

St. Joseph's Teachers' College



QUALITY MANAGEMENT MANUAL

Manual Issue Date: June 1, 2015

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Quality Management Manual

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1.0 General Overview


St. Joseph's Teachers' College is a Franciscan institution which emphasises the holistic development of the individual through the provision of a variety of opportunities for personal growth and development. The College strives to maintain alignment with the mission, vision and strategic objectives of the Teachers' Colleges of Jamaica. Its institutional effectiveness plan is designed as a roadmap for continuous improvement and is the College's guide for engaging in evaluation, assessment, and best practices which lead to excellence in performance.

1.1 History

St. Joseph's Teachers' College was founded in 1897 with six female students by the Franciscan Sisters of Allegany Sisters who were asked by the Jesuit priests to establish a college to provide sound professional training for Catholic Teachers. The College was first located on Duke Street in Kingston. Expansion during the years saw enrolment being increased and facilities and programmes being improved.

During the 1950's and 1960's a three-year programme was offered. In the 1970's there was the introduction of the Internship Programme- two years intramural, and one year external. The internship programme was later discontinued. In 1981 a new Three-Year Diploma Programme was introduced together with a Preliminary Year. In 1986 the Post Certificate Programme was introduced to accommodate those graduates who wished to upgrade their Certificate to Diploma status.


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In the 1990s there was a revision of the Diploma Programme. The holistic development of the individual was emphasized and opportunities for various extracurricular activities were included. In 2002, the Diploma in Early Childhood and Primary Education provided students with the options of completing their studies over three years full-time, or four years on a part-time basis. During this era, a Bachelor of Education Degree in Primary Education was introduced and offered on a part-time basis over two years. St. Joseph's delivered this degree in association with Mount St. Vincent University, Halifax, Nova Scotia, Canada which had accreditation status.

In 2007, the Consortium in Teacher Education (CITE), which comprised of the Teachers' Colleges of Jamaica, implemented a Bachelor of Education Degree in an effort to expand the Diploma Programme. This 2-year degree programme was short lived with the development and implementation in August 2011 of the now, 4-year degree programme. Graduates now receive a Bachelor of Education in Early Childhood or Primary Education with accreditation from the University of the West Indies.


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During the period 2007 to 2013 the College participated in the preparation of teachers for the Diploma in Spanish for Primary Teachers which was a Government of Jamaica Project designed to assist the country in meeting one of the National goals for Education for Vision 2030. Since September 2014, the Programme offerings also include an Associate Degree in Early Childhood Education and a Pre-College Programme offering Caribbean Secondary Education Certificate (CSEC) courses to students who are potential applicants to the Bachelor of Education Programme but do not possess the required subjects to satisfy matriculation requirements.

A further increase in the Programme offerings took place in January 2019 when the College began, in collaboration with the Council of Community Colleges in Jamaica (CCCJ), to offer Associate Degrees in Criminal Justice, Business Administration, Environmental Science and Management Information System. These programmes are offered both full time and part time.

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2.0 Scope of The College's Activities

The College's activities include the following programme offerings:


- Bachelor's Degree in Education – Advanced Standing, open to Diploma graduates on a part-time basis.
- Bachelor's Degree in Primary Education – Full and Part-time
- Bachelor's Degree in early childhood education – Full and Part-time
- Associate Degree in Early Childhood Education
- Pre- College Programme, CSEC subjects with two college courses – Part-Time
- Professional Development Courses in Literacy and Science – 10 weeks duration
- Associate Degrees in Criminal Justice, Business Administration, Environmental Studies, and Management Information Systems, done in collaboration with the Council of Community Colleges of Jamaica (CCCJ)

2.1 The Strategic Goals

St. Joseph's Teachers' College has identified nine strategic goals that support the scope of its activities. These are outlined in the Strategic Plan 2017-2022:

- Rationalise and Diversify programmes Offerings and Services
- Strengthen the College's Quality Assurance System
- Strengthen and Expand Research and IT Connectivity
- Develop and Establish a Marketing Programme

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- Make Programme Accessible and Source Funds to Sustain the College's Priorities and Objectives

2.2 Policy Overview

These strategic goals are set in the context of the ever-increasing competitive nature of the tertiary education landscape which is facing challenging times in maintaining its market shares. Persons desirous of accessing quality tertiary education are presented with a plethora of choices. Learners have now become more sophisticated given the newly created fluid educational marketplace, the global education trends, and the impact of technology on the teaching and learning modes of delivery.


2.3 Vision Statement

We seek to build a community that is guided by Franciscan values based on the gospel and which will foster and sustain a culture of excellence as a way of life.

2.4 Mission Statement

St. Joseph's Teachers' College is committed to fostering excellence in teaching, learning, scholarship and relationships. We strive to empower and affirm our staff and students by providing an environment that encourages and allows for personal and professional development.

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We pledge to build partnerships that value humility, joy and integrity which are characteristics of our founders, the Franciscan Sisters of Allegany.

In keeping with its Vision and Mission Statements, SJTC seeks to sustain a stable and profitable institution of learning and to be recognized for meeting customers' expectations by:


- Conformity to specifications, contracts and standards.
- Giving our customers value for money.
- Reliability of work and adherence to timetables
- Creating a safe work environment.

All SJTC employees are encouraged to contribute to the continual improvement of our organisation by:

- Aiming to 'get it right the first time'.
- Striving for continuous improvement of the Quality Management System (QMS)
- Employing safe working practices.

The Quality Management System (QMS) serves as a means of ensuring that services conform to customer requirements through the preparation and effective implementation of procedures and work instructions.


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Governance

The Board of Governors is made up of 16 members. Applications for membership must be approved by the Roman Catholic Archbishop of Kingston who then makes the necessary recommendations for appointment to the National Council on Education (NCE). Their appointments are sanctioned by the NCE. Once the appointments are approved, the NCE sends a Charter document to the college which contains the names of all the appointed members and the Board's tenure in office which is usually two years.

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AUDIT - Systematic, independent, and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled. (ISO 9001:2008 – 3.9.1)

AUDIT CRITERIA – Set of policies, procedures, or requirements used as a reference. (ISO 9001:2008 – 3.9.3)

AUDIT CONCLUSION – Outcome of an audit provided by the audit team after consideration of the audit objective and all audit findings. (ISO 9001:2008 – 3.9.4)

AUDIT EVIDENCE - *Records*, statements of fact, or other *information* which are relevant to the *audit criteria* and verifiable [ISO 9001:2008 - 3.9.4]

AUDIT FINDING – Results of the evaluation of the collected *audit evidence* against *audit criteria*. (Note: Audit findings can indicate either conformity or nonconformity with audit criteria, or opportunities for improvement. [ISO 9001:2008 - 3.9.5]).


AUDIT PROGRAM – Set of one or more *audits* planned for a specific time frame and directed towards a specific purpose. (Note: One auditor in the audit team is generally appointed as audit team leader) [ISO 9001:2008 - 3.9.2].

AUDIT TEAM – One or more *auditors* conducting an *audit* [ISO 9001:2008 - 3.9.10].

AUDITEE – *Organization* being audited [ISO 9001:2008 - 3.9.8].

AUDITOR – Person with the *competence* to conduct an *audit* [ISO 9001:2008 - 3.9.9].

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CAPABILITY – Ability of an *organization, system, or process* to realize a *product* that will fulfil the *requirements* for that *product* [ISO 9001:2008 - 3.1.5]

CHARACTERISTIC – Distinguishing feature [ISO 9001:2008 - 3.5.1].

COMPETENCE – Demonstrated ability to apply knowledge and skills [ISO 9001:2008 – 3.9.12].

CONCESSION – Permission to use or release a *product* that does not conform to specified *requirements* [ISO 9001:2008 - 3.6.11].

CONFORMITY – Fulfilment of a *requirement* [ISO 9001:2008 - 3.6.1].

CONTINUAL IMPROVEMENT – A recurring activity to increase the ability to fulfil *requirements* [ISO 9001:2008 - 3.2.13]


CORRECTION – Action taken to eliminate a detected *nonconformity* [ISO 9001:2008 - 3.6.6].

CORRECTIVE ACTION - Action to eliminate the cause of a detected *nonconformity* or other undesirable situation (Note: There is a distinction between *correction* and *corrective action*) [ISO 9001:2008 - 3.6.5].

CUSTOMER – *Organization* or person that receives a *product* (or service) [ISO 9001:2008 - 3.3.5].

CUSTOMER SATISFACTION – Customer's perception of the degree to which the customer's *requirements* have been fulfilled [ISO 9001:2008 - 3.1.4].

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DEFECT – Non-fulfilment of a *requirement* related to an intended or specified use (NOTE: The distinction between defect and nonconformity is important as it has legal connotations, particularly those associated with product liability issues; consequently, the term “defect” should be used with extreme caution) [ISO 9001:2008 - 3.6.3].

DEVIATION PERMIT – Permission to depart from the originally specified *requirements* of a *product* prior to realization [ISO 9001:2008 - 3.6.12].

DOCUMENT – *Information* and its supporting medium [ISO 9001:2008 - 3.7.2].

EFFECTIVENESS – Extent to which planned activities are realized and planned results are achieved [ISO 9001:2008 - 3.2.14].

FOLLOW-UP AUDIT – A special audit performed to verify that corrective action has been implemented as scheduled and that the action was effective in preventing or minimizing recurrence.


INDEPENDENCE– Freedom from bias and external influence; provides for objectivity and impartiality.

INFORMATION – Meaningful data [ISO 9001:2008 - 3.7.1].

INFRASTRUCTURE – System of facilities, equipment, and services needed for the operation of an *organization* [ISO 9001:2008 - 3.3.3].

INSPECTION – Conformity evaluation by observation and judgement—accompanied, as appropriate, by measurement, testing, or gauging [ISO 9001:2008 - 3.8.2].

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INSPECTION RECORD – Document stating results (data) concerning inspection activities.

LEAD AUDITOR – The individual who manages the *audit team* during an *audit*.

MANAGEMENT SYSTEM – A *system* to establish policy and objectives and to achieve those objectives [ISO 9001:2008 - 3.2.2].

MEASUREMENT CONTROL SYSTEM – Set of interrelated or interacting elements necessary to achieve *metrological confirmation* and continual control of measurement processes [ISO 9001:2008 - 3.10.1].

MEASUREMENT PROCESS – Set of operations to determine the value of a quantity [ISO 9001:2008 - 3.10.2].

METROLOGICAL FUNCTION – Function with organizational responsibility for defining and implementing the *measurement control system* [ISO 9001:2008 - 3.10.6].


NON-CONFORMITY – Non-fulfilment of a *requirement* [ISO 9001:2008 3.6.2].

OBJECTIVE EVIDENCE – Data supporting the existence or verity of something [ISO 9001:2008 - 3.8.1]

OBSERVATION – A concern or weakness detected in an element in the management system, but not a nonconformance; a condition that may become a nonconformance if not addressed; an opportunity for improvement.

OPENING MEETING – The introductory meeting between the auditor(s) and the auditee's representative, during which the overview of the planned audit is presented.

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ORGANIZATION – Group of people and facilities with an arrangement of responsibilities, authorities, and relationships [ISO 9001:2008 - 3.3.1].

ORGANIZATIONAL STRUCTURE – Arrangement of responsibilities, authorities, and relationships between people [ISO 9001:2008 - 3.3.2].

PRE-AWARD SURVEY - An activity conducted prior to a contract award and used to evaluate the overall quality capability of a prospective supplier or contractor.

PREVENTIVE ACTION – Action to eliminate the cause of a potential *nonconformity* or other undesirable potential situation (Note: Preventive action is taken to prevent occurrence, whereas corrective action is taken to prevent recurrence) [ISO 9001:2008 - 3.6.4].


PROCEDURE – Specified way to carry out an activity or *process* [ISO 9001:2008 - 3.4.5].

PROCESS – Set of interrelated or interacting activities which transforms inputs into outputs. (Note 1: Inputs to a process are generally outputs from other processes. Note 2: Processes in an organization are generally planned and carried out under controlled conditions to add value. Note 3: A process where the conformity of the resulting product cannot be readily or economically verified is frequently referred to as a “special process”) [ISO 9001:2008 - 3.4.1].

PRODUCT – Result of a *process*. (Note 1: There are four generic categories of product: 1) Services, 2) Software, 3) Hardware, 4) Processed materials [ISO 9001:2008 - 3.4.2].

Note: for the purposes of its ISO 9001 Certification, St. Joseph’s Teachers’ College’s product consists of its Services.

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PROJECT – Unique *process*, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific *requirements*, including the constraints of time, cost, and resources [ISO 9001:2008 - 3.4.3].

QUALITY – Degree to which a set of inherent *characteristics* fulfills *requirements* [ISO 9001:2008 - 3.1.1].

QUALITY ASSURANCE – Part of *quality management* focused on providing confidence that *quality requirements* will be fulfilled [ISO 9001:2008 - 3.2.11].

QUALITY CONTROL – Part of *quality management* focused on fulfilling *quality requirements* [ISO 9001:2008 - 3.2.10].


QUALITY IMPROVEMENT – Part of *quality management* focused on increasing the ability to fulfil *quality requirements* [ISO 9001:2008 - 3.2.12].

QUALITY MANAGEMENT SYSTEM (QMS) – A *management system* to direct and control an *organization* with regard to *quality*, with the intent of fulfilling customer requirements. [ISO 9001:2008 - 3.2.3]

QUALITY MANUAL (QM) – *Document* specifying the *quality management system* of an *organization* [ISO 9001:2008 - 3.7.4].

QUALITY OBJECTIVE – Something sought, or aimed for, related to quality (Note 1: Quality objectives are generally based on the organization's *quality policy*; Note 2: Quality objectives are generally specified for relevant functions and levels in the organization) [ISO 9001:2008 - 3.1.1].

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QUALITY PLAN – *Document* specifying which *procedures* and associated *resources* shall be applied by whom and when to a specific *project, product, process, or contract* [ISO 9001:2008 - 3.7.5].

QUALITY PLANNING – Part of *quality management* focused on setting *quality objectives* and specifying necessary operational *processes* and related *resources* to fulfil the *quality objectives* [ISO 9001:2008 - 3.2.9].

QUALITY POLICY – The overall intentions and direction of an *organization* related to *quality* as formally expressed by *top management* [ISO 9001:2008 - 3.2.4].

RECORD – *Document* stating results achieved or providing evidence of activities performed [ISO 9001:2008 - 3.7.6].


RELEASE – Permission to proceed to the next stage of a process [ISO 9001:2008 - 3.6.13].

REQUIREMENT – Need or expectation that is stated, generally implied, or obligatory [ISO 9001:2008 - 3.1.2].

RESOURCES – People, time, money, buildings, equipment, and support activities, as necessary, that may be applied to a specific project, product, process, and/or contract in order to fulfil *requirements*.

REVIEW – Activity undertaken to determine the suitability, adequacy, and *effectiveness* of the subject matter to achieve established objectives [ISO 9001:2008 - 3.8.7].

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ROOT CAUSE – The fundamental deficiency that results in a nonconformance that must be eliminated through corrective action to prevent recurrence of the same or similar nonconformance.

ROOT CAUSE ANALYSIS – Investigation to determine the fundamental deficiency that resulted in nonconformity.

SERVICE – The result of at least one activity necessarily performed at the interface between the supplier and the customer and that is generally intangible. Provision of a service can involve: 1) Activity performed on a customer-supplied tangible product, 2) Activity performed on a customer-supplied intangible product, 3) Delivery of an intangible product, 4) Creation of ambience for the customer [ISO 9001:2008 - 3.4.2 Note 2].

SPECIFICATION – *Document stating requirements* [ISO 9001:2008 - 3.7.3].

SUPPLIER – *Organization or person that provides a product* [ISO 9001:2008 - 3.3.6].


SYSTEM – Set of interrelated or interacting elements [ISO 9001:2008 - 3.2.1]

TEST – Determination of one or more *characteristics* according to a *procedure* [ISO 9001:2008 - 3.8.3].

TOP MANAGEMENT – Person or group of people who directs and controls an *organization* at the highest level [ISO 9001:2008 - 3.2.7].

TRACEABILITY – Ability to trace the history, application, or location of that which is under consideration [ISO 9001:2008 - 3.5.4].

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VALIDATION – Confirmation, through the provision of *objective evidence* that the *requirements* for a specific intended use or application have been fulfilled [ISO 9001:2008 - 3.8.5].

VERIFICATION – Confirmation, through the provision of *objective evidence* that specified *requirements* have been fulfilled [ISO 9001:2008 - 3.8.4].

WORK ENVIRONMENT – Set of conditions under which work is performed (Note: Conditions include physical, social, psychological and environmental factors (temperature, recognition schemes, ergonomics and atmospheric composition)) [ISO 9001:2008 - 3.3.4].

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4.0 QUALITY MANAGEMENT SYSTEM

4.1 General Requirements


St. Joseph's Teachers' College has established, documented and implemented its Quality Management Systems (QMS) and continually improves its effectiveness in accordance with the requirements of the ISO 9001:2008 standards.

SJTC maintains its Quality Management Systems by:

- a. identifying the processes needed for its QMS and their application throughout the organization;
- b. determining the criteria and methods needed to ensure that both the operation and control of these procedures are effective;
- c. ensuring the availability of resources and information necessary to support the operation and monitoring of these processes;
- d. implementing actions necessary to achieve planned results and continual improvement of these processes; and,
- e. defining interactions between staff and clients within the procedure and process instructions.

Processes affecting product conformity with these requirements may be outsourced. The outsourced processes are identified and managed to ensure control.

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SJTC's quality management system is designed and operates using the following guidelines and principles:


- i. Identifying the processes needed for its QMS and their application throughout the SJTC;
- ii. Determining the sequence and interaction of these processes;
- iii. Determining the criteria and methods needed to ensure that both the operation and control of these procedures are effective;
- iv. Ensuring the availability of resources and information necessary to support the operation and monitoring of these processes;
- v. Implementing actions necessary to achieve planned results and continual improvement of these processes;
- vi. Defining interactions between staff and trainees within the procedure and process instructions;
- vii. Analysing processes using data obtained through monitoring and measuring; and,
- viii. Carrying out processes through the implementation of actions necessary to achieve planned results and continual improvement.

Customer Resource Management

SJTC gains the client's confidence by the product and services offered, as well as the manner in which SJTC goes about delivering those services, including:

- a. On time delivery of courses and services under the agreed commercial conditions;

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- b. Meeting the agreed and promised requirements;
- c. Complying with the provisions of the appropriate rules, laws, and regulations;
- d. Operating consistent with applicable safety and environmental legislation and regulations; and,
- e. Continual improvement of the SJTC operations to meet customer expectations.

SJTC manages the QMS processes in accordance with the requirements of the ISO 9001:2008 standards.

4.2 Documentation Requirements


4.2.1 General

The Quality Management Systems documentation at SJTC describes the core elements of the system and their interaction and provides direction to related documentation.

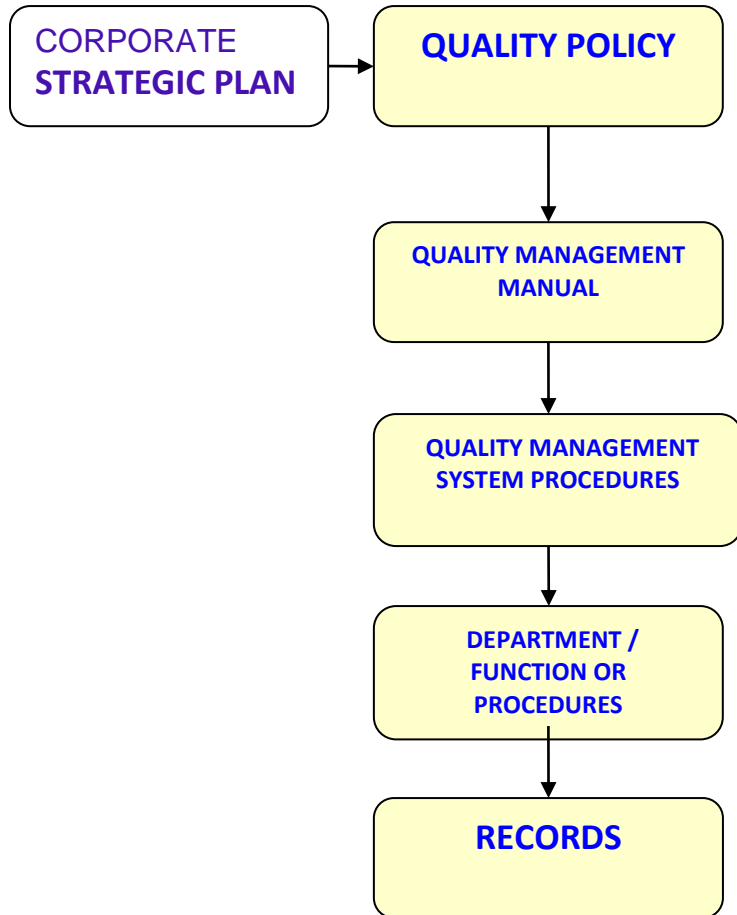
The management system documentation includes:

- a) Documented statements of a Quality policy and strategy
- b) Quality Management System Manual
- c) Quality Management System Procedure Manual
- d) Department / Function specific procedures
- e) Quality records required by the International Standards / SJTC


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The diagram below shows in a simplified manner the documented Quality Management System St. Joseph's Teachers' College.



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QUALITY POLICY STATEMENT

St. Joseph's Teachers' College is committed to the ongoing and continual improvement of its Quality Management System. Quality objectives are established, reviewed and monitored regularly.

VISION STATEMENT


We seek to build a community that is guided by Franciscan values based on the gospel, and which will foster and sustain a culture of excellence as a way of life

MISSION STATEMENT

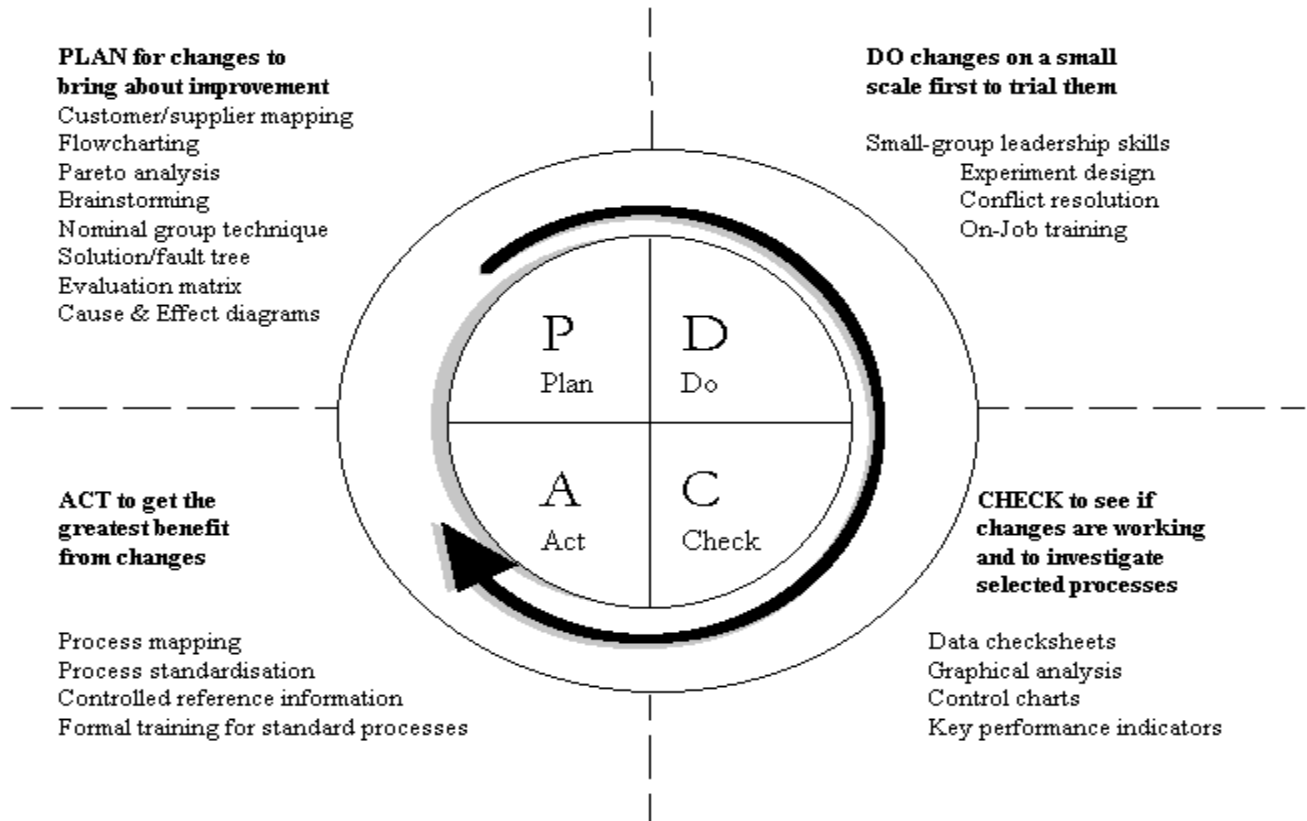
St. Joseph's Teachers' College is committed to fostering excellence in teaching, learning, scholarship and stakeholder relationship building. We strive to empower and affirm our staff and students by providing an environment that encourages and allows for personal and professional development.

We pledge to build partnerships that value humility, joy and integrity which are characteristics of our founders, the Franciscan Sisters of Allegany.

Additionally, the Plan-Do-Check-Act (PDCA) Cycle is closely followed for all QMS activities.

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THE PDCA CYCLE



4.2.2 Quality Management Manual

The Quality Management Manual describes SJTC's Policy, Mission, and an overall description of the scope of the Quality Management System. The Quality Management Manual is subject to internal and external controlled distribution. This manual may be issued for information to Authorities and/or business relations and may be included as contract reference in agreements between the company and clients.

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4.2.3 Control of Documents


SJTC has established procedures to ensure that all documents and data that are essential to the Quality Management System are designated as controlled.

Document control procedures are designed to ensure:

- a. Approval of documents for relevance and adequacy prior to issue;
- b. Generation of new documents or modifications are carried out in a systematic manner and changes are easily recognizable;
- c. The most recent issues are available at accessible locations;
- d. The documents remain legible and readily identifiable;
- e. The documents of external origin are identified, and their distribution is controlled; and,
- f. Obsolete documents will be removed from circulation to prevent unintended use. They will be clearly identified as being obsolete and retained by the College for reference purposes. They will be retained for seven years, unless determined differently by the Principal.

A Master Controlled Document List has been established to identify the current revisions of documents in order to control the issuance and revision status of the documents.

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Senior Managers, Heads of Departments, Coordinators, and Process Owners are responsible for ensuring that issues of appropriate documents in their areas of responsibility are available for use, pertinent, and periodically reviewed for removal of all obsolete information.


Procedures for the Control of Documents and Data are contained in the Quality Management System Procedures Manual.

4.2.4 Control of Records

Records have been established and are maintained to provide evidence of conformity to the requirements and of the effective operation of the Quality Management System. Legible records are to be readily identifiable, and retrievable.

Procedures for the control of records with regards to identification, storage, protection, retrieval, retention time, and disposal are contained in the Quality Management System Procedures Manual.

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5.0 Management Responsibility


This section establishes St. Joseph's Teachers' College's Top Management's responsibilities with regard to the continual improvement of St. Joseph's Teachers' College's Quality Management System (QMS) and the enhancement of customer satisfaction.

5.1 Management Commitment

St. Joseph's Teachers' College's management is committed to the development and implementation of the QMS, and to continually improve the effectiveness of the QMS, by a process of:

- a. Communicating to all SJTC employees the importance of meeting customer as well as statutory and regulatory requirements;
- b. Establishing the quality policy and ensuring that this policy is understood by all SJTC employees,
- c. Ensuring that the quality objective SJTC are established,
- d. Conducting Management Reviews at regular intervals,
- e. Ensuring the availability of resources, (this includes human resources and specialized skills, technology and financial resources).

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5.2 Customer Focus

SJTC's top management ensures that customer requirements are determined. These requirements are then met with the aim of enhancing the satisfaction of SJTC's customers, thereby resulting in:

- a. Increased effectiveness in the use of the SJTC organization's resources to enhance customer satisfaction;
- b. Improved customer loyalty leading to retention and repeat business.


5.3 Quality Policy

The following is the Quality Policy adopted by the management of SJTC:

QUALITY POLICY STATEMENT

The St. Joseph's Teachers' College (SJTC) is committed to delivering the highest quality services that exceed the expectations and quality standards required by our clients for education and training, while promoting the highest level of competence and professionalism with absolute regard for safety and the environment. The St. Joseph's Teachers' College (SJTC) is committed to the on-going and continual improvement of its quality management system. Quality objectives are to be established, reviewed and monitored regularly. The St. Joseph's Teachers' College (SJTC) is committed to maintain its objectives and goals in compliance with the ISO 9001:2008 standards.

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5.4 Quality Policy Implementation

The ways in which the SJTC Quality Management System is implemented include:


- a. The organization, responsibility, authority, and interfaces of the various functions being defined and documented;
- b. Adherence to a documented and efficient Quality Management System;
- c. The commitment to continual improvement of ISO9001:2008 QMS;
- d. The training of full time staff as well as adjunct staff possessing sound skills in their own areas of responsibility and being offered the opportunity for necessary training to ensure that they are capable of achieving quality work performance in keeping with the Quality Management System;
- e. Steps to remedy any existing defects and deficiencies, either internally or externally;
- f. Audits of the Quality Management System, services and processes;
- g. Management Review of the Quality Management System;
- h. The commitment to comply with relevant legislation and regulations;
- i. The provision of a framework for setting-up and reviewing quality objectives and targets;
- j. Making the Quality Policy available to interested parties;
- k. Review of the Quality Policy for continued suitability, based on the requirements of the market, and conducted with due attention to demands that may arise in the future.

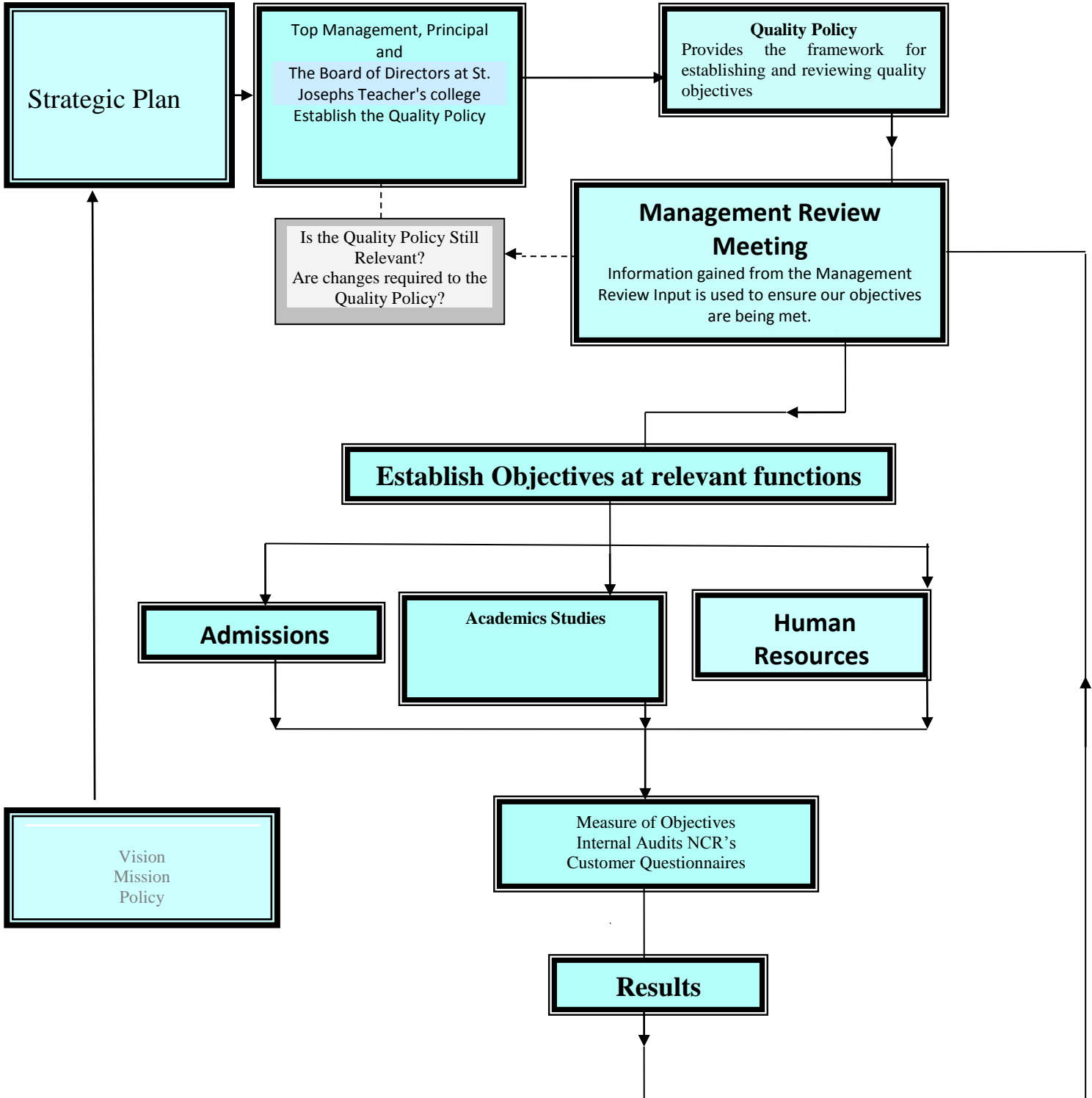
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5.4.1 Quality Objectives

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SJTC's Top Management ensures that quality objectives, and those established at relevant levels within the SJTC. These objectives are measurable and consistent with the Quality Policy. In establishing Quality objectives, the following are considered:


- a. National and International Requirements
- b. Viewpoint of stakeholders;
- c. Legal requirements;
- d. Financial, Operational, and business requirements;
- e. Technological options;
- f. Environmental requirements

Programs for achieving the objectives and targets have been established and are maintained.

These Quality objectives of the SJTC are:

1. to provide quality maritime education and related technical and vocational training.
2. to produce graduates of high calibre in keeping with international standards.
3. to produce professional, educational and technical consultancy services.
4. to foster and promote professionalism and development of staff.
5. to foster and enhance environmental awareness, response and planning, in keeping with international conventions.

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The ultimate responsibility for implementing the Quality Policy and for achieving the stated objectives rests with the Principal.

All members of the staff share the responsibility of maintaining a high standard.

5.4.2 Quality Management System Planning

SJTC's top management ensures that:


- a. the planning for the QMS is carried out in order to meet the quality objectives.
- b. the integrity of the QMS is maintained when changes to the QMS are planned and implemented.
- c. resources, both human and material, are discussed and agreed to, including responsibility at each management level, and the methods to be used to implement the objectives.
- d. objectives and target progress and any issues arising are discuss at the Departmental meetings.

5.5 Responsibility, Authority & Communication

5.5.1 Responsibility and Authority

Top Management within the institution defines and communicates the responsibilities and authority of all employees within the organization. Organizational relationships within the company are described in the organizational charts.

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SJTC's Top Management is responsible for planning, organizing, executing and monitoring SJTC's activities in compliance with requirements as laid out in the SJTC's Quality Management Manual.

SJTC's top management ensures that the Quality Management System is understood and implemented by all employees at all levels within the organization.


All SJTC employees are responsible for the quality of activities under their control and are obliged to familiarize themselves with instructions and procedures applicable to their work and to perform these accordingly.

5.5.2 Management Representative

The overall responsibility for quality at SJTC rests with the Principal of SJTC. The Principal has appointed the Quality Assurance Officer as Management Representative, who, irrespective of other responsibilities, has responsibility and authority that includes:

- a. ensuring that processes needed for the QMS are established, implemented and maintained;
- b. reporting on the performance of the QMS to the Principal, including any need for improvement; and
- c. ensuring the promotion and awareness of customer requirements throughout the organization.


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The Management Representative (Quality Assurance Officer) is responsible for ensuring that the Quality Management Systems are established and maintained according to the ISO 9001:2008 standards and has the following responsibilities:

- a. Keep the Principal updated on the status of the Quality Management Systems;
- b. Coordinates Quality Assurance requirements with departments;
- c. Ensure adequate training regarding the QMS is given to all SJTC personnel;
- d. Promote awareness of client requirements throughout the organization;
- e. Advise on the performance and effectiveness of the Quality system for purpose of review;
- f. Ensure that the appropriate quality representative participates in the process review;
- g. Interpret quality requirements of contracts and notify affected areas of any change;
- h. Chair the Quality Management System review meeting;
- i. Identifying QMS related problems and initiate corrective actions;
- j. Investigate customer complaints;
- k. Arrange internal and external audits of the Quality Management Systems.

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5.5.3 Internal Communication

Top Management ensures that appropriate communication processes are established within the organization and ensure that communication takes place regarding the effectiveness of the QMS.

Internal communication is mainly handled through direct communication between Directors, Deans, and Department Heads. Electronic information is available through the Intranet for all personnel. Regular department meetings regarding business issues are held. Departmental meetings will be held twice per semester, one at the beginning and one at the end. Other meetings may be held when deemed necessary.

Memoranda, emails, telephone calls are considered to be effective means of communication within the St. Joseph's Teachers' College's organization.

5.6 Management Review


5.6.1 General

Top Management reviews the Quality Management Systems at least annually to ensure its continued suitability, adequacy, and effectiveness. This review includes assessing opportunities for improvement in, and the need for changes to the Quality Management Systems, including.

The Management Review is convened by the Principal.

Procedures for Management Review are contained in the Quality Management System Procedures Manual.

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6.0 RESOURCE MANAGEMENT

6.1 Provision of Resources

SJTC continuously identifies resource requirements and provides resources needed to implement and maintain the Quality Management Systems, to continually improve their effectiveness, and to enhance customer satisfaction by meeting client requirements.


SJTC's management determines the resource requirements during the yearly budgeting process and as are dictated by changes throughout the year. Resources are provided as necessary:

- a) to maintain the quality management systems and continually improve its effectiveness; and,
- b) to enhance customer satisfaction by meeting customer requirements.

SJTC considers the following in the resource management process:

- a) Tangible and intangible resources;
- b) Resources required for continual improvement;
- c) Information management;
- d) Use of natural resources and the impact on the environment;
- e) Efficient and timely provision of resources; and
- f) Planning for future resources.

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6.2 Human Resources

6.2.1 General


SJTC's management ensures that all personnel are aware of the broad aims of SJTC and are properly trained and motivated to achieve its business goals and objectives. Personnel should understand how their performance contributes to the success of the organization and appreciate the importance of effective teamwork, commitment and loyalty.

People are the most important asset of the SJTC and the effective planning and management of our human resources will provide the main source of competitive advantage. A key feature of the SJTC's structured employee development system is a succession plan to ensure that the future management needs of the SJTC are met. The needs of SJTC's customers are foremost and business dealings are at all times honest and ethical.

6.2.2 Competence, Training and Awareness

All SJTC employees performing work affecting the service quality are verified to be competent in their specific job assignments. All SJTC employees receive instructions in the QMS applicable to their specific work assignments. Personnel performing certain specialized activities identified and addressed in the QMS are formally qualified to perform those designated duties.

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SJTC ensures that all employees throughout the organization are suitably qualified in relation to their specific job tasks and responsibilities. To ensure that this policy is maintained, SJTC's selection and recruitment procedure requires:

- a. A minimum education standard, degree of experience and competence, professional qualifications required to fulfil each job function;
- b. Detailed definitions of individual job functions and the review of job descriptions on a regular basis;
- c. Specific technical and skill training for personnel whose work may create a significant impact on quality;
- d. Specification of a probationary period during which close supervision is provided (as appropriate) to be followed by formal confirmation of appointment in the case of successful candidates;
- e. Specific training could also be required after a system or performance breakdown, non-conformance and / or other incidences; and,
- f. SJTC recognizes the necessity for maintaining accurate staff records and a formal staff performance appraisal system is conducted on an annual basis.

This appraisal is undertaken on a one-to-one basis between the middle manager or head of the department and individual employees, giving the latter the opportunity to comment on all matters regarding his / her employment. The SJTC employee also has the opportunity to provide and receive feedback.

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The copy of the annual appraisal is kept in the employee's file.

As a part of the orientation process, all new employees receive briefing on the following as a minimum:

- a. Employee's responsibilities;
- b. Structure of the SJTC's organization, reporting relationships;
- c. Policies and procedures concerning its employees;
- d. Relevance and frequency of the appraisal system;
- e. Training plan for the concerned individual, as applicable; for example, work place training, class room lectures and external courses; and
- f. Copy of SJTC publicity brochure/ address of the College's website.


Depending on the training the employee requires, it may be essential to use one or a combination of the above. Such training, regardless of the duration, when imparted will be documented.

6.3 Infrastructure

SJTC determines, evaluates and maintains the infrastructure against the requirements of all interested parties, giving consideration to environmental issues and risks from naturally occurring phenomena. The infrastructure includes:

- a. Building, workspaces and associated utilities;
- b. Process equipment (hardware and software);

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- c. Supporting services (such as transportation and communication);
- d. A computer network system, which enables continuous voice, email or fax communication to be undertaken, both internally and externally by the office; and,
- e. E-mail is the usual method of communication to and from the customers.


6.4 Work Environment

SJTC determines and manages the work environment needed to achieve conformity to product requirements. This environment includes the human and physical factors that support the achievement of the Quality Management Systems objectives.

- a. SJTC has purposely designed the current office space to ensure that a work friendly environment is available to all employees;
- b. Document storage space is adequately provided; and,
- c. Controlled documents, customer property and other important books, manuals and documents are held in secure areas.

The Human Resources Department/ Office of the Principal is responsible for recruitment of employees, ensuring employees' competence, awareness of the need for training and mentoring, and to establish the infrastructure and work environment needed to achieve conformity to service requirements.

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6.5 Information Systems Policy


SJTC is committed to utilizing information systems to assist with the provision of high quality, efficient, responsive and cost-effective services under the following principles:

- a. Systems are only computerized where there is a tangible benefit;
- b. Systems have been built on proven procedures where possible;
- c. Systems have been designed to facilitate easy interchange of information within and between SJTC and its clients;
- d. System complies with applicable data protection systems.
- e. To back up standard management procedures, there is standardization of information systems and information content, ensuring that at all times sufficient expertise is available internally and externally to support these systems;
- f. Systems allow centralization and / or remote access, ensuring maximum benefits to the SJTC users and clients by providing timely access to accurate information; and,
- g. Controls are in place to ensure that systems are protected against accidental and intentional damage, and only approved software can be used.

6.6 Accounting Policy

It is SJTC's policy to maintain an accounting system comprising well defined responsibilities, and clear and timely reporting that enables:


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- a. The efficient management of SJTC accounts and, as a part of the system, separate accounts for clients;
- b. Regular and accurate reporting for clients;
- c. The generation of the SJTC operating budget based on the information submitted by various departments throughout the organization; and,
- d. The preparation of regular management accounts.

SJTC recognizes that the accounting system should be controlled by suitably qualified accountants and all accounting policies are based on the Financial Administration and Audit Act (FAA) and other policy directives issued from time to time by the Ministry of Finance. The accounting system also ensures compliance with the International Financial Reporting.

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7.0 Product Realization

7.1 Planning of Product Realization


SJTC plans and develops the processes for each course of action, delineating the work to be performed, and defining the responsibilities for such work so as to assure that all work affecting quality is performed under controlled conditions. The planning is consistent with other processes of the Quality Management System.

The overall process is composed of several sub-processes that collectively are the methods by which SJTC realizes the completion of services it provides to customers. The sub-processes described are referred to and found in sections of the various Quality Management Systems documentations.

In Planning Product Realization, SJTC determines the following as appropriate:

- a. Quality objectives and requirements for the product are established as soon as the course details arrive at SJTC;
- b. Product verification and validation activities, and the criteria for acceptability are discussed with the deans, department heads, Lecturers and Quality personnel;
- c. The need to establish processes, documents, and provides resources specific to the product;
- d. Required verification, validation, monitoring, inspection, specific to the product;
- e. Statutory and Regulatory requirements as contained in the documented procedure that has been established and maintained. These procedures provide the

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identification of and access to legal and other requirements that are applicable to its activities and products.

- f. Establishment and maintenance of procedures related to communicating relevant procedures and requirements to lecturers; and
- g. Records needed to provide evidence that the realization of the processes and the resulting products meet the requirements. These records may include, if applicable, list of attendees, test run records, project plans, curriculum plans and lesson plans.

The outputs of Product Realization planning are defined as processes to successfully meet the contractual requirements.

7.2 Customer Related Process


SJTC has established procedures detailing the methods for reviewing course proposals and contracts to ensure SJTC has the capability to meet all customers, specifications.

7.2.1 Determination of Requirements Related to the Product

SJTC determines:

- a) requirements specified by the customer, including the requirements for delivery and post-delivery activities;
- b) requirements not stated by the customer, but necessary for specified use or known and intended use;

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- c) statutory and regulatory requirements related to the product; and
- d) any additional requirements vital for facilitating product delivery..


In determining customer requirements, information from market research, benchmarking, legal and regulatory requirements and competitor analysis may be utilized. Requirements not stated by the customer but necessary for specified use or intended use are reviewed and resolved prior to delivery of the service.

7.2.2 Review of Requirements Related to the Product

SJTC reviews the requirements related to the product and/or service. This review is conducted prior to the organization's commitment to supply a product or service to the customer and ensures that:

- a) requirements are defined;
- b) contract or order requirements differing from those previously expressed are resolved;
- c) SJTC has the ability to meet the defined requirements.

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Records of the results of the review and actions arising from the review are maintained. Where the customer provides no documented statement of requirement (verbal order), SJTC confirms the customer requirements before acceptance. Where product requirements are changed, SJTC ensures that relevant documents are amended and that relevant personnel are made aware of the change in requirements.

7.2.3 Customer Communication

SJTC determines and implements effective arrangements for communicating with customers in relation to:

- a. Product information;
- b. Enquires, contracts or service handling, including amendments; and
- c. Customer feedback, including customer complaints.


The results of customer communication including surveys are utilized in the continual improvement process. Customer complaints are handled by SJTC using Customer Satisfaction Procedures.

7.3 Design and Development

SJTC carries out Design and Development Planning.

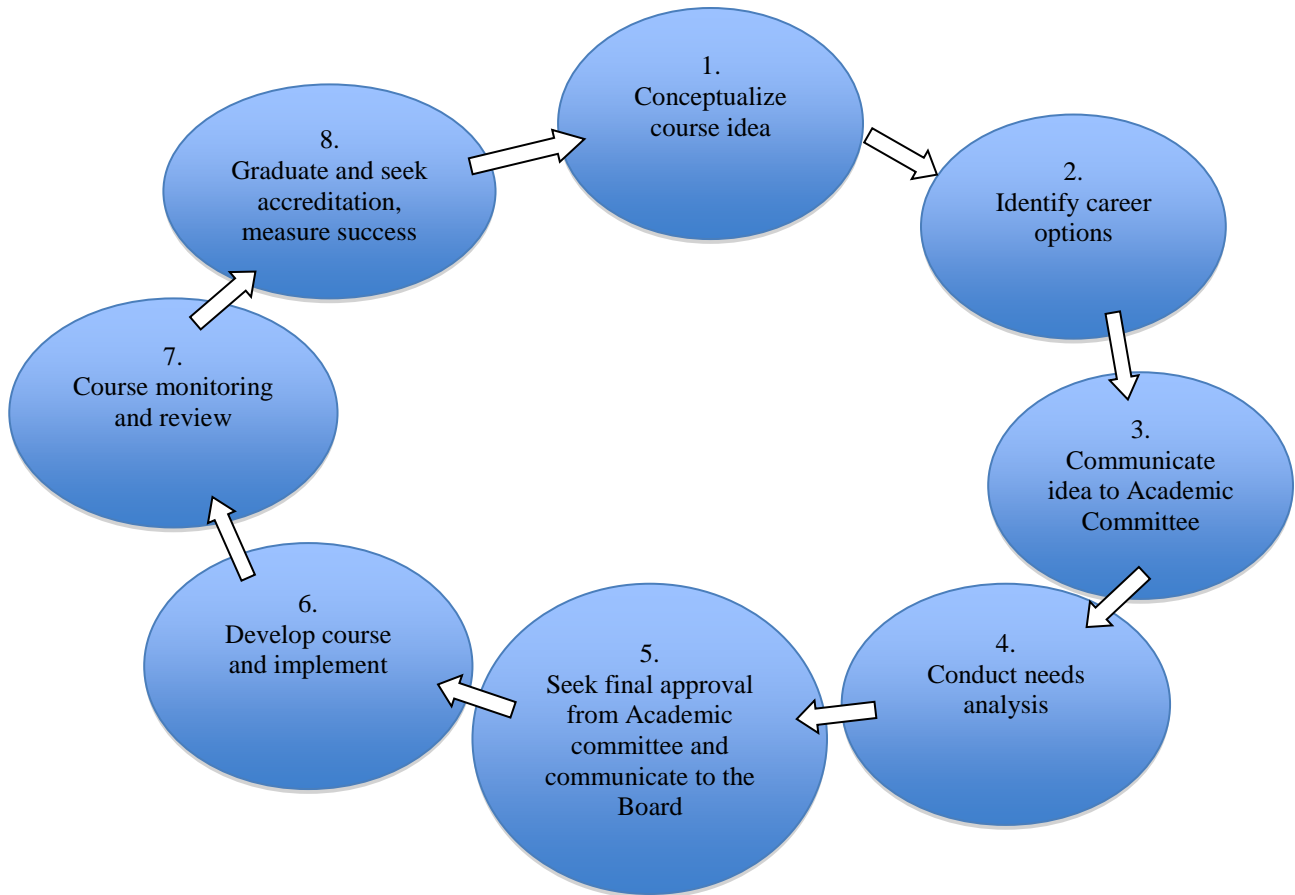
Section 7.3 and its associated sub headings have been excluded from the Scope of SJTC activities *Design and Development Planning*.

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- 7.3.1 Design and Development Inputs
- 7.3.2 Design and Development Outputs
- 7.3.3 *Design and Development Review*
- 7.3.4 Design and Development Verification
- 7.3.5 Design and Development Validation
- 7.3.6 Control of Design and Development Changes

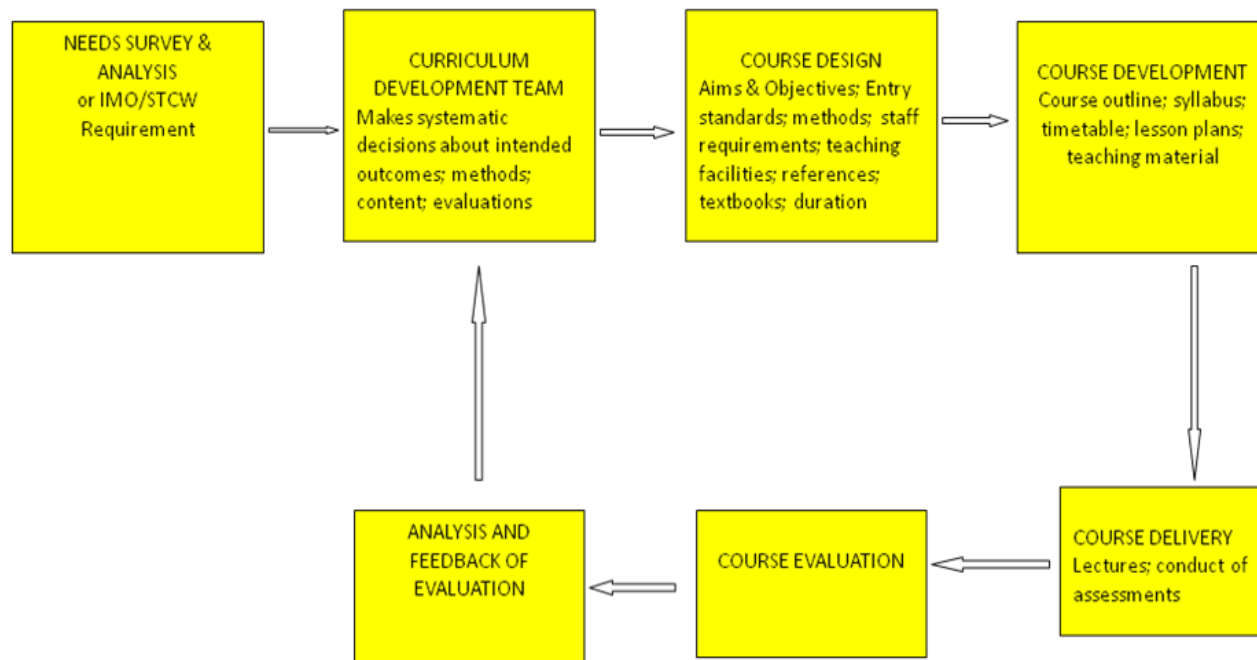
**PROCESS CHART FOR
COURSE DESIGN - 1**



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PROCESS CHART FOR COURSE DEVELOPMENT #2




7.3.7 Purchasing Process

7.3.8 Purchasing Process

It is the policy of SJTC to ensure that all purchased products conform to specified purchase requirements. The type and extent of controls applied to the supplier and the purchased product are dependent upon the effect of the purchased product on subsequent product realization or the final product. SJTC evaluates and selects suppliers based on their ability to supply products and service in accordance with SJTC requirements. Criteria for selection and evaluation have been established.

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Guidelines for public sector procurement are issued by Cabinet and Ministry of Finance of the Government of Jamaica from time to time and are documented and followed by SJTC.

Evaluations of vendors are carried out as required and supplier assessment records are maintained.

7.3.9 Purchasing Information

Purchasing information describes the product to be purchased including, where appropriate,


- a. Requirements for approval of product, procedures, processes, and equipment;
- b. Requirements for qualification of personnel; and,
- c. Quality Management System requirements.

SJTC ensures the adequacy of specified purchase requirements prior to communication with the supplier.

7.3.10 Verification of Purchased Product

SJTC establishes and implements the inspection and other activities necessary for ensuring that purchased product meets specified purchase requirements. These requirements are detailed in the quality plan.

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Where SJTC intends to perform verification at the supplier's premises, SJTC states the intended verification arrangements and methods of product release in the purchasing information.

7.5 Product and Service Provision

7.5.1 Control of Production and Service Provision

SJTC plans and carries out service provision under controlled conditions. Control conditions include, as applicable:


- a. The availability of information that describes the characteristics of the product;
- b. The availability of work instructions, as necessary;
- c. The use of suitable equipment;
- d. The availability and use of monitoring and measuring devices; and,
- e. The implementation of release, delivery, and post-delivery activities.

Department heads communicate work instructions to required operations functions. In addition to work instructions, illustrations and examples may be provided to show the required criteria.

7.5.2 Validation of Processes for Production and Service Provision

See Curriculum Development Diagram.

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Identification and Traceability

Where appropriate, SJTC identifies the product by suitable means throughout the product realization. This includes identification of the product status with respect to monitoring and measurement requirements.

Where traceability is a requirement, SJTC controls and maintains records.

7.5.3 Property of Customers

SJTC exercises care with the property of customers while it is under SJTC's control or is being used by SJTC. Processes are in place to identify, verify, protect and safeguard the property of customers provided for use or record keeping.

If the property of any customer is lost, damaged, or otherwise found unsuitable for use, this situation is reported to the customer and records of such reporting are maintained.


7.5.4 Preservation of Product

SJTC preserves the conformity of product during internal processing and delivery to the intended destinations.

7.6 Control of Monitoring and Measuring Devices

SJTC determines the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to specific requirements.

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SJTC has established processes to ensure that monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements.


SJTC is committed to identify the required accuracy of measurements and to select appropriate measuring devices based on their documented capabilities.

All equipment that require calibration will be supplied with a calibration certificate. Each certificate shall include the following:

- i. Identification of the device by its name and serial number;
- ii. Identification of the standard used for calibration; and,
- iii. Indication of the due date for the next calibration.

All departments have responsibility for ensuring Control of Monitoring and Measuring Devices that are specific to their processes.

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8.0 Measurement, Analysis and Improvement

8.1 General

SJTC continually monitors its performance by measuring and evaluating the work processes, determining the capability of the processes and whether objectives have been achieved to the satisfaction of the customer and other interested parties.

SJTC plans and implements the monitoring, measurement, analysis, and improvement processes needed to demonstrate conformity of the product and to ensure conformity of the Quality Management Systems.


SJTC uses the following to demonstrate and ensure conformity of the product:

- a. Product concern process;
- b. Customer Feedback;
- c. Non-Conformity analysis; and,
- d. Product Audits.

SJTC ensures conformity of the Quality Management System through:

- a. Customer Feedback;
- b. Management Reviews;
- c. Internal Audits;
- d. External Audits;
- e. Analysis of non-conformance; and,
- f. Corrective action data.

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SJTC uses the management reviews, results of internal and external audits, results of non-compliance, corrective action, preventive action analysis, and customer feedback to continually improve the effectiveness of the Quality Management System.

8.2 Monitoring and Measurement


8.2.1 Customer Satisfaction

As one of the measurements of the performance of the QMS, SJTC monitors information relating to the perception of customers as to whether the organization has met their requirements. The methods for obtaining and using information have been determined and include:

- a. Complaints by customers;
- b. Direct Communication with and by customers;
- c. Visits to and by customers;
- d. Feedback via customer questionnaire; and,
- e. Suggestion Box for customers

The Feedback Questionnaire is given to customers and they are encouraged to fill out.

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8.2.2 Internal Audits

SJTC conducts internal audits at planned intervals to determine whether the QMS:

- a. conforms to the requirements of the ISO 9001:2008 and ISO 140001:2004 Standard, and to the QMS requirements established within this manual; and
- b. is effectively maintained.


An audit program is planned taking into consideration the status and importance of the processes and areas to be audited as well as the results of the previous audits. The criteria, scope, frequency, and methods of the audit are defined in the Internal Audit Procedures. Selection of auditors and the conduct of audits ensure objectivity and impartiality of the audit process. Auditors do not audit their own work.

The responsibilities and requirements for planning and conducting audits, and for reporting results and maintaining records are defined in Internal Audit Procedures.

The department responsible for the area being audited ensures that actions are taken without undue delay to eliminate detected non-conformities and their causes. Follow-up activities include the verification of the actions taken and the reporting of verification results in accordance with the Corrective Preventive Action procedures.

Results of the internal audit are provided to Management for review.

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8.2.3 Monitoring and Measurement of Processes

SJTC applies suitable methods for monitoring measurement of the QMS processes. These methods include internal audit results, Management Reviews, supplier performance, and customer feedback. They demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action are taken, as appropriate, to ensure conformity of the product.


8.2.4 Monitoring and Measurement of Product

SJTC monitors and measures the characteristics of the product to verify that product requirements have been met. Monitoring and measurement are carried out at appropriate stages of the product realization process in accordance with the planned arrangements as laid out in this manual.

Evidence of conformity with the acceptance criteria is maintained. Product release and service delivery do not proceed unless otherwise approved by the Principal, and where applicable, by the customer, until all the planned arrangements have been satisfactorily completed.

Failure of a test of inspection results in a Non-Conformance being raised and corrective action completed.

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8.3 Control of Non-Conforming Products

SJTC ensures that any product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconforming products are as laid out in the procedures for Control of Non – Conforming products.


SJTC deals with non-conforming products in one or more of the following ways:

- a. By taking action to eliminate the detected non-conformity;
- b. By authorizing its use, release, or acceptance under concession by a relevant authority and, where applicable, by the customer; and,
- c. By taking action to preclude its original intended use or application.

Records of the nature of non-conformity and any subsequent actions taken, including concessions obtained, are maintained.

When non-conforming product is corrected, it is subject to re-verification to demonstrate conformity to the requirements. When a nonconforming product is detected after delivery or use has started, SJTC takes action, appropriate to the effects, or potential effects of the non-conformity.

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8.4 Analysis of Data

SJTC determines, collects, and analyzes appropriate data to demonstrate the suitability and effectiveness of the QMS and to evaluate where continual improvement of the QMS can be made. This process also includes data generated as a result of monitoring and measurement, and from other relevant sources.

The analysis of data provides information relating to:


- a. Customer Satisfaction;
- b. Conformance to the product requirement;
- c. Characteristics and trends of processes and products including opportunities for preventive action;
- d. Suppliers; and,
- e. Improvements in established management system objectives.

8.5 Improvement

8.5.1 Continual Improvement

SJTC continually improves the QMS using quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions, and management review.

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8.5.2 Corrective Action

SJTC takes action to eliminate the cause of non-conformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered.

Procedures for Control of Non-Conforming products define requirements for:


- a. Reviewing non-conformities (including customer complaints);
- b. Determining the cause of non-conformities;
- c. Evaluating the need for action to ensure that non-conformities do not recur;
- d. Determining and implementing actions needed;
- e. Recording of the results of action taken; and,
- f. Reviewing the corrective action taken.

The purpose of this process is to monitor the occurrence of and potential for non-conformance, to subsequently review and document their root causes, and to develop and successfully implement corresponding corrective and preventive action(s).

Management reviews the corrective action results to identify non-conformance trends or potential system weaknesses.

Processes are revised and implemented as necessary, as a result of corrective and preventive actions.

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8.5.3 Preventive Action

SJTC determines action to eliminate the cause of potential non-conformities in order to prevent their occurrence. Preventive actions are appropriate to the effects of potential problems.


Procedures for Preventive Action define requirements for:

- a. Determining potential non-conformities and their cause;
- b. Evaluating the need for action to prevent occurrence of non-conformities;
- c. Determining and implementing action needed;
- d. Recording of result of action taken; and,
- e. Reviewing preventive action taken.

A preventive action program is maintained to analyze and eliminate the potential causes of non-conformities. Potential causes may be identified by means of examination of all processes, work operations, management system records, examination records and customer complaints.

SJTC's senior management is responsible for ensuring action is taken regarding continual improvement.

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All SJTC employees are responsible for ensuring quality, continual improvement, and customer satisfaction.

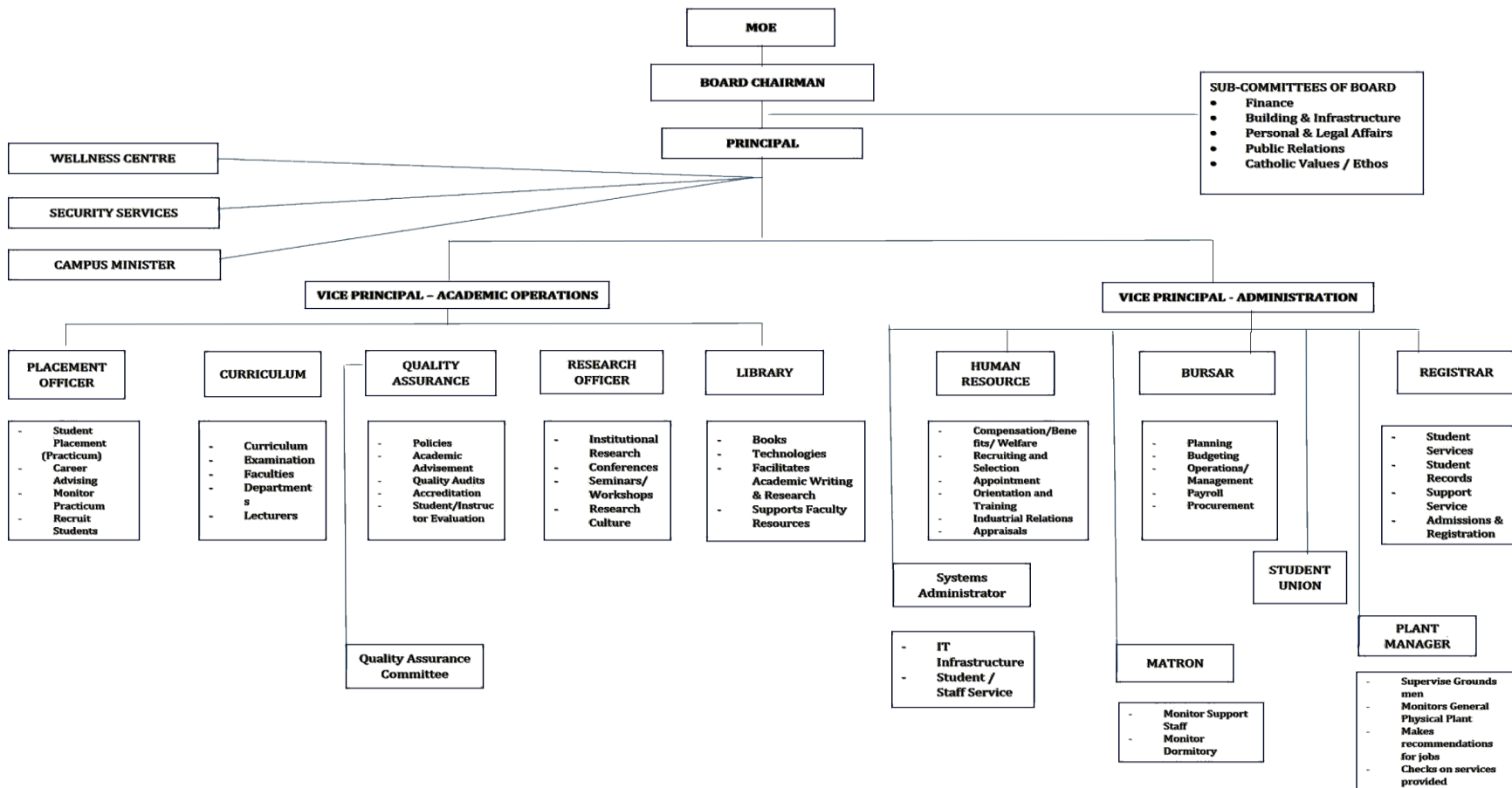
The Quality Assurance Officer on behalf of the Principal

- a. issues all Corrective Action Requests and is responsible for follow-up to ensure corrective and preventive actions are in place, and for adjusting internal audit frequency as may be required;
- b. is responsible for all aspects of Internal / External Audits; and
- c. recommends action(s) based on the result of the monitoring, measuring, and analysis results depending upon the criticality of the findings. The determination of the applicable methods, including statistical techniques, and the extent of their use is the responsibility of the department concerned.


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ISO 9001:2008 CROSS REFERENCE LIST

ISO 9001:2008 REQUIREMENT
QMP PROCEDURES

QMM MANUAL SECTION


2. Scope		
2.1 General	QMM 2.1	-
2.2 Scope	QMM 2.2	-
2.3 Application	QMM 2.3	-
3. Terms and Definitions	QMM 3.0	-
4 Quality Management System (title only)		
4.1 General Requirements	QMM 4.1	-
4.2 Documentation Requirements (title only)	-	-
4.2.1 General	QMM 4.2.1	-
4.2.2 Quality Manual	QMM 4.2.2	-
4.2.3 Control of Documents	QMM 4.2.3	QMP - 003
4.2.4 Control of Records	QMM 4.2.4	QMP - 002
5 Management Responsibility (title only)	-	-
5.1 Management Commitment	QMM 5.1	
5.2 Customer Focus	QMM 5.2	QMP - 009
5.3 Quality Policy	QMM 5.3	-
5.4 Planning (title only)	-	-
5.4.1 Quality Objectives	QMM 5.4.1	-
5.4.2 Quality Management System Planning	QMM 5.4.2	-
5.5 Responsibility Authority & Communication (title only)	-	-
5.5.1 Responsibility and Authority	QMM 5.5.1	
5.5.2 Management Representative	QMM 5.5.2	
5.5.3 Internal Communication	QMM 5.5.3	
5.6 Management Review (title only)		QMP - 1
5.6.1 General	QMM 5.6.1	
5.6.2 Review Input	QMM 5.6.2	

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5.6.3 Review Output	QMM 5.6.3	
6 Resource Management (title only)	-	-
6.1 Provision of Resources	QMM 6.1	-
6.2 Human Resources (title only)		-
6.2.1 General	QMM 6.2.1	-
6.2.2 Competence Awareness and Training	QMM 6.2.2	-
6.3 Infrastructure	QMM 6.3	-
6.4 Work Environment	QMM 6.4	-
7 Product Realization (title only)		-
7.1 Planning of Product Realization	QMM 7.1	-
7.2 Customer-related Processes (title only)		-
7.2.1 Determination of Requirements Related to the Product	QMM 7.2.1	-
7.2.2 Review of Requirements Related to the Product	QMM 7.2.2	-
7.2.3 Customer Communication	QMM 7.2.3	QMP - 009
7.3 Design and Development (title only)		Excluded
7.3.1 Design and Development Planning	QMM 7.3.1	Excluded
7.3.2 Design and Development Inputs	QMM 7.3.2	Excluded
7.3.3 Design and Development Outputs	QMM 7.3.3	Excluded
7.3.4 Design and Development Review	QMM 7.3.4	Excluded
7.3.5 Design and Development Verification	QMM 7.3.5	Excluded
7.3.6 Design and Development Validation	QMM 7.3.6	Excluded
7.3.7 Control of Design & Development Changes	QMM 7.3.7	Excluded
7.4 Purchasing (title only)		-
7.4.1 Purchasing Process	QMM 7.4.1	-
7.4.2 Purchasing Information	QMM 7.4.2	-
7.4.3 Verification of Purchased Product	QMM 7.4.3	-
7.5 Production & Service Provision (title only)		-
7.5.1 Control of Production & Service Provision	QMM 7.5.1	-
7.5.2 Validation of Processes for Production and Service Provision	QMM 7.5.2	Excluded

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7.5.3 Identification and Traceability	QMM 7.5.3	-
7.5.4 Customer Property	QMM 7.5.4	-
7.5.5 Preservation of Product	QMM 7.5.5	-
7.6 Control of Monitoring and Measuring Devices	QMM 7.6	-
8 Measurement Analysis & Improvement (title only)		-
8.1 General	QMM 8.1	-
8.2 Monitoring and Measurement (title only)		-
8.2.1 Customer Satisfaction	QMM 8.2.1	QMSP - 009
8.2.2 Internal Audit	QMM 8.2.2	QMSP - 008
8.2.3 Monitoring & Measurement of Processes	QMM 8.2.3	
8.2.4 Monitoring & Measurement of Product	QMM 8.2.4	
8.3 Control of Nonconforming Product	QMM 8.3	QMSP - 006
8.4 Analysis of Data	QMM 8.4	
8.5 Improvement (title only)		
8.5.1 Continual Improvement	QMM 8.5.1	
8.5.2 Corrective Action	QMM 8.5.2	QMSP - 7
8.5.3 Preventative Action	QMM 8.5.3	QMP - 7