, continuous improvement and provide the necessary instructions that create an empowered work force.

This manual is used externally to introduce our Quality Management System (QMS) to our customers and other external organisations or individuals. The manual is used to familiarise them with the controls that have been implemented and to assure them that the integrity of the Quality Management System (QMS) is maintained and focused on customer satisfaction and continuous improvement.

Quality Management System (QMS) Process Map



1. Scope

The International Organisation Standard ISO 9001:2008 describes requirements for a Quality Manual by addressing the principles and processes surrounding the design development and delivery of a general product or service. The activity covered by LDM Installers Limited is for the provision of labor for the installation of building façade component and this Quality Manual seeks to address those requirements defined by ISO 9001:2008.

2. References

In addition to ISO 9001:2008 standard the company will also make reference to relevant British and or International Standards as well as customer specifications appropriate to the product and its market.

ISO 9000:2005, Quality management systems – Fundamentals and vocabulary
ISO 9001:2008, Quality management systems – Requirements
ISO 9004:2000, Quality management systems – Guidelines for performance improvements

3. Terms & Definitions

Our Quality Management System (QMS) uses the same internationally recognised terms, vocabulary and definitions given in ISO 9000:2005. Acronyms, terms, vocabulary and definitions unique to our organisation, customers, industry and region and referenced throughout our Quality Management System (QMS) are contained in Appendix 9.9.

The following terms and definitions are taken from ISO 9000:2005:

Term	ISO 9000:2005 Clause	Definition
Document	3.7.2	Information and its supporting medium
Procedure	3.4.5	Specified way to carry out an activity or a process (Note: Procedures can be documented or not)
Quality Manual	3.7.4	Document specifying the quality management system of an organisation
Quality Plan	3.7.5	Document specifying which procedures and associated resources shall be applied by whom and when to a specific project, product, process or contract
Record	3.7.6	Document stating results achieved or providing evidence of activities performed
Specification	3.7.3	Document stating requirements

4. Quality Management System (QMS)

4.1 Introduction

LDM Installers Limited operates and maintains a Quality Management System (QMS) in accordance with the requirements of ISO 9001:2008 and through its application will ensure that both the operation and control of relevant processes is effective; by ensuring the availability of resources and information needed to support the QMS. LDM Installers Limited monitors, measures and analyses relevant processes and takes action to achieve planned results and the continual improvement of our QMS. Any outsourced process or activity is controlled as per applicable ISO 9001 requirements.

4.2 Documentation

In order to maintain this assurance a documented quality system has been developed to ensure and demonstrate that all work undertaken conforms to specification requirements. The system is structured in three levels.

4.2.1 The Quality Policy

This document (refer to 5.3) outlines the company's quality policies which are implemented through operating procedures and indicates how the requirements of ISO 9001:2008 are addressed.

4.2.2 Operational Control

Controls applied concerning the attainment of quality and the overall process is described in a process map. In addition the following procedures are included in the appendix to this Quality Manual:

1. Control of Documents (4.2.3)
2. Control of Records (4.2.4)
3. Internal Audits (8.2.2)
4. Control of Nonconforming Service (8.3)
5. Corrective Action (8.5.2)
6. Preventive Action (8.5.3)

4.2.3 Control of Documents

The company uses standard forms and a local area network computer system with an electronic document management system which are updated as required. Documents which must be controlled but are not limited to:

- Specifications and drawings
- Process work instructions
- Quality manual, mandatory procedures and associated forms

- External documents

Controlled documents are identified with a document name and document number

- Procedures are referenced according to the ISO 9001:2008 element number
- Forms are prefixed with F

4.2.4 Control of Records

The records established to provide evidence of conformity to the requirements specified by the standard and of the effective operation of the quality management system are formally controlled through the effective application of the control of records procedure.

4.3 Internal Document Control

- All Quality Manuals and Operating Procedure Manuals carry a unique reference number. Circulation and amendment registers are maintained
- Each page of the master copy of the Quality Manual and each procedure is authorised by the Quality Manager
- All Manuals and Procedures issued within the company have 'Controlled' status
- Formal documents produced by the company are reviewed, modified and authorised, as part of the appropriate procedures
- Standard forms used in conjunction with the Quality System are also controlled

4.4 External Document Control

External documents that the business depends upon, which subject to occasionally update, are controlled by the quality management system. Revision is controlled by the issuer/publisher. LDM Installers Limited is responsible for ensuring that the means exist to receive updates from the issuer/publisher and that you periodically check to make sure that you have the latest revisions. A record of relevant external document e.g. International and/or British Standards is maintained and up-dated as necessary.

REFERENCES

Document Control Procedure - Appendix 9.3
Master Document Index - Form F100.1
Document Issue Sheet - Form F100.2

4.5 Quality System Records

- The company policy is to retain records as objective evidence that the Quality System is effective in the context of the management of the company, and specifically in the execution of contracts
- In general individual personnel and departments are responsible for the long-term retention of the records which they generate

- Records relating to contracts are retained for periods defined in the procedure. If required by a contract, records will be retained for longer periods and be made available to the client if required

4.6 Computer Records

All PC's are connected via a local area network and business critical data is automatically stored on a central fileserver. All data stored on the fileserver is backed up daily to a SDLT tape backup unit. Backup tapes are stored in a safe for two weeks or off site another building and are rotated bi-weekly. Data is backed up on to tapes, and removed from site for security reasons.

REFERENCES

Quality Records Procedure - Appendix 9.7
Process Map - Appendix 9.1

5 Management Responsibilities

Top Management has the responsibility and authority for supporting development and implementation of the Quality Management System (QMS), for ensuring that it remains relevant to the company's objectives and the needs and expectations of customers, and that it promotes a continual improvement environment.

Top Management and their direct reports are responsible for communicating the Quality Policy and the importance of meeting customer as well as statutory and regulatory requirements to employees within their respective organisations. They shall ensure that it is understood and applied to the daily work of the organisation through the establishment of goals and quality objectives.

Top Management is responsible for ensuring that the Quality Policy is appropriate for the goals of the business, that it promotes the continuing improvement of the effectiveness of the Quality Management System (QMS) and that it is reviewed for continuing suitability.

All managers are responsible for communication of business plans and organisational goals within their respective sectors and reporting back to the organisation on the performance and effectiveness of the Quality Management System (QMS).

5.1 Management Commitment

The Director of LDM Installers Limited is committed to implementing and developing the Quality Management System (QMS). This commitment is defined by the Quality Policy, Section 5.3.

We ensure that our quality policy is understood, implemented, and maintained at all levels of the organisation through printed distribution of our quality policy statement, and through periodic management review of the quality policy statement and corporate level improvement objectives. In addition, our quality policy and objectives are communicated and deployed throughout the business via individual performance objectives established and reviewed during employee performance reviews.

5.2 Customer Focus

The objective of the Quality Management System (QMS) is to ensure and enhance customer satisfaction. A key aspect of this policy is the determination of customer requirements and the measurement of customer satisfaction.

Customer specifications and/or standards and other documents of external origin received by LDM Installers Limited, are distributed, reviewed and where necessary, implemented in a timely manner. LDM Installers Limited reviews customer requirements prior to accepting orders and prior to accepting changes to existing orders. This process includes:

- Determination that the customer's requirements are clearly defined
- An assessment of LDM Installers Limited ability to meet the customer's needs
- Decisions regarding price and delivery of contracts
- Negotiation and agreement with the customer on requirements and pricing.
- Assessment and provisions for confidentiality

5.3 Quality Policy

LDM Installers Limited is dedicated to the quality policy that will ensure that its services fully meet the requirements of its customers at all times. The goal of the company is to achieve a high level of customer satisfaction at all times. Commitment to the implementation of supporting managerial and business operational systems is essential to realising that goal.

LDM Installers Limited believes in the concept of client and supplier working together in pursuing this policy and in continually striving for improvements in service quality.

The quality policy is based on 3 fundamental principles:

1. Ensuring that we fully identify and conform to the needs of our customers
2. Looking at our service provision processes, identifying the potential for errors and taking the necessary action to eliminate them
3. Everyone understanding how to do their job and doing it right first time

To ensure that the policy is successfully implemented, staff will be responsible for identifying customer requirements, and ensuring that the correct procedures are followed to meet those requirements.

Objectives needed to ensure that the requirements of this policy are met and that continual improvement is maintained in line with the spirit of the policy, will be set, determined and monitored at Management Review.

The quality policy principles and objectives will be communicated and available to staff at all times. Training will be an integral part of the strategy to achieve the objectives.

Within this Policy we are committed to operating our Company under the disciplines and control of a Quality Management System conforming to the International Standard IS0 9001:2008, planned and developed jointly with our other management functions.

We are all committed to operating continuously to this standard and we will maintain the necessary Quality Approvals consistent with our customer requirements.

LDM Installers Limited will constantly review and improve its services to ensure tasks are completed in the most cost effective and timely manner for the benefit of all our customers.

We shall ensure that all our personnel understand and fully implement our Company's policies and objectives and are able to perform their duties effectively through an ongoing training and development programme.

5.4 Planning

Business planning is accomplished through the annual Business Planning process. This process includes long-term Strategic Business Planning (SBP) and short-term Operational Business Planning (OBP). These plans typically include performance plans and contingency plans, quality and continual improvement objectives, information on customer requirements and financial plans.

Management has the responsibility and authority for ensuring that the critical processes for each organisation have sufficient resources available to enable LDM Installers Limited to achieve its business and quality objectives and enhance customer satisfaction by including, as part of the OBP, capital resource plans as well as plans for acquisition and training of human resources.

The results of the Business Planning process are documented and the Business Plan which is a controlled document. Plans are reviewed and updated at least annually to reflect changes in the business environment and the conditions imposed by that environment and to reflect management's requirement for continual improvement in the processes affected by the plans.

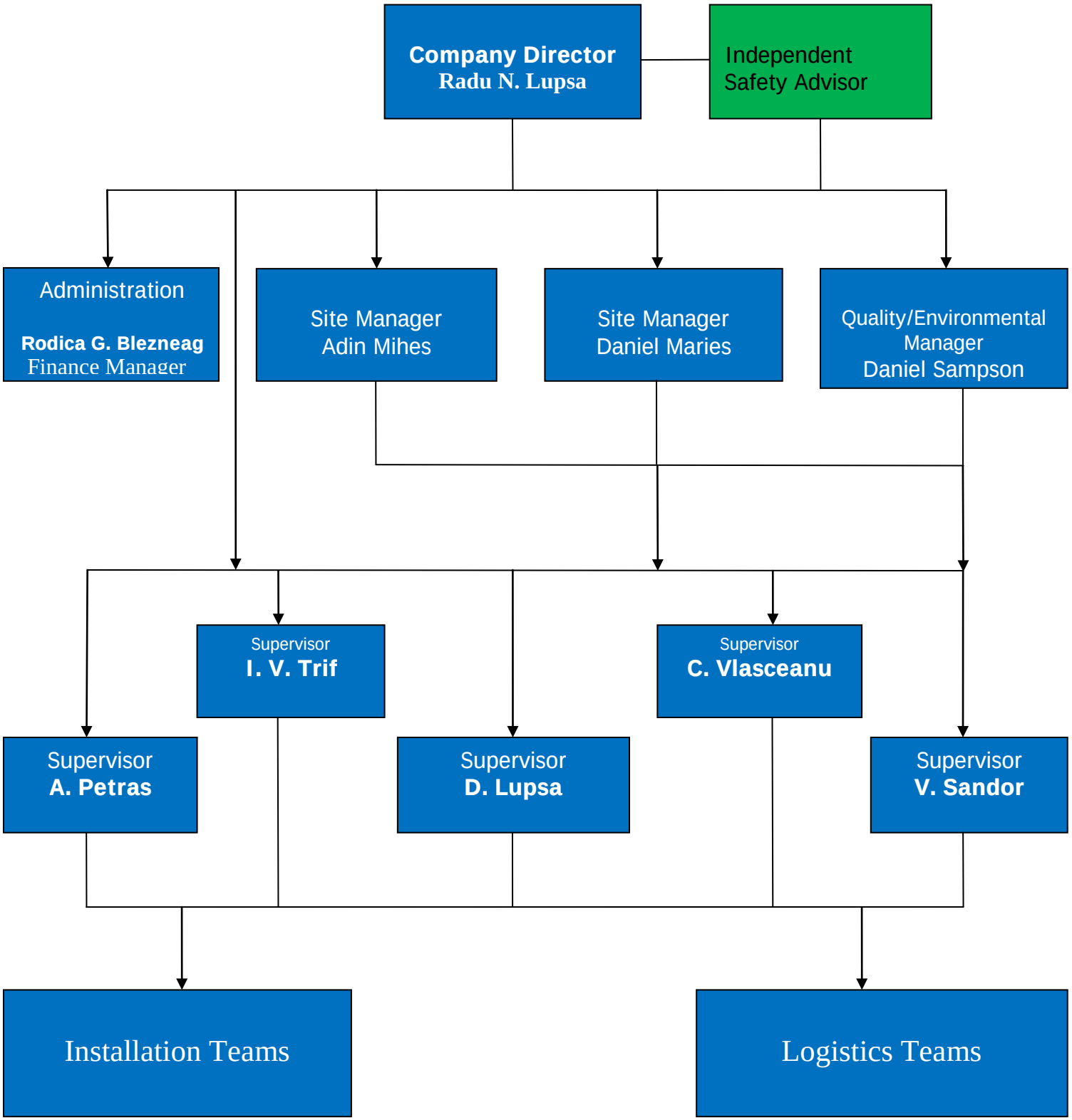
Plans and objectives to improve performance are established and reviewed as part of the Management Review process. Objectives are measurable and consistent with the Quality Policy and established procedures.

5.5 Responsibility & Authority

Specific responsibilities within the company and with particular reference to the Quality Management System (QMS) are defined below:

- The Managing Director has the ultimate responsibility for controlling, directing and coordinating all management activities throughout the company
- The Director is also responsible for the consolidation of existing business and the development of new business opportunities.
- Site Managers/Site Supervisors will make sure that all works are carried out in accordance with the specification and drawings.
- The Quality Manager is responsible for Quality Control and is also the nominated Management Representative and has the authority and responsibility to establish, implement and maintain the Quality Management System (QMS) and report its performance to top management.

Organagram


Company Director
Radu N. Lupsa
Independent
Safety Advisor
Administration
Rodica G. Blezneag
Finance Manager
Site Manager
Adin Mihes
Site Manager
Daniel Maries
Quality/Environmental
Manager
Daniel Sampson
Supervisor
I. V. Trif
Supervisor
C. Vlasceanu
Supervisor
A. Petras
Supervisor
D. Lupsa
Supervisor
V. Sandor
Installation Teams
Logistics Teams

5.6 Internal Communication

All personnel are aware of their responsibilities and lines of communication. In addition, the company operates an open-door policy and the Director encourage personnel to contribute to improving methods and products.

LDM Installers Limited communicates information regarding Quality Management System (QMS) processes and their effectiveness through documented training (refer to Section 6.2), the internal audit process (refer to Section 8.2.2), continual improvement and corrective/preventive action processes (refer to Section 8.5), and regular formal and informal communications as follows:

- The Quality Management Representative posts information on quality bulletin boards throughout the business to convey information regarding customer requirements, and the status and importance of quality activities. Internal audits (refer to Section 8.2.2) are also used to reinforce or communicate appropriate information to all employees.

- The Safety Manager posts information on safety bulletin boards throughout the business to convey information regarding the status of the Health, Safety and Environmental Management and related statutory/regulatory requirements.

- The Human Resources Manager posts information on employee bulletin boards throughout the facility to convey information regarding employee benefits, programs, involvement opportunities and applicable statutory/regulatory requirements.

Managers and supervisors are responsible for establishing internal communications as needed to convey to their employees the relevance and importance of their activities.

5.7 Management Review

Top management conducts a management review meeting at least once annually to ensure the continuing suitability, adequacy, and effectiveness of our Quality Management System (QMS). The primary inputs reviewed include data that measures the conformance and performance of our Quality Management System (QMS) and recommendations based on analysis of such data. Conformance is primarily assured through internal audits (refer to Section 8.2.2) and is demonstrated through a review of internal audit results and our demonstrated ability to correct/prevent problems. Performance is primarily assured through the deployment of corporate/operational level objectives and demonstrated through a review of our demonstrated ability to achieve desired results. The primary outputs of management review meetings are management actions taken to make changes or improvements to our Quality Management System (QMS) and the provision of resources needed to implement these actions.

As a minimum, the following items are discussed:

1. Results of internal and external audits
2. Customer feedback (compliments and complaints)
3. Productivity and quality control issues
4. Corrective and preventive actions
5. Follow-up actions from previous meetings
6. Changes that could affect the QMS
7. Recommendations for improvement

6 Resource Management

6.1 Resources

It is company policy to ensure that all personnel are provided with appropriate training and equipment to enable them to perform their assigned duties. This output is recorded with reference to 6.3 Training Records, refer below.

Resource Management Process Map

6.2 Human Resources

LDM Installers Limited selects, and assigns, qualified personnel to ensure that those who have responsibilities defined in the quality system are competent on the basis of applicable education, training, skills and experience.

The company operates a formal system to ensure that all employees within the Quality System are adequately trained to enable them to perform their assigned duties.

Training covers all aspects of running the business and embraces management, performance and verification activities. This specifically includes the implementation of the internal audit program.

6.3 Training Records

Training records are maintained to demonstrate competency and experience. The staff member's manager should review the training records annually to ensure completeness and to identify possible future training needs. Training records will include as a minimum, the following information:

1. Training Records - Form F101.1
2. Training Request - Form F101.2
3. Curriculum Vitae
4. Current Job Description

5. Copies of certificates for any training undertaken to date
6. Details of any relevant training conducted prior to appointment, which may not be listed in the current CV

Where possible; training is conducted in-house, although for more specialist skills external seminars or courses are utilised.

The effectiveness of training is evaluated. The training procedure also covers the induction of new employees which includes an introduction to the company's Quality Policy statement. Future training needs are identified as part of the Management Review process.

6.4 Infrastructure

It is company policy is to ensure that all assets and associated equipment are adequately maintained and fit for purpose. The policy includes these activities:

- Facilities management, maintenance and repair
- Housekeeping/custodial services management
- Process equipment management, maintenance and repair
- Production tooling management
- Transportation and material handling equipment management, maintenance and repair
- Information systems maintenance and repair

6.5 Work Environment

The company also ensures to comply with relevant health and safety regulations e.g. personnel are issued with PPE, risk assessments are carried out, In addition, the Health & Safety Manager carries out regular audits to ensure that standards are maintained. In addition, all personnel are encouraged to contribute to the success of the business via its open door policy.

7 Product Realisation

7.1 Planning

The company has established documented quality plans and procedures that describe work methods, the controls applied and the records required.

7.2 Customer Related Processes

The company has established formal procedures to review and record all enquiries and orders to ensure that all contractual requirements are defined and can be met. Where necessary, queries are discussed with the customer and the resolution recorded.

Subsequent orders are reviewed to ensure that:

1. Requirements are defined
2. Any additional or changed requirements are identified and resolved with the customer
3. The work-load is planned taking account of such issues as time constraints, resources and specified requirements

Order amendments are treated as part of the on-going process control and appropriate records are maintained.

7.3 Purchasing

Note: In the following paragraph, the term ‘supplier’ is used to denote both suppliers and subcontractors with full knowledge that the requirements for each may not always be exactly the same. The quality of LDM Installers Limited services is dependent on the quality of purchased services. The purchase process is documented and structured to meet the following requirements:

- Ensure that purchasing documents clearly describe the product/service ordered
- Communicate to suppliers the appropriate product, quality, and delivery requirements
- Ensure that purchased materials and services used meet current legislation
- Ensure that finished product/service, meets the provisions of regulatory and customer requirements

The company’s policy on purchasing is to ensure that suppliers are able to perform effectively and that appropriate records are maintained.

New suppliers are assessed by placing a trial order, except where the supplier is specified by the customer.

The range of purchasing involved relates to the following principal groups:

1. Material suppliers (if applicable)

2. Suppliers of equipment
3. Sub-contractors

7.3.1 Purchase Orders

Purchase orders clearly specify the goods or services required, including specification or standard to be applied. Purchase orders are approved before release.

7.3.2 Verification of Purchased Product

Purchased items are checked against the Purchase Order to confirm identity and quantity. Satisfactory items are placed in stock. In the event that items are rejected on receipt a Non-conformance report is raised and the supplier contacted to arrange replacement or credit.
Where the customer wishes to verify supplier activities, specific arrangements are made.

7.4 Operational Control

In order to control the planning, administrative support and implementation of work, the company's policy is to describe the work methods, the controls applied and the records required. The process control activities are integrated with many aspects that also relate to quality control.

7.4.1 Validation of Special Processes

In cases where special processes are employed (e.g. where the results of which cannot be easily checked) additional controls specify:

1. The criteria to review, approve and revalidate processes
2. The required equipment and training
3. Specific methods, procedures and records required

7.4.2 Identification & Traceability

- All enquiries are identified with a unique estimate number, allocated on receipt
- Subsequent orders are identified by contract number
- Stored equipment and materials are identified as to type, description and inspection status
- Unacceptable items are identified as such and are removed from the normal work flow

7.4.3 Customer Property

Customer's drawings, specifications, etc. they are logged as part of the document control procedure.

Customer property can also include customer-owned materials, tools (including returnable packaging), tooling (including test/inspection tooling and equipment), and intellectual property. We identify, verify, protect and maintain customer property provided for use.

The Quality Manager ensures that lost, damaged or unsuitable customer property is recorded and immediately reported to the customer. Refer to Section 8.3.

7.4.4 Preservation of Product

The company ensures that all products and materials are handled and stored appropriately at all stages to prevent damage or deterioration:

- Components and products are handled and stored in a manner that prevents damage or deterioration pending use or delivery
- Packing ensures specified or original manufacturing packaging is utilised
- All components and products are suitably packed to prevent deterioration or damage during storage.

7.5 Calibration

All test equipment is:

1. Uniquely identified
2. Periodically recalled and checked against equipment that is traceable to national standards
3. Only adjusted by authorised personnel and is tamper-proofed
4. Protected from damage and deterioration
5. Utilised by competent personnel

Where equipment is found to be out of calibration, the significance of the error is reviewed and appropriate actions taken.

REFERENCES

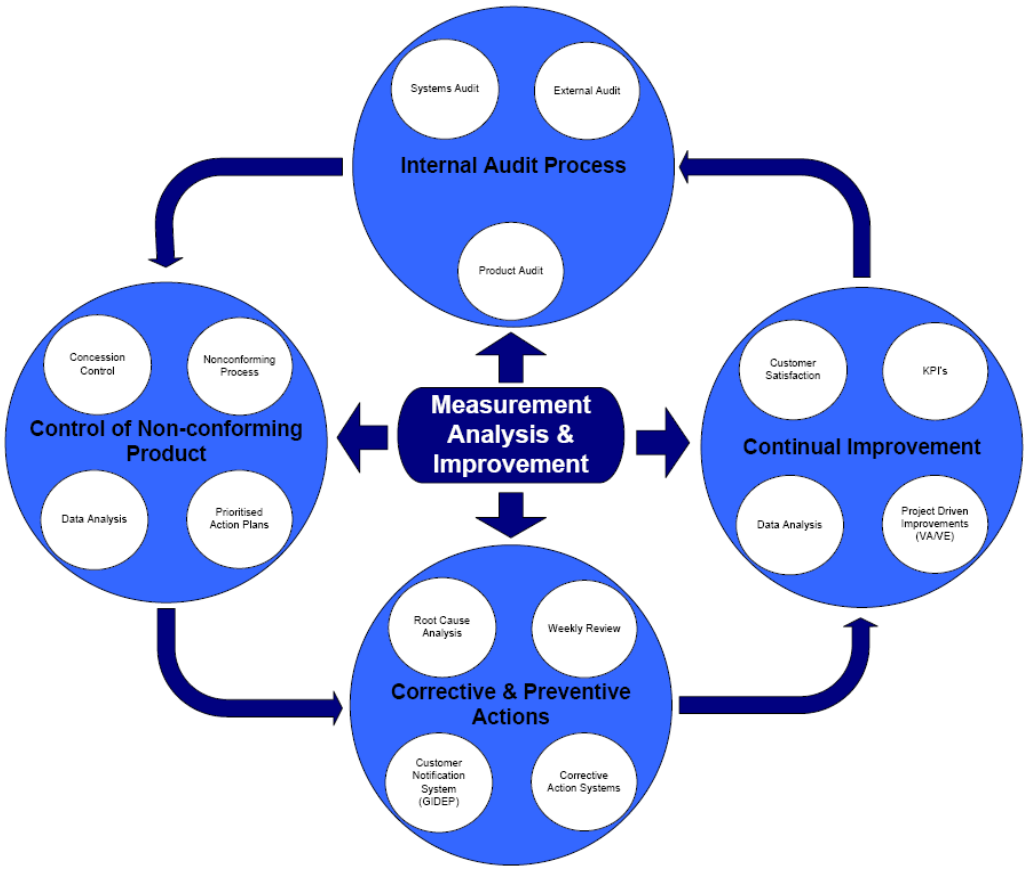
Calibration Log - Form F103.1
Calibration & Maintenance Status Log - Form F103.2

8 Measurement, Analysis & Improvement

8.1 General

It is the policy of the company to monitor, analyse and improve the performance of the products, processes and the Quality Management System (QMS).

Measurement, Analysis & Improvement Process Map



8.2 Monitoring & Measurement

Various monitoring and measurement activities are undertaken to ensure service compliance and identify potential improvements.

8.2.1 Customer Satisfaction

Customer satisfaction is monitored in various ways:

1. Levels of repeat business
2. Growth of key accounts
3. On-time contract delivery
4. Customer surveys (Customer Feedback - Form F104.1)
5. Analysis of customer complaints

8.2.2 Internal Audit

The effective implementation of the Quality Management System (QMS) and compliance with ISO 9001:2008 is assessed by a program of regular internal audits which are carried out by trained personnel. Auditors are selected on the basis of independence from the aspect being assessed.

- All Audit and Corrective Action Reports are reported and discussed at each Management Meeting
- Internal audits are planned and conducted so that each of the activities documented in the Quality System is audited at least once per year
- Corrective Action reports are used to ensure the resolution of any deficiencies found during an audit
- Follow-up audits take place to verify the effectiveness of the action taken

REFERENCES

Internal Audit Procedure - Appendix 9.7
Internal Audit Schedule - Form F107.1
Internal Audit Report - Form F107.2

8.2.3 Process & Product Monitoring

- In-process checks are included in various processes and relate to both quality control and productivity checks
- Provision is made for the identification and resolution of non-conformance. The emphasis is to prevent any problems which might affect customer satisfaction
- Action is taken promptly to resolve any problems that arise
- In-process checks are performed and recorded
- Where specific inspection points are required these are identified at the contract planning phase

8.3 Control of Nonconforming Products

The company policy is to detect, control and rectify any aspect of nonconformance as quickly and efficiently as possible. Improvements will then be implemented to ensure the nonconformance does not occur in the future.

The recording of aspects of non-conformance is important in order to promote action for the prevention of future problems therefore LDM Installers Limited will maintain records of nonconformities and how they were dealt with.

If something is done to correct the non-conformity, LDM Installers Limited will re-verify to ensure that it meets the requirements.

REFERENCES

Non Conformance Procedure - Appendix 9.4
Non Conformance Report - Form F105.1
Non Conformance Report Log - Form F105.2

8.4 Analysis of Data

ISO 9001:2008 requires LDM Installers Limited to gather data that show characteristics and trends about processes, products and opportunities for preventive action. In order to identify opportunities, the company monitors trends in the following activities;

1. Customer satisfaction
2. Customer complaints
3. Quality Concern reports
4. Supplier performance
5. Production issues

Management Review uses this data to assess the effectiveness of the Quality Management system (QMS).

8.5 Improvement

The company is committed to a policy of continuing improvements in its methods and the services supplied to clients. An important element is to analyse any problems that may occur with a view to long term prevention.

8.5.1 Continual Improvement

The company continually improves the effectiveness of its quality management system through the effective application of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and through management reviews.

8.5.2 Corrective Action

The company operates procedures for handling internal problems and customer complaints; reports detail the action taken, and discussions take place to consider any long term implications.

8.5.3 Preventative Action

Preventive action is addressed in a number of ways:

1. The Quality Management System (QMS) procedures incorporate various checks to ensure that potential problems are identified, recorded and resolved

2. In addition to the procedures, the company also has a Business Plan that states various objectives to develop the business

3. The company also provides technical support to enable the customer to effectively design and install a product

4. An important aspect of the internal audit process is the recording of Observations to highlight potential problems and possible improvements

5. Where possible, applying Corrective Action solutions to other areas of the business

The effectiveness of actions taken is monitored through the analysis of subsequent performance which is reviewed periodically and considered at Management Meetings.

REFERENCES

Corrective Action Procedure - Appendix 9.2
Preventive Action Procedure - Appendix 9.6
Corrective Action & Preventive Action Request - Form F106.1
Corrective Action & Preventive Action Request Log - Form F106.2

9.1 Corrective Action Procedure

1. Introduction

The purpose of this procedure is to establish and outline the process for identifying, documenting, analysing and implementing corrective actions in order to eliminate actual or potential non-conformances.

2. Application

This procedure is applicable to corrective/preventive actions related to non-conformances and audit results. This procedure works in conjunction with the non-conformance procedure.

3. Responsibility

The Quality Manager has overall responsibility for this procedure and is supported by other members of management, as necessary.

4. Definitions

Corrective action = actions taken to resolve actual problems and prevent their recurrence

N/C = Non-conformance.

5. Process

5.1 The non-conformance is investigated and every effort is made to identify the root-cause and decide appropriate remedial actions (e.g. additional training, change of working methods, change of supplier, etc.).

5.2 The remedial actions are implemented and the effectiveness monitored in the most appropriate way (e.g. evaluation of training, quality or production control checks, supplier audit, etc.).

5.3 The N/C report either includes comments on the effectiveness of the actions or makes reference to relevant records.

5.4 When the Quality Manager is satisfied that the corrective actions have been effective the entry is closed in the N/C log.

5.5 The Quality Manager presents a summary of corrective actions as part of the management review process.

6. References

Corrective Action & Preventive Action Request	Form F106.1
Corrective Action & Preventive Action Request Log	Form F106.2

9.3 Document Control Procedure

1. Introduction

Controlled documents define the requirements for the performance of a process and must be followed to ensure the quality of their associated processes services. This procedure defines the process for the control of such documents to ensure the correct information is available to personnel requiring their use.

2. Application

The requirements of this procedure apply to all documentation which exists in the corporate domain.

3. Responsibility

The Quality Manager is responsible for the effective implementation of a document control system for QMS documentation, and to maintain a system for the positive recall of documents and master list of documents.

Quality Manager is required to:

- Manage the effective implementation of a document control system for QMS
- Maintain the system for the positive recall of documents
- Maintain a master list of documents

Management are required to:

- Protect the integrity of electronically stored documents and data by performance of system backups and ensuring restoration capabilities.

4. Definitions

Documents are defined as being:

- Quality Manual
- Procedures and flowcharts
- Forms

- External documents (e.g. British Standards, customer standards)
- Contract Documents
- Specifications

5. Process

5.1 The Quality Manager authorises the master copy of the Quality Manual and procedures by reviewing and signing every page. The Quality Manager also retains circulation and amendment records.

5.2 Subsequent amendments are discussed with the relevant departmental manager and are reviewed and approved as described above. A summary of the amendment is made on the amendment record. Within the document, the most recent amendment is identified in **bold text**.

5.3 Where documents are amended the obsolete copies are removed from the point of use and the new copies inserted.

5.4 In cases where obsolete documents are retained they are clearly marked OBSOLETE.

5.5 In cases where changes are made to external documents, the Quality Manager shall arrange their purchase. On receipt, they are reviewed to identify the changes and the implications of the changes are considered.

6. References

Circulation list	
Amendment record	
Master Document Index	Form F100.1
Document Issue Sheet	Form F100.2

9.4 Non-Conformance Procedure

1. Introduction

This procedure sets out the requirement for defining responsibility and authority for handling and investigating non-conformance, taking action to mitigate any impacts caused and for initiating and completing corrective and preventive action.

2. Application

Reports of non-conformances may result from external audits or may occur as part of routine operations, where an individual or department may identify a non-conformance.

3. Responsibility

Quality Manager is required to:

- Prepare and issue a QMS Internal Audit Report form upon detection of a non-conformance

Employees are required to:

- Highlight suspected non-conformances with the requirements of the QMS to the attention of the relevant Departmental Manager/Supervisor

4. Definitions

Corrective Action is taken to rectify the non-conformance or to mitigate an impact (real or potential) in order to comply with ISO 9001:2008.

Preventive Action is taken to avoid repetition of the same non-conformance. This could involve modification or enforcement of procedures, or implementation of further controls

This procedure works in conjunction with the Corrective Action procedure.

5. Process

Customer complaints

5.1 Any person receiving a customer complaint raises an N/C report and transfers it to the Quality Manager together with any relevant correspondence.

5.2 The Quality Manager enters a summary in the N/C log, considers the nature of the complaint and nominates an appropriate manager to investigate.

5.3 As a matter of priority, the investigator determines a course of action to resolve the immediate problem. Actions are recorded on the N/C report.

5.4 On completion, the Quality Manager ensures that the actions taken are appropriate and effective, and appropriate comments are added to the N/C report.

9.5 Preventative Action Procedure

1. Introduction

This procedure describes the actions taken to prevent potential problems occurring.

2. Application

This Procedure is to be followed by all personnel

3. Responsibility

All management personnel

4. Definitions

Preventive Actions are taken to prevent problems occurring

5. Process

Preventive action is addressed in a number of ways:

5.1 The QMS incorporates various checks to ensure that potential problems are identified, recorded and resolved

5.2 In addition to the QMS, the company also has a Business Plan that states various objectives to develop the business

5.3 An important aspect of the internal audit process is the recording of Observations to highlight potential problems and possible improvements

5.4 Where possible, applying Corrective Action solutions to other areas of the business

5.5 Personnel are adequately trained and are considered competent

5.6 To minimize the impact of a catastrophe, computer records are stored off site and the company maintains appropriate levels of insurance cover

The effectiveness of actions taken is monitored through the analysis of subsequent performance. This is reviewed periodically and considered at Management Meetings.

6. References

Corrective Action & Preventive Action Request	Form F106.1
Corrective Action & Preventive Action Request Log	Form F106.2

9.6 Internal Audit Procedure

1. Introduction

The purpose of this Procedure is to describe the process for undertaking internal audits in order to assess the effectiveness of the application of ISO 9001:2008 and to promote effective management through the provision of information with analysis, appraisals, recommendations and pertinent comments concerning the activities reviewed.

2. Application

This Procedure is to be followed by all personnel

3. Responsibilities

Quality Manager is required to:

- Prepare and manage the audit programme and schedule
- Define the criteria, scope and method of internal audits
- Assign audit duties to the Internal Auditors
- Provide feedback on the draft internal audit report

Internal Auditors are required to:

- Undertake internal audits in accordance with relevant standards
- Observe all requirements relating to privacy and confidentiality
- Provide a draft report to management for consultation
- Ensure management comments are included in the final audit report

Management are required to:

- Provide assistance (as and when required) to the Internal Auditors
- Provide feedback on the draft internal audit report
- Incorporate findings of the internal audit into operational activities
- Ensure that Internal Auditors are given full access to records

4. Definitions

Internal Audit is taken to mean a managerial tool with its primary function being to measure and evaluate the adequacy and effectiveness of internal control systems.

Internal Auditor(s) is taken to mean the person or persons who are given the responsibility of undertaken an internal audit. The Internal Auditor is to have no line responsibility or authority over any of the activities reviewed, and is to have no responsibility or authority over any company activities.

5. Process

5.1 The Quality Manager raises an audit schedule on an annual basis to ensure that aspects of the Quality Management System are checked.

5.2 The Quality Manager selects and briefs an auditor on the audit criteria, audit scope and audit method.

5.3 The auditor reviews the relevant documentation and the relevant aspects of ISO 9001:2008 and prepares an audit checklist.

5.4 The auditor arranges a mutually convenient appointment with the relevant personnel to conduct the audit before the due date.

5.5 At the start of the audit, the auditor conducts a brief opening meeting to explain the purpose and scope of the audit and finalise arrangements.

5.6 The auditor conducts the audit using the audit method described by the Quality Manager. The auditor notes the details of the records seen, and staff interviewed e.g. dates, serial no's, names, etc.

5.7 On completion, the auditor completes the Audit Report (Form F101.2) which identifies:

- Conforming
- Non-conforming
- Observations of possible improvements

5.8 The auditor then conducts a close-out meeting to inform relevant managers of the audit findings.

5.9 Non-conforming are recorded on a non-conformance report and referred to the relevant manager to identify and rectify the root cause of the problem within an agreed time-scale.

5.10 In cases where the auditor and auditee cannot agree a course of action the Quality Manager arbitrates.

5.11 Subsequently, the auditor conducts a follow-up audit to verify that the non-conformance has been rectified, and agreed improvements implemented.

5.12 The Quality Manager summarises audit results and presents them as part of the management review process.

6. References

Non Conformance Report	Form F105.1
Non Conformance Report Log	Form F105.2
Corrective Action & Preventive Action Request	Form F106.1
Corrective Action & Preventive Action Request Log	Form F106.2
Internal Audit Schedule	Form F107.1
Internal Audit Report	Form F107.2

9.7 Quality Records Procedure

1. Introduction

This procedure describes the management of QMS records.

2. Application

This Procedure is to be followed by all personnel

3. Responsibility

The responsibilities of various managers are outlined below.

4. Definitions

4.1 All records are retained for a minimum of three years.

4.2 Records marked * contain commercially sensitive information are disposed of securely.

4.3 Records also include computer records.

5. Process

5.1 The Quality Manager retains:

- Management review minutes
- Internal audit reports
- Calibration records
- Quality control records
- Reject reports
- Customer complaints
- Supplier performance analysis
- Corrective action reports
- Preventive action reports

5.2 The HR Manager retains training records for 3 years after the termination of employment.

5.3 The Sales Manager retains:

- Quotations *
- Sales orders *
- Customer satisfaction reports

5.4 The Purchasing Manager retains:

- Purchase orders *
- Goods receipt notes

5.5 The IT Manager is responsible for computer back-up and the control of back-up media.

9.8 Quality Glossary

Assurance

Providing an optimal degree of confidence to Internal and External Customers regarding establishing and maintaining in the organisation, practices, processes, functions and systems for accomplishing organisational effectiveness.

Establishing and maintaining an optimal degree of confidence in the organisational practices, processes, functions and systems for accomplishing organisational effectiveness.

Corrective Action

An action intended to eliminate the cause of a detected non-conformity. Corrective action is taken to prevent recurrence. Correction relates to containment whereas corrective action relates to the root cause.

Continuous Improvement (CI)

Continuous Improvement (CI): Adopting new activities and eliminating those which are found to add little or no value. The goal is to increase effectiveness by reducing inefficiencies, frustrations, and waste (rework, time, effort, material, etc).

Defect

A defect is any type of undesired result, a failure to meet one of the expected customers criteria.

A defect is a failure to conform to requirements' whether or not those requirements have been articulated or specified.

Gap Analysis

Gap analysis is done to map the gap which exits between implied & specified customer requirements and existing process.

Inspection Plan

What is an inspection plan?

1. Check machine tool for accuracy.
2. Select the critical and important dimensions to inspect.
3. Select the measuring instruments.
4. Construct SPC charts for all dimensions.

The general purposes of a Plan are these: To identify the goal(s) to be achieved; to specify the best route (methods, processes) for arriving at the goal(s); to catalogue resources (tools, time) needed to pursue the

chosen route; to assign responsibilities for controlling and consuming those resources; and to secure agreement by relevant stakeholders. (This is not an exclusive list!)

Management

Management is a rational social phenomenon based on planning, organising, directing, coordinating, staffing, and control principles. Aiming to facilitate individuals and people to establish their organisations and projects for accomplishing their objectives and the organisation's purposes efficiently and effectively, it could be a process, system or behaviour. It can be applied to people, things, ideas, and on any activity or function.

Preventive Action

Long term cost/risk weighted action taken to prevent a problem from occurring, based on an understanding of the product or process. Preventive action will address inadequate conditions which may produce non-conformances.

Quality Assurance

A planned and systematic set of activities to ensure that variances in processes are clearly identified, assessed and improving defined processes for fulfilling the requirements of customers.

A planned and systematic pattern of all actions necessary to provide adequate confidence and to optimally fulfil customer's expectations.

A planned and systematic set of activities to ensure that requirements are clearly established and the defined process complies with these requirements.

Quality Attribute

A property of a work product by which it’s Quality will be judged by some Stakeholder or stakeholders. Quality attributes are and should be quantifiable in specifications by the definition of some appropriate and practical scale of measure.

Quality Control

The managerial process during which actual process performance is evaluated and actions are taken on unusual performance.

It is a process to ensure whether a product meets predefined standards and requisite action taken if the standards are not met.

Quality Improvement

A systematic and continuous activity to improve all processes and systems in the organisation to achieve optimal level of performance.

The organised creation of beneficial changes in process performance levels.

Quality Management

A systematic set of activities to ensure that processes create products with maximum Quality at minimum Cost of Quality. The activities include Quality Assurance, Quality Control, and Quality Improvement.

Quality Record

Quality record indicates that a control has been made or an observation has been done.

Supplier

A supplier is a person or an organisation that provides products. Suppliers can be either internal or external to the organisation. Internal suppliers provide products to people within their own organisation while external suppliers provide products to other organisations. Examples of suppliers include organisations and people who produce, distribute, or sell products, provide services, or publish information.

SWOT Analysis

A scan of the internal and external environment is an important part of the strategic planning process. Environmental factors internal to the firm usually can be classified as strength (S) or weaknesses (W), and that external to the firm can be classified as opportunity (O) or threats (T). Such an analysis of the strategic environment is referred to as a SWOT analysis.

The SWOT analysis provides information that is helpful in matching the firm's resources and a capability to the competitive environment in which it operates. As such, it is instrumental in strategy formulation and selection.

Top Management

When ISO 9001 uses the term top management it is referring to a person or a group of people at the highest level within an organisation. It refers to the people who coordinate, direct and control organisations.

The term management refers to all the activities that are used to coordinate, direct, and control an organisation. The term management does not refer to people, it refers to activities.

Total Quality Management

A conceptual and a philosophical context which requires management and human resources commitment to adopt a perpetual improvement philosophy, through succinct management of all processes, practices and systems throughout the organisation to achieve effectiveness in the organisational performance and fulfilling or exceeding the community expectations.

Waste

Waste in a process is any activity that does not result in moving the process closer to the final output or adding value to the final output.

Verification

Verification is a process. It uses objective evidence to confirm that specified requirements have been met. Whenever specified requirements have been met, a verified status is achieved..

There are many ways to verify that requirements have been met. For example, you could do tests, perform demonstrations, carry out alternative calculations, compare a new design specification with a proven design specification, or you could inspect documents before you issue them.

Work Environment

The term work environment refers to working conditions. It refers to all of the conditions and factors that influence work. In general, these include physical, social, psychological, and environmental conditions and factors. *Work environment* includes lighting, temperature, and noise factors, as well as the whole range of ergonomic influences. It also includes things like supervisory practices as well as reward and recognition programs. All of these things influence work.

9.9 Abbreviations & Definitions

The following terms will apply to this document:

AR	Amendment Record
BS	British Standard
CE	Conformité Européenne
Customer	A company/person, etc. that purchases goods/services
Document	Information and its supporting medium
ISO	International Standards Organistion
PO	Purchase Order
Procedure	Specified way to carry out an activity or a process (Note: Procedures can be documented or not)
QA	Quality Assurance - A planned and systematic set of activities to ensure that variances in processes are clearly identified
QC	Quality Control - The managerial process during which actual process performance is evaluated and actions are taken on unusual performance
QI	Quality Improvement - A continuous activity to improve all processes and systems in the organisation to achieve optimal levels of performance
QMS	Quality Management System (QMS) - A set of activities to ensure that processes create products or services with maximum 'quality'
QS	Quality System
Quality	Conformance to any specified requirements
Quality Manual	A document specifying the quality management system of an organisation
Quality Plan	A document specifying which procedures and associated resources shall be applied by whom and when to a specific project, product, process or contract
Record	Document stating results achieved or providing evidence of activities performed
Supplier	A company/person, etc. that provides goods/services
Specification	A document stating service requirements