



QUALITY MANAGEMENT SYSTEM



Effective date: 1 June 2022

Table of revisions



Contents

1.1.	References	5
1.2.	Definitions	5
2.1.	General	5
2.2.	Documentation Requirements.....	5
2.2.1.	General	5
2.2.2.	Quality Manual	5
2.2.3.	Control of Documents & Records	6
2.2.4.	Control of Records	6
2.3.	Use of management principles	6
3.1.	Management Commitment	7
3.2.	Customer Focus.....	7
3.3.	Quality Policy.....	7
3.4.	Planning	7
3.4.1.	Quality Objectives.....	7
3.4.2.	Quality Management System Planning.....	7
3.5.	Responsibility, Authority and Communication.....	8
3.5.1.	Responsibility and Authority	8
3.5.2.	Management Representative	8
3.5.3.	Internal Communications	8
3.6.	Management Review.....	8
3.6.1.	General	8
3.6.2.	Management Review Input	8
3.6.3.	Management Review Output	9
4.1.	Introduction	9
4.2.	Human Resources.....	9
4.3.	Infrastructure	9
4.4.	Work Environment	9
5.1.	General	9
5.2.	Planning of Service Realization.....	9
5.3.	Customer-Related Processes	10
5.3.1.	Determination of Requirements Related to the Service	10
5.3.2.	Review of Requirements Related to the Service	10
5.3.3.	Customer Communication	10
5.4.	Design and Development.....	10
5.5.	Procurement	10
5.5.1.	Procurement Process	10
5.5.2.	Purchasing information	10
5.5.3.	Verification of purchased product	10
5.6.	Service Provision.....	11
5.6.1.	Control of Service Provision	11
5.6.2.	Validation of Processes for Service Provision	11
5.6.3.	Identification and Traceability	11
5.6.4.	Customer Property.....	11
5.6.5.	Preservation of Product.....	11
5.7.	Control of Monitoring and Measuring Devices	11
6.1.	General	12
6.2.	Monitoring and Measurement.....	12
6.2.1.	Customer Satisfaction	12
6.2.2.	Internal Audit	12
6.2.3.	Monitoring and Measurement of Processes	12
6.2.4.	Monitoring and Measurement of Products and Services.....	12

6.3.	Control of Non-Conforming Products and Services.....	12
6.4.	Analysis of Data	12
6.5.	Improvement	12
6.5.1.	Continual Improvement.....	12
6.5.2.	Corrective Action	12
6.5.3.	Preventive Action	13



1. References and Definitions

1.1. References

References are made, throughout this Manual, to procedures and key processes, which are applicable to the Quality Management System.

1.2. Definitions

QM	- Quality Manual
QMS	- Quality Management System
QSE	- Quality, Safety and Environment
S & A	- Safety & Assurance

2. Quality Management System

2.1. General

We have implemented a QMS which helps the Company to meet its commitment to continual improvement, applicable statutory, regulatory and the company's requirements.

This section explains how the QMS operates in accordance with the ISO 9001 Standard. As an aid to clarity; the same headings and paragraph references are used in this manual as those used in the ISO 9001. A comparative list of clauses is included in the Standard itself.

The design and implementation of this quality management system has been influenced the business environment we work in, changes and/or risks associated with that the environment; the business needs, our objectives, the services we provide, the processes and procedures we employ, company size and structure.

The Company views quality as an integral part of its operations. Policies in these areas are complementary and reflect the Company's commitment, as stated in its policy, to explore new ideas to improve service efficiency and effectiveness.

Within this QM, the Company has determined the required processes, their application, sequence and interaction and has determined methods and criteria to ensure that these processes are effective.

Furthermore, this QM provides the means to ensure that the necessary resources are determined and made available and that the processes are monitored, measured & analyses with actions taken to ensure that the planned results with continual improvement of these processes takes place. All processes including any that are outsourced are managed in accordance with this QM.

2.2. Documentation Requirements

2.2.1. General

This QM details the QMS and the Company's quality strategy.

Measurable objectives and targets, supporting the Quality Policy, are derived and detailed at management review meetings.

Quality Planning is detailed in Section 3.4 of this manual. Control of the documentation and records required by this QM are described in Section 2.2.3 and 2.2.4 below.

2.2.2. Quality Manual

This QM details the QMS and provides a guide to the whole QMS, including the interaction between primary key processes (refer to: Appendix: A). All processes are included within the QMS (i.e., no exclusions).

This manual is classified Company confidential, and all procedures and records referred to herein are to be mandatory within the Company.

A key component of the QMS is the Job File Folder where many of the processes and documents are maintained and reviewed. The Job File Folder status and its interaction with ISO 9001 are detailed at Appendix C.

The Job File Folder if utilized correctly within the QM it fulfills the purpose of the QMS (refer to sect 2) and ensures that all relevant personnel:

- Understand and meet the requirements of the SQM
- Consider processes in terms of added value
- Obtain results of process performance and effectiveness
- Ensure the continual improvement of processes based on objective measurement.

This Manual is maintained electronically by the Safety & Assurance Consultant and controlled/distributed in accordance with procedure Document & Data Control.

The Director with assistance from the Safety & Assurance Consultant is responsible for the periodic review and revision, if necessary, of this manual. Designated managers are responsible for periodic review & revision, if necessary, of associated procedures and instructions.

2.2.3. Control of Documents & Records

Preparation and issue of new or revised QSE documents is in accordance with the requirements of Document & Data Control. (Key Process No.1).

2.2.4. Control of Records

To demonstrate compliance with contract requirements, applicable statutory and regulatory obligations and to evidence the extent to which management objectives and targets have been met; a procedure for the identification, collection, storage and maintenance of environmental records is in place.

Generally, records that provide evidence of correct operation of a procedure are referred to within the procedure itself.

Included within overall records is appropriate sub-contractor and procurement information, results of audits and reviews, training details, non-compliance and corrective actions and inspection reports.

Records will be safely stored for specified retention times and in the locations detailed under the relevant control procedures.

2.3. Use of management principles

The Company is committed to the following principles, which are embodied throughout this QM:

- **Customer focus** - the Company's approach is described and defined in Section 3.2.
- **Leadership** - This is provided by top management. Organization Charts determine management responsibilities for the achievement of the Company's objectives & targets.
- **Involvement of people** - It is Company policy to ensure that the entire workforce is committed and involved. Internal communications and the emphasis on training do highlight this.
- **Process approach** - Where possible activities are viewed as processes rather than isolated functions. This is highlighted within the QMS procedures, Job File Folder and this manual.
- **System approach to management** – The Company takes great care as illustrated by this manual, to ensure that it identifies, understands, simplifies and manages its processes as a whole system that leads to greater effectiveness and efficiency.
- **Continual improvement** - This is a stated objective of the Company and is highlighted in both its strategy and its policy. *Management Review Procedure* details how this is achieved.
- **Factual approach to decision making** - Data and metrics are collated throughout the Company and are used to facilitate effective decision making.
- **Mutually beneficial relationships** - it is the intention of the Company to work with suppliers as partners and to involve them as much as possible in the decision-making process and in

relations with customers.

3. Management Responsibility

3.1. Management Commitment

Evidence of Management Commitment is provided within this QM, via the establishment of a policy, objectives & a desire to ensure Customer satisfaction, which is our desired outcome.

3.2. Customer Focus

Established procedures ensure that Customer, statutory and regulatory requirements are determined and met with the aim of enhancing Customer satisfaction and compliance with regulations. In general, Customer statements of complaint or praise are collated and acted upon as required. Customer feedback when given is reviewed at Management Review meetings.

3.3. Quality Policy

The Quality Policy is published on the Company website and on notice boards. The Policy is reviewed for continued effectiveness, by the senior management team, on an annual basis. Revisions to the Policy are communicated via the briefing process, in accordance with procedure

3.4. Planning

3.4.1. Quality Objectives

Quality Objectives have been established and are maintained, which ensures the specification of Quality objectives - and the targets which follow from them - at all relevant levels.

The objectives derive from consideration of regulatory requirements, customer complaints, business strategy, and comments from interested parties.

In order to ensure full understanding among employees of the objectives and targets; they are communicated at least annually through the usual staff communications channels. Interested parties outside the Company can inspect objectives and targets at our offices by mutual agreement.

To ensure that objectives and targets are achieved, the procedure outlines how the management programs and projects are implemented. It covers: -

- Existing and new services;
- Also defines the responsibilities for:
- The means & setting of time-frames to achieve the objectives & targets;
- Monitoring of progress towards achievement;
- Responding to any changes which occur as projects proceed;
- Taking any necessary corrective action.

3.4.2. Quality Management System Planning

The Board initiates and takes responsibility for quality planning via the quality management policy, the management strategy and the objectives.

Where appropriate, planning is embodied in the documented procedures. Planning also takes into account the needs of Customers as defined in the appropriate procedure, and where those requirements lie beyond the scope of the procedures, then a special plan is prepared.

The requirements which relate to statutory and regulatory obligations are also taken into account in the planning process, as are the metrics relating to performance data, previous experience and risk assessment. Opportunities for improvement are indicated in the reviews, audits, and Customer focused activities and as such are included in the planning process.

Outputs arising from the planning process are: management policy, procedures, resources, skills, responsibilities & record requirements. These outputs are regularly reviewed and may change.

3.5. Responsibility, Authority and Communication

3.5.1. Responsibility and Authority

The Company structure and operational interfaces are detailed in an organization chart. Quality responsibilities are deemed an integral part of these operations and as such are defined in associated procedures, key process maps and specific job descriptions.

3.5.2. Management Representative

Overall Responsibility for the Quality Management System lies with the Managing Director who has delegated the responsibility for establishing, implementing and maintaining

processes required for effective operation of the QMS to the Office Manager who is also responsible for reporting on the performance of the QMS to the Board.

3.5.3. Internal Communications

The Company recognizes the importance of good communications throughout the organization. A procedure has been established to control the receipt, dissemination and review of information.

3.6. Management Review

3.6.1. General

A documented top management review of the Company's QMS is undertaken, at least annually, to ensure its continuing suitability and effectiveness for meeting its stated policies and objectives and its aim for continual improvement. The Office Manager may recommend that Board reviews be conducted more frequently. Where appropriate, changes to the QMS, policies or objectives will be made.

3.6.2. Management Review Input

The review input includes the agenda items given below:

- **Follow-up actions:**
i.e., have actions arising from previous reviews been completed?
- **Customer focus:**
i.e., how attentive is the Company to the requirements of the customer?
- **Customer feedback** (including complaints):
i.e., how satisfied are our customers? (ref: perception data, interface feedback)
- **Evaluation of supplier/sub-contractor performance:**
i.e., how well have suppliers/sub-contractors performed?
- **Evaluation of service provision & product conformity**
i.e., have services and products met customer requirements?
- **Evaluation of quality performance** (see Executive Reports):
i.e., see Annual Performance Report?
- **Results of internal audits:**
i.e., what are significant findings?
- **Results of corrective and preventive actions:**
i.e., have corrective/preventive actions been effective?
- **Evaluation of improvement objectives:**
i.e., have objectives been completed effectively and has the anticipated improvement been realized?
- **Policies & continued suitability:**
i.e., are policies effective?

- **Resources:**
i.e., are management resources competent and sufficient?
- **Changes affecting the Management System:**
e.g., new/revised legislation, re-organization, new contracts, new technology, service or process development, new or revised risk assessments, etc.
- **Recommendations for improvement:**
i.e., set objectives for managing change/development.

3.6.3. Management Review Output

The output from management review shall include:

- Status of policy compliance.
- Status of service performance.
- Decisions relating to changes.
- Objectives for improvement.

4. Resource Management

4.1. Introduction

Resources will be made available for the effective implementation of the QMS and to enable the Company to meet its quality objectives and targets and thus achieve continual improvement.

4.2. Human Resources

It is Company policy to ensure that all employees are appropriately educated, trained, skilled and experienced to be deemed competent to carry out their duties and where applicable will provide training or take other actions to achieve the necessary competence and to ensure that the necessary competence has been achieved,

Appropriate training records are maintained in personnel files with the effectiveness of training is evaluated at management review meetings.

4.3. Infrastructure

The necessary infrastructure to maintain and to achieve compliance with service requirements will be provided. Infrastructure adequacy is considered during the inquiry/contract review process. The infrastructure will include buildings, process equipment, and support services (IT, transport, communication and information systems ...etc.)

4.4. Work Environment

To ensure service conformity, Sholnas Company will control the working conditions. This may include temperature, humidity, lighting and noise. Ensuring that work is carried out in a safe and suitable work environment, designed to have a positive influence on the motivation, satisfaction and performance of personnel, in order to enhance the performance of the Company.

5. Service Realization and Operational Control

5.1. General

Service realization key processes are detailed in Appendix: B.

5.2. Planning of Service Realization

Sholnas Company plans and develops appropriate processes Customer Satisfaction Procedure for provision of a number of services to its Customers, and:

- Determines objectives and requirements for each service;

- Establishes processes, documents, and provides resources specific to each service;
- Determines verification, validation, monitoring, measurement, inspection & test activities for each service;
- Determines acceptance criteria for each service.
- Determines the records required for provision of evidence that the processes meet specified requirements.

5.3. Customer-Related Processes

5.3.1. Determination of Requirements Related to the Service

The Customer's requirements, any applicable statutory and regulatory requirements, and any other requirements deemed to be necessary.

5.3.2. Review of Requirements Related to the Service

Service contract requirements are reviewed as detailed in the Job File Folder Key & Process No. 7. This review ensures that contract requirements are defined, changes to contract or order requirements are resolved, and that we can meet the defined requirements.

Records of the review are maintained and where no documented evidence of Customer requirements are obtained, then confirmed prior to acceptance. Changes and amendments are documented and personnel made aware as necessary.

5.3.3. Customer Communication

Procedure Communications & Procedure Customer Satisfaction have been implemented for ensuring that communications with Customers, in relation to: service information, inquiries, order handling, order amendments, Customer feedback and complaints are dealt with effectively with Procedure dealing specifically with Customer Satisfaction.

5.4. Design and Development

Design and development of Company products, applicable to provision of services, may be carried out by Company employees or procured as a sub-contract service, in accordance with the policy detailed in clause: 5.5. Established processes ensure that "in-house" design & development activities are effectively controlled.

5.5. Procurement

5.5.1. Procurement Process

Established processes ensure that purchased products and services conform to specified requirements. Established processes ensure that suppliers and sub- contractors are evaluated before being approved for use and that appropriate control is exercised.

Records are maintained of the evaluation, selection and control process. Information regarding supplier and sub-contractor performance is reviewed at Management Review meetings. Suppliers and sub-contractors working for and/or supplying the Company are informed that they must comply with our QMS requirements.

5.5.2. Purchasing information

Purchasing requirements, including references to supplementary documents, are specified on Purchase Requisitions and Purchase/Service Orders. Specified requirements are reviewed for adequacy and approved for purchase, prior to release to suppliers or sub-contractors.

5.5.3. Verification of purchased product

Established processes ensure that appropriate monitoring and inspection activities are implemented; to verify that purchased products and sub-contract services comply with specified Purchase Order requirements.

When the Company or our Customers intend to verify a product at a Supplier's premises;

verification arrangements & methods of release will be specified on the Purchase/Service Order.

5.6. Service Provision

5.6.1. Control of Service Provision

Service Provision is planned and carried out under controlled conditions, taking into account as appropriate:

- The availability of information applicable to service characteristics;
- The availability of applicable work instructions;
- The suitability of vehicles and equipment;
- The availability and use of monitoring and measuring equipment;
- The implementation of monitoring and measurement;
- The implementation of product release, delivery and post-delivery activities.

Sholnas Company has established and maintains several procedures to ensure adequate co-ordination and effective performance of control, verification, measurement and testing throughout the organization in line with its quality policy, objectives and targets.

The actual range of the operational control procedures may vary from time to time, depending upon the nature of the operations, the extent and scale of the various aspects etc.

A full list of the existing procedures is available is at Appendix D.

5.6.2. Validation of Processes for Service Provision

Company processes are validated in situations where output cannot be verified, or where problems arise post-delivery.

5.6.3. Identification and Traceability

Customer orders are allocated a Job File Folder with a unique reference number. Service processes and associated quality records are identified and recorded, throughout product realization.

5.6.4. Customer Property

Where a Customer supplies property or materials as part of a contract, these are subject to the same procedures as similar property or materials bought for the Customer, i.e. where appropriate; they are properly identified, verified, stored and maintained in good condition.

Details of Customer supplied property, data or material are recorded. Any such supplied property or material that is unsuitable for use is recorded and reported to the Customer.

5.6.5. Preservation of Product

Secure storage areas are provided to prevent damage or deterioration of the material and to preserve and segregate material, as necessary. At all stages of the process the product shall be identifiable, and handled, packaged and protected as appropriate.

5.7. Control of Monitoring and Measuring Devices

Contract Managers determine appropriate monitoring and measurement requirements and the equipment necessary to provide evidence that service provision is compliant with Customers', applicable statutory, regulatory and other applicable requirements.

Equipment that are used to verify service requirement are identified and calibrated and/or verified or both against certified equipment. A procedure has been established to ensure that this is done at prescribed intervals.

When used in monitoring and measurement; the ability of computer software to satisfy intended applications is confirmed, prior to initial use and re-confirmed as necessary.

If equipment is found to be out of calibration, it is the responsibility of the manager involved to assess the effect of this on previous work.

Suitable environmental conditions are provided for the calibration, inspections, measurements and tests performed.

It is the responsibility of managers to ensure that the equipment, within their control, is protected from misuse.

6. Measurement, Analysis and Improvement

6.1. General

Sholnas Company has implemented procedures to ensure conformity to its services and the QMS, and to continually improve the effectiveness of the QMS.

6.2. Monitoring and Measurement

6.2.1. Customer Satisfaction

Customer satisfaction feedback information is collated and monitored. The Company's performance in relation to meeting or exceeding Customers' requirements is reviewed at Management Review Meetings.

6.2.2. Internal Audit

describes the system for internal auditing of the QMS; to determine that operational activities and processes conform to the requirements of ISO 9001 and to verify compliance with our policies.

The procedure provides information on how the results of audits are planned, conducted, recorded, reported, how identified corrective actions are managed, responsibilities defined and closed out without undue delay.

Audits are carried out by suitably qualified individuals who can be identified from their personnel records and the Safety & Assurance Consultant.

6.2.3. Monitoring and Measurement of Processes

QMS processes are monitored and where applicable measured to demonstrate their ability to achieve planned results. Corrective action is taken, to ensure service conformity, when planned results are not achieved.

6.2.4. Monitoring and Measurement of Products and Services

The characteristics of products & services are monitored to verify that the planned requirements and arrangements are being met. Evidence of conformity to specified acceptance criteria is maintained together with the authority for service delivery.

6.3. Control of Non-Conforming Products and Services

Established procedures ensure that non-conformances are controlled and that associated records are maintained.

6.4. Analysis of Data

Data relating to the effectiveness of the QMS is collected on a monthly basis. In particular, information relating to Customer satisfaction, conformity of service with specified requirements, trends in processes, supplier performance and opportunities for preventive action is collated.

6.5. Improvement

6.5.1. Continual Improvement

It is the aim and the policy of all employees that the QMS is continually evolving and improving.

6.5.2. Corrective Action

- Corrective and preventive actions are implemented, Consequential changes to the documented procedures are implemented and recorded,
- Customer complaints and reports of service non-conformances are effectively handled,
- The causes of non-conformances relating to service, process and service requirements are investigated and the results recorded,
- Corrective and preventive actions are defined and controls applied to ensure that effective action is taken,
- Potential causes of non-conformances are detected, analysed and eliminated by the use of appropriate sources of information,
- Relevant information on action taken is considered at Management Review Meetings.

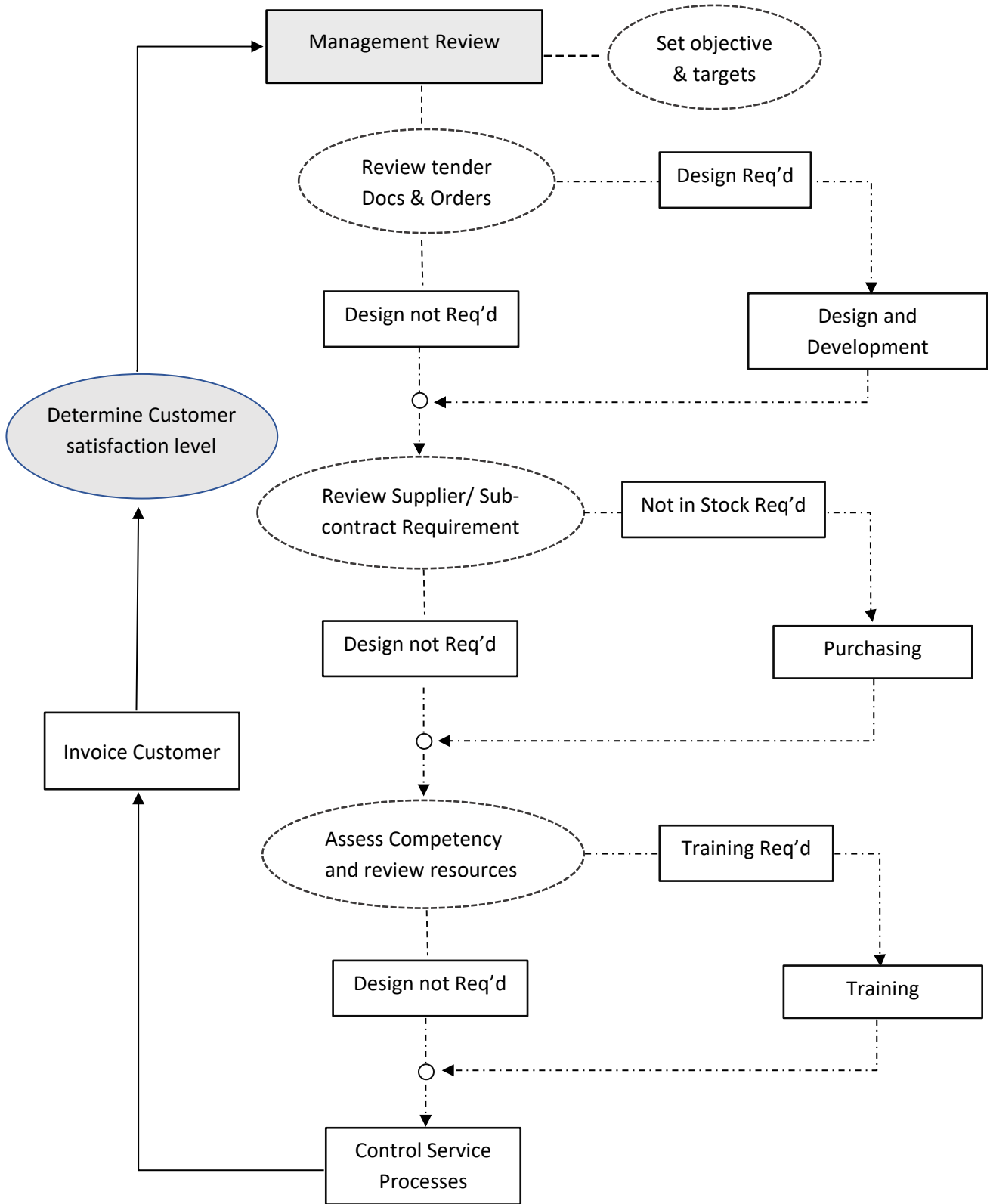
6.5.3. Preventive Action

Preventive measures such as: vehicle maintenance, monitoring and measurement of processes, internal auditing and management review are undertaken to minimize the occurrence of non-conformance.

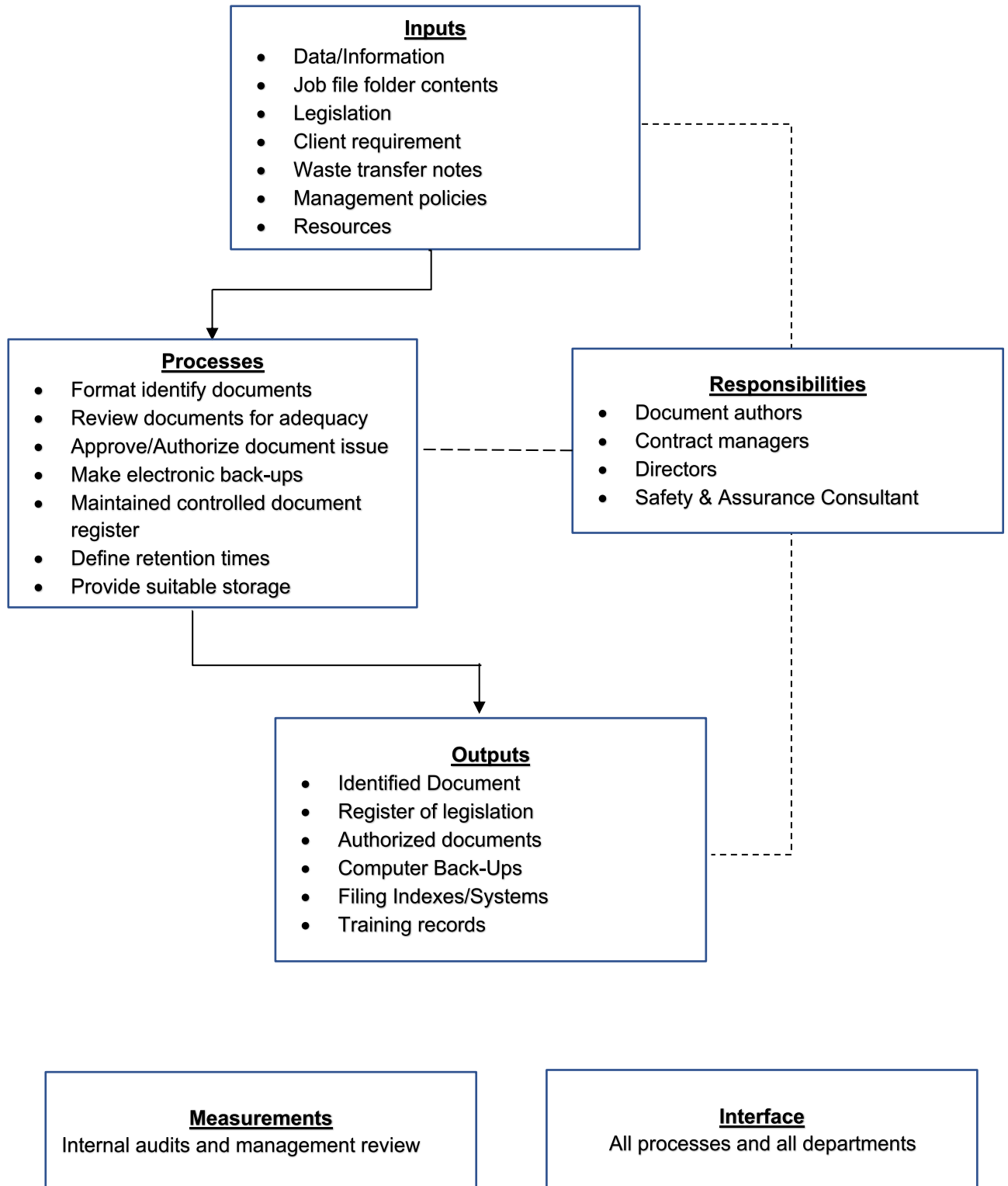
In support of these measures; a documented procedure defines requirements for implementation of preventive action necessary to eliminate the cause & repetition of identified non-conformance.



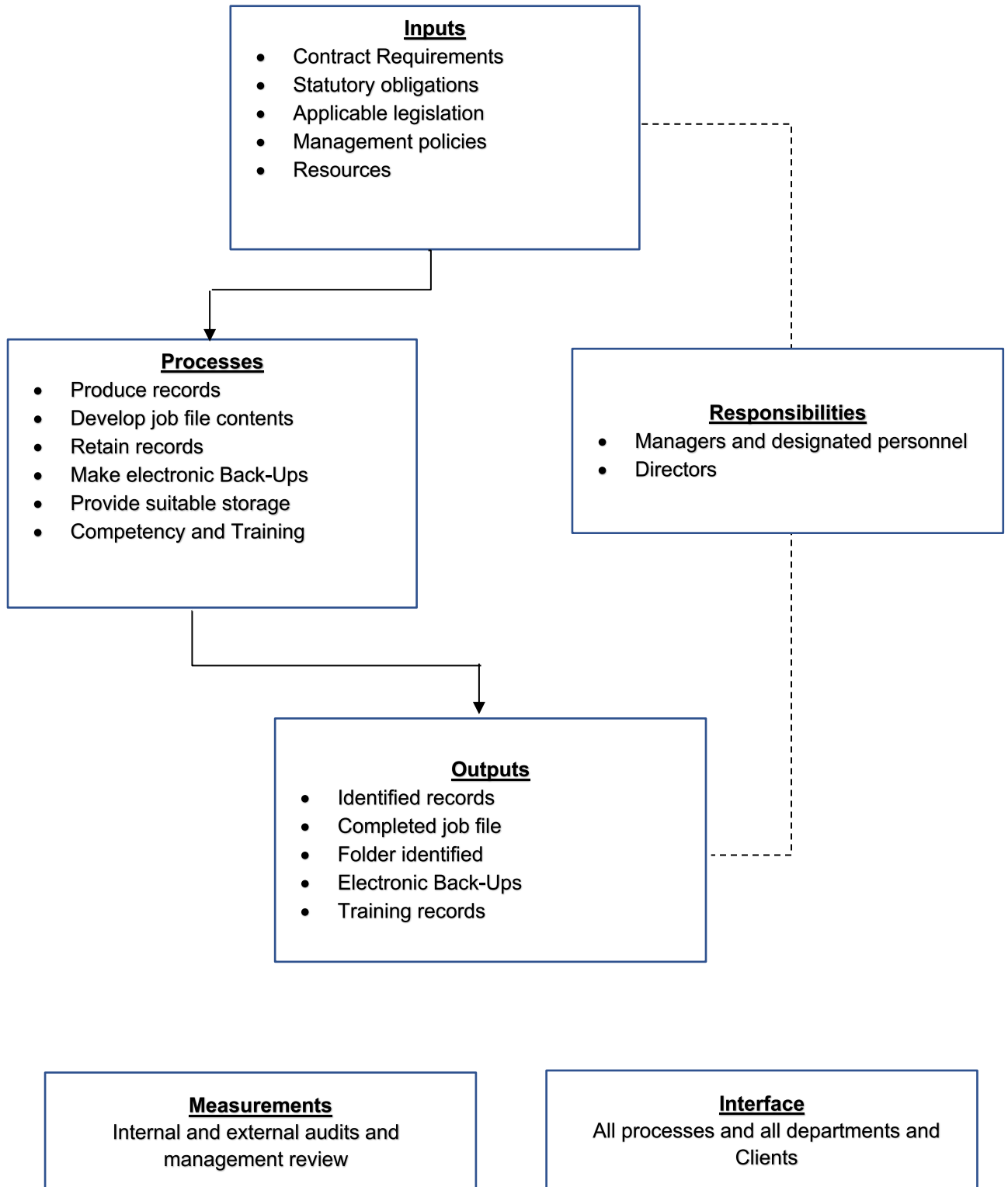
Appendix: A
Primary Key Processes (Shaded) - Interaction Chart



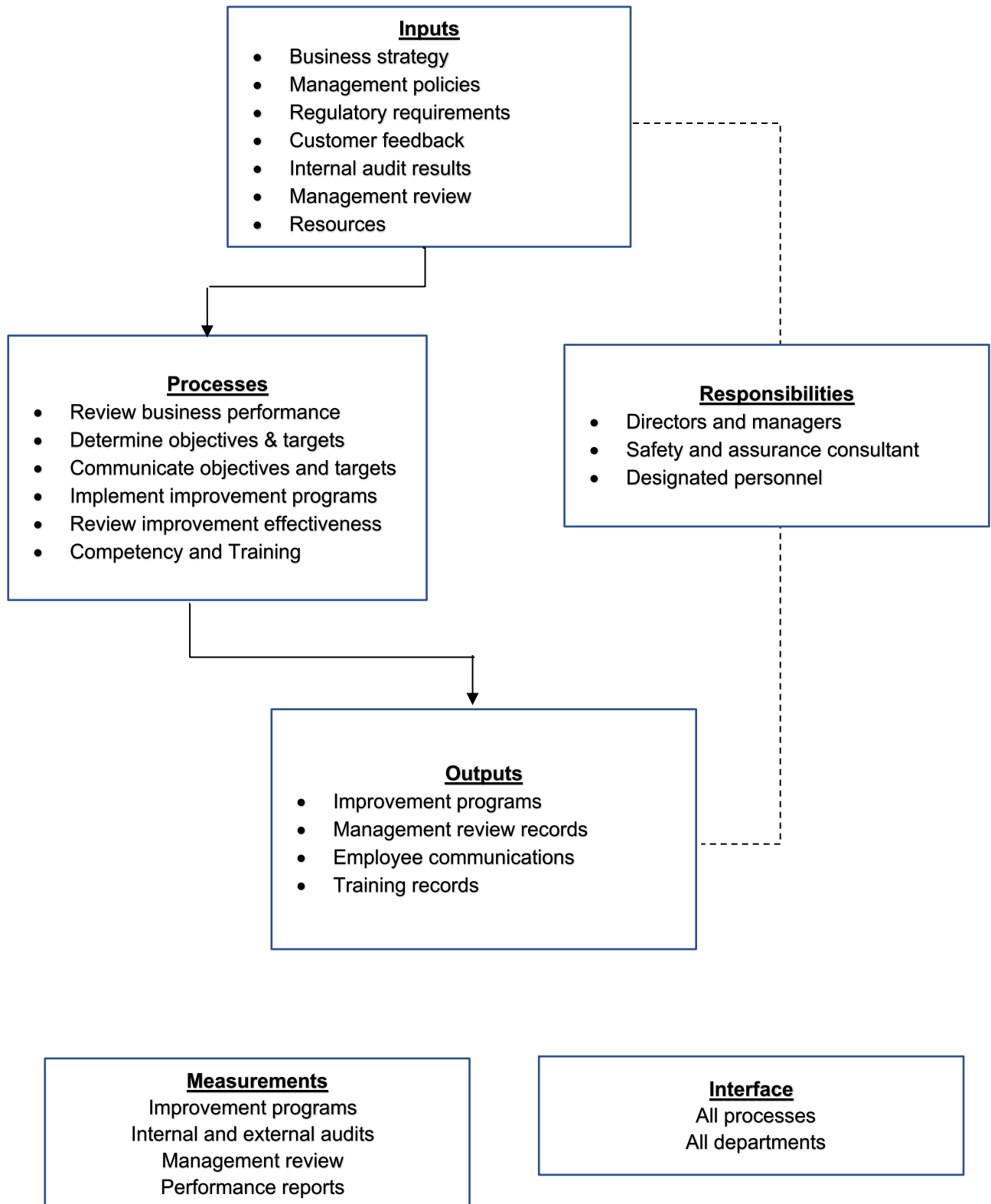
Control of Documents



Control of Records

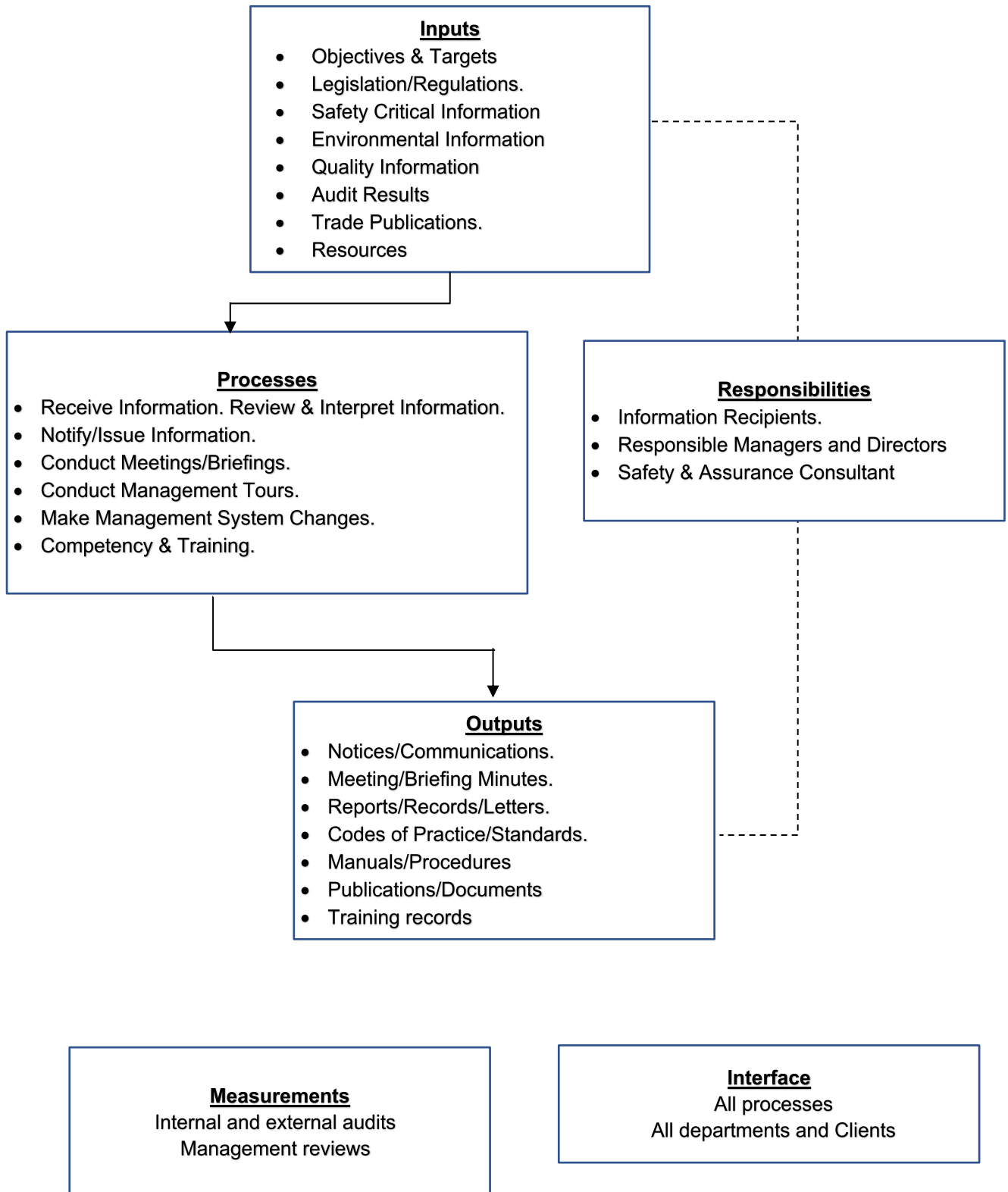


Setting Objects and Targets

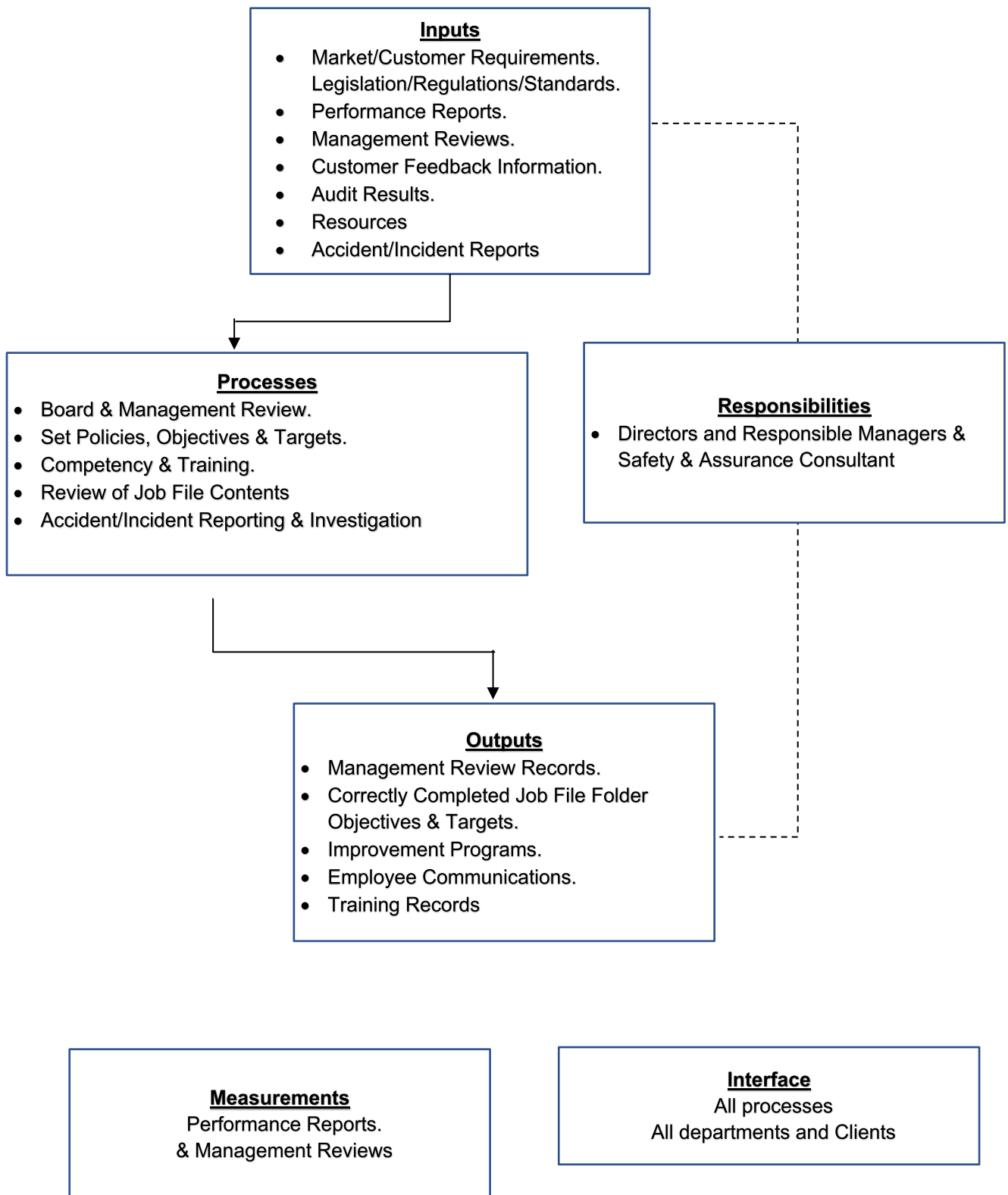




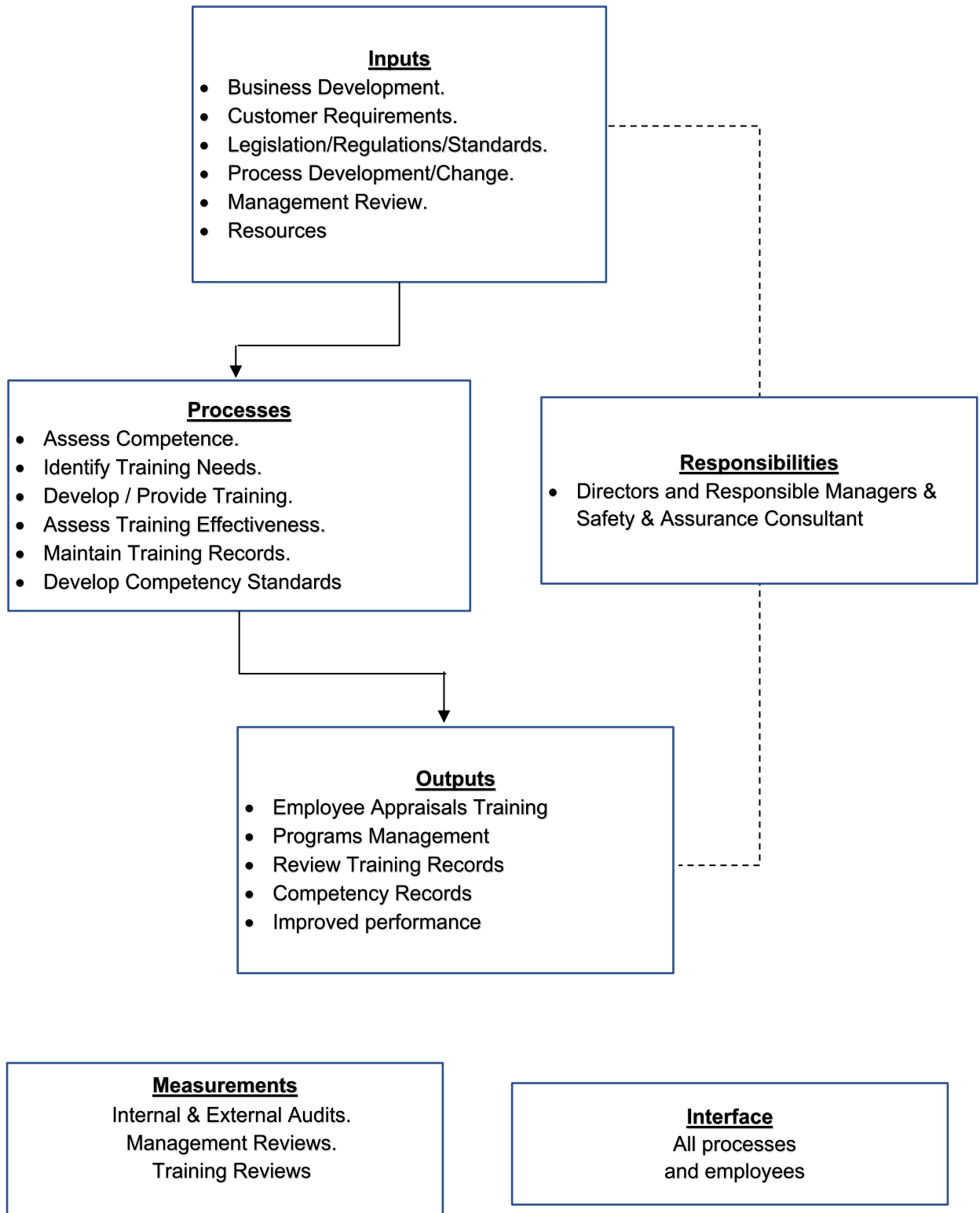
Communications



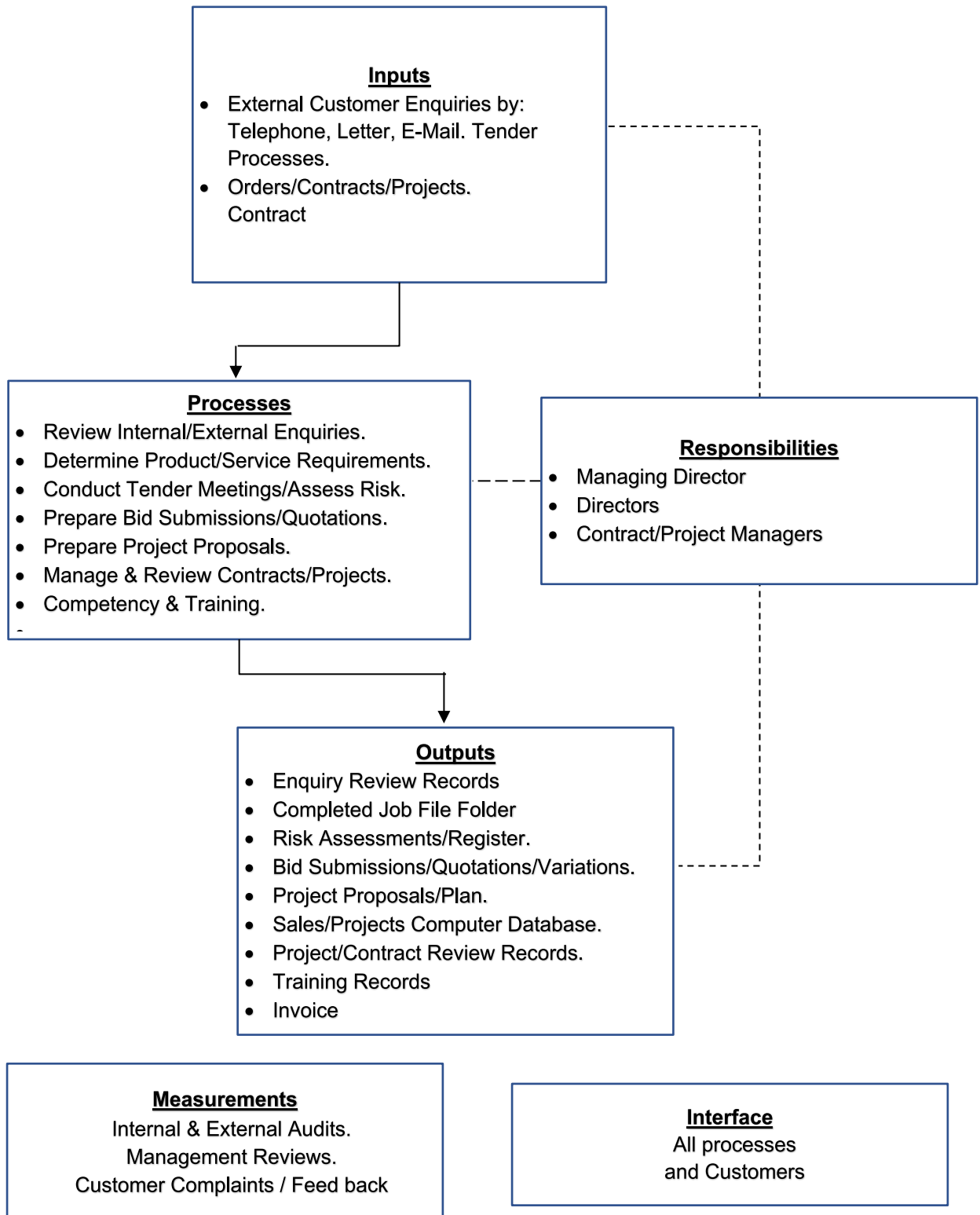
Management review (Primary)



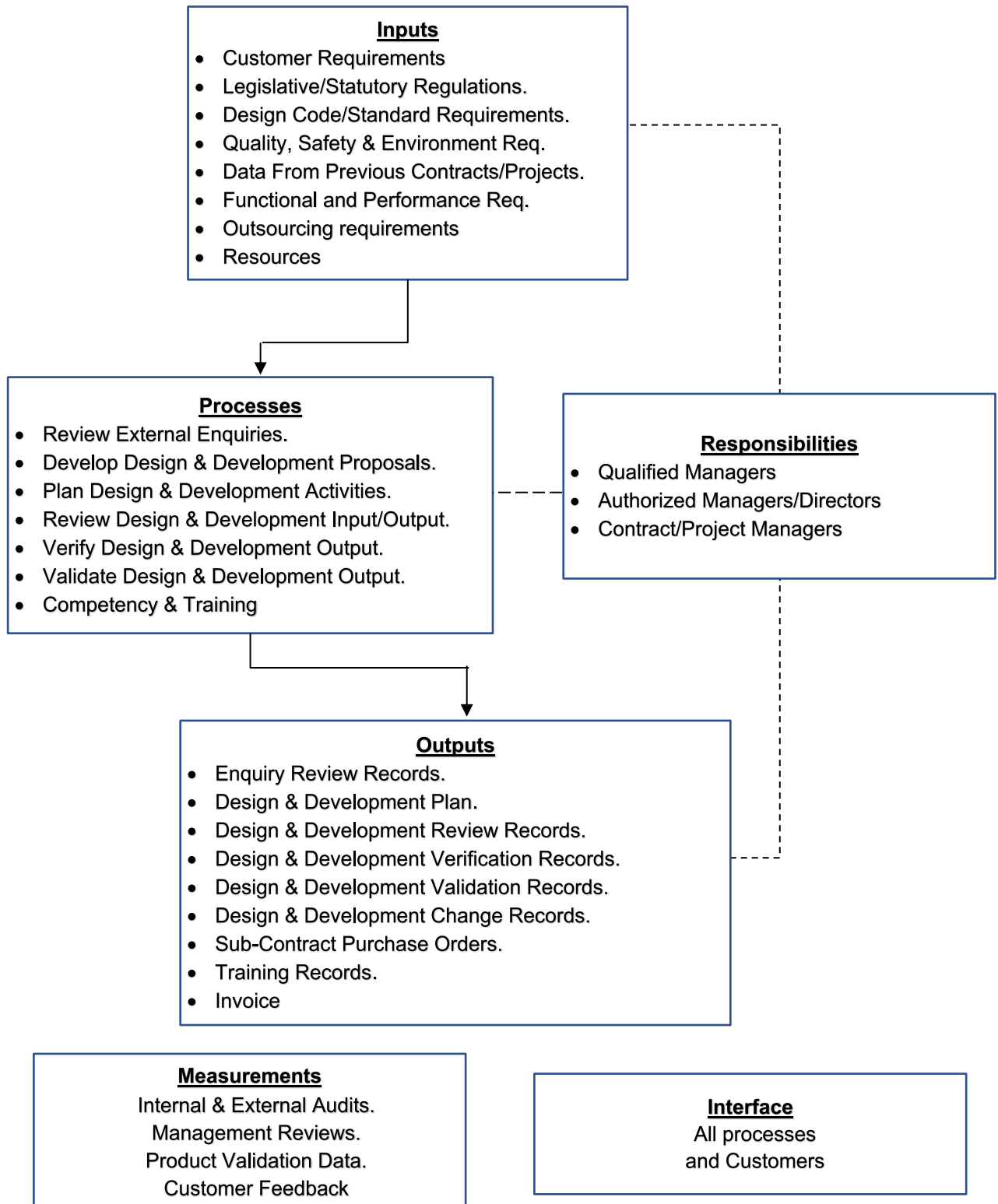
Training



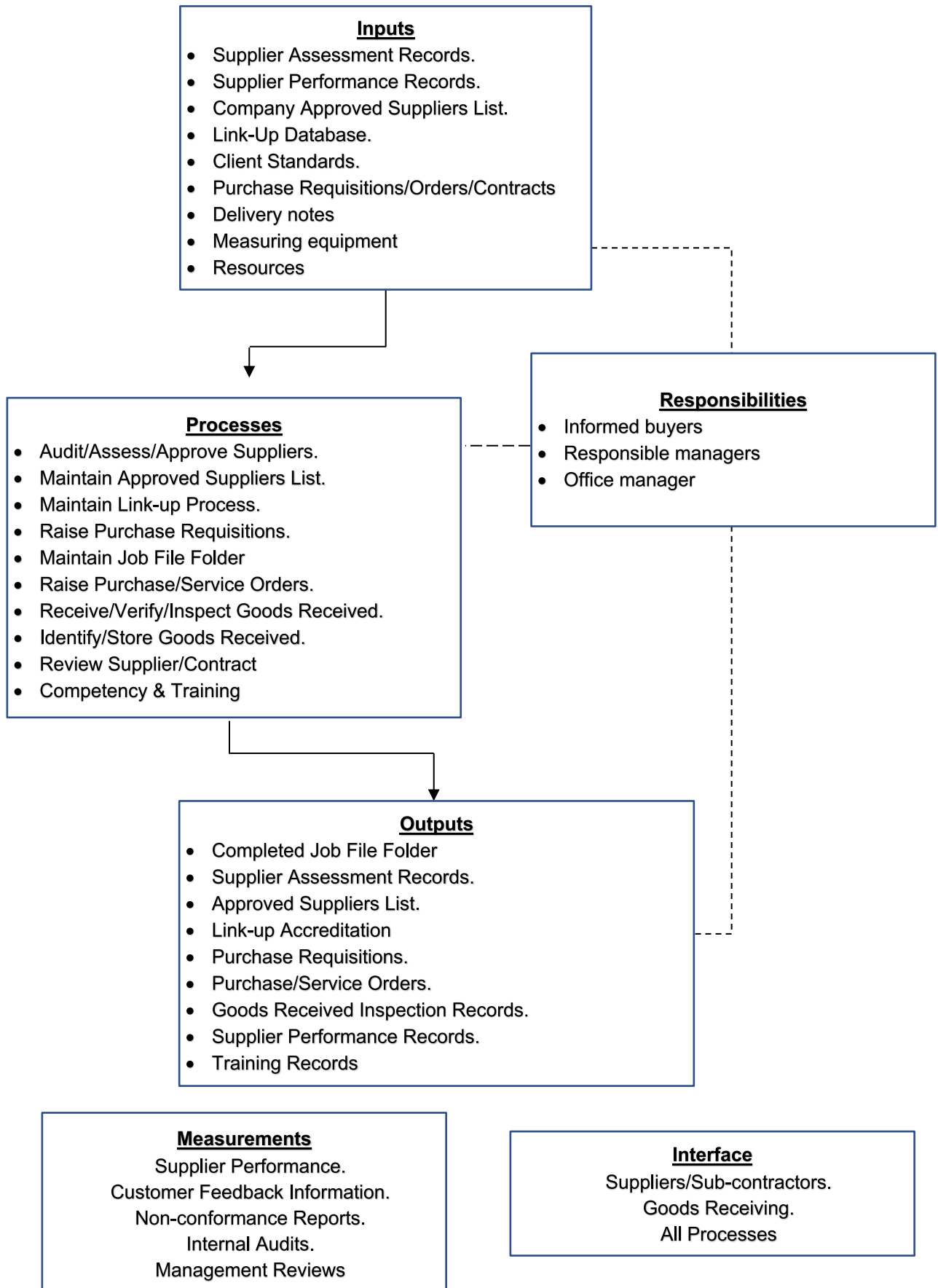
Contract Review (Primary)



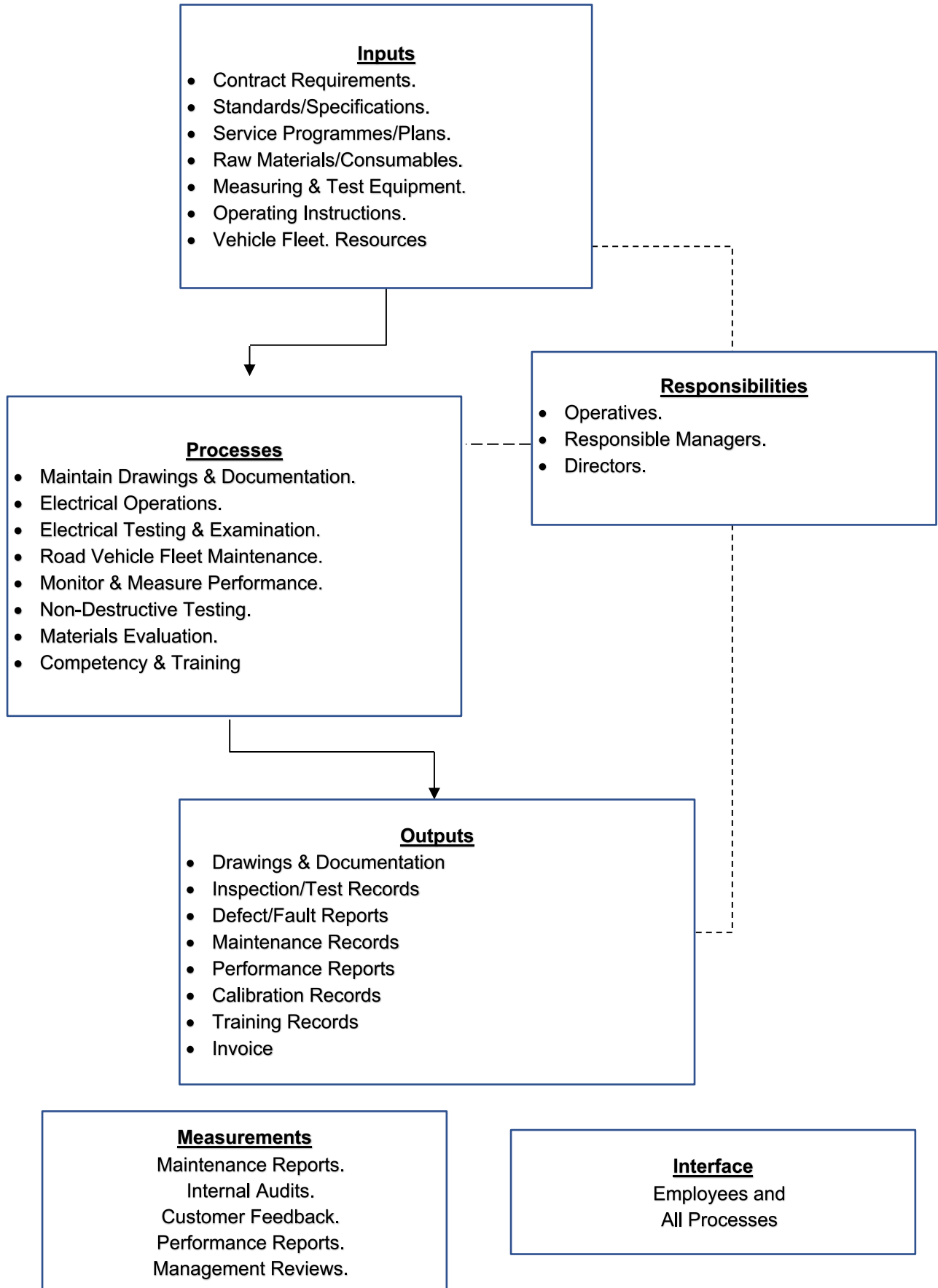
Design and Development (Primary)



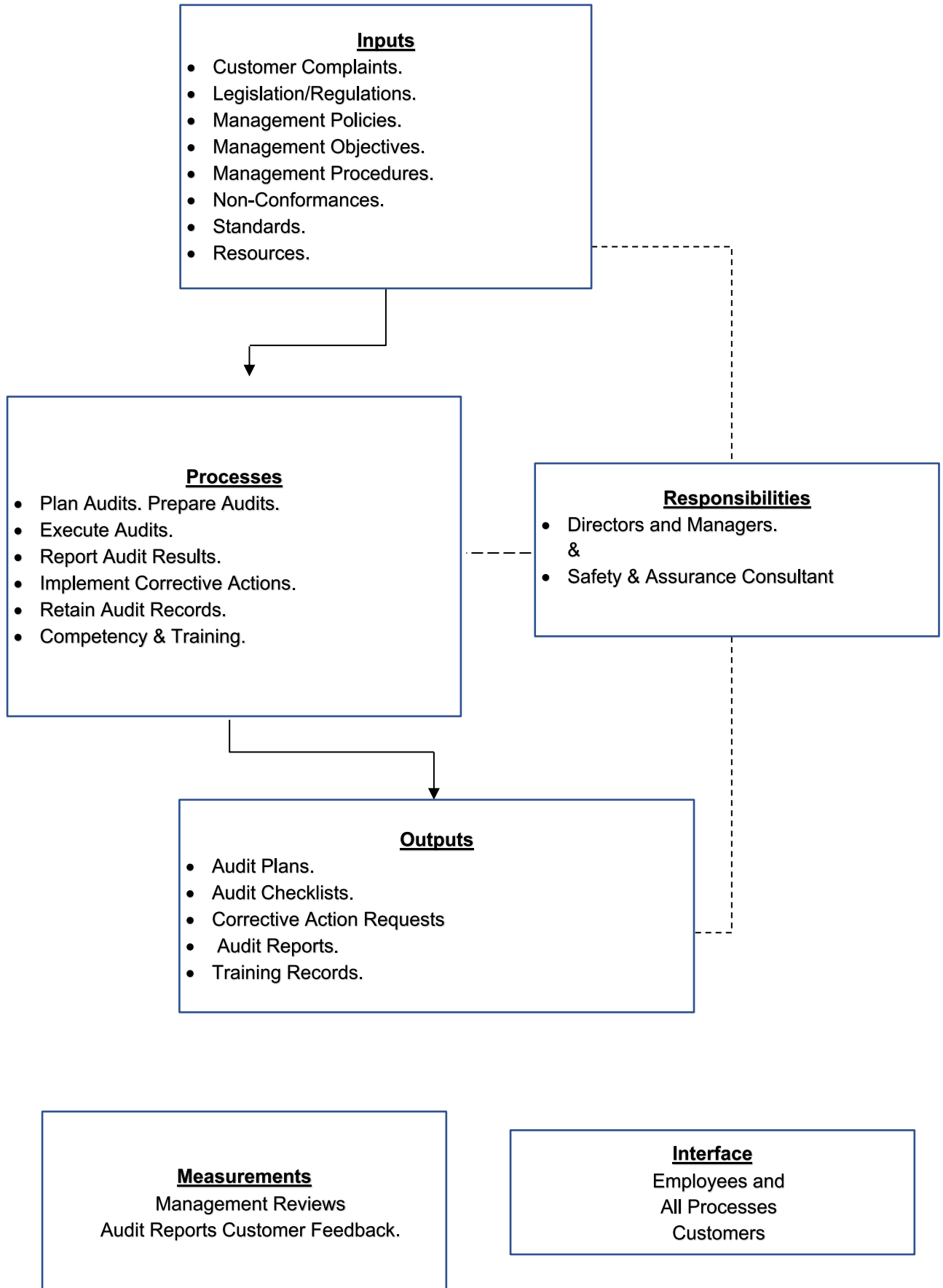
Purchasing (Primary)



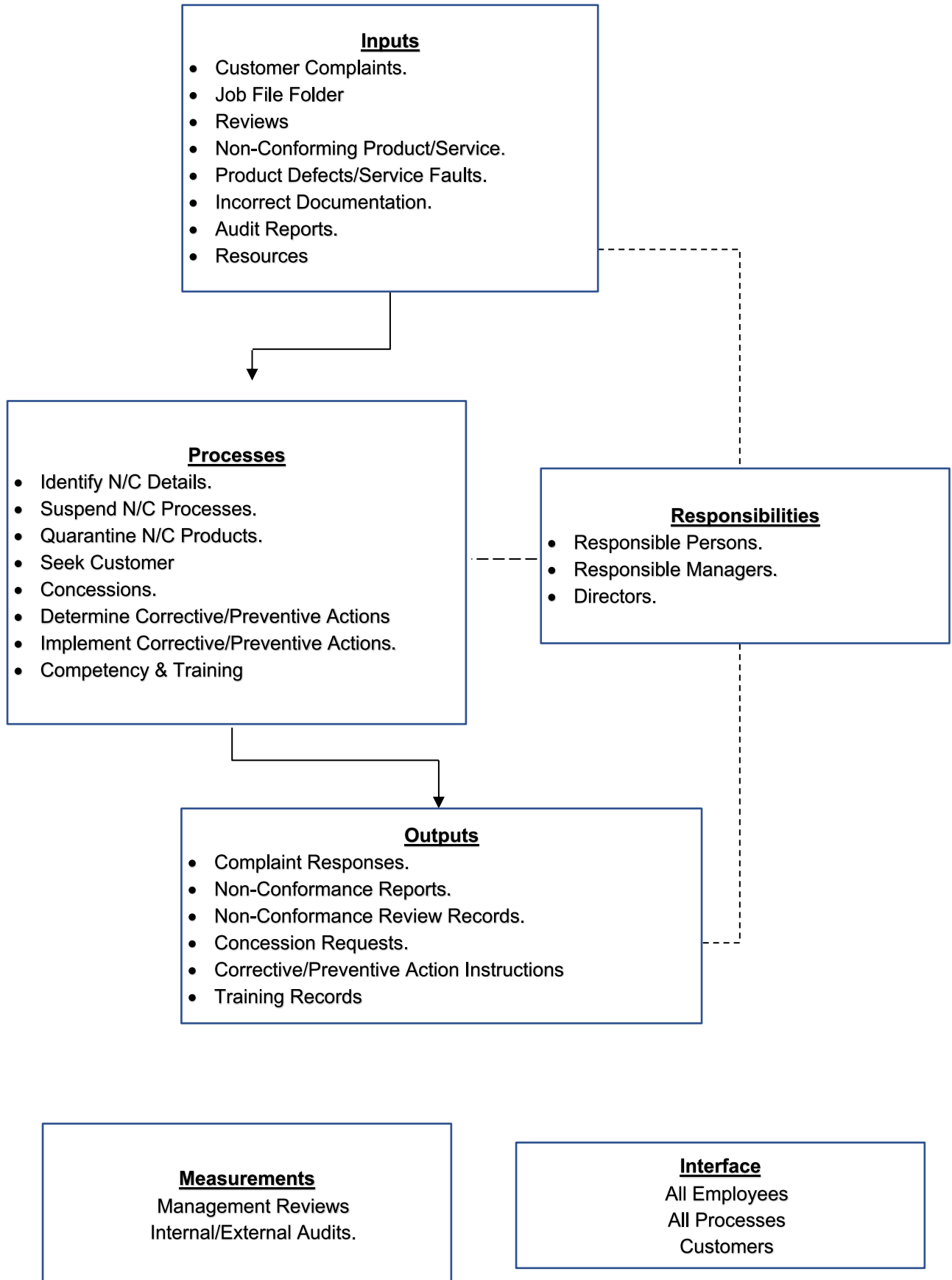
Service Control (Primary)



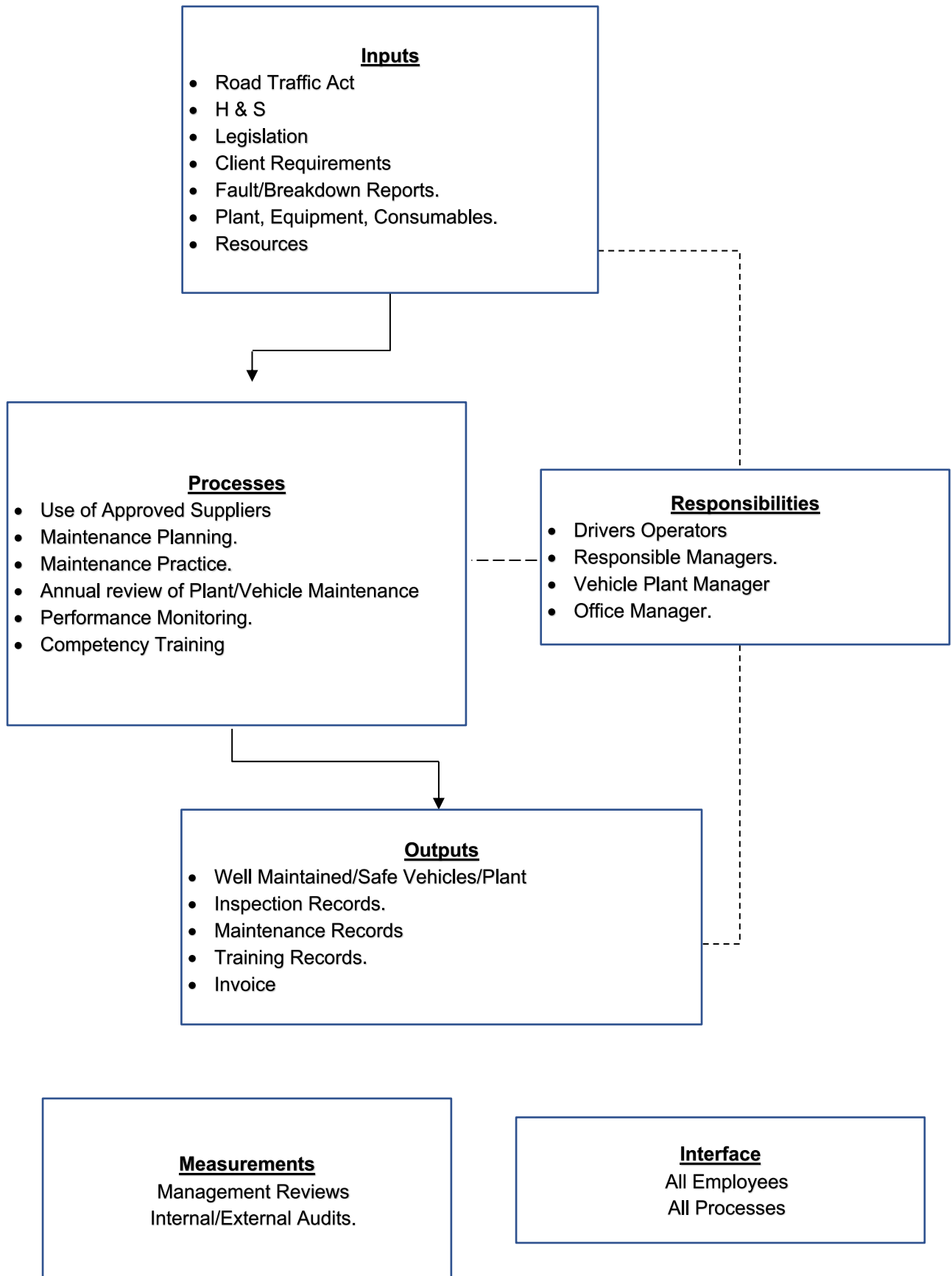
Internal Auditing



Non-Conformance Control



Vehicle/Plant Maintenance





BRIGHT HOLDER
We are here to support

