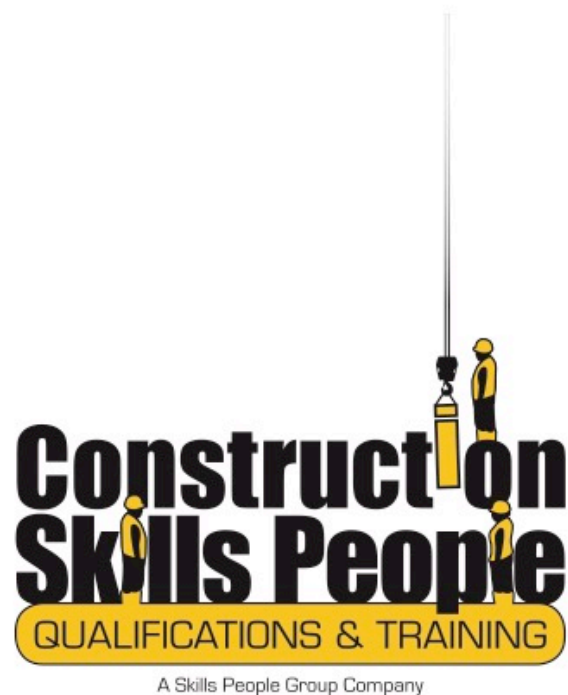# THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

Unit 1 Bridge Business Centre

Beresford Way, Chesterfield S41 9FG

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THE CONSTRUCTION SKILLS PEOPLE LIMITED

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REVISION AND AMENDMENT REGISTER

DATE	PAGE NUMBER	PROCEDURE NUMBER	REVISION DETAILS	ISSUE NUMBER
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15.12.18	9		Change to Organogram T Armstrong DCQT	2

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THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

FOREWORD

This Quality Manual is the means by which THE CONSTRUCTION SKILLS PEOPLE LIMITED (the 'Organisation') satisfies the requirements of its customers, particularly with regard to management responsibility.

The Organisation is obliged to ensure that its Quality Policy is fully and completely understood by its employees, and that its procedures are implemented and maintained at all times. This Quality Manual is in accordance with the requirements of **BS EN ISO 9001:2015**. All of the components of the Quality Management System shall be periodically and systematically reviewed by both internal and external Quality Audit procedures.

The Quality Manager, appointed by the Organisation's Managing Director, is responsible for the control of all matters relating to the implementation of these procedures.

The assurance of quality is fundamental to all the work undertaken by the Organisation. All personnel at every level in the Organisation's structure shall practise the procedures established.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

INTRODUCTION

GENERAL

The adoption of a quality management system ought to be a strategic decision for an organisation. A robust quality management system can help an organisation to improve its overall performance and forms an integral component of sustainable development initiatives. The design and implementation of an organisation's quality management system is influenced by the context of the organisation and the changes in that context, particularly with respect to:

a) its specific objectives;
b) the risks associated with its context and objectives;
c) the needs and expectations of its customers and other relevant interested parties;
d) the products and services it provides;
e) the complexity of its processes it employs and their interactions;
f) the competence of persons within or working on their behalf;
g) its size and organisational structure.

THE ISO STANDARDS FOR QUALITY MANAGEMENT

ISO 9001 is one of three core standards in the ISO portfolio of quality management system standards.

ISO 9000 Quality Management Systems – Fundamentals and vocabulary provides an essential background for the proper understanding and implementation of a Quality Management System.

ISO 9001 specifies requirements aimed primarily at giving confidence in the products and services provided by the Organisation, and thereby improving customer satisfaction.

ISO 9004 Managing for the sustained success of an Organisation – A Quality Management approach provides guidance for organisations that choose to progress beyond the requirements of ISO 9001 to address a broader range of topics that can lead to continual improvement of the Organisation's overall performance.

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QUALITY MANUAL/POLICY

INTRODUCTION (continued)

PROCESS APPROACH

Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system. ISO 9001 promotes the adoption of a process approach when developing, implementing and improving the effectiveness of a Quality Management System, to enhance customer satisfaction by meeting customer requirements.

The process approach applies systematic definition and management of processes and their interactions so as to achieve the intended results in accordance with the quality policy and strategic direction of the organisation. Management of the processes and the system as a whole can be achieved using a "Plan-Do-Check-Act" methodology with an overall focus on Risk based thinking aimed at preventing undesired outcomes.

When used within a quality management system, the process approach ensures:

a) understanding and consistently meeting requirements
b) consideration of processes in terms of added value
c) the achievement of effective process performance
d) improvement of processes based on evaluation of data and information

THE CONSTRUCTION SKILLS PEOPLE LIMITED

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QUALITY POLICY

THE CONSTRUCTION SKILLS PEOPLE LIMITED (the 'Organisation') aims to provide defect free services to its customers on time and within budget.

The Organisation operates a Quality Management System that has gained BS EN ISO 9001:2015 certification, including aspects specific to the provision of training and assessment services.

The management is committed to:

1. Develop and improve the Quality Management System
2. Continually improve the effectiveness of the Quality Management System
3. The enhancement of customer satisfaction

The management has a continuing commitment to:

1. Ensure that customer needs and expectations are determined and fulfilled with the aim of achieving customer satisfaction
2. Communicate throughout the Organisation the importance of meeting customer needs and all relevant statutory and regulatory requirements.
3. Establish the Quality Policy and its objectives
4. Ensure that the Management Reviews, set and review the quality objectives, and reports on the Internal Audit results as a means of monitoring and measuring the processes and the effectiveness of the Quality Management System
5. Ensure the availability of resources

The structure of the Quality Management System is defined in this Quality Manual. All personnel understand the requirements of this Quality Policy and abide with the contents of the Quality Manual.

The Organisation complies with all relevant statutory and regulatory requirements. The Organisation constantly monitors its quality performance and implements improvements when appropriate.

This Quality Policy is regularly reviewed in order to ensure its continuing suitability.

Copies of the Quality Policy are made available to all members of staff. Copies of the minutes of Management Reviews, or extracts thereof, are provided to all members of staff in accordance with their role and responsibilities as a means of communicating the effectiveness of the Quality Management System.

Signed: _Tom Armstrong_   **Name:** __Tom Armstrong__   **Date:**__17.12.18__

BSQA
ISO 9001
REGISTERED FIRM

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THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

QUALITY STRUCTURE

CHIEF EXECUTIVE / GROUP CEO

Corporate Strategy

Business Development

GROUP FINANCE DIRECTOR

Group Accounts

CLIENT SERVICES DIRECTOR

Construction Sales Team

Client Liaison/Client Satisfaction

Management Review

GROUP OPERATIONS DIRECTOR

Control of Service Provision

Qualification Administration Team

Risk Assessments & Method

Management Review

MANAGING DIRECTOR

Business Development

Funding Team

Management Review

FINANCE TEAM

Finance Manager

Accounts

Management Review

HEAD OF HUMAN RESOURCES

Human Resources

Management Review

Audit

GROUP DELIVERY DIRECTOR

Lead IQA/IQA Team

PET IQA Team

Assessors

DIRECTOR OF QUALITY, COMPLIANCE & TRAINING

Quality Manager/Centre Manager

Quality Administration

Commercial Administration Team

Commercial Tutors

BSQA
ISO 9001
REGISTERED FIRM

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

1. SCOPE

The scope of the Organisation's certification is defined within the Quality Policy and is recorded on the ISO 9001 Certificate. As a minimum this Quality Manual addresses all requirements for conformance with BS EN ISO 9001:2015 in pursuit of any activities falling within the scope of its certification.

This Quality Manual demonstrates the Organisation's:

1. Ability to consistently provide products or service that meet customer and applicable statutory and regulatory requirements, and

2. Aims to enhance customer satisfaction through the effective application of the Quality Management System, including processes for continual improvement of the System and the assurance of conformity to customer and applicable statutory and regulatory requirements.

2. NORMATIVE REFERENCES

There are no normative references. This clause is included to maintain clause numbering alignment with other ISO management system standards.

3. TERMS AND DEFINITIONS

The International Organisation for Standardisation (ISO) has specified the following definitions for use in Quality Management Systems:

An **Organisation** includes, but is not LIMITED to sole-trader, company, corporation, firm, enterprise, authority, partnership, association, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

A **product** is defined as the "result of a process" and may include any services or advice, provided to a customer as well as physical goods.

A **customer** is a "person or organisation that could or does not receives a product or a service" and may include clients, purchasers, partners, stakeholders, or any other party having a quality related relationship with you and your Organisation.

A **supplier** is a "person or organisation that provides a product". A supplier can be internal or external to the Organisation. In a contractual situation a supplier may be referred to as a contractor.

A **process** is "a set of interrelated or interacting activities, that transforms inputs into outputs." In simple terms, what you do to get something.

A **document** is "information and its supporting medium". The medium can be paper, magnetic, electronic or optical computer disk, photograph or master sample, or a combination thereof.

A **record** is a "document stating the results achieved or providing evidence of activities performed".

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THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

4. CONTEXT OF THE ORGANISATION

4.1 Understanding the Organisation and its context

ISO 9001:2015

The Organisation shall determine external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system.

The Organisation shall monitor and review the information about these external and internal issues.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. THE CONSTRUCTION SKILLS PEOPLE LIMITED considers issues arising from legal, technological, competitive, market, cultural, social, and economical environments, whether international, national, regional or local.

2. THE CONSTRUCTION SKILLS PEOPLE LIMITED considers issues related to values, culture, knowledge and performance of the organisation.

3. THE CONSTRUCTION SKILLS PEOPLE LIMITED identifies the external and internal issues affecting its ability to achieve the intended results of its quality management system as part of day-to-day management as well as part of the Management Review procedures described in Section 9.3.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

4. CONTEXT OF THE ORGANISATION

4.2 Understanding the needs and expectations of interested parties

ISO 9001:2015

Due to their impact or potential impact on the organisation's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, the organisation shall determine:

   a)   The interested parties that are relevant to the quality management system;

   b)   The requirements of these interested parties that are relevant to the quality management system.

   The Organisation shall monitor and review the information about these interested parties and their relevant requirements.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1.   THE CONSTRUCTION SKILLS PEOPLE LIMITED monitors and reviews the information of interested parties and their relevant requirements as part of day-to-day management as well as part of the Management Review procedures described in Section 9.3.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

4. CONTEXT OF THE ORGANISATION

4.3 Determining the scope of the quality management system

ISO 9001:2015

The Organisation shall determine the boundaries and applicability of the quality management system to establish its scope.

When determining this scope, the organisation shall consider

   a) The external and issues referred to in 4.1

   b) The requirements of relevant parties referred to in 4.2

   c) The products and services of the organisation

Where a requirement of the International Standard within the determined scope can be applied, then it shall be applied by the organisation.

If any requirements of the International Standard cannot be applied, this shall not affect the organisation's ability or responsibility to ensure conformity of products and services.

The scope shall be available and be maintained as documented information stating the:

Products and services covered by the quality management system

Justification for any instance where a requirement of the International Standard cannot be applied.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. THE CONSTRUCTION SKILLS PEOPLE LIMITED ensures that this Quality Manual includes:

   i   The defined scope of the Quality Management System with any exclusions identified and justified

   ii Documented procedures or reference to them within other documents

   iii A description of the interaction of processes.

4. CONTEXT OF THE ORGANISATION

4.4 Quality management system and its processes

ISO 9001:2015

The Organisation shall establish, implement, maintain and continually improve a quality management system, including the processes needed and their interactions, in accordance with the requirements of the International Standard.

The Organisation shall determine the processes needed for the quality management system and their application throughout the organisation and shall determine:

a) The inputs required and the outputs expected from these processes

b) The sequence and interaction of these processes

c) The criteria, methods, including measurements and related performance indicators needed to ensure the effective control of these processes

d) The resources needed to ensure their availability

e) The assignment of the responsibilities and authorities for these processes

f) The risks and opportunities in accordance with the requirements of 6.1, and plan and implement the appropriate actions to address them

g) The methods for monitoring, measuring, as appropriate, and evaluation of processes and, if needed, the changes to processes to ensure that they achieve intended results

h) Opportunities for improvement of the processes and the quality management system

The Organisation shall maintain documented information to the extent necessary to support the operation of processes and retain documented information to the extent necessary to have confidence that the processes are being carried out as planned.

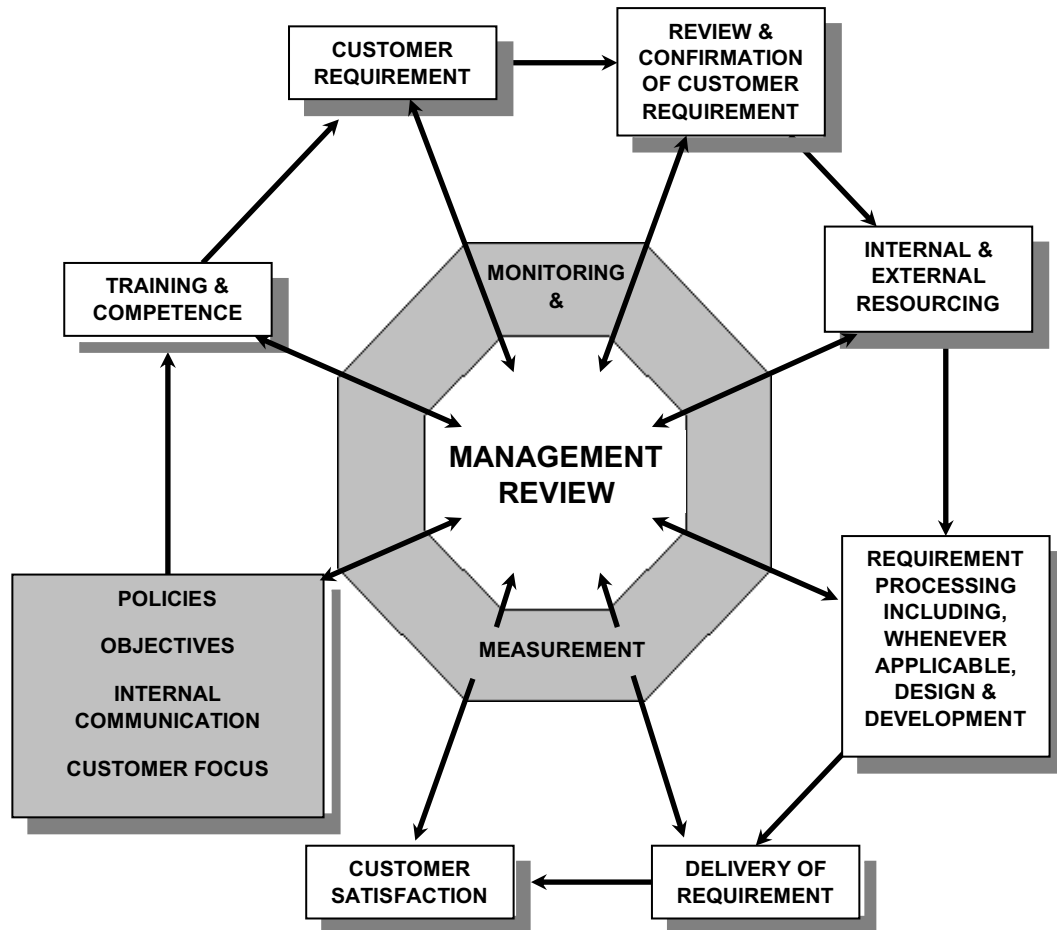**THE CONSTRUCTION SKILLS PEOPLE LIMITED**

1. As part of the implementation of this Quality Management System, THE CONSTRUCTION SKILLS PEOPLE LIMITED has identified and documented in this Manual:

a) The processes needed for the Quality Management System

b) The sequence and interaction of these processes

c) The criteria and methods used to ensure the effective operation and control of these processes

d) The means to ensure the availability of the resources and the information necessary to support the operation and monitoring of these processes

e) The processes used to measure where applicable, monitor and analyse these processes and implement action necessary to achieve planned results and monitor continual improvement.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

2. The Quality Management System is based on the following process model:

3. As part of the Management Review process, THE CONSTRUCTION SKILLS PEOPLE LIMITED reviews the Quality Management System and, when required, makes changes in order to ensure that it continues to meet management requirements and market conditions.

5. LEADERSHIP

5.1   Leadership and commitment

5.1.1   Leadership and commitment for the quality management system

ISO 9001:2015

Senior management must:

a) Define quality related responsibilities

b) Ensure the implementation of the Quality Management System

c) Ensure that the customer's quality requirements are reflected in the goods and services provided

Clear evidence of the management's commitment to the Quality Management System, including its development and improvement must be made available. The ability to demonstrate that the importance of meeting all relevant statutory and regulatory requirements coupled with those of the Organisation's customers has been communicated throughout the Organisation, together with the provision of evidence of regular Management Reviews shall satisfy this requirement.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

The Quality Policy includes a commitment from management to develop and improve the Quality Management System by:

1. Communicating throughout the Organisation the importance of meeting customers' requirements

2. Communicating throughout the Organisation the importance of meeting all relevant statutory and regulatory requirements

3. Establishing the Quality Policy and its objectives

4. Conducting Management Reviews

5. Ensuring the availability of resources

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5. LEADERSHIP

5.1 Leadership and commitment

5.1.2 Customer Focus

ISO 9001:2015

The ability to determine and meet customers' requirements is a prime requirement of the International Standard.
(see 8.2.1 and 9.1.2)

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. Customer focus is ensured by the implementation of the contract review processes set out in Section 8.2 (Determination of requirements).

2. Feedback from customer monitoring as described in Section 9.1.2 of this Manual is reviewed during Management Review.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

5. LEADERSHIP

5.2 Quality Policy

ISO 9001:2015

The Quality Policy must:

a) Be appropriate

b) Include a commitment to comply with the Quality Management System

c) Include a commitment to continually improve the Quality Management System

d) Provide a framework for establishing and reviewing quality objectives

e) Be communicated and understood within the Organisation

f) Be reviewed for continuing suitability.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. In order to provide evidence of the Organisation's commitment to the Quality Policy, it is regularly reviewed and any changes are approved as part of the formal Management Review proceedings. These reviews and all approved changes are recorded in the minutes of the Management Reviews.

2. Copies of the Quality Policy are made available to all members of staff. Copies of the minutes of Management Reviews, or extracts thereof, are provided to all members of staff, as a means of communicating the effectiveness of the Quality Management System.

5. LEADERSHIP

5.3 Organisational roles, responsibilities and authorities

ISO 9001:2015

Senior management must ensure that responsibilities and authorities are properly defined and effectively communicated throughout the Organisation.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. Responsibilities and authorities, together with the job title of those responsible for communicating them throughout the Organisation, are illustrated on the Quality Structure Chart in this Manual.

6. PLANNING FOR THE QUALITY MANAGEMENT SYSTEM

6.1 Actions to address risks and opportunities

ISO 9001:2015

Senior management must understand and accept their responsibility to ensure that all quality planning meets with the requirements of 5.4.2 of this Quality Manual and that any changes to the Quality Management System, however brought about, do not detract from its integrity.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. Quality Management System planning forms part of the Management Review process described in Section 9.3.

2. The Organisation holds regular management and operational review meetings to set and monitor the quality related objectives. The management team reviews the Quality System in order to ensure that it addresses all relevant processes and verification requirements.

3. Processes that are necessary to facilitate the service provided, are determined, planned and implemented in accordance with the relevant procedures described in Section 8.1 of this Manual. The effectiveness of the documented procedures is subject to regular Management Review and revisions/improvements are made as necessary.

6. PLANNING FOR THE QUALITY MANAGEMENT SYSTEM

6.2   Quality objectives and planning to achieve them

ISO 9001:2015

Quality objectives must be established that are measurable, in accord with the Quality Policy and include a commitment to continual improvement. These objectives must also address product requirements.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. The Organisation's quality objectives are defined in the Quality Policy as "the Organisation aims to provide defect free goods and services on time and within budget".

2. Effective measurement of the defined objectives is achieved by the application of all of the procedures described in Section 10 of this Manual relating to recording, monitoring and analysing customer feedback and non-conformance issues.

3. Effective review of the defined objectives is an integral part of the Quality Policy review as required by the procedures described in Section 9.3 (Management Review).

6. PLANNING FOR THE QUALITY MANAGEMENT SYSTEM

6.3 Planning of changes

ISO 9001:2015

Where the Organisation determines the need for change to the quality management system (see 4.4) the change shall be carried out in a planned and systematic manner.

The Organisation shall consider:

a) The purpose of the change and any of its potential consequences;

b) The integrity of the quality management system

c) The availability of resources

d) The allocation or reallocation of responsibilities and authorities

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. When THE CONSTRUCTION SKILLS PEOPLE LIMITED determines the need for change to the Quality Management System, the change is planned through the Management Review process as set out in Section 9.3 Management Review.

7. SUPPORT

7.1 Resources

7.1.1 General

ISO 9001:2005

Senior management must ensure that adequate resources are provided:

a) For the ongoing implementation of the Quality Management System

b) To ensure that training requirements are met

c) To maximise the opportunities for the enhancement of customer satisfaction

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. The identification of revised or additional resources required to implement and improve the processes of the Quality Management System takes place as part of day-to-day management as well as part of the Management Review procedures described in Section 9.3.

2. In addition to Management Reviews, regular informal meetings take place. Significant issues are discussed and appropriate action is agreed and implemented, as necessary.

3. Documentary evidence of the review of adequate resources is maintained.

7. SUPPORT

7.1 Resources

7.1.2 People

ISO 9001:2015

To ensure that the Organisation can consistently meet customer and applicable statutory and regulatory requirements, the organisation shall provide the persons necessary for the effective operation of the Quality Management System, including the processes needed.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. THE CONSTRUCTION SKILLS PEOPLE LIMITED ensure that its people consistently meet customer and applicable statutory and regulatory requirements by application of the processes set out in Section 7.2 Competence.

7. SUPPORT

7.1 Resources

7.1.3 Infrastructure

ISO 9001:2015

Senior management is responsible for identifying, providing and maintaining an adequate infrastructure to achieve conformity to product requirements. The components of the infrastructure may include buildings, workspace and associated utilities, process equipment (both hardware and software), transport equipment, information and communication systems.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. Quality related computer files are maintained in accordance with the relevant procedures described in Section 4.2.3 (Control of documents).

2. The Organisation's computer system is serviced and maintained by an experienced member of staff with the necessary expertise.

3. A supplier on the List of Approved Suppliers services test equipment in accordance with the manufacturer's recommendations and all legal and regulatory requirements.

4. For the purposes of this Quality Management System, all other elements of the infrastructure are treated as resources and provided, maintained, checked and replaced accordingly. This is administered by the application of the relevant procedures set out in Sections 7.5.1 (Control of production and service provision) and 7.6 (Control of monitoring and measuring equipment).

7. SUPPORT

7.1 Resources

7.1.4 Environment for the operation of processes

ISO 9001:2015

The Organisation shall determine, provide and maintain the environment necessary for the operation of its processes and to achieve conformity of product.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. Senior management ensures that a suitable environment is maintained that provides for safe systems of work and the ability to achieve conformity to product and/or service requirements.

2. Staff facilities and the workplace are maintained in an acceptable condition in order to ensure that all staff can carry out their duties effectively and efficiently.

3. First aid kits and fire extinguishers are provided and maintained throughout all office areas.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

7. SUPPORT

7.1   Resources

7.1.5   Monitoring and measuring of processes

ISO 9001:2015

If fine tolerance monitoring or measurement is required, the equipment used must be checked before use.

If fine tolerance monitoring or measurement equipment is used to establish product conformity it must be calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards. Where no such standards exist, the basis used for calibration or verification must be recorded.

Records of all calibrations, including the degree of error detected, must be kept.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. Whenever equipment is used for final verification, it is calibrated and traceable to National Standards or, if not possible, the methods of calibration are defined.

2. The Organisation does not use any equipment that requires any accurate measuring/monitoring requirements. Therefore, this Section is not generic to the nature of the Organisation's current activities. The Management Review process monitors this situation.

3. Should these circumstances change, any equipment used for final verification would be calibrated and traceable to National Standards or, if not possible, the methods of calibration defined.

7. SUPPORT

7.1 Resources

7.1.6 Organisational knowledge

ISO 9001:2015

The Organisation shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This knowledge shall be maintained, and made available to the extent necessary. When addressing changing needs and trends, the organisation shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. THE CONSTRUCTION SKILLS PEOPLE LIMITED maintains Organisational Knowledge including intellectual property and lessons learnt.

2. Organisational Knowledge is acquired from internal sources, including failures and successful projects, capturing undocumented knowledge and experience of topical experts within the organisation.

3. Organisational Knowledge is acquired from external sources including standards, academia, conferences, gathering knowledge with customers or providers.

7. SUPPORT

7.2   Competence

ISO 9001:2015

Senior management must, on an ongoing basis, be aware of, and react to the training requirements of all personnel whose work has a direct or indirect effect on any aspect of quality. All staff training undertaken must undergo a process of evaluation and be recorded.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. Staff training and competence are constantly assessed taking into account each individual's education, skills and experience.

2. Requirements for further training are identified as part of day-to-day management and as part of the Management Review process set out in Section 5.6.

3. Training and competence requirements may be identified as a result of:
   a. Performance reviews
   b. New personnel
   c. New equipment and/or technology
   d. Revised legal and/or regulatory requirements (e.g. Health & Safety)
   e. Revised industry standards
   f. Employee request

4. Appropriate training methods and aides are used that may include:
   a. Internal training by suitably trained staff
   b. External training by an approved training provider
   c. Tool-box talks
   d. Environmental training
   e. OH&S training

5. A record of staff training and competence is kept on the Training Matrix, including such details as:
   a. Level of competence attained
   b. Date of training or event
   c. Training and/or activities undertaken
   d. Duration
   e. Qualifications and/or certificates attained
   f. Ongoing and/or future training and/or re-certification requirements

7. SUPPORT

7.3   Awareness

ISO 9001:2015

Persons doing work under the Organisation's control shall be aware of:

 a) The Quality Policy

 b) Their contribution to the effectiveness of the quality management system, including the benefits of improved quality performance

 c) The implications of not conforming with the quality management system

THE CONSTRUCTION SKILLS PEOPLE LIMITED

 1. All new members of staff receive appropriate induction training during their probationary period. This includes an introduction to the Quality Policy and their individual role in the operation of the Quality Management System.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

7. SUPPORT

7.4   Communication

ISO 9001:2015

Effective communications must be established and maintained in order to ensure that all those who are in any way responsible for processes relating to the Quality Management System are aware of those quality processes that have been approved by the Organisation's management.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. The Quality Policy is displayed on the Organisation's premises in order to ensure that it is made available and brought to the attention of all members of staff.

2. The effectiveness of the Quality Management System is communicated throughout the Organisation by providing copies of the minutes of Management Reviews, or extracts thereof, to all members of staff.

3. Appropriate methods for internal communication are used according to the nature and required distribution of the information.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

7. SUPPORT

7.5   Documented Information

7.5.1   General

ISO 9001:2015

The Organisation's quality management system shall include;

a) Documented information required by the International Standard

b) Documented information determined by the Organisation as being necessary for the effectiveness of the quality management system.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. The Operations Director has approved this Quality Manual and will approve all subsequent issues.

2. The only controlled copy of the Quality Manual is that held on the Organisation's computer system and is maintained by the Quality Manager. All hard copies and other electronic copies are by definition uncontrolled.

3. Proposed changes to the Quality Manual are identified during the day-to-day activities as well as more formally during the Management Review process described in Section 5.6.

4. When adopted, changes are made to the controlled copy of the Quality Manual and the appropriate personnel are notified of the change.

5. Externally produced documents, legal and technical requirement guidelines are a controlled issue from the issuing authority.

6. The Organisation's computer system is an integral part of the Organisation's Quality Management System, and as such is subject to appropriate password protocols.

7. The Organisation's computer system is regularly backed up with a copy securely stored.

8. The integrity of the computer system and the data held on it is maintained by running background virus protection software and the maintenance of effective and regularly updated firewalls.

7. SUPPORT

7.5   Documented Information

7.5.2   Creating and updating

ISO 9001:2015

When creating and updating documented information the organisation shall ensure appropriate:

    a) Identification and description

    b) Format

    c) Review and approval for suitability

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. When creating and updating documented information THE CONSTRUCTION SKILLS PEOPLE LIMITED ensures appropriate identification and description (e.g. title, date, author, or reference number), format (e.g. language, software version, graphics) and media.

2. New and updated documented information is formally reviewed by the Managment Review process set out in Section 9.3.

7. SUPPORT

7.5 Documented Information

7.5.3 Control of documented information

ISO 9001:2015

There must be documented procedures for:

a) Document approval

b) Review and update of documents

c) Identifying a document's status

d) Ensuring document availability

e) Ensuring document legibility and identification

f) Identifying and distributing required documents of external origin

g) Preventing the unintended use of obsolete documents

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. THE CONSTRUCTION SKILLS PEOPLE LIMITED controls its documented information by application of the processes set out in 7.5.1.

8. OPERATION

8.1   Operational planning and control

ISO 9001:2015

Planning of product realisation is needed to ensure:

   a) Efficient delivery of the goods and services offered

   b) Effective communication with customers

   c) Proper management of any design or development processes

The Organisation shall plan and develop the processes needed for product realisation. Planning of product realisation shall be consistent with the requirements of the other processes of the Quality Management System.

In planning product realisation, the Organisation shall determine the following, as appropriate:

   a) Quality objectives and requirements for the product

   b) The need to establish processes and documents, and provide resources specific to the product

   c) Required verification, validation, monitoring, measurement, inspection and test activities specific to the product and the criteria for product acceptance

   d) Records needed to provide evidence that the realisation processes and resulting product meet requirements

The output of this planning shall be in a form suited to the Organisation's method of operations.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

   1. The work planning process involves determining and taking into account the Quality Policy, objectives and the requirements of the product and/or service requirements. This is achieved by the application of the documented Quality Management System and related processes and includes the provision of any necessary resources and validation and verification methods.

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8. OPERATION

8.2   Determination of requirements for products and services

8.2.1   Customer communication

ISO 9001:2015
Effective communications links with customers must be established and maintained. These links may be required to deal with product information, negotiating contract conditions and the efficient conveyance and review of similar matters. The need to encourage customer feedback, including complaints, must be a prime factor when planning the Organisation's communications.

8.2.2   Determination of requirements related to products and services

ISO 9001:2015
Prior to an order being accepted by the Organisation and during the continuance of its processing, the Organisation must determine all of the product requirements, whether or not specified by the customer. Such requirements may include legal and/or regulatory constraints applicable to the product and may include delivery and post delivery stipulations.

8.2.3   Review of requirements related to products and services

ISO 9001:2015
Prior to entering into a contract, whether formal or informal, or the submission of a Tender, the Organisation must fully investigate and ensure that all of the product and contract requirements have been fully established and can be met. In the event of changes to the original requirements the Contract or Tender must be reviewed in order to ascertain that the Organisation remains capable and willing to accommodate the requirements. Records of the initial and any ongoing reviews must be recorded.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

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THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. Enquiries are received or acquired by the following means:
   a. Telephone, letter and e-mail
   b. Established customer (direct customers and main contractors)
   c. Established industry contacts
   d. Approved contractor status Invitation to Tender
   e. The Organisation's Website and other marketing initiatives

NEW BUSINESS OPPORTUNITIES

2. The details of the enquiry are recorded on the computer system, which are then passed to a Director, who assesses the Organisation's wish and capability to pursue the enquiry.

3. The computer system is used to allocate the project a unique reference, which is used to identify all correspondence, documentation and data relating to it.

4. When the Organisation decides not to proceed with the enquiry, the enquirer is informed accordingly.

5. When the Organisation chooses to pursue the enquiry, the next step is typically to submit an expression of interest in the prospective contract. The issuer usually requires that a Pre-Qualification Questionnaire (PQQ) is completed from all interested companies.

6. From the organisations who have successfully completed the PQQ, a shortlist is established and tender documents are issued.

7. Tender submissions are submitted in accordance with the requirements of the tender documentation

8. The customer accepts the quotation by appropriate means, the Organisation require a written order to be submitted, verbal acceptance requires the Director's approval, and is only accepted from existing customers.

NEW CANDIDATES

9. Each new candidate is enrolled on the Organisation's computer system and are issued a Unique Learner Number (ULN), which is used to identify all information, data and correspondence relating to them,

10. Upon registration with the relevant Awarding Body the candidate is issued with a Candidate Registration Number (CRN) from the Learner Record System (LRS). From this point the CRN is issued to identify the candidate. When the candidate is registering for a National Vocational Qualification (NVQ), when the CRN is not issued until the assessment process is underway, the ULN is used to identify the candidate until such time as the CRN is received

11. In the cases of Internal Training which is certificated by the Organisation, the ULN is used throughout.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

8. OPERATION

8.3 Design and development of products and services

8.3.1 General

ISO 9001:2015
Where the detailed requirements of the organisation's products and services are not already established or not defined by the customer or by other interested parties, such that they are adequate for subsequent production or service provision, the organisation shall establish, implement and maintain a design and development process.

8.3.2 Design and development planning

ISO 9001:2015
Whenever the Organisation undertakes any activity falling within this category, it must ensure that there is effective management control of all aspects and stages of the work. Such controls must determine and address:
   a) Stage reviews
   b) The identification of authorities and responsibilities
   c) Product and planning review procedures
   d) The establishment of effective communications

8.3.3 Design and development inputs

ISO 9001:2015
All product inputs must be defined, recorded (see 4.2.4) and reviewed. Product inputs must be clear and unambiguous and may relate to some or all of the following:
   a) Functional and performance requirements
   b) All relevant statutory and regulatory requirements
   c) Information derived from previous similar designs
   d) All other requirements essential for design and development

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8.3.4 Design and development controls

ISO 9001:2015

All changes to the design and development, initiated or resulting from whatsoever source must be controlled, evaluated and approved prior to their implementation. Records of all such activities must be kept.

8.3.5 Design and development outputs

ISO 9001:2015

Prior to its release to production, the customer or any third party, all design and development must fulfil the following stringent criteria in order to ensure that:

a) The design output meets the input requirements

b) Product acceptance criteria has been met

c) The design output provides sufficient information for manufacturing and service procedures

d) The characteristics of the product that are essential for its safe and proper use are specified

8.3.6 Design and development changes

ISO 9001:2015

The Organisation shall review, control and identify changes made to design inputs and design outputs during the design and development of products and services or subsequently, to the extent that there is no adverse impact on conformity to requirements.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. The Organisation does not currently undertake any design activities or other similar processes addressed by this Section of the Standard. Should this situation change, by customer demand or any other reason, appropriate procedures will be developed and introduced. The Management Review process continuously monitors this situation.

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8. OPERATION

8.4 Control of externally provided products and services

8.4.1 General

ISO 9001:2015

The Organisation must ensure that the quality of purchased products and materials that have a bearing, or in any way contribute to the quality of the output is strictly controlled. Therefore, the suppliers of all such products and materials must undergo an approval process and their performance must be regularly monitored. Evidence of these activities must be kept.

8.4.2 Types and extent of control of external provision

ISO 9001:2015

In determining the type and extent of controls to be applied to the external provision of processes, products and services, the organisation shall take into consideration:
   a) The potential impact on the organisation's ability to consistently meet customer and applicable statutory and regulatory requirements
   b) The perceived effectiveness of the controls applied by the external provider.

8.4.3 Information for external providers

ISO 9001:2015

Care must be taken to ensure that when orders are placed for quality critical products and materials such orders include a full description of the requirements. This requirement may be discharged by the provision of drawings, technical specifications, qualifications and other Quality Management System based criteria. A protocol shall be established for making recorded inspections of all purchased products and materials in order to ensure that they are fit for their intended purpose and that they comply with the order qualifications and specification.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

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THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. A regularly updated List of Approved Suppliers and sub-contractors is maintained.

2. Before a new supplier or sub-contractor is added to the Approved List, the Organisation's approval process is followed.

3. The selection of suppliers and sub-contractors is based on one or more of the following criterion:

   a. Environmental considerations

   b. Historical performance

   c. Customer requirement

   d. Quality of product or service

   e. Specialist supplier/sub-contractor

   f. Recommendation

4. When the selected criterion has been successfully verified the Supplier or Sub-contractor is added to the Approved List.

5. All suppliers of quality critical items and services are selected from the Schedule of Approved Suppliers and Sub-Contractors.

6. The appointment and performance of Sub-contractors is monitored in the same way as if employed.

7. Quotations are always obtained from Suppliers/Sub-contractors prior to placing an order.

8. Purchase Orders are raised to meet:

   a. Specific customer requirements

   b. Contract equipment/materials

   c. Office equipment/consumables

9. A Purchase Order is raised which carries a unique reference as follows:

   a. Job Number

   b. Purchase Order Number

   c. Site Address

   d. Site Contract Details

10. Should there be a requirement for verification at the supplier's premises, by either the Organisation or the customer's representative, then the details of the verification processes to be used are described in the purchasing documents.

    a. Environmental considerations

    b. Historical performance

    c. Customer requirement

    d. Quality of product or service

    e. Specialist supplier/sub-contractor

    f. Recommendation

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8. OPERATION

8.5 Production and service provision

8.5.1 Control of production and service provision

ISO 9001:2015

Throughout the production processes the Organisation must ensure the availability of sufficient and suitable information concerning product characteristics together with related work instructions. The Organisation must also ensure the availability of suitable production equipment, including measuring and monitoring equipment. Release, delivery and post-delivery requirements must also be addressed.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1.   All staff carry out their work reflecting:

   a. Agreements with customers

   b. Their skills, training, qualifications and experience

   c. Further instructions from more senior management

   d. Further instructions from customers

Therefore documented generic work instructions are not considered appropriate.

2.   The Organisation delivers its training and assessment services in accordance with the Centre Approval and Scheme requirements of the relevant Awarding Body.

3.   The Organisation conducts such interim inspection as is commensurate to the complexities of the Scheme and in accordance with agreements with customers and Awarding Bodies, appropriate records are maintained.

8. OPERATION

8.5 Production and service provision

8.5.2 Identification and traceability

ISO 9001:2015

Whenever appropriate, the status of the product within the process should be identifiable throughout the realisation process. If required by customers, the product and its component parts should be identifiable and traceable. Records should be maintained.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. The ULN or CRN, allocated at registration, is used to identify all information, documentation and correspondence relating to candidates.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

8. OPERATION

8.5 Production and service provision

8.5.3 Control of production and service provision

ISO 9001:2015

Procedures must be established and maintained in order to ensure that the receipt of all customer provided material and other property, including intellectual property, is properly recorded. Procedures are also required to provide suitable protection and security for such property whilst it is in the Organisation's possession.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. On its receipt by the Organisation, customer property is clearly identified and subsequently processed in accordance with the relevant procedures set out in Section 7.5.5.

2. All data and information provided by customers are treated as confidential in accordance with the requirements of the Data Protection Act 2018 and are protected using suitable physical and electronic protection methods.

3. Customers are notified of any loss, corruption, or other damage to their data, information or property.

8. OPERATION

8.5   Production and service provision

8.5.4   Preservation

ISO 9001:2015

The Organisation shall ensure preservation of process outputs during production and service provision, to the extent necessary to maintain conformity to products.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. The Organisation ensures that all quality related items held, and within their jurisdiction are subject to conditions, that prevents deterioration, contamination or damage.

2. Data and information is protected by application of the procedures set out in General Controls in Section 4.2.3 (Control of Documents).

3. All equipment is handled with due regard to the relevant Health and Safety guidelines in operation at that time.

4. the Organisation ensures that all products are stored in accordance with the relevant:

    a. Environmental guide-lines
    b. Health and Safety guide-lines
    c. Safety requirements for the product

5. All documents are stored in appropriate files, cabinets or software storage devices.

8. OPERATION

8.5   Production and service provision

8.5.5 Post-delivery activities

ISO 9001:2015

As applicable, the Organisation shall meet requirements for post-delivery activities associated with the products and services.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1.   THE CONSTRUCTION SKILLS PEOPLE LIMITED determines the post-delivery activities associated with its products and services as applicable with regard to:

   a. The risks associated with the products and services

   b. The nature, us and intended lifetime of its products and services

   c. Customer feedback

   d. Statutory and regulatory requirements.

8. OPERATION

8.6   Release of products and services

ISO 9001:2015

Procedures must be established and maintained to monitor and measure the characteristics of the product against the acceptance criteria and these activities must be documented. Control procedures must ensure that product is not released until the acceptance criteria have been met. Records must indicate the identity of the individual authorising release of product for delivery.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. The Organisation conducts such interim inspection as is commensurate to the complexities of the job, and in accordance with agreements with customers and requirements of Awarding Bodies, appropriate records are maintained.

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8. OPERATION

8.7   Control of non-conforming process outputs, products and services

ISO 9001:2015

Procedures are required to ensure that non-conforming products are identified and segregated in order to prevent their unintentional delivery, issue or use. Procedures must also address their disposal or release for reuse.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. All activities not meeting the requirements of the Quality Management System or agreements with customers are suspended pending further action.

2. All materials, products, services and sub-contractor performance not meeting the required specification are clearly identified and/or segregated pending a decision regarding their further disposition.

3. Defective equipment and materials are returned to the supplier at the earliest opportunity, the defect is recorded on the Delivery/Collection Note.

4. A quarantine area is maintained in the Organisation's yard to segregate any defective equipment until such time as it can be repaired, and to prevent inadvertent use.

5. All activities not meeting the requirements of customers are recorded on a Management Information Report.

6. All activities not meeting the requirements of the Quality Management System are recorded on a Management Information Report. Significant instances from the following are included:

    1. Supplier issues

    2. Sub-contractor issues

    3. Administrative errors (including Internal Quality Audit findings)

7. Such occurrences are investigated in order to establish their cause and any corrective/preventive actions are recorded on Management Information Reports.

8. All Management Information Reports are collated, analysed and passed for Management Review.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

9. PERFORMANCE EVALUATION

9.1   Monitoring, measurement, analysis and evaluation

ISO 9001:2015

Procedures are required to provide management with the feedback required to ensure continual improvement in the Quality Management System and to provide an auditable record of its implementation. The Organisation must formally define the activities needed to measure and monitor product improvement and conformity to requirements. This shall include the determination of applicable methods, including statistical techniques, and the extent of their use.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1.   The Organisation monitors, measures, analyses and improves its processes in order to:

   a.   Demonstrate conformity of its activities

   b.   Ensure conformity to the Quality Management System

   c.   Continually improve the effectiveness of the Quality Management System

THE CONSTRUCTION SKILLS PEOPLE LIMITED

QUALITY MANUAL/POLICY

9. PERFORMANCE EVALUATION

9.1 Monitoring, measurement, analysis and evaluation

9.1.2 Customer satisfaction

ISO 9001:2015

The International Standard requires that customer satisfaction levels must be monitored, and that the result of that monitoring is a subject for the Management Review.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. The Organisation maintains regular day to day contact with its customers enabling customer satisfaction levels to be monitored as an on-going process.

2. Feedback received from customers is recorded and passed to the Senior Management or inclusion in the Analysis of Data and Management Review.

3. Feedback from candidates is recorded and monitored in accordance with the requirements of the relevant Awarding Body.

4. All observations received, whether positive or negative, are recorded on a Management Information Report and subsequently administered accordingly.

9. PERFORMANCE EVALUATION

9.1   Monitoring, measurement, analysis and evaluation

9.1.3   Analysis and evaluation

ISO 9001:2015

Data received and held by the Organisation relating to customer satisfaction levels, product conformance requirements and any trends that may introduce opportunities for preventive action must be securely held and analysed for consideration during Management Review.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

The following data is analysed in order to identify trends and opportunities for preventive and/or improvement actions:

1. Customer satisfaction records

2. Product and/or service conformity records

3. Product and/or service trends

4. Results of internal Quality Audits as a measurement of the effectiveness of the Quality Management System

5. Non-conformance records

9. PERFORMANCE EVALUATION

9.2   Internal Audit

ISO 9001:2015

Internal Quality Audits are a fundamental requirement of this International Standard. They must be conducted at regular pre-determined intervals and, as a minimum, address the:

a) Degree to which the Organisation conforms to the requirements of the Standard

b) Level of conformance of the Organisation's activities to the Quality Management System as set out in this Quality Manual

Documented procedures must be maintained covering all of the procedures relating to Internal Quality Audits. Follow-up activities shall include the verification of the actions taken and the reporting of verification results.

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1. A Quality Audit Programme is maintained by the Quality Manager ensuring that every Section of the Quality Management System is verified at least annually.

2. More frequent Quality Audits may be organised by the Quality Manager depending on the importance of the activities being audited.

3. Internal Quality Audits are carried out according to the following procedures:

4. At the beginning of every month, the Quality Manager consults the Quality Audit Programme and establishes which, if any, parts of the Quality Management System are to be audited during the coming month.

5. A member of staff, wherever possible independent of the activity to be audited, is appointed by the Quality Manager.

6. The auditor refers to the Quality Manual and determines the activities to be audited.

7. The auditor selects a representative number of records to be audited on a random basis.

8. The auditor advises any personnel concerned that a Quality Audit is being undertaken and answers any questions they may have regarding the audit.

9. The auditor examines the records selected in order to determine whether the activities identified above have been carried out correctly.

10. The auditor keeps a record of the process and the findings of the Quality Audit.

11. The Quality Audit record and all other documents relating to internal audits are passed to the Quality Manager.

12. The Quality Audit record and all other documents relating to internal Quality Audits are retained for inspection by BSQA LIMITED at the annual external Quality Audit.

13. All issues arising from the internal Quality Audit requiring immediate attention are discussed with the appropriate personnel and a record is kept on a Quality Audit Report or Management Information Report as appropriate.

14. The Quality Manager ensures that the Quality Audit results are discussed at the next Management Review.

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9. PERFORMANCE EVALUATION

9.3 Management Review

ISO 9001:2015

The Standard places a prime requirement on senior management to review all aspects of its Quality Management System at regular, pre-determined intervals. In particular, these reviews must address the ongoing effectiveness and suitability of the Quality Management System. All such Management Reviews must be recorded and the records kept in accordance with the procedures set out in this Manual.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. As part of the initial implementation of the Quality Management System, a Management Review was held during the first two months of its adoption in accordance with the procedures set out below.

2. A Management Review is carried out at not greater than six-monthly intervals and addresses, in addition to general matters, the following:

   a. Non-conformance records

   b. Status of preventive and corrective actions

   c. Management Information trend analysis

   d. Follow up actions from earlier Management Reviews

   e. Changes in the Organisation's operational environment that could affect the Quality Management System, including requirements for additional or revised resources

   f. The Organisation's Quality Policy, objectives and goals in order to determine whether they remain relevant to the requirements of customers and management

   g. The overall operation of the Organisation's Quality Management System in order to determine its continuing suitability and effectiveness

   h. Plans for continual improvement

   i. The performance of suppliers and sub-contractors, including any required actions resulting from unsatisfactory performance

   j. Staff training and competence requirements

   k. Customer satisfaction levels

QUALITY MANUAL/POLICY
9. PERFORMANCE EVALUATION

9.3 Management Review

ISO 9001:2015

The Management Review output must address:

a) Any identified changes in product/service and/or process performance

b) Meeting the requirements of the market place

c) Levels of customer satisfaction

d) Requirements of, and compliance with, any new legislation and regulations

THE CONSTRUCTION SKILLS PEOPLE LIMITED

The findings of every Management Review are recorded and include details of:

1. Actions agreed to improve the Quality Management System and its processes

2. Actions agreed to improve the service that the Organisation provides to its customers

3. Actions agreed to meet revised resource requirements

4. Corrective and preventive actions taken and planned

5. Targets and responsibilities for implementing any agreed action

10. IMPROVEMENT

10.1 General

ISO 9001:2015

Procedures are required to provide management with the feedback required to ensure continual improvement in the Quality Management System and to provide an auditable record of its implementation. The Organisation must formally define the activities needed to measure and monitor product improvement and conformity to requirements. This shall include the determination of applicable methods, including statistical techniques, and the extent of their use.

THE CONSTRUCTION SKILLS PEOPLE LIMITED

The Organisation monitors, measures, analyses and improves its processes in order to:

1. Demonstrate conformity of its activities

2. Ensure conformity to the Quality Management System

3. Continually improve the effectiveness of the Quality Management System

10. IMPROVEMENT

10.2 Non-conformity and corrective action

ISO 9001:2015

Documented procedures must be established and maintained to address:

a) Identifying non-conformities

b) Determining their cause(s)

c) Evaluating the requirement for the introduction of preventive action(s)

d) Implementing any such action

e) Reviewing and recording all such activities

THE CONSTRUCTION SKILLS PEOPLE LIMITED

1. As a fundamental component of their role, senior management is responsible for identifying situations within the Organisation's activities that may create non-conformances.

2. Whenever such a situation is identified, preventive action is formulated and applied

3. All such action is recorded on a Management Information Report and its cause and effect are subject to Management Review in addition to routine monitoring.

4. The action taken to correct any non-conformances is recorded on the Management Information Report.

5. An investigation is undertaken to determine the cause of the non-conformance

6. The preventive action taken in order to prevent recurrence of any such activities is similarly recorded.

7. The collective actions taken to prevent recurrence of non-conformances, and those records and reports generated, are regularly reviewed at Management Reviews in order to identify any trends and to determine the effectiveness of preventive measures taken.

8. Revised procedures are developed and implemented as considered appropriate and are reviewed accordingly.

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QUALITY MANUAL/POLICY

ANNEX A (INFORMATIVE): CLARIFICATION OF NEW STRUCTURE, TERMINOLOGY AND CONCEPTS

A.1   Structure and terminology

The clause structure (i.e. clause sequence) and some of the terminology of this edition of this International Standard, in comparison with the previous edition (ISO 9001:2008), have been changed to improve alignment with other management systems standards.

There is no requirement in this International Standard for its structure and terminology to be applied to the documented information of an organisation's quality management system.

The structure of clauses is intended to provide a coherent presentation of requirements, rather than a model for documenting an organisation's policies, objectives and processes. The structure and content of documented information related to a quality management system can often be more relevant to its users if it relates to both the processes operated by the organisation and information maintained for other purposes.

There is no requirement for the terms used by an organisation to be replaced by the terms used in this International Standard to specify quality management system requirements. Organisations can choose to use terms which suit their operations (e.g. using "records", "documentation" or "protocols" rather than "documented information"; or "supplier", "partner" or "vendor" rather than "external provider").

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Table A.1 shows the major differences in terminology between this edition of this International Standard and the previous edition.

TABLE A.1 — MAJOR DIFFERENCES IN TERMINOLOGY BETWEEN ISO 9001:2008 & ISO 9001:2015

ISO 9001:2008	ISO 9001:2015
Products	products and services
Exclusions	Not used (See Clause A.5 for clarification of applicability)
Management Representative	Not used *(Similar responsibilities and authorities are assigned but no requirement for a single management representative)*
Documentation, quality manual, documented procedures, records	Documented information
Work environment	Environment for the operation of processes
Monitoring and measuring equipment	Monitoring and measuring resources
Purchased product	Externally provided products and services
Supplier	External provider

A.2   Products and services

ISO 9001:2008 used the term "product" to include all output categories. This edition of this International Standard uses "products and services". The term "products and services" includes all output categories (hardware, services, software and processed materials).

The specific inclusion of "services" is intended to highlight the differences between products and services in the application of some requirements. The characteristic of services is that at least part of the output is realized at the interface with the customer. This means, for example, that conformity to requirements cannot necessarily be confirmed before service delivery.

In most cases, products and services are used together. Most outputs that organisations provide to customers, or are supplied to them by external providers, include both products and services. For example, a tangible or intangible products can have some associated service or a service can have some associated tangible or intangible product.

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A.3   Understanding the needs and expectations of interested parties

Subclause 4.2 specifies <u>requirements</u> for the organisation to determine the interested parties that are relevant to the quality management system and the <u>requirements</u> of those interested parties.

However, 4.2 does not imply extension of quality management system <u>requirements</u> beyond the scope of this International Standard. As stated in the scope, this International Standard is applicable where an organisation needs to demonstrate its ability to consistently provide <u>products</u> and <u>services</u> that meet customer and applicable statutory and regulatory <u>requirements</u>, and aims to enhance <u>customer satisfaction</u>.

There is no requirement in this International Standard for the organisation to consider interested parties where it has decided that those parties are not relevant to its quality management system. It is for the organisation to decide if a particular requirement of a relevant interested party is relevant to its quality management system.

A.4   Risk-based thinking

The concept of <u>risk-based thinking</u> has been implicit in previous editions of this International Standard, e.g. through requirements for planning, review and <u>improvement</u>. This International Standard specifies requirements for the organisation to understand its context (see 4.1) and determine risks as a basis for planning (see 6.1). This represents the application of <u>risk-based thinking</u> to planning and implementing quality management system <u>processes</u> (see 4.4) and will assist in determining the extent of <u>documented information</u>.

One of the key purposes of a quality management system is to act as a preventive tool. Consequently, this International Standard does not have a separate clause or subclause on preventive action. The concept of preventive action is expressed through the use of <u>risk-based thinking</u> in formulating quality management system requirements.

The <u>risk-based thinking</u> applied in this International Standard has enabled some reduction in prescriptive requirements and their replacement by <u>performance</u>-based requirements. There is greater flexibility than in ISO 9001:2008 in the requirements for <u>processes</u>, <u>documented information</u> and organisational responsibilities.

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Although 6.1 specifies that the organisation shall plan actions to address risks, ==there is no requirement for formal methods for risk management== or a ==documented risk management processes==. Organisations can decide whether or not to develop a more extensive risk management methodology than is required by this International Standard, e.g. through the application of other guidance or standards.

Not all the processes of a quality management system represent the same level of risk in terms of the organisation's ability to meet its objectives, and the effects of uncertainty are not the same for all organisations. Under the requirements of 6.1, the organisation is responsible for its application of risk based thinking and the actions it takes to address risk, including whether or not to retain documented information as evidence of its determination of risks.

A.5   Applicability

This International Standard does not refer to "exclusions" in relation to the applicability of its requirements to the organisation's quality management system. However, an organisation can review the applicability of requirements due to the size or complexity of the organisation, the management model it adopts, the range of the organisation's activities and the nature of the risks and opportunities it encounters.

The requirements for applicability are addressed in 4.3, which defines conditions under which an organisation can decide that a requirement cannot be applied to any of the processes within the scope of its quality management system. The organisation can only decide that a requirement is not applicable if its decision will not result in failure to achieve conformity of products and services.

A.6   Documented information

As part of the alignment with other management system standards, a common clause on "documented information" has been adopted without significant change or addition (see 7.5). Where appropriate, text elsewhere in this International Standard has been aligned with its requirements. Consequently, "documented information" is used for all document requirements.

QUALITY MANUAL/POLICY

Where ISO 9001:2008 used specific terminology such as "document" or "documented procedures", "quality manual" or "quality plan", this edition of this International Standard defines <u>requirements</u> to "maintain documented information".

Where ISO 9001:2008 used the term "records" to denote documents needed to provide evidence of conformity with <u>requirements</u>, this is now expressed as a <u>requirement</u> to "retain documented information". The organisation is responsible for determining what documented information needs to be retained, the period of time for which it is to be retained and the media to be used for its retention.

A <u>requirement</u> to "maintain" <u>documented information</u> does not exclude the possibility that the organisation might also need to "retain" that same documented information for a particular purpose, e.g. to retain previous versions of it.

Where this International Standard refers to "<u>information</u>" rather than "<u>documented information</u>" (e.g. in 4.1: "The organisation shall monitor and review the <u>information</u> about these external and internal issues"), there is no <u>requirement</u> that this information is to be documented. In such situations, the organisation can decide whether or not it is necessary or appropriate to maintain <u>documented information</u>.

A.7   Organisational knowledge

In 7.1.6, this International Standard addresses the need to determine and manage the knowledge maintained by the organisation, to ensure that it can achieve conformity of <u>products</u> and <u>services</u>.

<u>Requirements</u> regarding organisational knowledge were introduced for the purpose of:

a) safeguarding the organisation from loss of knowledge, e.g.

— through staff turnover;

— failure to capture and share <u>information</u>;

b) encouraging the organisation to acquire knowledge, e.g.

— learning from experience;

— mentoring;

— benchmarking.

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A.8   Control of externally provided processes, products and services

Explanatory requirement for clause <u>8.4.1</u>, <u>8.4.2</u> & <u>8.4.3</u>

All forms of externally provided <u>processes</u>, <u>products</u> and <u>services</u> are addressed in 8.4, e.g. whether through:
a) purchasing from a supplier;
b) an arrangement with an associate company;
c) outsourcing <u>processes</u> to an external <u>provider</u>.

Outsourcing always has the essential characteristic of a service, since it will have at least one activity necessarily performed at the interface between the <u>provider</u> and the organisation. The controls required for external provision can vary widely depending on the nature of the <u>processes</u>, <u>products</u> and <u>services</u>.

The organisation can apply <u>risk-based thinking</u> to determine the type and extent of controls appropriate to particular external <u>provider</u>s and externally provided processes, <u>products</u> and <u>services</u>.

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ANNEX B: QUALITY MANAGEMENT PRINCIPLES

Annex B of ISO/DIS 9001:2015 describes the seven quality management principles upon which quality management system standards are based.

Each principle has a "Statement" that describes the principle, followed by the "Rationale" for why organisations should address the principle.

Note: The old quality management principles are shown in Italics and the changes are described.

QMP 1 – Customer Focus

Statement The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations.

Rationale Sustained success is achieved when an organisation attracts and retains the confidence of customers and other interested parties on whom it depends. Every aspect of customer interaction provides an opportunity to create more value for the customer. Understanding current and future needs of customers and other interested parties contributes to sustained success of an organisation.

QMP1 – Customer Focus Organisations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

Change: The revised principle continues to focus on meeting customer requirements and striving to exceed customer expectations. It adds that you need to look at every customer interaction for opportunities to create more customer value. It also adds that sustained success is achieved when you gain customer confidence.

QMP 2 – Leadership

Statement Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the quality objectives of the organisation.

Rationale Creation of unity of purpose, direction and engagement enable an organisation to align its strategies, policies, processes and resources to achieve its objectives.

QMP 2 – Leadership Leaders establish unity of purpose and direction of the organisation. They should create and maintain the internal environment in which people can become fully involved in achieving the organisation's objectives.

QMP 3 – Engagement of People

Statement It is essential for the organisation that all people are competent, empowered and engaged in delivering value. Competent, empowered and engaged people throughout the organisation enhance its capability to create value.

Rationale To manage an organisation effectively and efficiently, it is important to involve all people at all levels and to respect them as individuals. Recognition, empowerment and enhancement of skills and knowledge facilitate the engagement of people in achieving the objectives of the organisation.

QMP 3 – Involvement of People

People at all levels are the essence of an organisation and their full involvement enables their abilities to be used for the organisation's benefit.

Change: The revised principle still describes the involvement of people at all levels. It adds that it is essential for these people to be competent, empowered, and engaged to create and deliver value.

QMP 4 – Process Approach

Statement Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.

Rationale The quality management system is composed of interrelated processes. Understanding how results are produced by this system, including all its processes, resources, controls and interactions, allows the organisation to optimize its performance.

QMP 4 – Process Approach A desired result is achieved more efficiently when activities and related resources are managed as a process.

QMP 5 – System Approach to Management Identifying, understanding and managing interrelated processes as a system contributes to the organisation's effectiveness and efficiency in achieving its objectives.

Change: The current Process Approach principle and System Approach principle have been combined into this one revised Process Approach principle. It continues to focus on understanding and managing activities as interrelated processes within a system. It clarifies that understanding how results are produced by the processes, resources, controls, and interactions allows your organisation to optimize its performance.

QMP 5 – Improvement

Statement: Successful organisations have an ongoing focus on improvement.

Rationale Improvement is essential for an organisation to maintain current levels of performance, to react to changes in its internal and external conditions and to create new opportunities.

QMP 6 – Continual Improvement Continual improvement of the organisation's overall performance should be a permanent objective of the organisation.

Change: The revised principle uses the term "improvement" instead of "continual improvement". ISO 9001:2015 is being developed to make more explicit use of the quality management principles, so you would expect it to move to the term "improvement" to align with the revised principle.

However, the text in Annex SL to be used for all management systems standards uses the term "continual improvement". Moving to "improvement" would result in a deviation from the required Annex SL common text. Therefore, the committee draft of ISO 9001:2015 was prepared using "continual improvement", but with the "continual" being shown in strike-though text format (to highlight the need for resolution of this issue).

The revised principle also changes from improvement of overall performance as a permanent objective to a focus on improvement as being essential to maintain current levels of performance. It also expands to cover the improvements needed to react to changes in internal and external conditions and to create new opportunities.

QMP 6 – Evidence-based Decision Making

Statement Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.

Rationale Decision-making can be a complex process, and it always involves some uncertainty. It often involves multiple types and sources of inputs, as well as their interpretation, which can be subjective. It is important to understand cause and effect relationships and potential unintended consequences. Facts, evidence, and data analysis lead to greater objectivity and confidence in decisions made.

QMP 7 – Relationship Management

Statement For sustained success, organisations manage their relationships with interested parties, such as suppliers.

Rationale Interested parties influence the performance of an organisation. Sustained success is more likely to be achieved when an organisation manages relationships with its interested parties to optimize their impact on its performance. Relationship management with its supplier and partner network is often of particular importance.

QMP 8 – Mutually Beneficial Supplier Relationships

An organisation and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value.

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ANNEX C: OTHER INTERNATIONAL STANDARDS ON QUALITY MANAGEMENT AND QUALITY MANAGEMENT SYSTEMS DEVELOPED BY ISO/TC 176

The International Standards described in this annex have been developed by ISO/TC 176 to provide supporting information for organisations that apply this International Standard, and to provide guidance for organisations that choose to progress beyond its requirements. Guidance or requirements contained in the documents listed in this annex do not add to, or modify, the requirements of this International Standard.

Table C 1 shows the relationship between these standards and the relevant clauses of this International Standard.

This annex does not include reference to the sector-specific quality management system standards developed by ISO/TC 176.

This International Standard is one of the three core standards developed by ISO/TC 176.
— ISO 9000 Quality management systems — Fundamentals and vocabulary provides an essential background for the proper understanding and implementation of this International Standard. The quality management principles are described in detail in ISO 9000 and have been taken into consideration during the development of this International Standard. These principles are not requirements in themselves, but they form the foundation of the requirements specified by this International Standard. ISO 9000 also defines the terms, definitions and concepts used in this International Standard.

— ISO 9001 (this International Standard) specifies requirements aimed primarily at giving confidence in the products and services provided by an organisation and thereby enhancing customer satisfaction. Its proper implementation can also be expected to bring other organisational benefits, such as improved internal communication, better understanding and control of the organisation's processes.

— ISO 9004 Managing for the sustained success of an organisation — A quality management approach provides guidance for organisations that choose to progress beyond the requirements of this International Standard, to address a broader range of topics that can lead to improvement of the organisation's overall performance. ISO 9004 includes guidance on a self-assessment methodology for an organisation to be able to evaluate the level of maturity of its quality management system.

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The International Standards outlined below can provide assistance to organisations when they are establishing or seeking to improve their quality management systems, their processes or their activities.

— ISO 10001 Quality management — Customer satisfaction — Guidelines for codes of conduct for organisations provides guidance to an organisation in determining that its customer satisfaction provisions meet customer needs and expectations. Its use can enhance customer confidence in an organisation and improve customer understanding of what to expect from an organisation, thereby reducing the likelihood of misunderstandings and complaints.

— ISO 10002 Quality management — Customer satisfaction — Guidelines for complaints handling in organisations provides guidance on the process of handling complaints by recognizing and addressing the needs and expectations of complainants and resolving any complaints received. ISO 10002 provides an open, effective and easy-to-use complaints process, including training of people. It also provides guidance for small businesses.

— ISO 10003 Quality management — Customer satisfaction — Guidelines for dispute resolution external to organisations provides guidance for effective and efficient external dispute resolution for product-related complaints. Dispute resolution gives an avenue of redress when organisations do not remedy a complaint internally. Most complaints can be resolved successfully within the organisation, without adversarial procedures.

— ISO 10004 Quality management — Customer satisfaction — Guidelines for monitoring and measuring provides guidelines for actions to enhance customer satisfaction and to determine opportunities for improvement of products, processes and attributes that are valued by customers. Such actions can strengthen customer loyalty and help retain customers.

— ISO 10005 Quality management systems — Guidelines for quality plans provides guidance on establishing and using quality plans as a means of relating requirements of the process, product, project or contract, to work methods and practices that support product realization. Benefits of establishing a quality plan are increased confidence that requirements will be met, that processes are in control and the motivation that this can give to those involved.

— ISO 10006 Quality management systems — Guidelines for quality management in projects is applicable to projects from the small to large, from simple to complex, from an individual project to being part of a portfolio of projects. ISO 10006 is to be used by personnel managing projects and who need to ensure that their organisation is applying the practices contained in the ISO quality management system standards.

— ISO 10007 Quality management systems — Guidelines for configuration management is to assist organisations applying configuration management for the technical and administrative direction over the life cycle of a product. Configuration management can be used to meet the product identification and traceability requirements specified in this International Standard.

— ISO 10008 Quality management — Customer satisfaction — Guidelines for business-to-consumer electronic commerce transactions gives guidance on how organisations can implement an effective and efficient business-to-consumer electronic commerce transaction (B2C ECT) system, and thereby provide a basis for consumers to have increased confidence in B2C ECTs, enhance the ability of organisations to satisfy consumers and help reduce complaints and disputes.

— ISO 10012 Measurement management systems — Requirements for measurement processes and measuring equipment provides guidance for the management of measurement processes and metrological confirmation of measuring equipment used to support and demonstrate compliance with metrological requirements. ISO 10012 provides quality management criteria for a measurement management system to ensure metrological requirements are met.

— ISO/TR 10013 Guidelines for quality management system documentation provides guidelines for the development and maintenance of the documentation necessary for a quality management system. ISO/TR 10013 can be used to document management systems other than those of the ISO quality management system standards, e.g. environmental management systems and safety management systems.

— ISO 10014 Quality management — Guidelines for realizing financial and economic benefits is addressed to top management. It provides guidelines for realizing financial and economic benefits through the application of quality management principles. It facilitates application of management principles and selection of methods and tools that enable the sustainable success of an organisation.

— ISO 10015 Quality management — Guidelines for training provides guidelines to assist organisations in addressing issues related to training. ISO 10015 can be applied whenever guidance is required to interpret references to "education" and "training" within the ISO quality management system standards. Any reference to "training" includes all types of education and training.

— ISO/TR 10017 Guidance on statistical techniques for ISO 9001:2000 explains statistical techniques which follow from the variability that can be observed in the behavior and results of processes, even under conditions of apparent stability. Statistical techniques allow better use of available data to assist in decision making, and thereby help to continually improve the quality of products and processes to achieve customer satisfaction.

— ISO 10018 Quality management — Guidelines on people involvement and competence provides guidelines which influence people involvement and competence. A quality management system depends on the involvement of competent people and the way that they are introduced and integrated into the organisation. It is critical to determine, develop and evaluate the knowledge, skills, behaviour and work environment required.

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— ISO 10019 Guidelines for the selection of quality management system consultants and use of their services provides guidance for the selection of quality management system consultants and the use of their services. It gives guidance on the process for evaluating the competence of a quality management system consultant and provides confidence that the organisation's needs and expectations for the consultant's services will be met.

— ISO 19011 Guidelines for auditing management systems provides guidance on the management of an audit program, on the planning and conducting of an audit of a management system, as well as on the competence and evaluation of an auditor and an audit team. ISO 19011 is intended to apply to auditors, organisations implementing management systems, and organisations needing to conduct audits of management systems.

— Relationship between other International Standards on quality management and quality management systems and the clauses of this International Standard.

TABLE C1

Other International Standard	Clause in this International Standard						
	4	5	6	7	8	9	10
ISO 9000	All	All	All	All	All	All	All
9004 ISO	All	All	All	All	All	All	All
ISO 10001					8.2.2, 8.5.1	9.1.2	
ISO 10002					8.2.1,	9.1.2	10.2.1
ISO 10003						9.1.2	
ISO 10004						9.1.2, 9.1.3	
ISO 10005		5.3	6.1, 6.2	All	All	9.1	10.2
ISO 10006	All	All	All	All	All	All	All
ISO 10007					8.5.2		
ISO 10008	All	All	All	All	All	All	All
ISO 10012				7.1.5			
ISO/TR 10013				7.5			
ISO 10014	All	All	All	All	All	All	All
ISO 10015				7.2			
ISO/TR 10017			6.1	7.1.5		9.1	
ISO 10018	All	All	All	All	All	All	All
ISO 10019					8.4		
ISO 19011						9.2	

NOTE: "All" indicates that all the subclauses in the specific clause of this International Standard are related to the other International Standard.

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ISO 9001: 2015 BIBLIOGRAPHY

1) ISO 9004, Managing for the sustained success of an organisation — A quality management approach

2) ISO 10001, Quality management — Customer satisfaction — Guidelines for codes of conduct for organisations

3) ISO 10002, Quality management — Customer satisfaction — Guidelines for complaints handling in organisations

4) ISO 10003, Quality management — Customer satisfaction — Guidelines for dispute resolution external to organisations

5) ISO 10004, Quality management — Customer satisfaction — Guidelines for monitoring and measuring

6) ISO 10005, Quality management systems — Guidelines for quality plans

7) ISO 10006, Quality management systems — Guidelines for quality management in projects

8) ISO 10007, Quality management systems — Guidelines for configuration management

9) ISO 10008, Quality management — Customer satisfaction — Guidelines for business-to-consumer electronic commerce transactions

10) ISO 10012, Measurement management systems — Requirements for measurement processes and measuring equipment

11) ISO/TR 10013, Guidelines for quality management system documentation

12) ISO 10014, Quality management — Guidelines for realizing financial and economic benefits

13) ISO 10015, Quality management — Guidelines for training

14) ISO/TR 10017, Guidance on statistical techniques for ISO 9001:2000

15) ISO 10018, Quality management — Guidelines on people involvement and competence

16) ISO 10019, Guidelines for the selection of quality management system consultants and use of their services

17) ISO 14001, Environmental management systems — Requirements with guidance for use

18) ISO 19011, Guidelines for auditing management systems

19) ISO 31000, Risk management — Principles and guidelines

20) ISO 37500, Guidance on outsourcing

21) ISO/IEC 90003, Software engineering — Guidelines for the application of ISO 9001:2008 to computer software

22) IEC 60300-1, Dependability management — Part 1: Guidance for management and application

23) IEC 61160, Design review