

Demo Version

Thank you for downloading the Demo Version of our popular ISO 9001 Implementation Manual. We prepared this Demo Version for you so that you can better evaluate the high quality and the many distinct features of this manual.

We regret that we had to remove many sections from this Demo Version and cannot provide more details for your review. The reason is that we cannot protect our unique template and its many special features from unauthorized copying once it is displayed. We hope you will understand.

If you should have any questions during your evaluation of this or any other of our products, please feel free to contact us at info@iso9001simplified.com.

Good luck with your ISO 9001 project!

The full version of the ISO 9001 Implementation Manual is available at www.9001simplified.com

[ISO 9001 IMPLEMENTATION MANUAL]

Table of Contents

Approval.....	4
1 Introduction.....	5
1.1 Foreword.....	5
1.2 Presentation of The XYZ Corporation.....	6
1.2.1 History.....	6
1.2.2 Vision and Mission	7
1.2.3 Our Products.....	7
1.2.4 Corporate Structure.....	8
1.2.5 Core Values	9
2 General Requirements.....	10
2.1 Quality Management System	10
2.1.1 Scope.....	10
2.1.2 Quality Management Processes.....	10
2.1.3 Management Representatives.....	11
2.1.4 Changes to the Quality Management System.....	11
2.1.5 Management Principles.....	12
2.2 Documentation Structure.....	13
2.3 Document Control	14
2.3.1 General	14
2.3.2 Document Life Cycle	15
3 Leadership.....	20
3.1 Responsibilities and Authorities.....	20
3.2 Quality Policy	21
3.3 Setting Objectives	22
3.3.1 Strategic Objectives	22
3.3.2 Business Objectives	22
3.4 Customer Focus.....	24
3.5 Internal Communication	25
4 Resource Management.....	26
4.1 Resource Allocation	26
4.2 Human Resources	27
4.2.1 Performance Objectives and Competence Needs.....	28
4.2.2 Training and Awareness.....	28
4.2.3 Hiring and Termination.....	29
4.2.4 Performance Review	31
4.3 Infrastructure.....	32
4.4 Work Environment.....	33
4.5 Equipment.....	34
4.5.1 Equipment Maintenance.....	34
4.5.2 Control of Measuring Equipment	34
5 Customer Contracts.....	36
5.1 Proposal Preparation and Review	36
5.1.1 Review of formal RFPs.....	36
5.1.2 Proposal Preparation.....	36
5.1.3 Proposal Review	37
5.2 Contract Preparation, Review and Acceptance	39

5.2.1	Contract Preparation	39
5.2.2	Contract Review	39
5.2.3	Contract Acceptance	40
5.2.4	Verbal Requirements and Confirmation	41
5.3	Changes to Customer Contracts	42
6	Design and Planning	43
6.1	Identification of Customers	43
6.2	Customer Requirements	44
6.3	Quality Planning	45
6.4	Product Design	47
6.4.1	Planning for Product Design	47
6.4.2	Performing Product Design	47
6.4.3	Changes in Product Design	50
6.5	Customer Communication Channels	51
7	Purchasing and Outsourcing	52
7.1	Opportunities to Increase Value	52
7.2	Supplier Selection and Evaluation	53
7.3	Supplier Maintenance	55
7.4	Supplier Contracts and Insurance	56
7.4.1	Supplier Contracts	56
7.4.2	Proof of Insurance (US only)	58
7.5	Order Information	60
7.6	Receiving Inspection of Purchases	61
8	Production and Service Provision	62
8.1	Customer Property	62
8.2	Control of Production and Service Provision	63
8.3	Information Flow	65
8.4	Quality Control Inspection and Release	66
8.5	Nonconforming Products and Services	67
9	Measurement and Analysis	69
9.1	Customer Satisfaction	69
9.2	Audit Program	72
9.3	Metrics	75
9.3.1	Establishing Metrics	75
9.3.2	Monitoring	77
9.3.3	Recording and Reporting of Metrics	77
9.3.4	Analysis	78
9.4	Corrective and Preventive Action	79
9.4.1	General	79
9.4.2	Corrective and Preventive Action Process Flow	80
9.5	Management Review	83
9.5.1	Local Management Review	84
9.5.2	Corporate Management Review	85
10	Appendix	87
10.1	ISO 9001 Cross Reference	87
10.2	Revisions, Exclusions & Legend	90

The XYZ Corporation	Quality Manual
	Approval

Approval

This Quality Manual has been approved for use throughout The XYZ Corporation:

Version August 6, 2011:

Adam Approver

Title: Big Boss

Approved on 8/6/2011

This Quality Manual has been written and published by John Johnson of The XYZ Corporation. Please contact John Johnson at john_johnson@xyzcorp.com with questions, comments and improvement suggestions.

1 Introduction

1.1 Foreword

The success of an organization like The XYZ Corporation requires that it be managed in a systematic manner to maintain and improve the value of its services and products. Policies establish the objectives and the direction of the organization; procedures are the detailed implementation of the policies.

The XYZ Corporation is applying a quality management system that is designed to maintain and continually improve the effectiveness and efficiency of the

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Quality Manual

1.2 Presentation of The XYZ Corporation

1.2.1 History

A History of The XYZ Corporation.

Note:

A section on the history of your company is not required. However, it may be interesting for new employees that want to learn about the company, its culture and what's important around here.

Main points

This History will also be interesting for customers should you elect to hand out your Quality Manual for marketing purposes.

1.2.2 Vision and Mission

Vision

The Vision of The XYZ Corporation.

Note:

A vision is not required though it's useful. A vision is the answer to "Where do we see ourselves in the future?"

Mission

The Mission of The XYZ Corporation

Note:

A mission is not required though it's useful. A mission is the answer to "Why do we exist and what are we doing to pursue our vision of the future?" Typical

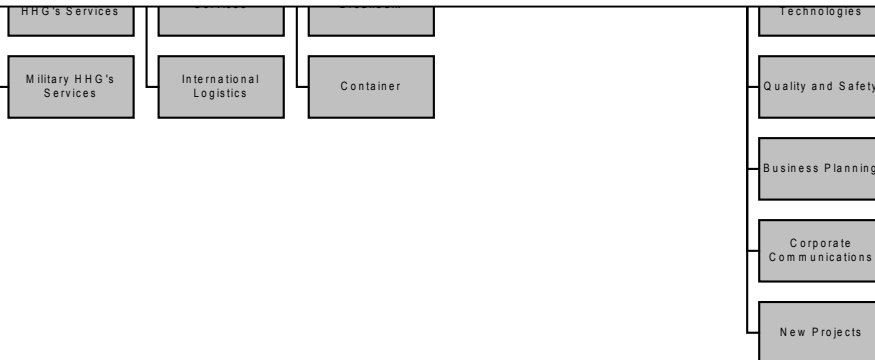
Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

With corporate support, the functional divisions cover a wide spectrum of worldwide transportation and logistics services.



1.2.5 Core Values

Excellence - We are committed to world-class customer service and quality as we excel for the mutual success of our clients, employees, and partners. Our professionals are customer-driven and continually add value to our services whenever it benefits our clients. We are committed to working toward continual improvement in everything we do.

Our core values are
* Excellence
* Honesty/Integrity
* Innovation
* Teamwork

Honesty and Integrity - Our business is based on long-term relationships that require utmost trust. We require honesty and integrity in everything we do. We are accountable for what we do and do what we say.

Innovation - We seek to provide innovative solutions for our clients. Our business is driven by innovation and with our resources we strive to be the best.

Teamwork - We are a team. We work together as a company and our customers recognize the value of our teamwork.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

2 General Requirements

2.1 Quality Management System

The XYZ Corporation maintains an integrated system of policies, procedures and work instructions that lay the fundamentals of our business activities. We call this our **quality management system**.



Quality management system

2.1.1 Scope

The quality management system of The XYZ Corporation is implemented throughout the organizations; it covers all functions and all locations. As the quality management system is a fundamental of our business activities, it is followed all the time.

"always and everywhere"

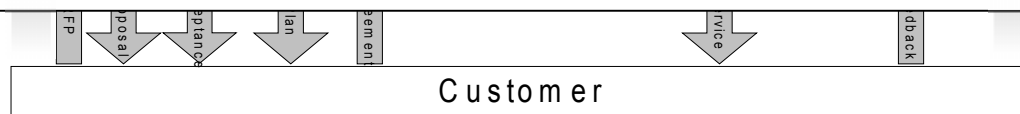
2.1.2 Quality Management Processes

The XYZ Corporation determines and manages the numerous activities (i.e., processes) and the interaction between them in order to achieve effective

The "ISO system" equals our business processes.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



The XYZ Corporation	Quality Manual
	2 General Requirements
	2.1 Quality Management System

The above description of processes needed for the quality management system and the interaction with customers can loosely be applied to all business units.

More detailed processes...

Management at each business unit or individual location determines all its own key processes and maintains a description of the interaction of these processes (e.g., in form of flowcharts).



2.1.3 Management Representatives

Members of Management throughout the divisions at The XYZ Corporation are appointed as **local Management Representatives** who are responsible for the

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Local MRs and MR for The XYZ Corporation

Local MRs and the MR for The XYZ Corporation strive to ensure integrity of system.

The local Management Representatives strive to ensure the integrity of the quality management system on the local level.

2.1.5 Management Principles

The XYZ Corporation embraces the following eight management principles on which our quality management system is based:

- **Customer focus**

The XYZ Corporation depends on our customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

The XYZ Corporation's quality management system is based on eight management principles.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

2.2 Documentation Structure

How is our quality management system documented?

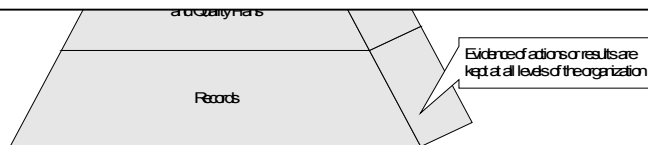
The following documents are the backbone of our quality management system:

- This Quality Manual, which consists of the corporate policies and procedures that implement our quality management system, including our quality policy and quality objectives, as well as all documented procedures required by ISO 9001:2008
- Work instructions and other documents needed by the divisions, business units and local offices and facilities to achieve the effective planning, operation and control of their processes
- Records required by ISO 9001:2008

*Quality management system documents:
this manual,
work instructions
records*

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Operating procedures at the division level and the business unit level are optional but they may be used by individual divisions and business units in order to standardize any process.

Work instructions are used on any level where they add value to the organization.

For requirements on the *control* of documents and records, please refer to chapter 2.3 “Document Control” later in this manual.

2.3 Document Control

2.3.1 General

What does document control mean?

Document control means that the right persons have the current version of the documents they need, while unauthorized persons are prevented from use.



Document control

Which documents are affected?

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

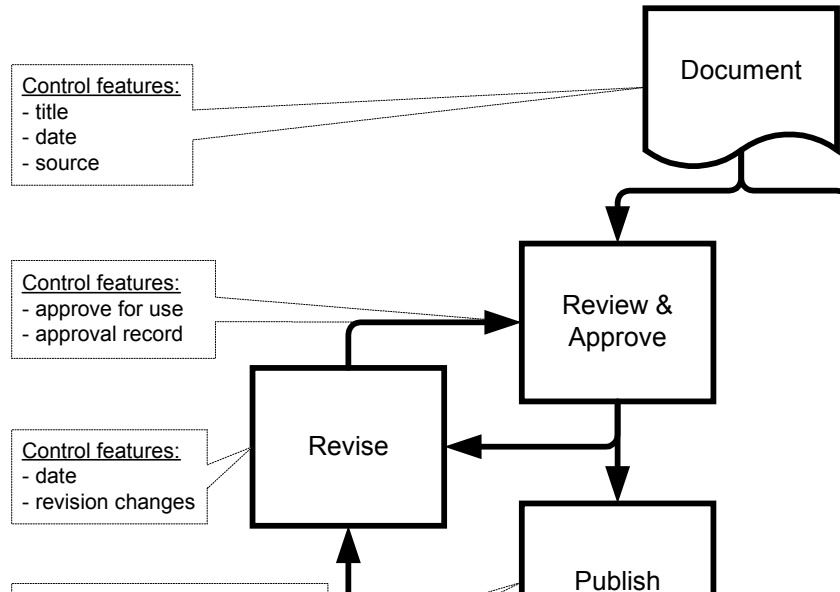
Management and employees are responsible for document control.



The Quality Manager establishes the Record Retention Guide.

2.3.2 Document Life Cycle

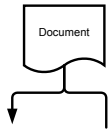
The following illustration gives an overview of the stages in the document life cycle at which various control features are applied. The control features are explained below.



Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

A new document is created or received...



Whoever creates a new document adds the required control features below.

Control features:

- **Title**
A clear, unambiguous title is used to clearly identify a document. Identification numbers may be used as titles.
- **Date**
A date is used to identify when the document was created or revised. Where feasible, the date should be on each page.
- **Source**
The source of the document is identified right on the document. The source could be a person or a department etc. It is important that the user can identify where the document

All documents must show a title, date, and source.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Management assumes responsibility for all control requirements of external documents and outputs.

Documents are properly reviewed and the approval record is recorded.

Approval record

Approved by Mike Smith.”

Exception:

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

per publication
olves several
ortant control
ures.



tribution list

re access but don't
ate redundant
cuments!

ccess to electronic documents, users never save a copy in
another location. Instead, users use "shortcuts" or "hyperlinks"
to access documents on the network or on Intranet.

- **Protection**

Management applies measures to protect the document as

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

agement keeps all
cuments current.

views are necessary
that documents are
dated or removed
en obsolete.

(especially documents on Intranet where this can be automated). Once the expiration date is reached, Management

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Revised documents show a revision date and identify revision changes.



Blank forms are similar to instructions as they guide the user to provide certain information. Once a form is filled out, however, it is usually a record.

Records are filed away and archived...

Management applies the following control features for all their

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

The Record Retention Guide is located on Intranet.

Records are clearly identified, properly filed, and kept according to policy.

Proper destruction prevents private information from falling into the wrong hands.

3 Leadership

Leadership, commitment and the active involvement of senior management are essential for developing and maintaining an effective and efficient quality management system.

3.1 Responsibilities and Authorities

It is policy of The XYZ Corporation to clearly define and communicate responsibilities and authorities. Management implements this policy throughout their area of responsibility.

Management defines and communicates responsibilities and authorities.

Definition of responsibilities and authorities...

~~The following tools are used to define responsibilities and authorities, as well as~~

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Job descriptions and organizational charts

employees so that personnel clearly knows where they fit into the organization.

3.2 Quality Policy

The following represents the quality policy of The XYZ Corporation:

Quality Policy

The XYZ Corporation is committed to providing worldwide integrated

Demo Version

The text of this section has been removed in the Demo Version.

The full version is available at www.9001simplified.com

*Management explains
the quality policy to their
employees*

communicates and explains the quality policy to all employees so that all employees are familiar with the policy and its intent.

3.3 Setting Objectives

3.3.1 Strategic Objectives

Setting objectives

The Executive Management Board of The XYZ Corporation determines a long-range strategic plan and sets the overall strategic objectives for the organization. The objectives are capable of being measured in order to facilitate an effective

The EMB determines strategic objectives and communicates them down to ensure that the organization can contribute to their achievement.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

3.3.2 Business Objectives

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Division management establishes objectives which will become the basis of business plans and objectives.

Business planning

Management at business units prepares annually a business plan that includes specific objectives. The business plan is constructed in such a way as to support the successful attainment of the strategic plan.

The business plan contains:

Management includes specific objectives in annual business

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

*ment
nicates business
es.*

3.4 Customer Focus

The success of the organization depends on understanding and satisfying the current and future needs and expectations of present and potential customers. Management throughout The XYZ Corporation promotes a culture of customer focus so that all employees understand relevant customer needs and work towards enhancing customer satisfaction.

Management promotes a culture of customer focus.

The following activities, all of which are described in detail later in this manual, help Management promote the culture of customer focus:

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

3.5 Internal Communication

Management throughout The XYZ Corporation supports the effectiveness of the quality management system by establishing communication channels (e.g., newsletter, staff meetings, Intranet) and by ensuring that communication takes place within the organization regarding the following:

*Management establishes
internal communication
channels.*

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

4 Resource Management

4.1 Resource Allocation

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

*agement identifies
provides necessary
ources.*

*ess approach and
oyees support the
tification of
ources.*

4.2 Human Resources

Management throughout The XYZ Corporation strives to ensure that the necessary competence is available for the effective and efficient operation of the

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

training needed
or
Re-evaluation of
competence
needs

Performance Review

Satisfactory contribution to organizational objectives
or
Unsatisfactory contribution to organizational objectives

4.2.1 Performance Objectives and Competence Needs

Managers determine the performance objectives of their employees. The performance objectives support organizational objectives and meet the SMART criterion of:

- Specific
- Measurable
- Attainable
- Relevant

Performance objectives support organizational objectives.

Objectives are SMART.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Performance objectives and measures of success are documented in the performance review.

Competence needs are based on objectives.

- Hire somebody who brings the necessary competencies into the organization

4.2.2 Training and Awareness

Realizing the impact that the involvement, development and the support of people

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Managers involve their personnel.

• **Plan for training**

Managers determine appropriate training to meet identified competence requirements. The planning for training is performed whenever new

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Managers plan, provide, record and evaluate training.



Training records

The requirements apply to any kind of training.

Managers are supported by HR when hiring.



Requisition and job description



Initial Review of Resumes:

The HR Department receives resumes, reviews them and pre-sorts them. All resumes are kept on file by the HR Department.



Resumes



Interview:

The hiring Manager asks the applicant to fill out an application form before

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Applications and EEO forms



Records of due diligence



Various new hire forms



Records of orientation

Supplier procedures apply to temp agencies.

Hiring procedures apply to "temp-to-full-time" positions.

- **Temp to Full-Time:**
The hiring procedures above apply for all temporary employees that are to be employed full.

Termination

Managers use HR's guidelines and check sheets before any termination.

Managers use HR guidelines.



Exit interview

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Managers evaluate the performance of their personnel annually.

The performance review includes objectives and training.

Management strives for timeliness and proper review process.



Performance review

The performance review is conducted according to the supervisor's manual and in form of a conversation between Manager and employee.

The HR Department retains the filled-out performance review forms.

4.3 Infrastructure

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Infrastructure needs are included in the business plan.

Lease agreements are authorized by Legal.



Lease agreements

Standard templates are used for equipment rental agreements.



Rental agreements

Corporate documents

Licenses, applications for authorities and other corporate documents are

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Corporate documents

4.4 Work Environment

Demo Version

The text of this section has been removed in the Demo Version.

The full version is available at www.9001simplified.com

Corporate Services and Management throughout the company ensure a positive work environment.

4.5 Equipment

4.5.1 Equipment Maintenance

The XYZ Corporation strives to maintain equipment needed in the production and service provision in order to prevent breakdowns and malfunctioning.

Equipment is maintained according to plan.

Management works to attain that their equipment is properly maintained through:

- **Establishing a maintenance program**

Management establishes and documents a maintenance program for all



Maintenance program

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Maintenance records

Management applies all requirements for an active and efficient measurement process.

Measures are calibrated according to plan.

- **Establishing a calibration program**

Management establishes and documents a calibration program for all their measuring equipment that can be calibrated. The calibration program includes



Calibration program

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



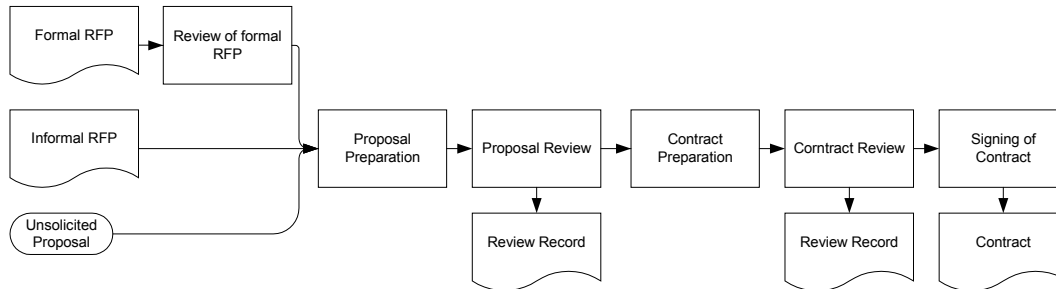
Calibration records



*Records of assessment
and action*

5 Customer Contracts

The following process is followed for customer proposals and contracts:



5.1 Proposal Preparation and Review

5.1.1 Review of formal RFPs

All formal RFPs undergo an initial review by the Legal Department in conjunction with Risk Management in order to filter out those RFPs that are not feasible for The XYZ Corporation. Therefore, Sales, Marketing or other functions who receive a formal RFP inform the Legal Department and forward the formal RFP for an initial review.

Formal RFPs are reviewed by Legal and Risk Management.

5.1.2 Proposal Preparation

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Determination of all requirements, including customer needs and wants, are crucial to our proposals.

- Requirements not stated by the customer but necessary for the customer to gain the specified or intended benefits (where known)
- Customer needs of which the customer may not yet be aware

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

*Management adds a
legal note to proposals.*

*The proposal owner is
responsible for the
review.*

*Reviews take place
before we commit
ourselves.*

*Many functions
participate in the review.*

What is being reviewed?

The review helps to ensure that

- product/service requirements are adequately defined,
- any changes to previously expressed requirements are resolved,
- the organization has the ability to meet the defined requirements,
- that the quoted price is correct, and

The review helps to ensure that the proposal is correct and complete, that we are able to perform, and that possible risks don't outweigh the benefits.

that The XYZ Corporation is not exposed to any unknown and uncalculated

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Review records

Review records are maintained with the proposal or contract.

5.2 Contract Preparation, Review and Acceptance

5.2.1 Contract Preparation

Absent the use of a standardized form, management responsible for the contract submits requests for preparation of a customer contract to the Legal Department.

5.2.2 Contract Review

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

If the contract doesn't vary from the reviewed proposal, a limited review is sufficient.



Review records

The review records are the same as described in section 6.1.6 - Proposal Review . Management responsible for the contract is also responsible that the review records are complete.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

*Copies of review records
and contracts are
forwarded to Legal.*

Legal maintains records.

*The review of standard
contracts and orders is
performed by the signer
of the contract or order.*

- that the quoted price is correct.

What records are required?

The signature of those personnel on the contract or order is an acknowledgement that the document was reviewed prior to signature.

5.2.3 Contract Acceptance

Signature

The signature of the Manager on the contract or agreement is an acknowledgement that the Manager has complied with the requirements for review of the document prior to signature.



Contract

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

*Once accepted, all
affected functions are
notified.*

The entire contract or a summary of relevant parts are made available to

Management of all functions who are directly or indirectly involved in meeting the contract requirements.

Details of the distribution are maintained so that future contract changes can be communicated to the same group.

5.2.4 Verbal Requirements and Confirmation

In case the customer's requirements are only verbal and/or the customer chooses not to sign a written contract, the manager accepting the customer order confirms

We confirm verbal requirements in writing.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Confirmation

5.3 Changes to Customer Contracts

The XYZ Corporation strives to ensure that changes to contracts undergo similar scrutiny and procedures as the original contract. When changing contracts, The XYZ Corporation strives to ensure:

- **The contract changes are in writing**
In case the customer's requirements are only verbal, we provide the customer with a written confirmation.
- **The contract changes are reviewed prior to acceptance**
Significant contract changes are reviewed before acceptance according to



Contract changes

Contract changes are in writing and have been reviewed before acceptance.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Affected functions are notified of contract changes.

6 Design and Planning

6.1 Identification of Customers

The identification of all customers is often not as clear-cut as it appears. In many cases, we need to consider the needs and expectations of more parties than merely the direct customers with whom we have contracts or who pay our bills.

Management identifies their customer groups under consideration of the following:

Management provides their employees with information so that all understand who their customers are.

External:

- Individuals and representatives of organizations who signed our contract
- ~~Individuals and representatives of organizations who pay our bills~~

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

6.2 Customer Requirements

Demo Version

The text of this section has been removed in the Demo Version.

The full version is available at www.9001simplified.com

Management provides information so that all employees understand what their customers' requirements are.

6.3 Quality Planning

While the Quality and Safety Department is responsible for corporate quality planning (i.e., corporate quality management system), local Management is responsible for local quality planning. Local Management plans and develops the processes needed for production and service provision, while ensuring that all requirements of the quality management system are met.

Management methodically engages in quality planning.

Inputs may include:

- Objectives of the organization
- Defined needs and requirements
- Evaluation of current quality management system
- Lessons learned from previous projects
- Communication with stakeholders
- Related risks

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Outputs defined include:

- Quality Objectives
- Acceptance Criteria
- Activities to be performed
- New Processes
- Metrics
- Resource Requirements
- Records
- Documentation
- Responsibilities

In planning for production and service provision, Management considers the following questions and determine answers as appropriate:

Various output factors are required to completely define new processes.

- **Quality Objectives**
What are the quality objectives and requirements for the product/service?
Quality objectives and requirements are based on customer requirements, as well as on company goals and objectives.
- **Acceptance Criteria**
What are the criteria for product acceptance? The criteria should be

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

- **New Processes**

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

- **Documentation**

Do we need to generate any new documentation (e.g., work instructions)?

- **Responsibilities and Authorities**

Do we need to define more responsibilities and authorities for new processes and for the implementation of quality plans?

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Requirements for plan format

6.4 Product Design

Scope

The XYZ Corporation plans and controls the design of *complex* products, such as the design and development of new **software applications** at the IT department.

Design requirements are applied to the design of complex products.

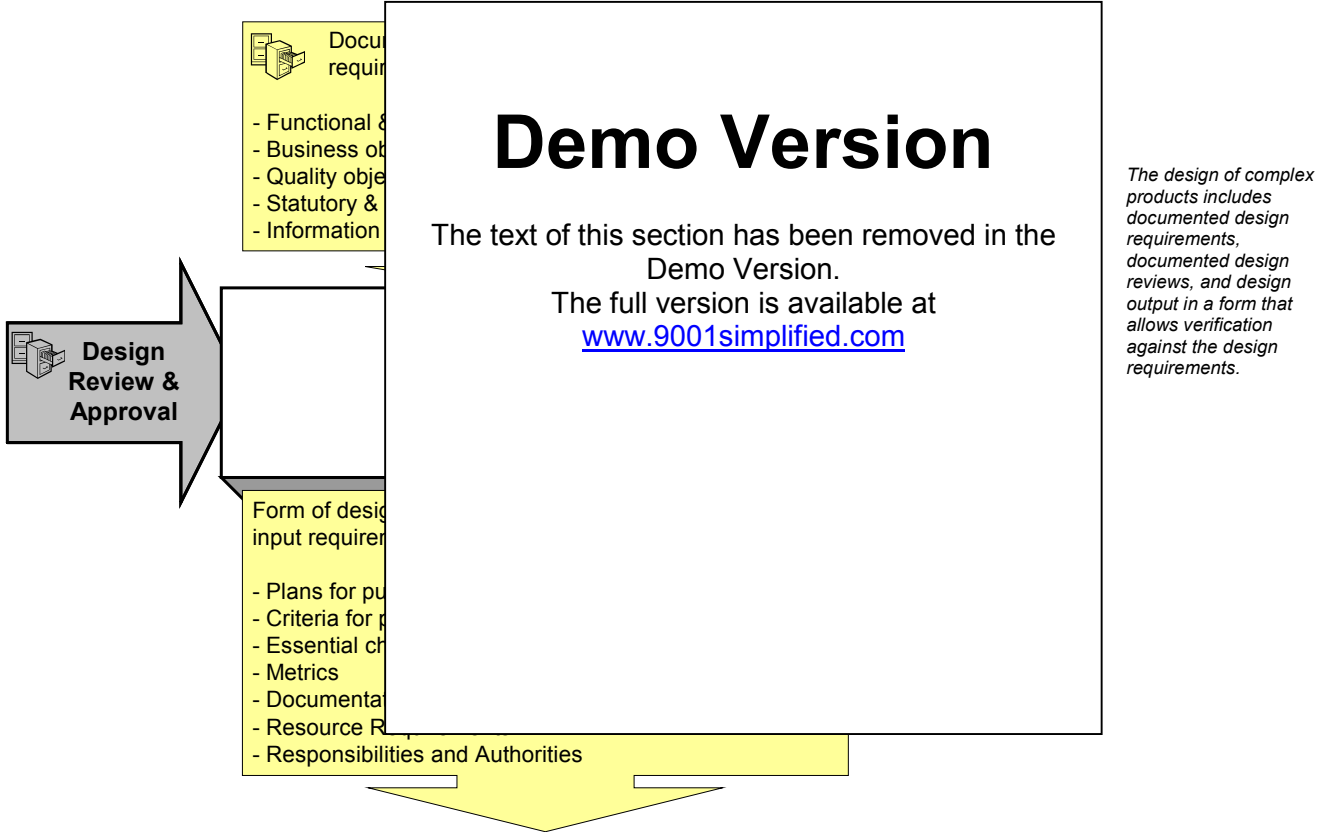
For *less complex* new products and services, only the **Quality Planning**

Quality Planning requirements are applied to less complex products and services.

Demo Version

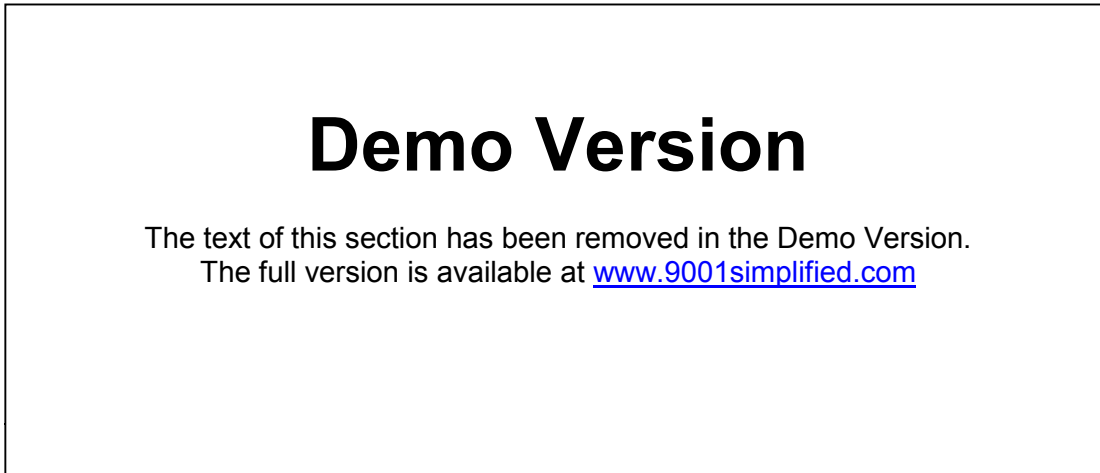
The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Design is carefully planned and may involve project plans.



Design Input

All necessary design inputs are determined and documented. All design inputs are reviewed for accuracy and to achieve that the requirements are complete, clear and not in conflict with each other.



Design Review

The XYZ Corporation engages in the planned review of product design so that the final product/service is provided in the most efficient way and that it satisfies our customers' needs and expectations.

When?

At suitable stages, systematic reviews of our product design are performed in accordance to plan. A final review usually takes place at completion.

Who participates?

Participants include representatives of functions concerned with the design stage(s) being reviewed. Participants may also include customers.

Systematic design reviews are performed during the design and at completion.

What is part of the review?

The design review includes verification and validation activities according to plan

Demo Version

The text of this section has been removed in the Demo Version.

The full version is available at www.9001simplified.com



Records of design reviews

The design output can be verified against design requirements.

6.4.3 Changes in Product Design

Changes to the product design could be originated by the customer or by us internally (e.g., during the review process). The following issues are taken into account in order to control the changes:

- Changes are identified and documented



Records of design changes

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

6.5 Customer Communication Channels

Realizing the importance of good customer communication with both external and internal customers, The XYZ Corporation strives to establish communication channels as part of our planning.

Having identified our external and internal customers and having planned for production and service provision, we establish effective communications channels with our customers.

Management clearly establishes two-way communications channels with their customers.

Information related to product/service:

Management establishes effective communication channels in both directions to

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

7 Purchasing and Outsourcing

The XYZ Corporation makes extensive use of subcontractors and vendors. However, wherever we choose to outsource any processes that have an impact on meeting customer requirements, we strive to ensure control over such processes. This control is either achieved through:



Control over outsourced processes

- Purchasing information and supplier contracts
We provide the supplier with purchasing information that precisely defines the product or service.
- Direct control
We establish direct control over the processes, procedures and work instructions of the supplier and integrate with the processes performed by us.

The type and extent of control over our suppliers and their products and services depends on the impact that those products and services have on our products, services, and company.

7.1 Opportunities to Increase Value

There are various opportunities to increase value through establishing relationships and through working with suppliers. Management is encouraged to

Managing supplier relationships can offer much value to the company.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

7.2 Supplier Selection and Evaluation

The XYZ Corporation selects suppliers based on their ability to provide us with products and services according to our requirements. The extent to which we select, evaluate and re-evaluate our suppliers depends on the impact that their products and services have on our products and services.

The impact of our suppliers' products and services determines the extent of our control.

Management or other designated personnel selects a supplier through one of the following three options:

1 Use of suppliers as specified by the customer

Wherever our customers specify a particular supplier, we use that supplier.

2 Selecting from pool of established suppliers

Depending on the type of supplier and the impact of supplied products/services, a pool of pertinent established suppliers is maintained at



Records of approved suppliers

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Records of supplier evaluation and resulting action

Product or Service:

- Cost
- Extent to which the offered product or service meets our needs
- Additional benefits of the product or service

Note: If the product or service is intended to improve our existing processes, a process flow and comparison between the existing and the new processes will be useful for a cost-benefit analysis.

Customer Service:

- Responsiveness
- Support capability

Other:

- Logistics capability

Note: If there is only **one possible supplier** (i.e., monopoly), an evaluation is only necessary if we consider changing our processes to avoid that

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

7.3 Supplier Maintenance

Management maintains a pool of pertinent established suppliers at the local level and at the corporate level in computer systems, lists, files, or Intranet. While The XYZ Corporation generally does not dictate local Management which suppliers to use, Management is encouraged to communicate good and unsatisfactory supplier performance, as well as discounted pricing throughout the organization.

Management maintains the pool of suppliers by adding new suppliers, removing disqualified suppliers, and by periodically re-evaluating suppliers.

Management maintains their pool of established suppliers through the following:

- Adding suppliers

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Management makes the latest supplier information available.

7.4 Supplier Contracts and Insurance

Order information and contracts describe the product/service to be purchased and specify purchasing terms including liability. Local Managers or other authorized personnel work to attain that a proper contract has been established and proof of insurance has been received **before** using suppliers.

Local Managers are responsible for supplier contracts and insurance.

Definitions:

- “Supplier contracts” refers to the purchase of goods and services in connection with the business of The XYZ Corporation.
- “Supplier insurance” refers to the insurance which The XYZ Corporation requires be provided by a Supplier.

7.4.1 Supplier Contracts

Local Managers or other authorized personnel work to attain that an adequate, written contract has been established between The XYZ Corporation and all



Supplier contracts

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Supplier contracts are usually in form of the XYZ Corporation Purchase Order

Process:

- 1) Management selects the XYZ Corporation Purchase Order.
- 2) Management fills in the blanks and signs.
- 3) Management retains original and forwards a copy of the signed contract to Legal for record keeping.
- 4) Legal retains copy.

Contract Templates

There are specialized types of services that are regularly requested by Management that are better addressed by specialized forms (contract templates). Such forms are used in lieu of the default XYZ Corporation Purchase Order and must still be accompanied by an appropriate Insurance Certificate.

Supplier contracts that are based on approved XYZ Corporation templates do not need an additional review by Legal or Risk Management before the supplier is used. However, copies of all signed contracts are forwarded to Legal for record keeping.

Supplier contracts based on approved contract templates do not need approval by Legal.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

All supplier contracts that are not based on an approved template are reviewed by Legal before signing.

Supplier forms are never signed without written approval by Legal.



Records of review

- 4) Management retains original and forwards a copy of the signed contract to Legal for record keeping.
- 5) Legal retains record of approval and copy of supplier contract.

Exemptions:

Legal in conjunction with Risk may give exemptions for the contract requirements ***in writing***. Legal retains a record of the exemption on file.

7.4.2 Proof of Insurance (US only)

Local Managers and designated personnel work to attain that their suppliers provide evidence that they are insured according to The XYZ Corporation requirements prior to the supply of goods or services. A standard form of Supplier

Management requires that suppliers provide a certificate of insurance according to XYZ Corporation requirements.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Insurance certificates

Legal manages insurance certificates.

The XYZ Corporation	Quality Manual
	7 Purchasing and Outsourcing
	7.4 Supplier Contracts and Insurance

Exemptions:

Legal in conjunction with Risk may give exemptions for the insurance requirements *in writing*. Legal retains a record of the exemption on file.

Exemptions may be given in writing.

Note:

Insurance requirements for non-US locations are determined on a case-by-case basis by Legal in conjunction with Risk.

Legal specifies requirements for non-US locations.

7.5 Order Information

Management or designated personnel strives to ensure that order information clearly and completely describes the ordered product or service. Where the purchasing information is not standard (as it is, for example, with part or order

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

*Order information leaves
no doubt on the details of
what is ordered.*

7.6 Receiving Inspection of Purchases

Management at The XYZ Corporation strives to inspect and verify purchased products and services to verify that they meet the specified purchase requirements. The type and extent of such inspections depends on the impact that the purchased products and services have on our products and services.



Inspection instructions

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

8 Production and Service Provision

8.1 Customer Property

The XYZ Corporation exercises care with all customer property while it is under our control or being used by us. Customer property includes items given to us for shipment or other service provision, packaging materials supplied by the customer, and intellectual property of the customer.

We exercise care with all customer property and notify the customer immediately in case of loss or damage.

Taking care...

The XYZ Corporation applies the following measures to achieve care with customer property:

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Records of customer notification

8.2 Control of Production and Service Provision

The XYZ Corporation strives to carry out production and service provision under controlled conditions.

What is a controlled process?

A controlled process works consistently as designed and is not negatively affected by external factors such as equipment breakdown and operator errors.

Controlling a process, therefore, means eliminating all negative external factors (i.e., special causes of variation).



Controlled process

How do we control our processes?

Demo Version

The text of this section has been removed in the Demo Version.

The full version is available at www.9001simplified.com

⇒ Work Instructions

Management makes work instructions available where beneficial. Often work instructions aid our business as follows:

- As reminders for rarely performed tasks
- To help ensure that no steps are omitted
- To achieve exact conformity for very important tasks
- To help ensure consistency
- As training aid for tasks that tend to be performed by temps or other frequently changing personnel



Work instructions as needed and in a format that is best for the intended user

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Words showing that processes meet requirements

8.3 Information Flow

Where required by the customer or where otherwise appropriate, The XYZ Corporation tracks our products and our customers' property throughout the production and service provision. The following information is typically available:

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



*Records of product
identification*

8.4 Quality Control Inspection and Release

Quality control inspections are designed to spot any problems with our products or services at an early stage and to achieve conformance to requirements. They are also used to generate information on how well certain processes are working.

QC inspections are used to achieve product/service conformance, as well as to evaluate processes.

Planning for QC inspections

Management formally plans for QC inspections and documents them. Documentation could be in form of special QC instructions, part of QC checklists or could be included in other work instructions.



QC instructions

- Stages: Management determines and documents appropriate stages in the production and service provision at which a quality control inspection is

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Inspection records

8.5 Nonconforming Products and Services

The XYZ Corporation controls nonconforming products and services in order to prevent them from unintended use or further processing, and to create records as basis for improving effectiveness and efficiency of our processes.

What are nonconforming products and services?

Nonconforming products and services are products and services that differ from what is required or expected. There are several ways through which nonconforming products and services could be detected:



*Nonconforming products
and services*

- Receiving inspections:
Purchased products and services that didn't pass inspection (see section on "purchased product and service verification")
- QC inspections:

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



*Records of customer
authorization*

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Instructions on dealing with nonconforming products/services as needed

concessions obtained) are maintained to assist learning and to provide data for analysis and corrective action.



Nonconformity reports

Management may also consider recording information on those nonconformities that are corrected in the normal course of work, as such data could provide valuable information for improving the effectiveness and efficiency of processes.

9 Measurement and Analysis

9.1 Customer Satisfaction

The XYZ Corporation uses the measurement of customer satisfaction as a vital tool. We realize that it is not sufficient to measure how we meet customer requirements but that it is of crucial importance how the customer *perceives* our performance.

Who measures customer satisfaction?

Measuring customer satisfaction is carefully coordinated so that measurements are efficient, that they are a positive experience for the customer, and that results are communicated to the appropriate functions.

Division Management leads the team effort of measuring customer satisfaction.

Measuring customer satisfaction is a **team effort**: senior Management of the divisions coordinates the effort; Management of the business units determines in

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Customer feedback instructions

What is measured?

There are three basic areas that could impact customer satisfaction:

- Conformity to customer requirements
- Meeting needs and expectations
- Price

We measure satisfaction in the areas of requirements, expectations, and price.

Senior Management of the divisions strives to ensure that customer feedback in all three areas is obtained as appropriate.

Customer complaints:

Customer complaints are taken very seriously. The following process helps us correct any problems that a customer points out:

Proper handling of customer complaints helps the company improve; it also increases customer loyalty.

1. Record it

All customer complaints are recorded by the individual who receives the complaint (that is, if the complaint did not come in writing).

2. Bring to attention

Customer complaints are then forwarded to the pertinent management.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

What are the tools and methods?

There are a variety of tools available – each with advantages and disadvantages. Depending on the customer, relationships, type of service, information being sought etc, one or more tools and methods are being applied.

Possible tools and methods include:

- Informal meetings and entertainment
- In-depth interviews

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Records on customer satisfaction

Action

In cases of customer complaints or other expression of dissatisfaction,

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

9.2 Audit Program

The Quality and Safety Department operates a company-wide audit program that serves the following purposes:

- ❑ Determination if corporate policies, procedures and systems are effectively implemented
- ❑ Identification of noncompliances
- ❑ Verification of effective correction of all identified noncompliances

The purpose of the audit program is to determine and enforce corporate policies and procedures.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

The audit program includes ISO 9001, safety and QC audits.

The Corporate Audit and Safety Manager strives to ensure that all auditors are qualified.

The Corporate Audit and Safety Manager prepares annual audit plans that are continuously updated as required by changing circumstances.

Initial Audit Plan:

The Corporate Audit and Safety Manager prepares an initial annual audit plan that shows:

- ❑ **Locations being audited**
Each location is audited at least once per year for ISO 9001. Safety and QC audits may be partially or fully replaced by self-inspections based on the factors listed below.

□ **Scope of each audit**

The scope of each audit is planned so that over the period of one year, the entire applicable spectrum of ISO 9001 is audited; the entire spectrum of safety and QC is audited or self-inspected.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Assignment of Auditors

When assigning auditors, the Corporate Audit and Safety Manager considers the following issues:

- Auditors must not audit their own work
- Objectivity and impartiality of auditors
- Requests and feedback from internal customers
- Travel costs

The Corporate Audit and Safety Manager considers several factors when assigning auditors.

Audit Preparation

The Corporate Audit and Safety Manager briefs the auditor on the following items before an audit:

- Previous audits and unverified corrective action
- Auditee's operation (if necessary)
- Detailed audit scope for ISO 9001, safety and quality control (as applicable) – see considerations under audit planning

The Corporate Audit and Safety Manager prepares the audit with the auditor.

The Corporate Audit and Safety Manager confirms audit and meeting times with the auditee prior to the audit.

Auditing

The auditor conducts the audit in accordance with the Corporate Audit and Safety Manager's instructions. A typical audit includes:

Auditors typically start with opening meeting, then verify old NCs, it, and end with closing meeting.

Demo Version


The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Corporate Audit and Safety Manager is responsible for audit reporting.

 *audit reports*

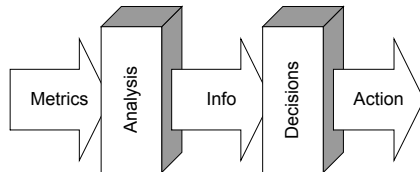
Management prepares CAPs and corrects all non-compliances in a timely manner.

Corporate Audit and Safety Manager verifies corrective correction.

 *certification results*

9.3 Metrics

The XYZ Corporation makes decisions and takes actions based on facts. The analysis of various kinds of data and information is a key component to making fact-based decisions.



The XYZ Corporation collects relevant data on all levels of the organization and converts the data into meaningful metrics. The metrics are analyzed to generate information that is used by Management on all levels to make decisions and ultimately to take action.



Metrics are measures that result from aggregating and calculating measurement

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

*Management establishes
a complete set of metrics
for its area of
responsibility.*

Types of Metrics

- **Goal driven metrics**
These metrics allow management to measure and track if goals are met. Most goals set in business plans and management incentive plans are appropriate for measuring in form of metrics. In many cases, it is useful to also measure in form of metrics to determine if sub-goals are achieved.

□ **Customer driven metrics**

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Important Considerations

The ability to compare results over time or with other businesses is important for many metrics. Management considers these factors when establishing metrics:

- Comparisons over time:
Ratios eliminate the effects of external factors that change over time (e.g., in order to eliminate the effect of changes in cargo volume on damage numbers, number of damages may be divided by number of shipments).

- **Benchmarking:**
Comparing the deviations of data from a standard, rather than comparing the data, often allows for benchmarking of seemingly incompatible data (e.g., in order to compare damages in different types of business, damage numbers in each business may be divided by the industry average of each type of business).

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



9.3.4 Analysis

Metrics serve as one of Management's tools for decision-making. As such, Management analyzes metrics in order to demonstrate the suitability and effectiveness of the quality management system and to evaluate where improvements to the business processes and the quality management system can be made.

While some metrics are established for reporting to customers and other parties, most metrics are analyzed by Management as a decision-making tool.

Analysis

The analysis typically includes

- Comparing actual performance with set goals, objectives and plans

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

The XYZ Corporation	Quality Manual
	9 Measurement and Analysis
	9.4 Corrective and Preventive Action

9.4 Corrective and Preventive Action

9.4.1 General

The XYZ Corporation continually seeks to improve the effectiveness and efficiency of the processes of the organization, rather than wait for a problem to reveal opportunities for improvement. The quality management system, including management reviews, corrective and preventive action, and the analysis of audit results, customer satisfaction and other metrics, is used to achieve continual improvement.

Corrective and preventive action is used pro-actively to achieve continual improvement.

What is corrective and preventive action?

Corrective and preventive action is an important tool for the improvement of

Demo Version

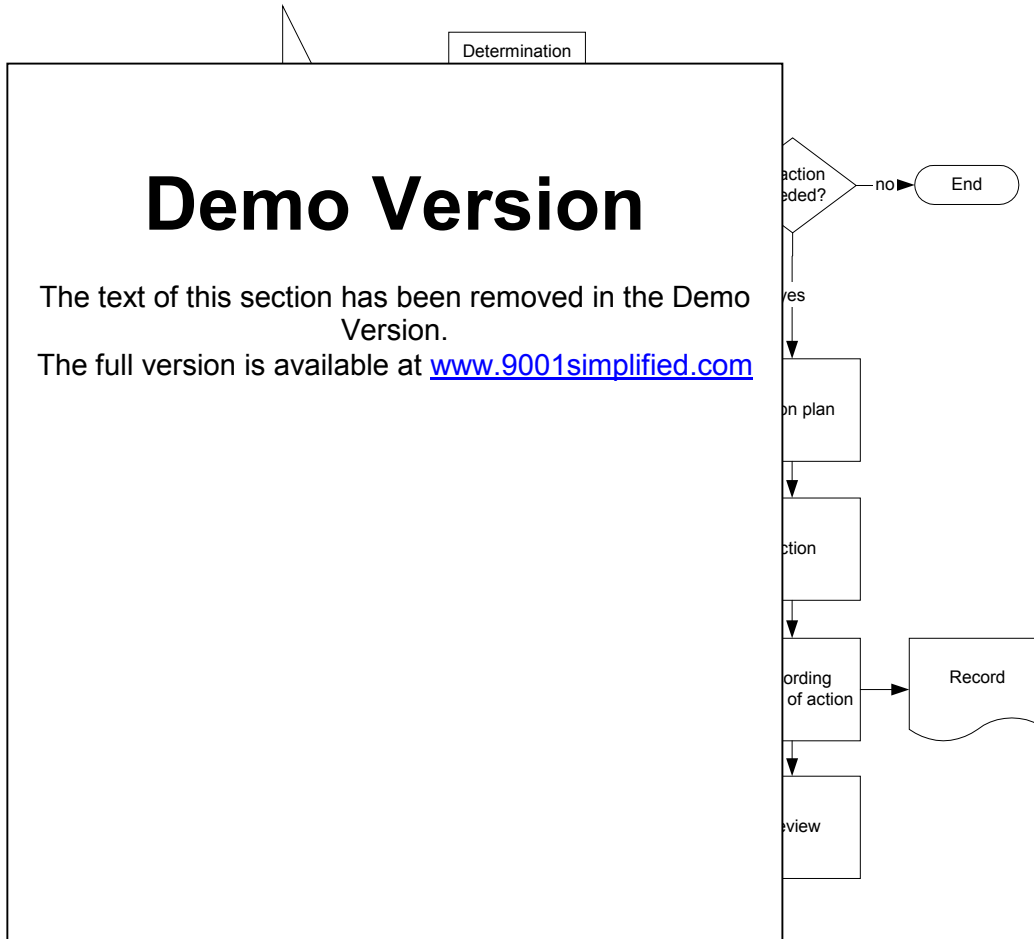
The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

*ective and
entive action*

*ective and
entive action can
to changes in
ucts, services,
agement systems
even the
nization.*

*agement is
ossible for action in
area of
onsibility.*

9.4.2 Corrective and Preventive Action Process Flow



Start of the Corrective and Preventive Action Process

The corrective and preventive action process starts with the discovery of an existing or potential problem. Existing or potential problems are identified through various sources, including:

- Employee input
- Nonconforming processes, products and services
- Customer feedback
- Audit results - ***please see section 9.2 "Audit Program" for timeline and other requirements!***
- Metrics and their analysis
- Management review

A variety of sources could lead to corrective or preventive action.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Root cause analysis



5 W Approach

Is action needed?

Once the root cause is determined, Management evaluates if any action could prevent the problem from occurring or recurring in the future.

Management makes a business decision to determine if action is appropriate.

Under consideration of The XYZ Corporation Quality Policy, Management balances the investment in the corrective or preventive action against the significance of the problem, which is considered in terms of its potential impact on

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Management plans action, including intended results, responsibilities, and deadlines.

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

agement strives to
ure that action is
rmed according to

re any corrective
preventive action
be closed out,
agement reviews its
ess.

ords of the results of
ective & preventive
n

9.5 Management Review

The management review process of the quality management system at The XYZ Corporation consists of two layers:

□ **Local Management Review**

Local management evaluates the performance of the business processes and the quality management system at the local level.

□ **Corporate Management Review**

The corporate-wide management review is an

Demo Version

The text of this section has been removed in the Demo Version.

The full version is available at www.9001simplified.com

Corporate Management

Agent

- Old t
- Metr
- Cust
- Corr
- Audi
- Proc
- Supp
- Injur
- Char
- Impr

**Decis
Action**

- Impr
- Impr
- Impr
- Resc

Reco

and effectiveness
Management

Review

the

ment system

ps

- Resource needs

Record of Corporate Management Review

Locally Scheduled

Annually

9.5.1 Local Management Review

Local management reviews are designed to allow for the evaluation of the business processes and the quality management system at the local or business unit level.

Results

The results of local management reviews include decisions and corrective/preventive action plans for:

- Improvement of the effectiveness of the quality management system at the local level (i.e., how to locally best implement requirements in the Quality Manual)
- Improvement of operational processes
- Improvement of products and services
- Resource needs (incl. training, equipment, etc.)

Agenda items

As applicable, the following agenda items are part of local management reviews:

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com



Management review frequency



Review records

Demo Version

The text of this section has been removed in the Demo Version.
The full version is available at www.9001simplified.com

Participants

Participants of the corporate management reviews are executive management.



Review records

Frequency

Corporate management reviews are scheduled once per year.

Records

Notes of the corporate management reviews are kept. A template is available on Intranet.

10 Appendix

10.1 ISO 9001 Cross Reference

ISO 9001:2008 Clause		Section in this Manual	
Quality Management System	4		
General Requirements	4.1	1.1 7	Foreword Purchasing and Outsourcing
Documentation Requirements	4.2		
General	4.2.1	2.2	Documentation Structure
Quality Manual	4.2.2	2.2	Documentation Structure
Control of Documents	4.2.3	2.3	Document Control
Control of Records	4.2.4	2.3	Document Control
Management Responsibility	5		
Management Commitment	5.1	3.2 3.5 4.1 9.5	Quality Policy Internal Communication Resource Allocation Management Review
Customer Focus	5.2	3.4 6.1	Customer Focus Identification of Customers
Quality Policy	5.3	3.2 9.5	Quality Policy Management Review
Planning	5.4		
Quality Objectives	5.4.1	3.3	Setting Objectives
Quality Management System Planning	5.4.2	2.1.4 6.3	Changes to the Quality Management System Quality Planning
Responsibility, Authority and Communication	5.5		
Responsibility and Authority	5.5.1	3.1	Responsibilities and Authorities
Management Representative	5.5.2	2.1.3	Management Representatives
Internal Communication	5.5.3	3.5	Internal Communication
Management Review	5.6		
General	5.6.1	9.5	Management Review
Review Input	5.6.2	9.5	Management Review
Review Output	5.6.3	9.5	Management Review
Resource Management	6		
Provision of Resources	6.1	4.1	Resource Allocation
Human Resources	6.2		
General	6.2.1	4.2	Human Resources
Competence, Training, and Awareness	6.2.2	4.2	Human Resources
Infrastructure	6.3	4.3 4.5.1	Infrastructure Equipment Maintenance
Work environment	6.4	4.4	Work Environment

Use this section to find particular ISO 9001:2008 requirements in this Manual

ISO 9001:2008 Clause		Section in this Manual	
Product Realization	7		
Planning of Product Realization	7.1	6.3	Quality Planning
Customer-Related Processes	7.2		
Determination of Requirements Related to the Product	7.2.1	5.1.2	Proposal Preparation
Review of Requirements Related to the Product	7.2.2	5.1.1 5.1.3 5.2.2 5.2.3 5.3	Review of formal RFPs Proposal Review Contract Review Contract Acceptance Changes to Customer Contracts
Customer Communication	7.2.3	6.5	Customer Communication Channels
Design and Development	7.3		
Design and Development Planning	7.3.1	6.4.1	Planning for Product Design
Design and Development Inputs	7.3.2	6.4.2	Performing Product Design
Design and Development Outputs	7.3.3	6.4.2	Performing Product Design
Design and Development Review	7.3.4	6.4.2	Performing Product Design
Design and Development Verification	7.3.5	6.4.2	Performing Product Design
Design and Development Validation	7.3.6	6.4.2	Performing Product Design
Control of Design and Development Changes	7.3.7	6.4.3	Changes in Product Design
Purchasing	7.4		
Purchasing Process	7.4.1	7 7.2 7.3 7.4 7.5 7.6	Purchasing and Outsourcing Supplier Selection and Evaluation Supplier Maintenance Supplier Contracts and Insurance Order Information Receiving Inspection of Purchases
Purchasing Information	7.4.2	7.4 7.5	Supplier Contracts and Insurance Order Information
Verification of Purchased Product	7.4.3	7.4 7.5 7.6	Supplier Contracts and Insurance Order Information Receiving Inspection of Purchases
Production and Service Provision	7.5		
Control of Production and Service Provision	7.5.1	8.2	Control of Production and Service Provision
Validation of Processes for Production and Service Provision	7.5.2	8.2	Control of Production and Service Provision
Identification and Traceability	7.5.3	8.3	Information Flow
Customer Property	7.5.4	8.1	Customer Property
Preservation of Product	7.5.5	8.1	Customer Property
Control of Monitoring and Measuring Equipment	7.6	4.5.2	Control of Measuring Equipment

ISO 9001:2008 Clause		Section in this Manual	
Measurement, Analysis and Improvement	8		
General	8.1	7.6 9.3	Receiving Inspection of Purchases Metrics
Monitoring and Measurement	8.2		
Customer Satisfaction	8.2.1	9.1 9.3	Customer Satisfaction Metrics
Internal Audit	8.2.2	9.2	Audit Program
Monitoring and Measurement of Processes	8.2.3	9.3.1 9.3.2 9.3.3 9.4	Establishing Metrics Monitoring Recording and Reporting of Metrics Corrective and Preventive Action
Monitoring and Measurement of Product	8.2.4	8.4 8.5	Quality Control Inspection and Release Nonconforming Products and Services
Control of Nonconforming Product	8.3	8.5	Nonconforming Products and Services
Analysis of Data	8.4	9.3	Metrics
Improvement	8.5		
Continual Improvement	8.5.1	9.3 9.4	Metrics Corrective and Preventive Action
Corrective Action	8.5.2	9.4	Corrective and Preventive Action
Preventive Action	8.5.3	9.4	Corrective and Preventive Action

10.2 Revisions, Exclusions & Legend

Revision History

Please see the Intranet for a revision history on this Quality Manual.

Exclusions

None of the requirements of ISO 9001:2008, section 7, have been excluded.

Legend



Record required



Additional documentation required



Definition or explanation