

<i>HACCP</i> Europa.com	QUALITY SYSTEMS MANUAL	<i>Issue: 1</i>	<i>Ref No:</i>
		<i>Issued by:</i>	
	Management Responsibility (ISO 22000)	<i>Approved by:</i>	
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PURPOSE:

To describe the involvement of management in the operation of the Quality System. It details the management organisation, responsibilities and review of system operations to ensure that the quality system is fully understood, implemented and maintained throughout the Company.

RESPONSIBILITY:

All Managers are responsible for ensuring that all personnel reporting into them carry out their duties as documented in this procedure.

INSTRUCTIONS:

MANAGEMENT COMMITMENT

The management shall provide evidence of its commitment to the development and implementation of the quality management system and continually improving its effectiveness by:

- communicating to the organization the importance of meeting customer as well as statutory and regulatory requirements
- establishing the quality policy
- ensuring that quality objectives are established
- conducting management reviews
- ensuring the availability of resources.

The quality management system, introduced by the organization, is monitored concerning its development, its implementation and the constant improvement of its effectiveness by the management in the form of internal audits.

CUSTOMER FOCUS

The management shall ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction. Customers need confidence that the organization produces under controlled conditions.

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QUALITY POLICY

The management shall ensure that the quality policy:

- is appropriate to the purpose of the organization
- includes a commitment to comply with requirements and continually improve the effectiveness of the quality management system
- provides a framework for establishing and reviewing quality objectives
- is communicated and understood within the organization
- is reviewed for continuing suitability.

It is the policy of the company to always supply to the customers' products and services which conform exactly to stated or agreed specifications, and also meet the needs and expectations of those customers. It is essential that the company and all the staff do this in order that they meet the goal to survive and prosper in a competitive market place.

Types of quality policy:

- government policy, which applies to any commercial enterprise
- corporate policy, which applies to the business as a whole and may cover, for example:
 - environmental policy - our intentions with respect to the conservation of the natural environment
 - financial policy - how the business is to be financed
 - marketing policy - to what markets the business is to supply its products
 - investment policy - how to secure the future
 - expansion policy - the way in which to grow, both nationally and internationally
 - personnel policy - how to treat the employees and the labour unions
 - safety policy - intentions with respect to hazards in the work place and use of the products
 - social policy - how to interface with society
 - quality policy - intentions with respect to meeting customer requirements
- operational policy, which applies to the operations of the business, such as design, procurement, manufacture, servicing, quality assurance etc. And may cover, for example:
 - pricing policy - how the pricing of products is to be determined
 - procurement policy - how to obtain the components and services needed

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- product policy - what range of products the business is to produce
- inventory policy - how to maintain economic order quantities to meet the production schedules
- production policy - how to determine what to make or buy and how the production resources are to be organised
- servicing policy - how to service the products the customers have purchased
- department policy, which applies to one department, such as the particular rules a department manager may impose to allocate work, review output, monitor progress etc.
- industry policy, which applies to a particular industry, such as the codes of practice set by trade associations for a certain trade.

The following are some typical quality policy statements:

- We will perform exactly like the requirement or cause the requirement to be officially changed.
- We will satisfy our customers' requirements on time, every time, and within budget.
- Our aim is to give customer satisfaction in everything we do.

In order to consistently achieve its objectives the company is wholly committed to the operation of a management system, with the full co-operation of adequately trained staff which satisfies the requirements of ISO 9001.

The system and policy are regularly reviewed by the Managing Director or by the Executive responsible for Quality, to ensure their ongoing effectiveness and efficiency in meeting the company objectives. It is also regularly reviewed to ensure the organisation's systems and policy continues to meet the current needs and expectations of the customers.

The Quality Assurance Manager or Management Representative has the authority and is responsible for implementing, managing and maintaining the Quality Policy Manual and Operating Procedures. S/he also has the authority and organisational freedom to identify and investigate problems affecting the quality of the product, services and Documented Management System.

PLANNING

Quality Objectives

The management shall ensure that quality objectives, including those needed to meet requirements for product, are established at relevant functions and levels within the

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organization. The quality objectives shall be measurable and consistent with the quality policy.

The basis for a long-term development of the organization is the securing of a high degree of performance of the quality requirements and the reaching of the given quality objectives.

Important priorities are:

- permanent promotion of quality consciousness by the management
- optimally trained and motivated staff
- controlled product and service realization within all areas
- cooperation with customers and supplier
- control and monitoring of implementation and maintenance of the quality objectives in planned intervals.

Quality Management System Planning

The top management shall ensure that:

- the planning of the quality management system is carried out in order to meet the requirements, as well as the quality objectives
- the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

The standard requires that quality planning which is in accordance with all other requirements of the quality management planning is implemented into all standard operating procedures. This is achieved by initially carrying out an appropriate, formal and recorded review before tendering for, and on receipt of, each contract. Also the regular management review considers performance and future plans for quality. The documented quality system is designed to build in quality at the appropriate stage by:

- adequate specification of work and inspection requirements
- use of trained or qualified personnel
- careful and recorded review of every individual contract.

RESPONSIBILITY, AUTHORITY AND COMMUNICATION

Responsibility and Authority

The management shall ensure that the responsibilities and authorities are defined and communicated within the organization.

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There are four principle ways in which responsibilities and authority can be documented:

- in an organization structure diagram, or organigram
- in job descriptions
- in terms of reference
- in procedures.

The Directors and all managers and supervisors ensure that all the requirements of the Quality Policy Manual and the Operating Procedures have been fully implemented and are maintained. They also ensure all staff understand the requirements of the Operating Procedures and Work Instructions affecting their tasks and the requirements of each contract. The Directors, managers and supervisors also ensure that their staff have the necessary, procedures, work instructions, training, specifications, drawings, tools and equipment to effectively carry out the work.

Each employee of the company is responsible for maintaining the specified standards of work for every contract, at all times. Other staff's responsibilities are adequately covered by the Operating Procedures and Work Instructions.

Management Representative

The management shall appoint a member of management who, irrespective of other responsibilities, shall have responsibility and authority that includes:

- ensuring that processes needed for the quality management system are established, implemented and maintained
- reporting to top management on the performance of the quality management system and any need for improvement
- ensuring the promotion of awareness of customer requirements throughout the organization.

The management representative is the system designer for the quality management system. This person may not produce the policies and procedures but operate as a system designer. This person lays down the requirements needed to implement the corporate quality policy and verifies that they are being achieved. It is also necessary to have someone who can liaise with customers on quality issues, who can co-ordinate the assessment and subsequent surveillance visits, who can keep abreast of the state of the

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part in quality management. The person should be an advisor to the top management who can measure the overall performance of the company with respect to quality.

To meet this requirement the management representative needs the right to:

- manage the design, development, implementation, and evaluation of the quality management system including the necessary resources
- determine whether proposed policies and practices meet the requirements of the standard ISO 9001, are suitable for meeting the business needs, are being properly implemented, and cause non-conformity to be corrected
- determine the effectiveness of the quality management system
- report on the quality performance of the organization
- identify and manage programs for improvement in the quality system
- liaise with external bodies on quality matters.

The management representative has specific responsibility for:

- administration, control, day to day running and maintenance of the documented quality management system
- updating, issuing and controlling the quality policy manual, operating procedures and work instruction
- formal recording, investigating and reporting on customer complaints
- liaison with the customer and certification body on Quality topics
- approving and monitoring the performance of suppliers
- responsibility for verification and recording of goods inward material
- ensuring the requirements of standards are fully addressed and the system completely and effectively implemented, maintained and reviewed
- ensuring the quality requirements of customers are met and that the necessary inspection, tests or verification are carried out. If required by the contract to prepare or approve a formal Quality Plan
- providing and managing a system of internal audits using adequately trained staff who are independent of the activity being audited
- initiating and controlling projects to prevent recurrence or occurrence of nonconforming product or service. Or initiating and controlling projects to give improvements to the grade of product, service or lowering the scrap/rework

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rate. Such projects may extend to the management of the processes and quality management systems.

Internal Communication

The management shall ensure that appropriate communication processes are established within the organization and that communication takes place regarding the effectiveness of the quality management system.

The organization shall establish suitably conditions, by which internal communication between their different functional areas is guaranteed. This is concerning especially the effectiveness of the processes of the quality management system. Internal communication is for example:

- periodical consultation in work groups
- periodical meetings of the entire staff
- internal audit.

Additional communication processes can be executed within the organization for special reasons too.

MANAGEMENT REVIEW

General

The standard requires that the management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives. Records from management reviews shall be maintained.

The management review should do several things:

- establish whether the system is being used properly; determine this by providing the results of all quality audits of the system, of processes and of products
- establish whether the audit program is effective; by providing the evidence of previous audit results and problems reported by other means
- establish whether customer needs are being satisfied; by providing the evidence of customer complaints, market share statistics, competitor statistics, warranty claims etc.
- establish whether the defined quality objectives are being met

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- analysis of the date the system generates should reveal whether the targets are being achieved
- establish whether there is conflict between the state quality policy, the quality objectives and the organisational goals and expectations and needs of your customers
- establish whether the quality philosophy is being honored
- an analysis of managerial decisions should reveal whether there is constancy of purpose or lip service being given to the policy
- establish whether the system requires any change to match changing business needs; by assessing the proposed changes in business against the known capability of the system
- establish whether the system provides useful data with which to manage the business; by providing evidence showing how business decisions have been made. Those made without using available data from the quality system show either that poor data is being produced or management is unaware of its value.

Review Input

The input to management review shall include information on:

- results of audits
- customer feedback
- process performance and product conformity
- status of preventive and corrective actions
- follow-up actions from previous management reviews
- changes that could affect the quality management system
- recommendations for improvement.

Review Output

The output from the management review shall include any decisions and actions related to:

- improvement to the effectiveness of the quality management system and its processes
- improvement of product related to customer requirements
- resource needs.

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RECORDS APPLIED TO THIS PROCEDURE:

- Annual review

DOCUMENTATION RETENTION:

The records applied to this procedure are to be kept on file for a minimum of 3 years.

AMENDMENT RECORD SHEET

Amendment Record Sheet			
Issue No	Date	Revised Issue Details	Revised by