



# **QUALITY HANDBOOK**

***A GUIDE TO BS EN ISO 9002***

*by*  
*Alan Hart*  
*C.Text. F.T.I.*



## FOREWORD

This Handbook has been prepared by Mr. Alan Hart to introduce the ideas of Quality Assurance now embedded in BS EN ISO 9002, the latest version and interpretation of the standard as required by accreditation bodies in the European Community, which was published in late 1994. Quality awareness in products and services has become essential for customer satisfaction and, in many countries, is a pre-requisite for continuing business as well as for protection against legal requirements to supply goods "fit for purpose".

Sample specifications and clear examples of Quality Assurance practice in footwear manufacturing have been incorporated. The contents will take Managers some way along the road to the preparation of Policy and Procedure documents for their own applications.

Mr. Alan Hart has been at the forefront of introducing quality awareness in the British footwear industry. His QA experience also extends to other more complex industries, including the building of nuclear submarines. The key to success in Quality Assurance is to adopt the formal protocols of BS EN ISO 9002 to suit the particular circumstances of an industry and a product. Professional knowledge and experience needs to be sought at the outset of installing a system in order to achieve the right "balance".

This Handbook is no more than a basic guide and introduction. It has been written and produced using UNIDO funds under the management of The Textile Institute, an International body for Managers in the textile, clothing and footwear industries.

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THE QUALITY HANDBOOK  
IS IN FIVE PARTS

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1. An Introduction to quality and customer perceptions
2. Basis of Quality Assurance
3. Summary of the main requirements for BS EN ISO 9002
4. A model Quality Policy manual
5. Extracts from a model Quality Procedures Manual.

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## INTRODUCTION

Quality has always been a matter of high importance in the world; people may not know what quality is, but if it is absent, then they know! Many countries, towns and villages, companies and individuals were and still are, regarded as synonymous with quality.

Quality is here defined as "conformance to requirements". An item does what it is supposed to do to the satisfaction of the customer. It may even delight, or exceed expectations like a good meal in an unexpected circumstance.

For many years, countries traded on their past reputations. Other countries bought what they made, believing price and reputation equalled quality. This reputation for some countries became tarnished and in recent times, the mantle for quality has passed to Japan and Germany.

"Quality" and "Reputations" are just words unless the people (ideally empowered people) making products become close to their customers and listen to their requirements. Otherwise customers will recognise the absence of quality and go else-where. This then is the challenge.

Branded goods world wide still have the "Magic of a Name", but only continuous improvement and attention to detail will create win-win companies for now and the future.

It is not difficult with this background in mind to understand why "quality" is now appearing to become more important, though there is no doubt that it is. All sorts of views are put forward to account for this and most of them cite in some way or another Japan and Japanese management methods. Many subscribe to the view that improved quality means more profit and this is undoubtedly true, but of course, this has always been true, so this in itself is not the answer. No, something has been changing in the world over recent decades and it is connected with improved communications - in all forms.

Consumers are now much more aware of the products and services that are available. Televisions exist in all parts of the world showing programmes on "how the other half lives" and this inevitably creates expectations, even though the possibility of fulfilling them may be remote.

No longer are tourists confined to their own countries or regions of the world with the result that people from advanced societies are visiting remote parts of the world. These tourists will buy the local wares as interesting souvenirs, but in no way is the locally-made suitcase regarded as a substitute for Samsonite!

In turn, the local people are now aware of the differences between their previously-accepted standards and those that could be achieved. In other words, higher quality, - better described as improved specification.

Goods are distributed with common worldwide standards. A bottle of Coke is a bottle of Coke, whether you buy it in London or in a fishing village in India. Such products again inevitably set the standard for similar indigenous products, even if only for lemonade. Herein lies the pressure to improve quality. Herein lie the seeds of discontent.

Communications also have a tremendous effect on the suppliers. Many suppliers in a given industry use exactly the same processes and equipment. Knowledgeable personnel move more easily between companies and countries. The underlying technical know-how is more widely disseminated and available. The effect of this is to even out the differences between products at a time when the customer is becoming more discriminating.

### What exactly is Quality?

When a customer is seeking to purchase something, there are countless aspects which are of interest:-

When can it be obtained?

How much will it cost?

What will it look like?

How will it perform?

To international buyers looking at manufactured goods, the vital key issues are:-

PRICE

DELIVERY

QUALITY

SPEED

Basic, straight-forward, but if we cannot provide satisfactory answers and offer consistency of the finished goods, then we lose potential and existing markets. The Quality Standard BS EN ISO 9000 series enables a manufacturer to operate to a system. Following the system every time means using a procedure. In that way there is no variation. We agree the customer's requirements, enter the details in the procedural systems and the final product should agree with the original specification.

Only by being disciplined in everything we do, all the time, and in all activities, will we be able to produce what has been promised at the RIGHT PRICE, ON TIME and to the AGREED SPECIFICATION, in an acceptable time frame.

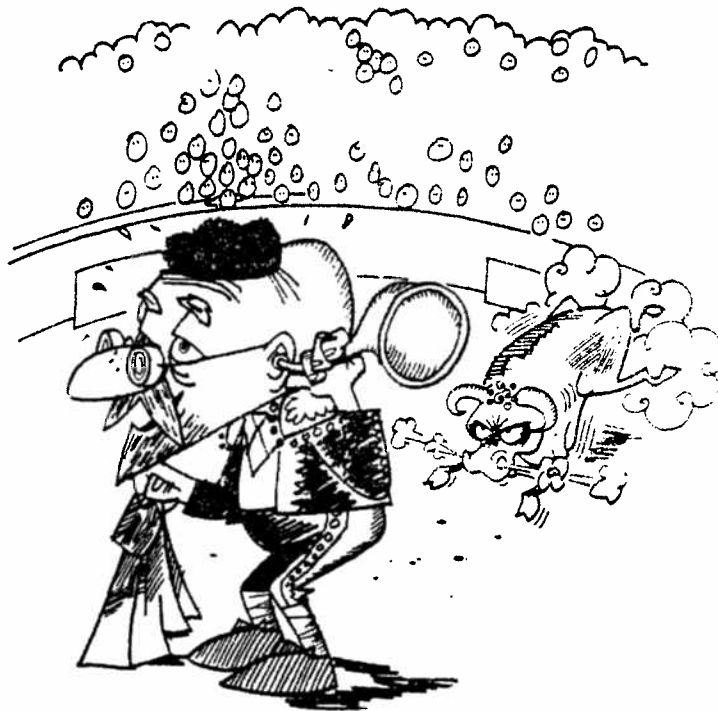
## Q U A L I T Y   A S S U R A N C E

Before we can begin to establish an operating quality procedural system it is essential to understand the culture change requirements.

Quality must be seen as central to the business of making money now and in the future.

We are in business to make money, to make more money and not to lose money.

There are therefore critical dimensions to achieve as we prepare comprehensive documentation -



# THE EIGHT CRITICAL DIMENSIONS OF QUALITY

Simply stated, quality is meeting the customer's requirements. What does the customer want?  
He demands:

- Performance
- Reliability
- Conformance
- Durability
- Serviceability
- Features
- Aesthetics
- Perceived Quality

## COMMITMENT TO CUSTOMERS

Our business objectives will only be achieved if we direct all our thinking towards the marketplace, its developments, and the evolving needs of our customers.

Concentrating on these we can anticipate and plan the intergration of future technology, expertise and market needs. Then we can act to meet those needs with brilliantly conceived solutions and the finest possible service.

We need an attitude that puts our customers first, in everything we do. We must become steeped in the idea that our customers deserve 100% quality and service.

We also have to adopt this attitude within the company, towards our in house 'customers.' Providing each other with 100% quality and service. This is the key objective of our TOTAL QUALITY PROCESS.



**Remember:**

It cannot be stated too often, we need to get alongside our customers whether they be in our part of the world or not.

What will delight our customers and exceed their expectations?

Customers are for ever changing their views on what they want. Unless we get 'mixed' up with our customers, someone else will take their business from us. To succeed we really must be better than our competitors - to go the extra mile - and win.

We need to be committed to customers.

# A Vision.....

of the kind of Organisation to which we say we would be proud to belong.

"We lead the way in our Market place. Our customers believe we provide the **best value and highest quality** products and services in the world. Our competitors actively seek collaborations with us and use our **leading edge expertise** as a source of inspiration."

"Everyone in our company has a clear **vision** of the future. We **all** know where we are going and **plan for a secure and stable business.**"

"Our Managers provide the kind of leadership that **inspires, encourages** and **models excellence.** So they are 'human', 'commercial' and 'strategic'. They achieve excellent results through their people."

"Every single employee feels important and knows **how** he or she uniquely contributes to our excellent results."

"**Creativity and innovation** are positively rewarded here. We encourage each other to achieve, improve, develop and experiment. We think of ourselves as a **dynamic learning organisation.**"

"Honesty and trust are key values that we practice as well as preach."

"We have the guts to face **difficult issues** and the **tenacity** to see things through."

"**Teamwork** is vital here. Co-operation is achieved through genuine listening, flexing, and negotiating for '**WIN/WIN**' outcomes."

"We are primarily driven by **Principles** here and not beaurocracy. Procedures and processes are dynamic tools that we continuously review."

"The most common phrase around here is '**I CAN**' and there is a sense of energy and excitement about the challenge of change."

"Our working environment reflects our attitude to the whole environment. We are proud to show people around. Our customers are impressed by our **safety standards** and the public feel that our Commitment to a **safe and green environment** is second to none."

There is no activity that we undertake unless there is a benefit.

Quality systems offer us a trading advantage leverage against other manufacturers and indeed, markets which might otherwise be closed to us.

Some benefits are more tangible than others but unless we address all the customer-care issues, our operating base will diminish. We need to show consistency and demonstrate VFM (Value For Money). This is defined as:-

EFFICIENCY

EFFECTIVENESS

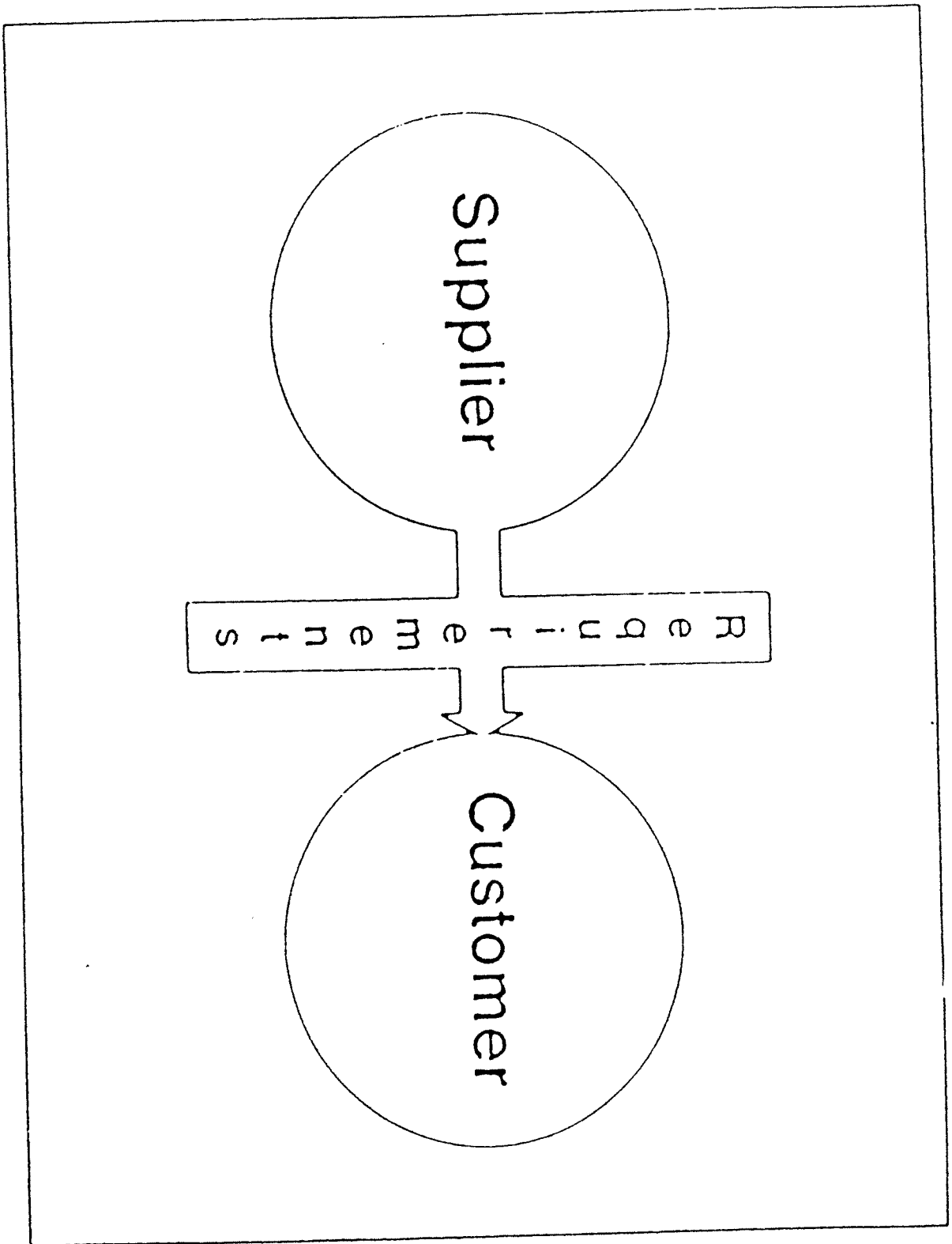
ECONOMY

## **The Benefits of a Quality Assurance System**

- Reduce operating costs
  - Eliminate customer/client complaints about Quality or poor service
  - Increase new business
  - Retain customer client loyalty and confidence
  - Increase efficiency
  - Increase profitability
  - Meet national and international business requirements
- 
- Impress customers by projecting company image
  - Consistently satisfy customer requirements
  - Rationalise own Quality System
  - Define and clarify departmental functions and processes
  - Facilitate the controlled introduction of changes
  - Permit the operation of adequate controls
  - Provide for a system of audits
  - Clarify management objectives regarding Quality
  - Identify training requirements

## **ABSOLUTES OF QUALITY**

- **CONFORMANCE TO REQUIREMENTS**
- **SYSTEM OF PREVENTION**
- **STANDARD - DEFECT FREE**
- **MEASUREMENT - PRICE OF NON-CONFORMANCE**

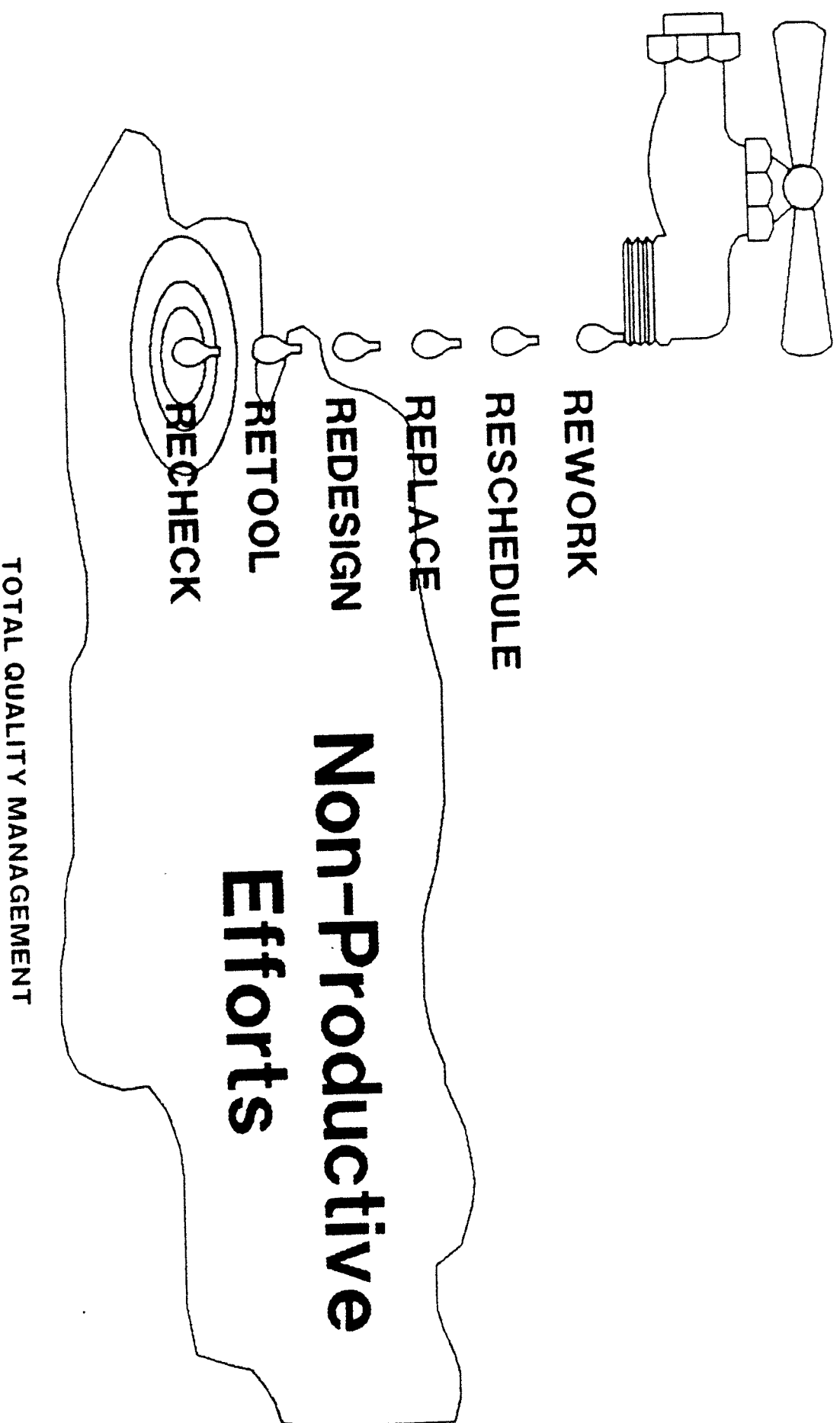


It really is quite incredible how many organisations cannot measure non-productive effort. Confusion surrounds the difference between rejects and re-work. Companies do not seem to worry about 3% rejects, they may not even be aware that re-work could be as high as 25% of production.

We must measure and record everything.

"If we cannot measure that of which we speak, and express it by a number, our knowledge is meagre and unsatisfactory".  
(Lord Kelvin)

Learn to measure and record, then analyse and eliminate.





Specifications are not always understood by all operating personnel, consequently we get component variations, therefore,

"define by written rule, materials, techniques and tools, and with your input all correct, remove the need to reject"

Before commencing any contract, ensure we have the capability to complete **EXACTLY** in the way the customer wants. Study all operating systems and guarantee that every one in the business treats each other as an internal customer, then the external customer will have satisfaction.

## Quality System - Specifications

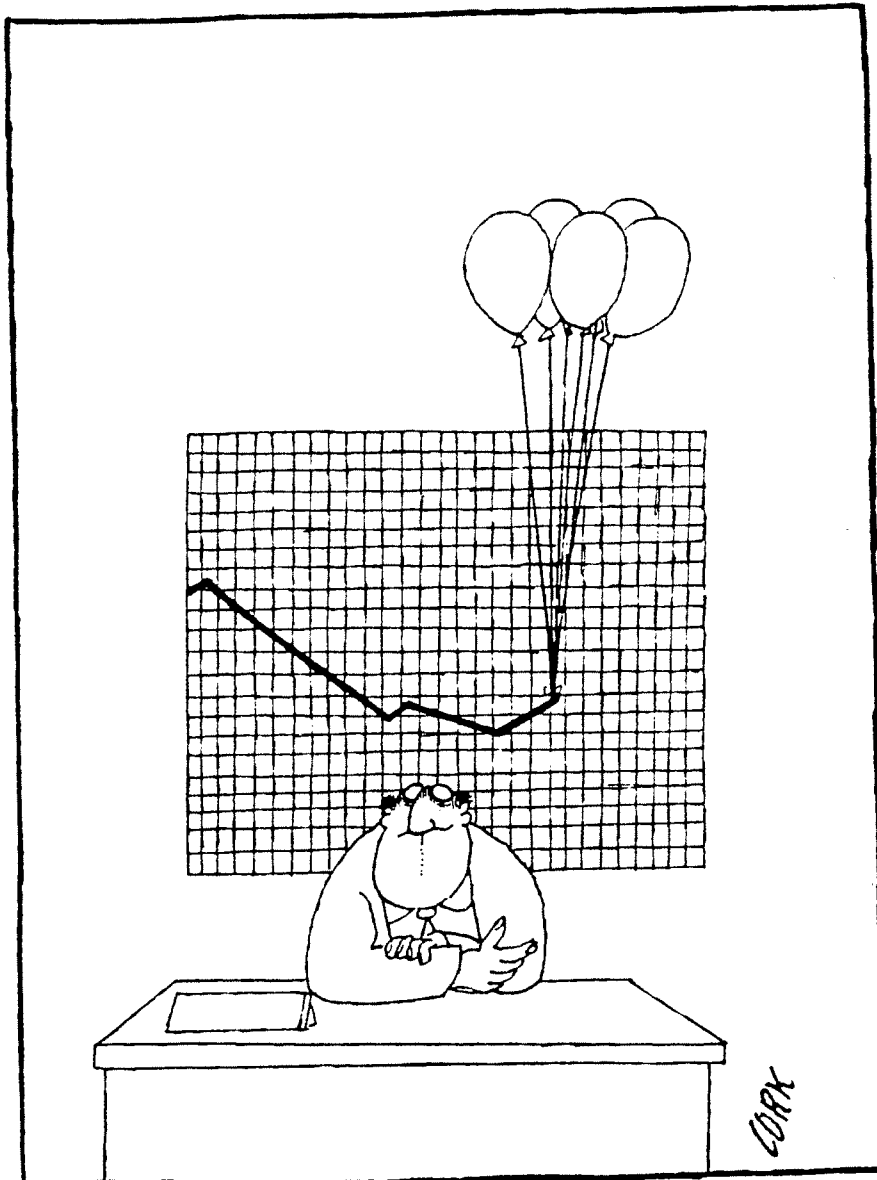
- Plant and Machine capability -  
*do we have the right equipment for the job?*
- Feasibility of production -  
*can we hold the required quality level or the required production rate?*
- Planning of process route -  
*is more than one department involved and if so how will the work move between each?*
- Planned documentation -  
*if the customer asks about last week's work, can we show recorded evidence of quality?*

The aspects of QA necessary for a company whose aim is to win a contract for a high quality product which they will be designing and manufacturing for the customer

- Consultation - between management, design, manufacturing and sales to decide if they can **"SATISFY A NEED"** with the product, in terms of price and quality

The decision must be taken to proceed or not, then:

- Manufacture - with ***adequate*** control of process and personnel, may involve new personnel and training
- Check quality - ***regularly*** to see that it is maintained and recorded. Speedy action to correct problems and control ***"out-of-specification"*** material
- Feedback - to improve system, positive action every time



Ingenious yes, but enduring...?  
In the long-term, company performances will  
benefit more from the application of Total Quality  
than other methods we could mention,  
including the one illustrated.  
(Illustration Cor Hoekstra)

## BS EN ISO 9002: 1994

This international system has its origins in the defence industry and was later taken up by industry as a system to ensure that what was wanted was achieved. It has nothing to do with the product, but everything to do with the process.

For a process to operate effectively all the time without variation requires a system of procedures. If we follow the agreed procedure, then everyone can do their part at the right time with the right materials and equipment, following the correct written instructions from receipt of an order to completion.

BS EN ISO 9002: 1994 sets out in a Policy Document and in a Procedure Manual a method of achieving compliance of product status each and every time. The following pages are a system overview, indicating what is required to meet contractual requirements.

The information provides sufficient information to gain an understanding of the subsequent Policy and Procedure documents.

It can be seen that everyone in the organisation has to be involved, therefore, the culture change mentioned earlier is critical to successful implementation. As you go through the pages, note down HOW each section demonstrates a positive response to the way we should approach production needs anyway!

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## SUMMARY OF THE PROVISIONS FOR BS EN ISO 9002 : 1994

### 4.1 Management Responsibility

#### 4.1.1 Quality policy

The Quality Policy must be formulated by the companies management with the full support of the executive and endorsed by a person with executive responsibility.  
The policy must also be relevant to the company's goals and objectives and the expectations and needs of the customer.

#### 4.1.2 Organisation

##### 4.1.2.1 Responsibility and authority

Maintaining the effective operation of the Quality System

##### 4.1.2.2 Resources

This sub-clause requires the company to provide adequate resources and trained personnel to all functions and employees who could affect the quality of the product or service offered. This includes all personnel from the goods reception to the company's management.

##### 4.1.2.3 Management representative

The company, with the full support of the executive, must appoint a person from their own management to:

- i) ensure that the Quality System is established, implemented and maintained in accordance with the requirements of the standard.
- ii) report on the performance of the Quality System to the company's management for review and as a means of identifying any improvements to the Quality System.

The note to this clause states that the management representative may liaise with external parties e.g. a consultant, on matters relating to the company's Quality System.

#### 4.1.3 Management Review

This clause requires that the company's management, with full support of the executive, must review not only the Quality System's suitability and effectiveness, but also whether the Quality System is fulfilling the requirements of the company's Quality Policy and objectives.

Both of these items will probably need to become an agenda item during management reviews.

## Summary of the provisions for BS EN ISO 9002 : 1994

### 4.2 Quality System

#### 4.2.1 General

This clause requires the company to establish, document and maintain a Quality System to ensure that the product or service offered conforms to the relevant requirement. However, this clause discusses the documents to be used in more detail and requires the development of a Quality Manual in accordance with the requirements of the standard and refers to guidance on its development in accordance with ISO 10013.

#### 4.2.2 Quality System procedures

This sub-clause requires the development of procedures consistent with the requirements and the company's stated Quality Policy and objectives, and their effective implementation.

The range and level of detail in procedures will depend upon the complexity of the work, the methods used and the skill of the individuals carrying out the work (documented in the procedures and reflected in the training records).

#### 4.2.3 Quality planning

The company must identify any future plans that may require modifications and/or additions to the existing documented Quality System and any requirements for additional training and/or equipment to ensure that the product or service continues to meet the specified requirements. Quality planning may take place during the company's management review (see clause 4.1.3) and as such would form an agenda item.

Procedures must state how quality planning is carried out by the company.

## Summary of the provisions for BS EN ISO 9002 : 1994

### 4.3 Contract Review

#### 4.3.1 General

This sub-clause requires the company to develop the procedures for the company's contract review activities.

#### 4.3.2 Review

This clause requires the review of any tender/quotation prior to release to the customer as well as the review of any orders received from customers as required previously.

This clause also requires the company documenting orders that have been received verbally from customers.

#### 4.3.3 Amendment to contract

This sub-clause requires that all amendments to order are also documented and reviewed to check whether the company has the capability to meet the requirements.

Procedures must also state how the amendments are documented and reviewed and how the amended instructions are transferred to the relevant departments.

#### 4.3.4 Records

This sub-clause requires records of reviews of tenders, quotations, orders and order amendments to be maintained (see clause 4.16).

### 4.4 Design Control

This clause is not applicable to BS EN ISO 9002: 1994. Requirements for design can be found in BS EN ISO 9001: 1994.

### 4.5 Document and data control

The management representative is responsible for the control of all documents. The clause refers to the control (to the extent applicable) of externally sourced documents and the control of computerised information.

## Summary of the provisions for BS EN ISO 9002 : 1994

### 4.6 Purchasing

#### 4.6.1 General

The supplier shall establish and maintain procedures to ensure that purchased product or services conform to the specified requirements.

#### 4.6.2 Evaluation of subcontractors

Suppliers must be selected on the basis of their ability to meet the requirements of the order, their ability to meet any specific quality requirements and the requirements of the company's own documented quality system.

Suppliers must not be used unless they have been approved by the methods stated within the documented procedure. The method of approving the supplier shall depend upon the type of product or service required and the impact of the supplied product or service on the quality of the final product offered or service carried out by the company.

Methods of approval may include examining the supplier's performance through historical records of supply, evaluating the supplier response to a questionnaire about their quality system or by giving the supplier a temporary or concessionary approval to allow them to prove themselves.

#### 4.6.3 Purchasing data

Contain specific data to clearly describe the item of purchase.

#### 4.6.4 Verification of purchased product

##### 4.6.4.1 Supplier verification at subcontractors premises.

Where the company wishes to inspect a product being manufactured or service being carried out at a suppliers premises then the company must ensure that the purchase order states this.



## Summary of the provisions for BS EN ISO 9002 : 1994

### 4.6.4.2 Customers verification of subcontract product

Where the customer's order has requested the right to inspect work being carried out by the company, then the company must afford the customer this right.

### 4.7 Control of customer supplied product

To establish a procedure for the inspection of all items.

"Verification by the company does not absolve the customer from the responsibility to provide acceptable products".

### 4.8 Product identification and traceability

Maintaining identification throughout the process.

### 4.9 Process control

Suitable maintenance of equipment to ensure continuing process capability. This will require the company producing maintenance schedules and maintaining records of maintenance checks carried out for equipment like moulding machinery, spray booths, lasting equipment and adhesive application control.

The requirements for processes which cannot be verified through subsequent inspection must be continually monitored. e.g. sole-bonding.

Summary of the provisions for BS EN ISO 9002 : 1994

4.10 Inspection and testing

4.10.2 Receiving inspection and testing

To indicate that the amount and type of the receiving inspection carried out may depend upon the controls exercised the supplier and their previously demonstrated performance.

4.10.3 In process inspection

Final Inspection must be carried out against procedure - e.g. against sealed sample and written Specification.

4.10.4 Inspection and test records

Inspection and test records must identify the person responsible for carrying out the inspection and test.

4.11 Control of inspection, measuring and test equipment.

4.11.1 General

This structure of this clause has been modified and further emphasis is placed on test software and comparative references such as test hardware where these items are used as means of inspection. These pieces of equipment must be checked to prove that they are capable of controlling the acceptability of product prior to being used and rechecked at prescribed intervals. Such checks may involve finishing the results obtained when a component with a known fault is tested using the equipment (the known fault being invented or being diagnosed using a conventional method).

Certain test software must be calibrated in accordance with 4.11.2 as a specific measurement is being made which will need to be traceable to National Standards.

This clause states that where technical data about the equipment is required by the customer or the customer's representative to prove that the equipment is capable of checking acceptability, then such information shall be made available.

## Summary of the provisions for BS EN ISO 9002 : 1994

### 4.11.2 Control procedure

Adequate facilities to avoid unauthorised use.

### 4.12 Inspection Status

Identify equipment to be calibrated.

### 4.13 Control of nonconforming product

Non-conforming product should be clearly identified and segregated until a decision is made for its disposal.

### 4.14 Corrective and Preventative Action

#### 4.14.1 General

The overall emphasis of this clause is to separate out corrective actions (to correct problem found) and preventative actions (to prevent problems happening before they arise).

This clause also states that the action taken to correct or prevent problems will depend on the magnitude of the problem and the risk encountered.

Both of these items will probably need to become an agenda item during corrective action meetings and management reviews.

#### 4.14.2 Corrective Action

Procedures will need to require:-

- 1) the effective handling and documenting of customer complaints, in-house problems and supplier problems.
- 2) an investigation to find the cause of the problem
- 3) determination of the corrective action required to correct the problem
- 4) Implementation of controls to ensure that the corrective action is taken and that it is effective in resolving the problem.

## Summary of the provisions for BS EN IOS 9002 : 1994

### 4.14.3 Preventative Action

Procedures need to require:-

- i) the analyses of the appropriate records to detect potential problems, e.g. customer complaints, records of in-house and supplier problems, maintenance reports (see 4.9), calibration records (see 4.11), internal audit (see 4.17) and external audit reports etc.
- ii) determination of the steps required to deal with the potential problems identified.
- iii) initiating preventative actions and the implementation of controls to ensure that the action is taken and that it is effective in preventing the potential problem from occurring.
- iv) ensuring that the problems/preventative action identified and the effectiveness of such actions are discussed and monitored during management reviews (see 4.1.3)

### 4.15 Handling, storage, packaging, preservation and delivery

The documented system should consider product safety, storage, correct temperature, packaging and delivery condition.

#### 4.15.5 Preservation

The company must apply appropriate methods of preservation and segregation of product under their control. This will include product received from supplier for use or sale by the company and product received from customers e.g. the customer's supplied components, e.g. lasts, patterns, uppers etc.

### 4.16 Quality Records

The company must state those personnel who are permitted access to the quality records e.g. only specific members of staff may be able to examine training records etc.

The note to this clause states that quality records can be hard copy or computer based.

## Summary of the provisions for BS EN ISO 9002 : 1994

### 4.17 Internal quality audits

Audits to be undertaken by the management representative for quality and other nominated personnel.

- i) requirement for internal quality auditors to be being independent of the department being audited (which was previously in clause 4.1.2.2 in the 1987 version) has been entered into this clause.
- ii) the requirement for follow up audits has been clarified to require that they record and verify the implementation and effectiveness of corrective actions taken.
- iii) audits should check to see if:
  - a) procedures are in place
  - b) they are being used
  - c) they are adequate
  - d) training is adequate

### 4.18 Training

Records to be held for all staff, and a system to be in place to identify the training needs for staff.

### 4.19 Servicing

Necessary servicing of products in use must be specified clearly to all concerned.

### 4.20 Statistical techniques

The techniques should be taken into account when compiling a documented system. The company shall identify whether there is a need for statistical techniques, and 4.20.2 states that if there is a need, then procedures must be raised.

The system overview demonstrated 20 separate sections, each vital to the successful outcome of any activity whether production, process or service.

Each section has to be interpreted in a format that will guarantee everyone involved has a clear and unambiguous knowledge of their part in the process. It ensures that machinery, tools, materials and consumables are all right for the job before the job can proceed. The result should be a tested a measured product that conforms to the specification.

## MODEL QUALITY ASSURANCE MANUAL

The following Quality Assurance Manual is in two parts. Part 1 is the Policy Manual. Every company seeking accreditation must have a policy to demonstrate to existing and potential customers that they have an operating system **CAPABILITY**. The Policy Manual does **NOT** say how this is achieved, but just that there is an acceptable procedural system in place. It is customary to provide customers with a copy of the Policy Manual to keep. Everything in the Policy Manual is expanded upon in the Procedure Manual, but that is intended for company internal use only and is stamped "controlled copy" to be read in confidence.

Note, the documentation protocol which is an essential requirement, must be regularly reviewed and updated as required.

# **LINNET Footwear**

## **QUALITY ASSURANCE MANUAL**

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Part 1 Policy Manual



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Revision No. 2
Date: Oct 1994

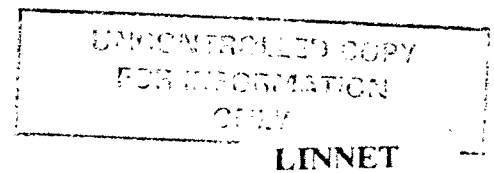
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Issue By: Management Rep for Quality

Approved By: Factory Manager

## QUALITY POLICY MANUAL



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Issue By: Management Rep for Quality

Approved By: Factory Manager

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#### 4.0 DISTRIBUTION AND CONTROL

(Reference Section 4.4)

##### 0.1 Issue of the Quality Manual

The manual is subject to document control procedures and controlled copies are updated accordingly with issue of amendments.

Controlled copies of the Quality Policy Manual are issued to approved holders only. (See Appendix 1 - Distribution Sheet). Each recipient signs for the document and accepts responsibility for maintaining an updated status by signing the relevant receipt document. (See Appendix 2).

Uncontrolled copies which may be issued to prospective customers are marked "UNCONTROLLED COPY FOR INFORMATION ONLY" and are not subject to update.

All amendments received and included are registered on a status amendment record document with brief details of the relevant amendment. (Appendix 3 refers).

The Management Representative for Quality is responsible for issue of the manual and withdrawal of suspended documents, maintaining a master copy.

Issue By: Management Rep for Quality

Approved By: Factory Manager

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#### 4.0 DISTRIBUTION AND CONTROL (continued)

##### 0.1 Issue of the Quality Assurance Manual (continued)

As part of the Management Review procedures, check are undertaken to ensure correct maintenance of manuals.

All documents included in this Quality Policy Manual are clearly marked as being subject to update.

There will be a maximum of 10 revisions before the re-issue of the Quality Manuals as a new edition.

The current revision and edition status is indicated in the "control box" located in the top left hand corner of each page.

##### 0.2 Appendices

- Appendix 1 Distribution sheet
- Appendix 2 Receipt Document
- Appendix 3 Status and Amendment Sheet

Issue By: Management Rep for Quality

Approved By: Factory Manager

# QUALITY MANUAL DISTRIBUTION SHEET

A designated numbered copy of the manual has been issued to the personnel listed below.

A designated numbered copy of the manual has been issued to the personnel listed below.

[illegible]

## QUALITY DOCUMENT RECEIPT

This document verifies the receipt of the Company Quality Document

Reference Number:-

I acknowledge responsibility for maintaining current issue status of the documents issued to me and awareness of the restricted distribution of information contained within them.

Signed:-

Position:-

Date:-

## STATUS & AMENDMENT RECORD

[illegible]

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#### LINNET PROFILE

The company was formed to produce top quality footwear using the very latest technology available at the time.

The location was chosen because of the skilled technical staff available in the area. Bowston has produced mens and ladies footwear for many generations.

The products will be divided into two main areas, the mens and ladies formal and the more specialised outdoor casual styles.

The customer base for Linnet products will be the chain stores for the casual footwear and specialist outlets for the formal footwear.

The company originally produced vegetable tanned leathers before moving into basic shoe components for other manufacturers. Eventually it was decided to increase added value of the leather by producing whole shoes, a decision reflected in today's well-established and respected footwear manufacture.

The logo is a stylised form of a singing bird.

The plant is the most up-to-date available, making quick response time to changes required in today's climate. This also requires a skilled work force.

The production methods also use the very latest technology.



## QUALITY POLICY MANUAL

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## 4.1 MANAGEMENT RESPONSIBILITY

## 4.1.1 Policy Statement

Linnet specialise in the manufacture of shoes of the highest quality. The prime objective of Linnet is to provide its customers with merchandise to a level of quality that consistently conforms to contract and Statutory requirements.

In order to achieve this objective it is the policy of Linnet to establish and effectively maintain a Quality Assurance programme based upon the requirements of BS EN ISO 9002 - 1994.

This Policy Manual defines how the Quality Assurance programme of Linnet complies with these requirements and the elements for control used within the system.

NAME OF SIGNATORY John Brown

TITLE OF SIGNATORY Factory Manager

Date

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#### 4.1 MANAGEMENT RESPONSIBILITY (continued)

##### 4.1.2 Organisation

##### 4.1.2.1 Responsibility and Authority

Within the organisational reporting structure of Linnet personnel relevant to maintaining the effective operation of the Quality System and product quality have authority and responsibilities defined within their job descriptions to enable them to:

- a) Maintain effective implementation of procedural requirements.
- b) Establish specification or quality plan documents for specific contract requirements.
- c) Delegate specific Quality System related activities to nominated personnel.
- d) Identify and formally document quality related problems or anomalies within the company operations.
- e) Initiate, recommend or undertake remedial action to prevent or resolve product non-conformity and verify completion of specified corrective action.
- f) Apply controls to prevent further progressing of non-conforming product, pending evaluation of affected product and resolution of cause.

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#### 4.1 MANAGEMENT RESPONSIBILITY (continued)

##### 4.1.2. Organisation (continued)

##### 4.1.2.1. Responsibility & Authority (continued)

###### Factory Manager

- a) Overall responsibility for total Quality within the Company
- b) Will approve all changes to Quality procedures as necessary following regular audit Controls recommendations.
- c) First line contact for B.S.I. Inspectors, consultants etc
- d) Responsible for companys Internal Audits

###### Technical Manager

- a) Training of Quality Control procedures within the company.
- b) Verifies that approved procedures are adopted and that correct practises are maintained.
- c) Ensure adherence to C.O.S.H.H. with the Factory Manager.
- d) Ensure that staff are trained to enable them to perform specific tasks to a high standard of professionalism.

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#### 4.1 MANAGEMENT RESPONSIBILITY (continued)

##### 4.1.2 Organisation (continued)

##### 4.1.2.1 Responsibility and Authority (continued)

###### Production Supervisor

- a) Responsible for the supervision of staff and to ensure that they are qualified/ trained to enable them to perform their specific tasks to a high standard of professionalism.
- b) Responsible for the maintenance of processing instructions and the Inspection Manual with the Factory Manager.
- c) Training of Quality control procedures within each processing department.
- d) Responsible for company's Internal Audits.

###### Administration

- a) Issue of processing instructions to all departments.
- b) Raising of customer orders, contracts and invoices.
- c) Maintenance of relevant procedures, records, charts and work in progress reports.
- d) Control of planning and procedures to ensure finished goods reach customers correctly.
- e) Maintenance of Vendor Rating records.

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## 4.1 MANAGEMENT RESPONSIBILITY (continued)

## 4.1.2 Organisation (continued)

## 4.1.2.1 Responsibility &amp; Authority (continued)

## Technician

- a) To assist the Technical Manager, Production Supervisor and the Factory Manager with their procedural requirements.
- b) To maintain machinery to a high standard of quality.

## Warehouse

- a) Responsible to Production Supervisor and Factory Manager.
- b) Involvement in quality control procedures in the specific areas of materials, customer supplied goods, and despatch of product.

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#### 4.1 MANAGEMENT RESPONSIBILITY (continued)

##### 4.1.2 Organisation (continued)

##### 4.1.2.2 Verification Resources and Personnel.

Verification of the company quality system is undertaken through continuous monitoring of procedural requirements and associated records.

Verification activities comprise:

- Specified Inspection or Testing methods and frequency.
- Internal audits of quality system elements to a prescribed programme.
- Reviews to provide and evaluate control by management of:  
Contract, Process and Quality System Auditing.

The company Managing Director is responsible for the provision of adequate resources to ensure effective verification requirements. Resources include suitably trained or qualified personnel and, for auditing purposes, personnel independent of the designated areas.

##### 4.1.2.3. Management Representative for Quality

Management Representative for Quality as a member of the company's management, has authority and responsibility for ensuring that the Quality System of the company is documented and implemented effectively to meet the requirements of BSENISO 9002 -1994

Within this role, the Management Representative for Quality is aware of the priority of such responsibilities irrespective of holding any other organisational position.

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#### 4.1 MANAGEMENT RESPONSIBILITY (continued)

##### 4.1.3 Management Review

The Factory Manager is responsible for conducting a formal, scheduled review of the Quality System and recording findings of the review meeting.

The review incorporates all verification documentation generated within the activities of the quality system and includes Internal Audit reports.

Management reviews are undertaken to:

- a) Ensure that management objectives, assignments, delegations and methods are achieving the required results.
- b) Reveal defects or irregularities in any of the elements examined.
- c) Indicate possible improvements.
- d) Evaluate effectiveness of all levels of personnel.
- e) Identify possible hazards and eliminate waste or loss.
- f) Verify that corrective action procedures are effective.

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## 4.2 QUALITY SYSTEM

### 4.2.1 General

The Quality System necessary to meet the requirements of BSENISO 9002 is documented within the company quality policy manual.

#### Quality Policy Manual

Describing company policy, organisational responsibilities and an overview of the system elements.

### 4.2.2 Quality System Procedures

A Quality Procedures Manual detailing procedures within the required elements of the Quality System and relating to all activities of the organisation. These procedures will include referenced and formal documentation which will comprise of Master Index of Manufacturers Manuals, Technical specification for Testing etc.

The scope of the Quality system encompasses the storage, handling, manufacture, inspection and testing of all products.

### 4.2.3 Quality Planning

LINNET has a documented Quality assurance Plan defining how the requirements for Quality will be met. This plan references all relevant procedures within the scope of the company's defined Quality System.

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#### 4.3 CONTRACT REVIEW

##### 4.3.1 General

**LINNET** has established and maintained documented procedures to ensure that contracts are recieved and activities related to that review are properly controlled and co-ordinated.

##### 4.3.2 Review

Prior to acceptance of an order a review is undertaken by relevant nominated personnel to ensure that:-

- a) Contract requirements are defined, correctly specified and documented.
- b) Any unclarified details are resolved in close liason with the customer.
- c) The customers requirements can be met by the company's resources.

##### 4.3.3 Amendments to a contract

Any amendments to the original contract shall be identified and correctly transferred to the relevant responsible department.

##### 4.3.4 Records

Records of contract review shall be retained and maintained.

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#### 4.4 DESIGN CONTROL

This element is not within the scope of this International standard.  
It is included to align clause numbering with ISO 9001.

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## 4.5 DOCUMENT AND DATA CONTROL

### 4.5.2 Document Approval and Issue

The Management representative for quality is responsible for the control of all documentation within the company's Quality System.

This control ensures that:

- The current, correct revisions of necessary documents are available where required.
- Obsolete documents are withdrawn.
- All documents are reviewed and approved by authorised company personnel prior to issue.

### 4.5.3 Document and Data Changes/Modifications

Any document changes or modifications are reviewed and approved by the original review personnel.

The issue status is recorded on each document and is subject to Document Control procedures.

The Quality Manuals or parts thereof are re-issued at the discretion of the management Representative for Quality.

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#### 4.6 PURCHASING

##### 4.6.1 General

The procurement of materials and services related to the product is controlled to ensure conformance to specified requirements.

##### 4.6.2 Assessment of suppliers/Sub-Contractors

Suppliers/Sub-Contractors are assessed on their ability to meet the specific requirements and an Approved Supplier List is maintained, based on a vendor rating system.

A questionnaire is utilised for the Supplier to document the status of the Quality System within their organisation.

Evaluation is based on the criteria of:-

- a) Quality System status
- b) Product/Service Quality
- c) Commercial considerations
- d) Delivery Performance

##### 4.6.3 Purchasing data

Purchase orders contain specific data to clearly describe requirements and include:

- a) Type, Grade, or Class of material services.
- b) Title and issue of any specifications or drawings and requirements for inspection and other approvals/qualifications.
- c) Title, code and issue of any relevant International Standard.

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## 4.6 PURCHASING (continued)

## 4.6.4 Verification of Purchased Product

Where stipulated within the contract, the company or appointed representative is allowed to verify that the purchased product or material conforms to specified purchasing requirements at source in addition to receiving inspection.

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## 4.7 CUSTOMER SUPPLIED PRODUCT

**LINNET** has established a procedure for the inspection of Customer Supplied product.

Customer Supplied Product is subject to those procedures applicable to company purchased materials and products.

The company procedure contains the following elements:

- Materials receiving inspection for quantity, quality, identification, detection of damage or contamination during transit, plus their storage, maintenance and handling.
- Customer Supplied Products are inspected to detect signs of deterioration or damage during storage, or during work in progress.
- Appropriate status identification of Customer Supplied Product to prevent unauthorised use or disposal.

Any Customer Supplied Product that is lost, damaged or is otherwise unsuitable for use is recorded and reported to the customer.

Verification of Customer Supplied Product by **Linnnet** does not absolve the customer of the responsibility to provide acceptable product.

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#### 4.8 PRODUCT IDENTIFICATION AND TRACEABILITY

LINNET has a procedure for maintaining Product identification throughout the process stages, delivery or collection, utilising marking methods and associated documentation.

Where specified in the contract, individual items or batches may require unique identification which is recorded to ensure traceability. Such traceability extends from material procurement through goods received stage into the various manufacturing processes.

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## 4.9 PROCESS CONTROL

### 4.9.1 General

All manufacturing directly affecting quality are identified and planned to ensure that they are carried out under controlled conditions as follows:

- Documented work instructions and/or Quality plans, use of suitable equipment, compliance with reference standards and a suitable working environment.
- Monitoring and control of manufacturing processes and equipment.
- Authorisation of manufacturing processes and equipment.
- Written standards, trained operatives, qualified personnel and defined standards of workmanship or representative samples.

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#### 4.10 INSPECTION AND TESTING

##### 4.10.1 General

**LINNET** have established documented procedures for the inspection and testing of all activities necessary to verify that the customers and/or specified requirements for finished product are met.

##### 4.10.2 Receiving Inspection and Testing

Incoming products or materials are not released for use until inspected and verified as conforming to specified requirements with the exception of the circumstances described below:-

Where incoming materials are required for urgent process or special order purposes they are released after clear identification and recording to ensure that they can be subsequently traced or recalled promptly should non-conformance be encountered.

##### 4.10.3 In-process Inspection and Testing

Product is inspected and tested, as required, according to the documented inspection procedures in the Quality System and/or a specific quality plan. Manufacturing process monitoring and control methods are used to establish conformance to the specified requirements.

Materials are held until the required inspection and tests have been undertaken.  
(See 4.9.1)

Non-conforming product is clearly identified to indicate withheld status.

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#### 4.10 INSPECTION AND TESTING (continued)

##### 4.10.4 Final Inspection and Testing

Final Inspection is carried out in accordance with documented procedures and/or the quality plan to complete the evidence of conformance of the finished product to specified requirements. Collection or delivery is not permitted until all activities specified in the documented procedures and/or the quality plan have been satisfactorily completed and accepted by authorised endorsement.

##### 4.10.5 Inspection and Testing Records

Verification documents are maintained which demonstrate that the product has satisfactorily passed inspection and tests to specified requirements.

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#### 4.11 CONTROL OF INSPECTION, MEASURING AND TEST EQUIPMENT

Inspection, measuring and test equipment is controlled, calibrated and maintained to ensure that required measurement capability is consistently achieved.

The measurement instructions and required accuracy are documented and the appropriate equipment is made available.

All inspection, measurement and test equipment is registered, uniquely identified and calibrated to a prescribed programme against equipment traceable to national and/or other recognised standards.

Using calibration records, the calibration status of all inspection, measuring and test inspection results is verifiable together with results of previous calibration checks.

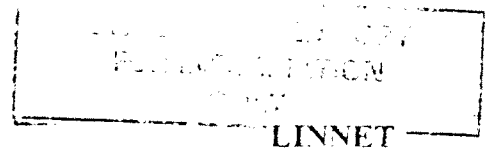
Should equipment be found to be out of calibration, the validity of previous, affected inspection results using the equipment is assessed and documented.

All equipment requiring calibration is safeguarded from unauthorised adjustment and adequate facilities are provided for storage, with consideration being given to environmental conditions.

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### 4.12 INSPECTION AND TEST STATUS

The inspection and test status of materials and the finished product is identified using identification techniques to indicate conformance/non-conformance to inspection or tests performed.

The identification of inspection and test status is maintained throughout the manufacturing process to collection or delivery of the finished product to ensure that only accepted product is collected or delivered.

Inspection records indicate the inspection authority responsible for the release of conforming or non-conforming product.

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## 4.13 CONTROL OF NON-CONFORMING PRODUCT

### 4.13.1 General

**LINNET** has established procedures to ensure that product which is non-conforming is excluded from delivery or collection.

Control of non-conforming product provides for:-

- Identification
- Documentation
- Evaluation
- Physical Segregation (where feasible)
- Reclassification and Communication to personnel responsible

### 4.13.2 Non-conformity Review and Disposition

The Managing Director is responsible for the review and disposition of non-conforming product which is evaluated in accordance with documented procedures and may be:-

- Reworked to meet specific requirements
- Accepted "As Is" by internal or customer concession
- Regraded for alternative use
- Rejected and disposed of

Where contractually require, the proposed disposition of non-conforming product is communicated to the Customer or appointed representative. the nature of the non-conformance accepted "As Is" or the rework undertaken is formally recorded.

All reworked product is subject to re-inspection for conformance to specified requirements.

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#### 4.14 CORRECTIVE AND PREVENTATIVE ACTION

##### 4.14.1 General

LINNET has established procedures for corrective and preventative action.

##### 4.14.2 Corrective Action

Company procedures for corrective action are as follows:-

- a) Effective and sympathetic handling of customer complaints and reported product non-conformities.
- b) Casual investigation of non-conformance of product, process and quality system and the recording of results of subsequent investigations.
- c) Apply control to ensure that the corrective actions are effectively undertaken.
- d) Implementing and recording procedural changes resulting from corrective action where necessary.

##### 4.14.3 Preventative Action

In order to identify potential causes of non-conformity which could result in a lowering of product quality, the following sources of information are used:-

- 1) Concessions granted or requested.
- 2) Audit results (Internal and External).
- 3) Quality Records.
- 4) Customer feedback and/or complaints.

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#### 4.14 CORRECTIVE AND PREVENTATIVE ACTION (Continued)

##### 4.14.3 Preventative Action (continued)

This allows the company to:-

- Identify and determine the course of action needed to deal with problems requiring preventative action.
- Initiate preventative action and apply the necessary controls to ensure that action is effective.
- Ensure that relevant information on action taken is submitted for management review.

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#### 4.15 HANDLING, STORAGE, PACKAGING PRESERVATION AND DELIVERY

##### 4.15.1 General

**LINNET** has established procedures for handling, storage, packaging preservation and delivery of product.

##### 4.15.2 Handling

Methods and means of handling have been developed to prevent damage or deterioration of materials and products.

##### 4.15.3 Storage

Suitable designated storage areas are provided to prevent damage or deterioration of materials awaiting manufacturing process and product awaiting delivery or collection.

Methods for authorised receipt and release of product to and from storage are established.

Assessment of the condition of product in storage is undertaken at appropriate intervals.

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## 4.15 HANDLING, STORAGE, PACKAGING, PRESERVATION AND DELIVERY

### 4.15.4 Packaging

Packaging, preservation and marking processes of product and materials are controlled to ensure conformance to specified requirements. Materials are identifiable, segregated and protected from time of receipt through to delivery/ collection of the finished product.

### 4.15.5 Preservation

Appropriate methods of preservation and segregation of product, within the company's control, are applied.

### 4.15.6 Delivery

Protection is maintained for product accepted at final inspection and test. Where contractually specified, protection is extended to include delivery to customer.

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#### 4.16 QUALITY RECORDS

LINNET has established procedures for identification, collection, indexing, storage, maintenance and disposition of quality records.

Quality records are identified and filed in formal, secure manner to facilitate protection and retrieval of pertinent information.

A quality Records Register lists all the verification documents that are maintained and provides the following data:

- a) Person responsible
- b) Location of records
- c) Period of retention
- d) Review frequency

Quality Records are retained for a stated minimum period or as required by contract.

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#### 4.17 INTERNAL QUALITY AUDITS

Audits are undertaken by the Management Representative for quality and other nominated personnel to verify that the documented quality procedures are complied with. The audits will also assess the effectiveness of the Quality System.

Audits are scheduled on the basis of the nature and significance of the activity and its direct effect on product quality. Irrespective of this, all elements of the Quality System must be audited at least once a year. The audits and subsequent corrective actions are carried out to documented procedures.

The results of the audits and any corrective action are recorded and results fed back to personnel responsible within the audited area. This procedure facilitates effective and timely corrective action.

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#### 4.18 TRAINING

The company has established procedures for the identification and provision of training and up-dating knowledge for all personnel engaged in activities affecting quality.

The Factory Manager is responsible for the development of the company training programme, directed towards personnel receiving relevant training deemed necessary for them to effectively carry out activities within their job roles.

Such training is used to enhance educational qualifications and work experience. This training extends to Quality Awareness and the role of the individual in achieving effective operation of the company Quality System.

Records of training for individual personnel are maintained and included within the Quality records.

Company training needs are formally evaluated as part of the Management Review procedures.

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4.19           SERVICING

This sub-clause is not applicable to the company's scope of operations and is included only to retain alignment with clause numbering within ISO 9001.

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Approved By: Factory Manager

# QUALITY POLICY MANUAL

UNCONTROLLED COPY  
FOR INFORMATION  
ONLY LINNET

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## 4.20 STATISTICAL TECHNIQUES

This subclause is not currently applied to the company's operation but methods of identifying the need for statistical techniques are currently under review.

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Once the policy procedural system has been understood and related to the requirements as demonstrated in Section 4.1 it can be seen that, on receipt of such a document, customers world-wide would recognise the value of dealing with a company which clearly acknowledges "the requirements of the customer".

It would not be necessary to take this model policy document and change it in any significant way. It could be used virtually as it is written.

Potential customers who carry out vendor rating (checking up on suppliers) would rightly assume that such a document indicated a company practising company-wide quality initiatives and meeting the essential requirements of:

PRICE

DELIVERY

QUALITY

SPEED

When producing the Quality Policy Manual the 'headers' (section page, issue, revision and date) and 'footers' (issued by and approved by) must be on every page and **SIGNED**.

The purpose of the signature is to show that the Managing Director has taken complete responsibility for every word indicated and action shown. It is a real and lasting commitment to **QUALITY**.

### The QUALITY PROCEDURES MANUAL

It is not possible to write a general Procedures Manual for all companies. A Procedures Manual must reflect what "actually takes place in each unique company".

However, the first five sections (4.0 to 4.3) are somewhat non-specific and a standard system layout follows.

In addition, to whet the appetite for controlled quality procedures, examples are given of sections 4.9 (Process Control), 4.10 (Inspection and Testing) and 4.14 (Corrective Action).

Each organisation needs guidance to generate a fully-documented system in order to achieve certification by an international accreditation body.

The author, through the Textile Institute, and possibly through UNIDO, could give such advice after proper discussion. As you read the procedures, note how the statements are really questions with answers, probably doing what your company presently does, but here it is documented formally.



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# LINNET

## Quality Procedures Manual

COMPLETE CONTENTS OF A MANUAL WOULD BE:-

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- 0.1 Issue of the Quality Assurance Manual
- 4.1 MANAGEMENT RESPONSIBILITY
- 4.2 QUALITY SYSTEM
- 4.3 CONTRACT REVIEW
- 4.3 Contract Review Flowchart
- 4.4 DESIGN
- 4.5 DOCUMENT CONTROL
- 4.6 PURCHASING
- 4.7 PURCHASER SUPPLIED PRODUCT
- 4.8 IDENTIFICATION AND TRACEABILITY
- 4.9 PROCESS CONTROL
- 4.9 Process Control Flowchart
- 4.10 INSPECTION AND TESTING
- 4.11 INSPECTION MEASURING AND TEST EQUIPMENT
- 4.12 INSPECTION AND TEST STATUS
- 4.13 NON-CONFORMANCE
- 4.14 CORRECTIVE ACTION
- 4.15 HANDLING, STORAGE, PACKAGING AND DELIVERY
- 4.16 QUALITY RECORDS
- 4.17 INTERNAL QUALITY AUDIT
- 4.18 TRAINING
- 4.19 SERVICING
- 4.20 STATISTICAL TECHNIQUES

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# LINNET

## Quality Procedures Manual

### 4.0 DISTRIBUTION AND CONTROL

(Reference Section 4.4)

#### 0.1 Issue of the Quality Assurance Manual

The manual is subject to document control procedures and is updated accordingly with issue of amendments.

The manual is issued to approved holders only. (See Appendix 1 – Distribution Sheet). Each recipient signs for the document and accepts responsibility for maintaining an updated status by signing the relevant receipt document. (See Appendix 2).

All amendments received and included are registered on a status amendment record document with brief details of the relevant amendment. (Appendix 3 refers).

The Management Representative for Quality is responsible for issue of the manual and withdrawal of superseded documents, maintaining a master copy.

As part of the Management Review procedures, checks are undertaken to ensure correct maintenance of manuals.

All documents included in this Quality Assurance Manual are clearly marked as being subject to update.

There will be a maximum of 10 revisions before the re-issue of the Quality Manuals as a new edition.

The current revision and edition status is indicated in the "control box" located in the top right hand corner of each page.

#### 0.2 Appendices

Appendix 1	Distribution Sheet
Appendix 2	Receipt Document
Appendix 3	Status and Amendment Sheet

Issued By:-	Management Rep for Quality	Approved By:-	Company Directors
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# LINNET

## Quality Procedures Manual

### QUALITY DOCUMENT RECEIPT

This document verifies the receipt of the Company Quality System Document

Reference Number:-

I acknowledge responsibility for maintaining current issue status of the documents issued to me and awareness of the restricted distribution of information contained within them.

Signed:-

Position:-

Date:-

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Approved By:- Company Directors



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# LINNET

## Quality Procedures Manual

### 4.1 MANAGEMENT RESPONSIBILITY

#### 4.1.0 Purpose

To ensure the ongoing adequacy and effectiveness of the company's Quality Systems by monitoring compliance and documenting findings.

#### 4.1.1 Scope

This procedure relates to all elements of the Quality System and all production operations affecting LINNET service quality.

#### 4.1.2 Responsibility

The authorised management representative for Quality is the Factory Manager. He is responsible for undertaking the Management Review in conjunction with other nominated staff as listed under paragraph 1.3.

#### 4.1.3 Procedure

A programme of reviews and dates is established by the management representative for Quality.

The reviews are scheduled for a minimum of one month commencing February 1994. However, the frequency is governed by the review finding and at the discretion of the management representative for Quality.

Personnel nominated for inclusion in Management Review meeting may include:-

Factory Manager (Management representative for Quality)  
Parts Manager  
Service Receptionist  
Salesman

Data used in the evaluation of the adequacy and effectiveness of the Quality System is obtained from the following documents:-

Internal Audit Reports  
Supplier/Subcontractor Assessment Report  
Process documentation  
Training Records  
Customer Complaints Log  
Calibration Record

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# LINNET

## Quality Procedures Manual

### 4.1 MANAGEMENT RESPONSIBILITY (continued)

#### 4.1.3 Procedure (continued)

This data is complimentary to review of the functions listed below:-

Process Problems

Inspection Problems

Development of the Quality System

Training

Customer/Supplier Problems

Summary of the meetings are recorded on the Management Review Report (Appendix 1.1) with corrective actions transferred onto a Non-Conformance/Corrective Action Form (Reference Appendix 1.2) indicating action required, date of completion and person responsible for action undertaken.

#### 4.1.4 Records

Records of the Management Reviews are retained for a minimum of five years for reference purposes and comprise a part of the Quality Records.

#### 4.1.5 Appendices

1.1 Management Review Report

1.2 Non-Conformance/Corrective Action

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# LINNET

## Quality Procedures Manual

MANAGEMENT REVIEW REPORT		
		Page      of
ATTENDED BY:		
SUBJECT	COMMENTS	NOTES PAGE No.
1. AUDIT (INTERNAL)		
2. AUDIT (EXTERNAL)		
3. TREND ANALYSIS		
4. PROCESS PROBLEMS		
5. SUPPLIER PROBLEMS		
6. CUSTOMER PROBLEMS		
7. QUALITY SYSTEM DEVELOPMENT		
8. TRAINING NEEDS		
9. ANY OTHER TOPICS		
APPROVED BY:	DATE OF APPROVAL:	DATE OF NEXT MEETING:
NOTE: CONTINUATION NOTES ON ATTACHED PAGES AS NECESSARY		

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# LINNET

## Quality Procedures Manual

NON-CONFORMANCE/CORRECTIVE ACTION RECORD		
Ref No:	Date:	Raised By:
Location of Non-conformance (Department):		
Non-conformance Problem:		
Detail of Cause:		
Recommended Corrective Action:	DISPOSITION Use as is ( ) Rework ( ) Scrap ( ) Concession ( )	
Signature:		
PERSON RESPONSIBLE:	Name:	Signature:
CORRECTIVE ACTION COMPLETED:		
VERIFIED BY:		
DATE:	NAME:	SIGNATURE:
AGREED COMPLETION DATE:	PERSON RESPONSIBLE	
	NAME:	SIGNATURE:
DISTRIBUTION OF COPIES TO:		

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# LINNET

## Quality Procedures Manual

### 4.2 QUALITY SYSTEM

#### 4.2.0 Purpose

To establish and maintain a documented Quality System. To provide a descriptive overview of the objective and elements of the Quality System employed in LINNET.

#### 4.2.1 Scope

The procedure is relevant to the BS EN ISO 9002:1994 SERIES Quality System requirements.

#### 4.2.2 Responsibility

The management representative for Quality is the Factory Manager who assumes the authority and overall responsibility for ensuring that the requirements of BS EN ISO 9002:1994 SERIES are maintained within the framework of this Quality System. Although the above responsibility is nominated it is emphasised that all individuals are responsible for the effective maintenance of the Quality System.

#### 4.2.3 Procedure

The documented Quality System is divided into three major parts or tiers:-

##### Tier 1 Quality Policy Manual

This manual contains the company profile, a signed quality policy statement, organisational structure, responsibilities for quality and a brief description of the elements contained within the Quality Procedures Manual.

Access to the Quality Policy Manual is available to all LINNET personnel and they are actively encouraged to read this document.

Full awareness of the contents of the Quality Policy Manual is recognised as an integral part of the training given in Quality Awareness.

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## Quality Procedures Manual

### 4.2 QUALITY SYSTEM (continued)

#### 4.2.3 Procedures (continued)

#### Tier 2 Quality Procedures Manual

This document contains the individual Quality System elements in terms of procedures utilised within the company's operations to fulfil the specified requirements.

Each procedure defined the responsibility for its implementation, with delegation being made to nominated personnel through absence.

This Procedure Manual has a restricted distribution. Distribution is arranged so as to provide relevant sections to personnel directly or indirectly involved in specific procedures.

The management representative for quality is responsible for ensuring that effective training is given to employees to attain an understanding and acceptance of the procedures relevant to their operational roles.

#### Tier 3 Referenced and Associated Formal Documents

This third tier includes the following documents:-

- Manufacturers manuals and bulletins
- Technical specifications for testing
- Inspection procedures.
- Calibration certificates
- Air receiver inspection certificates
- Insurance engineers inspection reports
- Product specification
- Parts fiche specifications

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# LINNET

## Quality Procedures Manual

### 4.3 CONTRACT REVIEW

#### 4.3.0 Purpose

To ensure that receipt and entry of enquiries and/or orders are effectively defined and documented and that specified contractual requirements are recorded.

#### 4.3.1 Scope

This procedure covers the receipt of written or verbal orders into the production system with the development of suitable internal documentation to ensure adequately detailed contractual information with arrangements for resolving conflicting or ambiguous requirements and evaluation of resources required or available to meet contractual obligations.

#### 4.3.2 Responsibility

The overall responsibility for acceptance and documentation of orders lies with the Factory Manager with his authority being delegated to the Production Planner.

#### 4.3.2.1 The acceptance of an order for production is based on the evaluation of the commercial and technical feasibility of the customer's requirements by personnel designated above.

The following conditions of contract will be resolved:-

- \* A.S.A.P. (as soon as possible)
- \* Usage of subcontractors
- \* Traceability

#### 4.3.3 Procedure

#### 4.3.3.1 On receipt of an order by mail, fax or on a verbal contract basis and acceptance based on the technical, processing and delivery feasibility together with the commercial element of cost. The Production Planner will ensure that details available are then entered on the computer system. This generates a unique reference number for each job and stage of production. A Bar Code Production Ticket (Appendix 3.1) is then produced and held by the Production Planner pending allocation of work.

The sequence of events incorporated in Contract review are shown on the Flow chart on page 9.

Should any additional work be required it will be treated as a new order.

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## Quality Procedures Manual

### 4.3 CONTRACT REVIEW (continued)

#### 4.3.3 Procedure (continued)

4.3.3.2 On completion of the order the Main Bar Code Ticket is returned completed and where relevant, signed, to production planning for costing. All relevant details are entered on computer and a uniquely numbered Invoice (Appendix 3.2) produced.

4.3.3.3 All customer and work details are held on the computer system under a unique customer reference number. The completed main bar code ticket is filed in production planning in the Completed Job File.

#### 4.3.3.5 Records

Records of Contract Review are incorporated in computer records and Invoice documentation and are retained for a minimum of two years.

#### 4.3.3.6 Appendices

Appendix 3.1 Bar Code Ticket  
Appendix 3.2 Customer Invoice

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Completing the necessary documentation to be able to work to the international Quality Procedures system does require training and much practical application.

Some documents are shown in this section in full size (necessary) blank and completed. This will enable a better understanding of the need for control.

Once a company representative has been appointed for Quality (Quality Manager) that person will control the issue and recording of all materials. It is essential that everyone in the organisation goes through the procedure to ensure the final product is made exactly to its written specification.

These sheets give an awareness of the type of information recorded and the need for signatures and dates.

Only in this way will a company be seen as 'World Class', being able to deliver what is wanted at the right price, and on time.

## EXAMPLES FROM A PROCEDURE MANUAL FOR A FOOTWEAR MANUFACTURING PLANT

The examples of procedures which follow are, of course, specific to a particular factory and manufacturing process within that factory. They have been selected for their importance relative to the product in question, i.e. footwear.

### CONCESSIONS

The concession note from the Procedure Manual allows strict control over the use of materials or processes which have not been agreed with the customer.

Many large organisations will reject products exhibiting or made with even the slightest change from a laid-down specification or sealed sample.

A Concession Note ensures that any changes made have to go through procedure, so that the customer will accept the final goods because he had agreed in advance to make the change.

In many 'contracts' the buyer is given discretion to make certain changes which do not affect overall the product-selling potential.

## CONCESSION NOTE

SUPPLIER

RENTAL

TICK

✓

CUSTOMER

MARJORIE

TICK

✓

REFERENCE NUMBER: 1108/956/W

DATE RAISED: 1-4-95

## DESCRIPTION/IDENTIFICATION OF:

MATERIAL

OR

PRODUCT

ANILINE CUF LEATHER

QUANTITY

1400

QUANTITY

## REASONS FOR CONCESSION REQUEST:

material shade slightly different to  
sealed sample, but within the colour  
range acceptable to customer  
Also, replacement material would take  
6 weeks to replace

NAME:

ALAN HART

SIGNATURE:

Alan Hart

REQUEST DIRECTED TO:

R.N. Othor

ACCEPT

✓

REJECT

NAME

LOCATION

AMAMULT.

Purchasing

SIGNATURE:

AMULT.

## COMMENTS:

Due to the circumstances given above  
concession accepted and buyer notified

All concessionary accepted material product must be identified as such by the Concession Reference Number



# CONCESSION NOTE

SUPPLIER

TICK

CUSTOMER

TICK

REFERENCE NUMBER:

DATE RAISED:

DESCRIPTION/IDENTIFICATION OF:

MATERIAL

OR

QUANTITY

PRODUCT

QUANTITY

REASONS FOR CONCESSION REQUEST:

NAME

SIGNATURE

REQUEST DIRECTED TO

ACCEPT

REJECT

NAME

LOCATION

SIGNATURE

COMMENTS

All concessionary accepted material/product must be identified as such by the Concession Reference Number

# MAKING INSTRUCTIONS

TICKET EXAMPLE:-

<p><u>ORIGIN</u> →</p> <p><u>PATTERN</u> →</p> <p><u>INFORMATION</u></p> <p><u>SEASON</u> →</p>	<p>SOCK</p> <p>MS10A (5 )12</p> <p>RESOURCED UPPER MADE MILLBECK 4 1/2 (6 1/2 W ) XD+ 12</p> <p>086 K1 035 (8) 67481 XD FS4</p> <p>WELLSLEY US 67481</p> <p>1205 WIPRO N.B. D FIT = MEDIUM : E FIT = WIDE CUTTING D - D AS MARKED. E - D AS MARKED W/S PATT SP305 PATTS SP173 SOCKRUNNER, SP308 SOCK, SOCK FOAM &amp; BKR</p> <p>OUT COMP VAMP, O/S QTR, 1/8 QTR/BAR, O/S COUNTER, 024 CHESTNUT WAXY NUBUCK 1.6/1.8MM</p> <p>BAC COMP SOCKRUNNER V97 NAT. INTEX SPECIAL SOCK BACKER ( ) BROWN ADHESIVE BACKING CLOTH AS U37 FULL SOCK FOAM ( ) DK. GREY 4.5MM</p> <p>LIN COMP O/S QTR, 1/8 QTR/BAR, THROAT ( ) DRK BRN. DRUMMED DYED GOAT 0.6MM</p> <p>SOCK L78 DARK TAN GOAT LINING 0.6/0.8MM FULL PLAIN SOCK STITCHED &amp; PERFERD</p> <p>ST. W55</p> <p>STMP LNG STAMP 1/8 QTR/BAR LNG AMERICAN NO 33420 W536K T100 INSOLE BOARD FOR MEDIUM FIT ONLY D FIT Y313J E FIT Y314H</p> <p>FINAL 07/04/94 AUTUMN 94 (13)</p>	<p>086 K1 035 (8)</p> <p>£43</p> <p>STYLE</p> <p>MATERIALS</p> <p>BRAND INFORMATION</p>
---	---	---

By defining in detail all requirements, the customer will get exactly what is wanted. AT THE RIGHT PRICE AND ON TIME.

Finally, an element of process control.

Check lists are of great assistance in auditing any system of control. In this example, the Inspector examines the shoe with the work ticket and assesses the footwear against the 18 point check-list. It is particularly important that new styles are 'read' against such guidelines.

These, then, are examples of the useful documentation contained in the system BS EN ISO 9002 enabling shoe companies to "be the best" because they know exactly what is happening all the time.

More importantly, everyone in the organisation becomes more involved by becoming empowered and therefore that company creates a cutting-edge competition advantage -

We are in business to make money,  
to make more money,  
and not to lose money.

## MANUFACTURING PROCEDURES

### P R O C E S S   C O N T R O L

Produce work ticket

### INSPECTION PROCEDURE - CLOSING

1. Cotton ends trimmed close.
2. Components fitted together correctly.
3. All stitching carried out and to stitch marks.
4. Correct weight and colour of thread.  
(Refer to closed upper sample).
5. Correct stitches per inch (13 - 14).
6. Correct beading.
7. Damages.
8. Correct toe puff positioning.  
(Refer to closed upper sample).
9. Correct lining positioning.  
(Refer to closed upper sample).
10. Any special points which may occur on specified styles.
11. General quality of lining material.
12. Lining stamping - check to work ticket, position and clarity of stamping.
13. Roughening - adherence to skiving charts, damages.
14. Correct bagged seam quality.
15. Split leather on side/back seams.
16. Correct position and length of topline tape.
17. Correct bonding of linings.
18. Correct tension.

## MANUFACTURING CHANGES

The Non-Conformance/Corrective Action Record is taken out of the Procedure Manual to demonstrate its use.

Whenever a change is made to an unsatisfactory process or procedure, it must be recorded and all other documents withdrawn.

By getting everyone involved to sign the changes, it is more likely to be a permanent improvement.

Illustrated here is shank positioning - a common problem, which recurs in all shoe factories. By using a procedural system we reduce the possibility of the problem recurring.

## NON-CONFORMANCE/CORRECTIVE ACTION RECORD

Ref. No: 1180/6/A4/3

Date: 11-4-95

Raised By: A.J. Stevens

Location of Non-Conformance

Non-Conformance Problem:

IN CORRECT SHANK POSITIONING

Details of Cause

FLUTED/FURKED SHANKS HAVE BEEN  
INCORRECTLY LOCATED, SO THAT, THE  
SHANK TIP SITS ON TREAD LINE

Recommended Corrective Action

B1) USE OF TEMPLATE  
SHANKS CAN BE RELOCATED  
AND POSSIBLE BETTER  
POSITIONING INHEEL CVP

Signature:

A.J. Stevens

DISPOSITION

Use as is

Rework ✓

Scrap

Concession

PERSON RESPONSIBLE

Name:

Signature:

PLANT  
MANAGER

F. Matchless

F. Matchless

CORRECTIVE ACTION COMPLETED:

19-4-95

VERIFIED BY:

QUALITY  
MANAGER

DATE:

20-4-95

NAME:

P. JARVIS

SIGNATURE:

P. Jarvis

AGREED COMPLETION

PERSON RESPONSIBLE

DATE:

21.4.95

NAME:

N.S. Newton

SIGNATURE:

N.S. Newton

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A.J.S. A.H. F.M. and production supervisors

# NON-CONFORMANCE/CORRECTIVE ACTION RECORD

Ref. No:

Date:

Raised By:

Location of Non-Conformance

Non-Conformance Problem:

Details of Cause

Recommended Corrective Action

DISPOSITION

Use as is

Rework

Scrap

Concession

Signature:

PERSON RESPONSIBLE

Name:

Signature:

CORRECTIVE ACTION COMPLETED

VERIFIED BY:

DATE:

NAME:

SIGNATURE:

AGREED COMPLETION

PERSON RESPONSIBLE

DATE:

NAME:

SIGNATURE:

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## REJECTS

Rejects need to be recorded and logged so that performance can be measured.

The following sheets demonstrate a sample reject ticket which has been made out to show a typical problem area - back heights.

Note that the codings in general are used to assist in classifying all rejects. This helps in traceability and the elimination of all non-conformances.



The following is the proposed list of standard reject categories for:

PRE-PRODUCTION	OA	Pre-production fault
MATERIAL	1A	Poor leather, softness
	1B	Lasting cracks due to material
CUTTING	2A	Flaws, wire marks
	2B	Cutting, punching wrong
	2C	Matching, grain colour
	2D	Growth, drawn grain
	2E	Collapsing, soft material
	2F	Coarse material
	2G	Skiving
CLOSING	3A	Damages, needles scratches
	3B	Trimming out damages
	3C	Inaccurate piece positioning
	3D	Burst seams, stitching wrong
	3E	Eyelets, buckles, ghillies
	3F	Alien item
	3G	Strobel
GUSBI	6	G3 Damaged uppers
	6A	G3 Unit damage
	6B	G3 Incomplete moulding
	6C	G3 Air trapping
	6D	G3 Compound/surge
SHOEROOM	7A	Poor flash trimming
	7B	Shoeroom damages
GENERAL	8A	Unattributable damages

#### EXAMPLE OF PROCESS CONTROL AND RECORDING SYSTEM

##### REJECT TICKET

Consec. No.	style no.	col.	fit	size	pairs
2468	2291	3	C4	5	1
FAULT	back heights				S
Signed	date		plant		
	1.2.95		26		6C <b>A</b>

## CONCLUSION

Having read these first few procedural requirements to meet BS EN ISO 9002 it can be readily seen as a series of consecutive instructions, which a company should follow, whether or not they are seeking final certification to the International standard.

Each company should follow the logical progression demonstrated in the Policy and Procedure documents to determine a control situation in their organisation.

Documentation should be kept to the minimum as demonstrated in this guidance book, but should be enough and sufficient to include and control all production variables.

As indicated earlier, the Procedures are a mirror of the Policy statement but in greater operating detail. Every person in the organisation should have their own copy of those procedures affecting their work. These must be signed for, controlled, updated or withdrawn as necessary to ensure customer requirements satisfaction.

In conclusion, it can be safely stated that for producers of the future compliance to BS EN ISO 9002 is mandatory, therefore, worth working towards.

Should any company not wish to be 'certified' then it should be obvious that to work to procedures will assist everyone in the organisation to meet the needs of the internal and external customer.

Further information on writing your own systems and directed guidance can be obtained from the author.

