###### [FULL CLIENT NAME ALL CAPS]

**[Quality Manual Doc Title]**

Revision [Rev Number]

Issued [Date of Issue]

Conforms to ISO 9001:2015

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1. Revision History and Approval

|  |  |  |  |
| --- | --- | --- | --- |
| **Rev.** | **Nature of changes** | **Approval** | **Date** |
| [Rev Number] | Original release. | [Quality Manual Approver Name] | [Date of Issue] |
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1. Welcome to [Full Client Name Reg Caps]

Add welcome language here. This is the first thing a reader will see, so it’s a good idea to add basic information about the company. If the intended audience includes customers, you can add marketing language here, too.

Adding some photos of the facility or staff is a nice touch here, as well.

1. About The [Short Client Name] Quality Manual

This manual is prepared for the purpose of defining the company’s interpretations of the ISO 9001:2015 international standard, as well as to demonstrate how the company complies with that standard.

This manual presents “Notes” which are used to define how [Short Client Name] has tailored its management system to suit its purposes. These are intended to clarify implementation approaches and interpretations for concepts which are not otherwise clearly defined in ISO 9001:2015. *Notes appear in italics, with gray background.*

Where subordinate or supporting documentation is reference in this manual, these are indicated by ***bold italics***.

1. Terms and Definitions

[Short Client Name] adopts the following terms and definitions within its Quality Management System. Where no definition is provided, the company typically adopts the definitions provided in ***ISO 9000: Quality Management – Fundamentals and Vocabulary***. In some cases, specific procedures or documentation may provide a different definition to be used in the context of that document; in such cases, the definition will supercede those provided for in this Quality Manual or ISO 9000.

Add additional terms as you see fit.

**General Terminology**

**[Short Client Name]** – [Full Client Name Reg Caps]

**Document** – written information used to describe how an activity is done.

**Record** – captured evidence of an activity having been done.

**Risk-Based Thinking Terminology**

**Risk** – Negative effect of uncertainty

**Opportunity** – Positive effect of uncertainty

**Uncertainty** - A deficiency of information related to understanding or knowledge of an event, its consequence, or likelihood. (Not to be confused with measurement uncertainty.)

**Nonconforming Product Terminology**

**Rework:** Efforts to bring nonconforming product into conformance through additional operations that *do not* alter the original design of the product.

**Repair:** Efforts to bring nonconforming product into conformance through additional operations that alter the original design of the product; this may be through the addition of material no specified in the original design, or through altering pre-existing design features.

**Scrap**: The discard of nonconforming product in lieu of rework or repair.

1. Context of the Organization

4.1 Understanding the Organization and Its Context

[Short Client Name] has reviewed and analyzed key aspects of itself and its stakeholders to determine the strategic direction of the company. This requires understanding internal and external issues that are of concern to [Short Client Name] and its interested parties (per 4.2 below); the interested parties are identified per the document ***[Context of the Org Proc. Title].***

Such issues are monitored and updated as appropriate, and discussed as part of management reviews.

4.2 Understanding the Needs and Expectations of Interested Parties

The issues determined per 4.1 above are identified through an analysis of risks facing [Short Client Name] and its interested parties. “Interested parties” are those stakeholders who receive our [Products or Services Plur.], or who may be impacted by them, or those parties who may otherwise have a significant interest in our company. These parties are identified per the document ***[Context of the Org Proc. Title].***

This information is then used by senior management to determine the company’s strategic direction. This is defined in records of management review, and periodically updated as conditions and situations change.

4.3 Determining the Scope of the Quality Management System

Based on an analysis of the above issues of concern, interests of stakeholders, and in consideration of its products and services, [Short Client Name] has determined the scope of the management system as follows:

**Add scope statement here. The scope statement must include a description of your products and/or services. This is what will appear on any resulting ISO 9001 certificate; you may consult with your certification body for assistance.**

(If more than one site)

The quality system applies to all processes, activities, and employees of the following locations within the company:

|  |  |
| --- | --- |
| [Street Address]  [City] [STATEABBREV] [Zip]  [Phone] | Site 2 Address |
| Site 3 Address | Site 4 Address |

(If single site)

The quality system applies to all processes, activities and employees within the company. The facility is located at:

[Street Address]

[City] [STATEABBREV] [Zip]

Phone: [Phone]

Fax: [Fax]

Web: [Website]

(If exclusions)

The following clauses of ISO 9001 were determined to be not applicable to [Short Client Name].

* List clause exclusions and rationale for each here.

(If no exclusions)

The company claims no exclusions from the ISO 9001 standard.

(Optional: site exclusion table)

The following sites are excluded from the company quality system at this time; in the future, these may be incorporated into the company QMS, and this manual will be updated accordingly.

|  |  |
| --- | --- |
| Site 1 Address | Site 2 Address |
| Site 3 Address | Site 4 Address |

4.4 Quality Management System and Its Processes

***4.4.1 Process Identification***

[Short Client Name] has adopted a process approach for its management system. By identifying the top-level processes within the company, and then managing each of these discretely, this reduces the potential for nonconforming [Products or Services Plur.] discovered during final processes or after delivery. Instead, nonconformities and risks are identified in real time, by actions taken within each of the top-level processes.

*Note: not all activities are considered “processes” – the term “process” in this context indicates the activity has been elevated to a higher level of control and management oversight.* *The controls indicated herein are applicable only to the top-level processes identified.*

The following top-level processes have been identified for [Short Client Name]:

* List processes here
* List processes here

Each process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of top level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a ***[Process Definition Doc Title]*** document which defines:

* applicable inputs and outputs
* process owner(s)
* applicable responsibilities and authorities
* applicable risks and opportunities
* critical and supporting resources
* criteria and methods employed to ensure the effectiveness of the process
* quality objectives related to that process

The sequence of interaction of these processes is illustrated in Appendix A.

*Note: Appendix A represents the typical sequence of processes, and may be altered depending on customer or regulatory requirements at the job or contract level, as needed.*

***4.4.2 Process Controls & Objectives***

Each process has at least one objective established for it; this is a statement of the intent of the process. Each objective is then supported by at least one “metric” or key performance indicator (KPI) which is then measured to determine the process’ ability to meet the quality objective.

*Note: some processes have multiple objectives and multiple metrics. This is determined by the nature of the process, it’s impact on [Products or Services Plur.], and associated risks.*

*Note: Whereas ISO 9001 discusses process measurements and “quality objectives” as separate concepts, [Short Client Name] combines them; i.e., quality objectives are used to control the processes. Additional objectives for [Products or Services Plur.] may be assigned, but these will also be used to measure process effectiveness.*

Throughout the year, metrics data is measured and gathered by process owners or other assigned managers, in order to present the data to [Senior Management Team Name]. The data is then analyzed by [Senior Management Team Name] in order that [Senior Management Team Name] may set goals and make adjustments for the purposes of long-term continual improvement.

The specific quality objectives for each process are defined in the applicable ***[Process Definition Doc Title]***.

Metrics, along with current standings and goals for each objective, are recorded in records of management review.

When a process does not meet a goal, or an unexpected problem is encountered with a process, the corrective and preventive action process is implemented to research and resolve the issue. In addition, opportunities for improvement are sought and implemented, for the identified processes.

***4.4.3 Outsourced Processes***

Any process performed by a third party is considered an “outsourced process” and must be controlled, as well. The company’s outsourced processes, and the control methods implemented for each, are defined in ***[Outsourced Processes Title]***.

The type and extent of control to be applied to the outsourced process take into consideration:

1. the potential impact of the outsourced process on the company’s capability to provide product that conforms to requirements,
2. the degree to which the control for the process is shared,
3. the capability of achieving the necessary control through the purchasing contract requirements.
4. Leadership

5.1 Leadership & Commitment

5.1.1 General

The [Senior Management Team Name] of [Short Client Name] provides evidence of its leadership and commitment to the development and implementation of the management system and continually improving its effectiveness by:

1. taking accountability of the effectiveness of the management system;
2. ensuring that the ***Quality Policy*** and quality objectives are established for the management system and are compatible with the strategic direction and the context of the organization;
3. ensuring the integration of the management system requirements into the organization’s other business processes, as deemed appropriate (see note);
4. promoting awareness of the process approach;
5. ensuring that the resources needed for the management system are available;
6. communicating the importance of effective quality management and of conforming to the management system requirements;
7. ensuring that the management system achieves its intended results;
8. engaging, directing and supporting persons to contribute to the effectiveness of the management system;
9. promoting continual improvement;
10. supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

*Note: “business processes” such as accounting, employee benefits management and legal activities are out of scope of the QMS.*

5.1.2 Customer focus

The [Senior Management Team Name] of [Short Client Name] adopts a customer-first approach which ensures that customer needs and expectations are determined, converted into requirements and are met with the aim of enhancing customer satisfaction.

This is accomplished by assuring:

1. customer and applicable statutory and regulatory requirements are determined, understood and consistently met;
2. the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;
3. the focus on enhancing customer satisfaction is maintained.

5.2 Policy

The [Senior Management Team Name] has developed the Quality Policy, defined in section 3.0 above, that governs day-to-day operations to ensure quality.

The Quality Policy is released as a standalone document as well, and is communicated and implemented throughout the organization.

The Quality Policy of [Short Client Name] is as follows:

**Add Quality Policy here.**

5.3 Organizational Roles Responsibilities and Authorities

The [Senior Management Team Name] has assigned responsibilities and authorities for all relevant roles in the company. These are communicated through the combination of the ***[Org Chart Title]*** and [Position Description Title]s.

In addition, the following overall QMS responsibilities and authorities are assigned as follows:

|  |  |
| --- | --- |
| **Responsibility** | **Assigned To** |
| Ensuring that the management system conforms to applicable standards | [Senior Management Team Name] |
| Ensuring that the processes are delivering their intended outputs | Applicable process owner |
| Reporting on the performance of the management system and providing opportunities for improvement for the management system | [Specific Title for ISO MR] |
| Ensuring the promotion of customer focus throughout the organization | [Senior Management Team Name] |
| Ensuring that the integrity of the management system is maintained when changes are planned and implemented | [Senior Management Team Name] |

The [ISO MR Regular Title] has been assigned the role of [Specific Title for ISO MR] when having a single point of contact to represent the [Short Client Name] quality system is useful or required by customer or regulations. Other duties of the [Specific Title for ISO MR] may be defined herein or within other documented procedures.

1. Planning

6.1 Actions to Address Risks and Opportunities

*Note: [Short Client Name] deviates slightly from the approach towards risk and opportunity presented in ISO 9001. Instead, [Short Client Name] views “uncertainty” as neutral, but defines “risk” as a negative effect of uncertainty, and “opportunity” as a positive effect of uncertainty. [Short Client Name] has elected to manage risks and opportunities separately, except where they may overlap. Formal risk management may not be utilized in all instances; instead, the level of risk assessment, analysis, treatment and recordkeeping will be performed to the level deemed appropriate for each circumstance or application.*

[Short Client Name] considers risks and opportunities when taking actions within the management system, as well as when implementing or improving the management system; likewise, these are considered relative to products and services. Risks and opportunities are identified as part of the “Context of the Organization Exercise” defined in [Context of the Org Proc. Title], as well as throughout all other activities of the QMS.

Risks and opportunities are managed in accordance with the document ***[Risk Management Proc. Title]***. This procedure defines how risks are managed in order to minimize their likelihood and impact, and how opportunities are managed to improve their likelihood and benefit.

6.2 Quality Objectives and Planning to Achieve Them

As part of the adoption of the process approach, [Short Client Name] utilizes its process objectives, as discussed in 4.4 above, as the main quality objectives for the QMS. These include overall product-related quality objectives; additional product-related quality objectives may be defined in work instructions or customer requirements.

The process objectives have been developed in consideration that they:

1. be consistent with the quality policy;
2. be measurable;
3. take into account applicable requirements;
4. be relevant to conformity of products and services and to enhancement of customer satisfaction;
5. be monitored;
6. be communicated;
7. be updated as appropriate.

Process quality objectives are defined in the minutes of management review per section 9.3 below.

The planning of process quality objectives is defined in section 4.4. above.

6.3 Planning of Changes

Changes to the quality management system and its processes are carried out in a planned manner per the procedure ***[Change Mgmt Doc Title].***

1. Support

7.1 Resources

7.1.1 General

[Short Client Name] determines and provides the resources needed:

1. to implement and maintain the management system and continually improve its effectiveness
2. to enhance customer satisfaction by meeting customer requirements

Resource allocation is done with consideration of the capability and constraints on existing internal resources, as well as needs related to supplier expectations.

Resources and resource allocation are assessed during management reviews.

7.1.2 People

Senior management ensures that it provides sufficient staffing for the effective operation of the management system, as well its identified processes.

7.1.3 Infrastructure

[Short Client Name] determines, provides and maintains the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable:

1. buildings, workspace and associated facilities;
2. process equipment, hardware and software;
3. supporting services such as transport;
4. information and communication technology.

Equipment is validated per the procedure ***[Equipment Validation Proc. Title]*** and maintained per the procedure ***[Preventive Maintenance Proc. Title].***

7.1.4 Environment for the Operation of Processes

[Short Client Name] provides a clean, safe and well-lit working environment. The [Senior Management Team Name] of [Short Client Name] manages the work environment needed to achieve conformity to product requirements. Specific environmental requirements for products are determined during quality planning and are documented in subordinate procedures, work instructions, or job documentation. Where special work environments have been implemented, these shall also be maintained per 6.3 above.

Human factors are considered to the extent that they directly impact on the quality of [Products or Services Plur.].

*Note: Social, psychological and safety aspects of the work environment are managed through activities outside of the scope of the management system. Only work environment aspects which can directly affect process efficiency or product and service quality are managed through the management system.*

7.1.5 Monitoring and Measuring Resources

Where equipment is used for critical measurement activities, such as inspection and testing, these shall be subject to control and either calibration or verification; see the procedure ***[Calibration Proc. Title].***

*Note: Calibration and measurement traceability is not employed for all measurement devices. Instead, [Short Client Name] determines which devices will be subject to calibration based on its processes, products and services, or in order to comply with specifications or requirements. These decisions are also based on the importance of a measurement, and considerations of risk.*

7.1.6 Organizational Knowledge

[Short Client Name] also determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This may include knowledge and information obtained from:

1. internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property;
2. external sources such as standards, academia, conferences, and/or information gathered from customers or suppliers.

This knowledge shall be maintained, and made available to the extent necessary.

When addressing changing needs and trends, [Short Client Name] shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge.

7.2 Competence

Staff members performing work affecting product quality are competent on the basis of appropriate education, training, skills and experience. The documented procedure ***[Training Proc. Title]*** defines these activities in detail.

*Note: the management system does not include other aspects of Human Resources management, such as payroll, benefits, insurance, labor relations or disciplinary actions.*

7.3 Awareness

Training and subsequent communication ensure that staff are aware of:

1. the quality policy;
2. relevant quality objectives;
3. their contribution to the effectiveness of the management system, including the benefits of improved performance;
4. the implications of not conforming with the management system requirements.

7.4 Communication

The [Senior Management Team Name] of [Short Client Name] ensures internal communication takes place regarding the effectiveness of the management system. Internal communication methods include (modify as appropriate):

1. use of corrective and preventive action processes to report nonconformities or suggestions for improvement
2. use of the results of analysis of data
3. meetings (periodic, scheduled and/or unscheduled) to discuss aspects of the QMS
4. use of the results of the internal audit process
5. regular company meetings with all employees
6. internal emails
7. memos to employees
8. [Short Client Name]’s “open door” policy which allows any employee access to [Senior Management Team Name] for discussions on improving the quality system

7.5 Documented Information

The management system documentation includes both documents and records.

*Note: the ISO 9001:2015 standard uses the term “documented information”; [Short Client Name] does not use this term, but instead relies on the terms “document” and “record” to avoid confusion. In this context the terms are defined by [Short Client Name] as provided for in section 3.0 above. Documents and records undergo different controls as defined herein.*

The extent of the management system documentation has been developed based on the following:

1. The size of [Short Client Name]
2. Complexity and interaction of the processes
3. Risks and opportunities
4. Competence of personnel

Documents required for the management system are controlled in accordance with procedure ***[Control of Documents Proc. Title].*** The purpose of document control is to ensure that staff have access to the latest, approved information, and to restrict the use of obsolete information. All documented procedures are established, documented, implemented and maintained.

A documented procedure ***[Control of Records Proc. Title]*** has been established to define the controls needed for the identification, storage, retrieval, protection, retention time, and disposition of quality records. This procedure also defines the methods for controlling records that are created by and/or retained by suppliers.

These controls are applicable to those records which provide evidence of conformance to requirements; this may be evidence of [Product or Service Sing.] requirements, contractual requirements, procedural requirements, or statutory/regulatory compliance. In addition, quality records include any records which provide evidence of the effective operation of the management system.

1. Operation

8.1 Operational Planning and Control

[Short Client Name] plans and develops the processes needed for realization of its [Products or Services Plur.]. Planning of [Product or Service Sing.] realization is consistent with the requirements of the other processes of the management system. Such planning considers the information related to the context of the organization (see section 2.0 above), current resources and capabilities, as well as [Product or Service Sing.] requirements.

Such planning is accomplished through:

1. determining the requirements for the [Products or Services Plur.] ;
2. establishing criteria for the processes and the acceptance of [Products or Services Plur.] ;
3. determining the resources needed to achieve conformity to the [Product or Service Sing.] requirements;
4. implementing control of the processes in accordance with the criteria;
5. determining, maintaining and retaining documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity of [Products or Services Plur.] to their requirements.

Changes to operational processes are done in accordance with the document ***[Change Mgmt Doc Title]***.

Outsourced processes and the means by which [Short Client Name] controls them are defined in the documented procedure ***[Outsourced Processes Title].***

8.2 Requirements for Products and Services

8.2.1 Customer Communication

[Short Client Name] has implemented effective communication with customers in relation to:

1. providing information relating to [Products or Services Plur.];
2. handling enquiries, contracts or orders, including changes;
3. obtaining customer feedback relating to products and services, including customer complaints;
4. handling or controlling customer property;
5. establishing specific requirements for contingency actions, when relevant.

8.2.2 Determining the Requirements Related to Products and Services

During the intake of new business [Short Client Name] captures:

1. requirements specified by the customer, including the requirements for delivery and post-delivery activities;
2. requirements not stated by the customer but necessary for specified or intended use, where known
3. statutory and regulatory requirements related to [Products or Services Plur.];
4. any additional requirements determined by [Short Client Name].

These activities are defined in greater detail in the procedure ***[Quoting and Orders Doc Title***].

8.2.3 Review of Requirements Related to Products and Services

Once requirements are captured, [Short Client Name] reviews the requirements prior to its commitment to supply the [Product or Service Sing.] This review ensures that [Short Client Name] has the capability and capacity to:

1. meet all requirements specified by the customer, including requirements for delivery and post-delivery activities;
2. meet any requirements not stated by the customer, but which [Short Client Name] knows as being necessary;
3. meet all requirements determined necessary by [Short Client Name] itself;
4. meet all related statutory and regulatory requirements;
5. meet any contract or order requirements differing from those previously expressed (i.e., from a previous [Short Client Name] quote).

These activities are defined in greater detail in the procedure ***[Quoting and Orders Doc Title].***

8.2.4 Changes to Requirements for Products and Services

[Short Client Name] updates all relevant requirements and documents when the requirements are changed, and ensures that all appropriate staff are notified; see the documented procedure ***[Change Mgmt Doc Title].***

8.3 Design and Development of Products and Services

For new designs and for significant design changes, [Short Client Name] ensures the translation of customer needs and requirements into detailed design outputs. These address performance, reliability, maintainability, testability, and safety issues, as well as regulatory and statutory requirements.

This process ensures:

1. Design planning is conducted
2. Design inputs (requirements) are captured
3. Design outputs are created under controlled conditions
4. Design reviews, verification and validation are conducted
5. Design changes are made in a controlled manner.

These activities are further defined in the document ***[Design Procedure Doc Title].***

8.4 Control of Externally Provided Processes, Products and Services

[Short Client Name] ensures that purchased [Product or Service Sing.] conform to specified purchase requirements. The type and extent of control applied to the supplier and the purchased products or services are dependent on the effect on subsequent [Product or Service Sing.] realization or the final product.

[Short Client Name] evaluates and selects suppliers based on their ability to supply products and services in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation are established.

Purchases are made via the release of formal purchase orders and/or contracts which clearly describe what is being purchased. Received products or services are then verified against requirements to ensure satisfaction of requirements. Suppliers who do not providing conforming products or services may be requested to conduct formal corrective action.

These activities are further defined in the documents ***[Purchasing Proc. Title]*** and ***[Receiving Proc. Title]***.

8.5 Production and Service Provision

8.5.1 Control of Production and Service Provision

To control its provision of [Products or Services Plur.], [Short Client Name] considers, as applicable, the following:

1. the availability of documents or records that define the characteristics of the [Products or Services Plur.] as well as the results to be achieved;
2. the availability and use of suitable monitoring and measuring resources;
3. the implementation of monitoring and measurement activities;
4. the use of suitable infrastructure and environment;
5. the appointment of competent persons, including any required qualifications;
6. the validation and revalidation of special processes if applicable (see below);
7. the implementation of actions to prevent human error;
8. the implementation of release, delivery and post-delivery activities.

If no in-house special processes, but some done by suppliers:

At this time, [Short Client Name] does not utilize any in-house “special processes” where the result of the process cannot be verified by subsequent monitoring or measurement. Any such special processes are sent to outside suppliers, and controlled and an outsourced process per ***[Outsourced Processes Title].***

If there are in-house special processes:

[Short Client Name] utilizes some “special processes” where the result of the process cannot be verified by subsequent monitoring or measurement. The special processes in use and the methods of validation of each are defined in the document ***[Special Process Doc Title].***

8.5.2 Identification and Traceability

Where appropriate, [Short Client Name] identifies its [Product or Service Sing.] or other critical process outputs by suitable means. Such identification includes the status of the [Product or Service Sing.] with respect to monitoring and measurement requirements. Unless otherwise indicated as nonconforming, pending inspection or disposition, or some other similar identifier, all [Product or Service Sing.] shall be considered conforming and suitable for use.

If unique traceability is required by contract, regulatory, or other established requirement, [Short Client Name] controls and records the unique identification of the [Product or Service Sing.].

The documented procedure ***[Identification & Traceability Proc. Title]*** defines these methods in detail.

8.5.3 Property Belonging to Customers or External Providers

[Short Client Name] exercises care with customer or supplier property while it is under the organization’s control or being used by the organization. Upon receipt, such property is identified, verified, protected and safeguarded. If any such property is lost, damaged or otherwise found to be unsuitable for use, this is reported to the customer or supplier and records maintained.

For customer intellectual property, including customer furnished data used for design, production and / or inspection, this is identified by customer and maintained and preserved to prevent accidental loss, damage or inappropriate use.

This activity is defined in greater detail in the document ***[Customer Property Proc. Title].***

8.5.4 Preservation

[Short Client Name] preserves conformity of product or other process outputs during internal processing and delivery. This preservation includes identification, handling, packaging, storage, and protection. Preservation also applies to the constituent parts of a product.

The documented procedure ***[Preservation Proc. Title]*** defines the methods for preservation of product.

8.5.5 Post-Delivery Activities

As applicable, [Short Client Name] conducts the following activities which are considered “post-delivery activities”:

* Here
* Here
* Here

Post-delivery activities are conducted in compliance with the management system defined herein. In determining the extent of post-delivery activities that are required, [Short Client Name] considers:

1. statutory and regulatory requirements;
2. the potential undesired consequences associated with its of [Products or Services Plur.];
3. the nature, use and intended lifetime of its of [Products or Services Plur.];
4. customer requirements;
5. customer feedback.

8.5.6 Control of Changes

[Short Client Name] reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all requirements.

Process change management is defined in the document ***[Change Mgmt Doc Title].***

Documents are changed in accordance with procedure ***[Control of Documents Proc. Title]***.

8.6 Release of Products and Services

Acceptance criteria for [Products or Services Plur.] are defined in appropriate subordinate documentation. Reviews, inspections and tests are conducted at appropriate stages to verify that the requirements have been met. This is done before [Products or Services Plur.] are released or services are delivered.

Each process utilizes different methods for measuring and releasing [Products or Services Plur.]. These methods are defined in ***[Process Definition Doc Title]s***.

8.7 Control of Nonconforming Outputs

[Short Client Name] ensures that [Products or Services Plur.] or other process outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

The controls for such nonconformances are defined in ***[Control of NCP Proc. Title]*** and ***[Control of Nonconforming Service Proc Title]***. 🡨 delete whichever do not apply.

1. Performance Evaluation

9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.1 General

[Short Client Name] has determined which aspects of its quality management system must be monitored and measured, as well as the methods to utilize and records to maintain, within this [Quality Manual Doc Title] and subordinate documentation.

Monitoring and measurement of the processes, as defined in 4.4 above, ensure that the [Senior Management Team Name] evaluates the performance and effectiveness of the quality management system itself.

9.1.2 Customer Satisfaction

As one of the measurements of the performance of the management system, [Short Client Name] monitors information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information include:

* EDIT LIST AS NEEDED
* recording customer complaints
* product rejections or returns
* repeat orders for product
* changing volume of orders for product
* trends in on-time delivery
* obtain customer scorecards from certain customers
* submittal of customer satisfaction surveys

The corrective and preventive action system shall be used to develop and implement plans for customer satisfaction improvement that address deficiencies identified by these evaluations, and assess the effectiveness of the results.

9.1.3 Analysis and Evaluation

[Short Client Name] analyzes and evaluates the data and information arising from monitoring and measurement in order to evaluate:

1. conformity of [Products or Services Plur.];
2. the degree of customer satisfaction;
3. the performance and effectiveness of the quality management system;
4. if planning has been implemented effectively;
5. the effectiveness of actions taken to address risks and opportunities;
6. the performance of external providers;
7. the need for improvements to the quality management system.

Statistical techniques used may be defined in appropriate documented procedures; in all cases, the methods are based on established standards or are otherwise determined to be statistically valid.

9.2 Internal Audit

[Short Client Name] conducts internal audits at planned intervals to determine whether the management system conforms to contractual and regulatory requirements, to the requirements of ISO 9001, and to management system requirements. Audits also seek to ensure that the management system has been effectively implemented and is maintained.

These activities are defined in the document ***[Internal Auditing Proc. Title].***

9.3 Management Review

The [Senior Management Team Name] reviews the management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. The review includes assessing opportunities for improvement, and the need for changes to the management system, including the ***Quality Policy*** and quality objectives.

Management review frequency, agenda (inputs), outputs, required members, actions taken and other review requirements are defined in the documented procedure ***[Management Review Proc. Title].***

Records from management reviews are maintained.

1. Improvement

10.1 General

[Short Client Name] uses the management system to improve its processes, products and services. Such improvements aim to address the needs and expectations of customers as well as other interested parties, to the extent possible.

Improvement shall be driven by an analysis of data related to:

1. conformity of products and services;
2. the degree of customer satisfaction;
3. the performance and effectiveness of the management system;
4. the effectiveness of planning;
5. the effectiveness of actions taken to address risks and opportunities;
6. the performance of external providers;
7. other improvements to the management system.

10.2 Nonconformity and Corrective Action

[Short Client Name] takes corrective action to eliminate the cause of nonconformity in order to prevent recurrence. Likewise, the company takes preventive action to eliminate the causes of potential nonconformities in order to prevent their occurrence.

These activities are done through the use of the formal Corrective Action (***[CAR Form Abbreviation]***) system, and are defined in the document ***[Corrective Preventive Action Proc. Title].***

10.3 Continual Improvement

Through the process effectiveness reviews, done as part of Management Review, [Short Client Name] works to continually improve the suitability, adequacy and effectiveness of the quality management system. This includes seeking opportunities for improvement.

Appendix A: Overall Process Sequence & Interaction

Add diagram of sequence flow here.