

1 INTRODUCTION

1.1 Company Profile

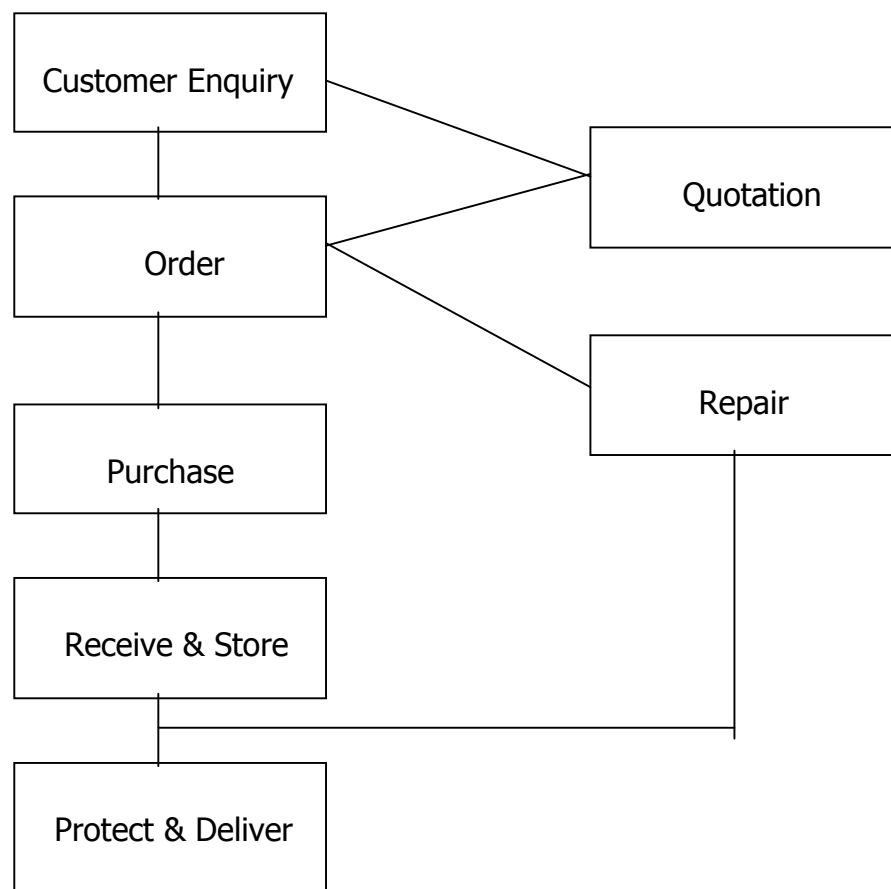
J.S. Seating & Desking was originally established in 1968. The Company's main activity is to supply a specialist service in both areas of office furniture sales and seating renovation, to private, public and major blue chip companies.

The business growth has been achieved by offering quality customer care and products, delivered on time and within budget.

1.2 Scope of Management System

Office Furniture and Sundry items. Office Seating Renovation.

1.3 Processes of Management System



2 QUALITY POLICY

The Directors consider that providing and delivering products and services meeting customer requirements to be of utmost importance, as well as statutory and regulatory requirements, as only customer satisfaction will ensure the continuity of the Company.

Management practices and employee work activities ensure, to the best of our endeavours, that product and services conform with what the customer wishes. Established operational objectives are monitored to ensure they are achieved.

The Company is committed to a policy of "Striving to be the Company customers would like us to be", and to the continuous improvement in the quality of products and services, as well as the effectiveness of the Management System.

The requirements of the Quality Manual and Procedures are fully applied by all Company's personnel.

Approved by:

Mr. D. Rimmington
Director (Managing)

Mr. C. Johnson
Director (Finance &
Administration)

Mr. P. Narramore
Director (Sales)

3 STRUCTURE OF SYSTEM DOCUMENTS

The Quality System operated by the Company has been designed and developed to conform with the requirements of BS EN ISO 9001 : 2000.

The Company has defined and documented the Quality System which is based on three tiers of Documentation:

- Quality Manual
- Operating Procedure Manual
- Documents Manual

Manuals are formally controlled and authorised.

The effective implementation of the procedures and instructions detailed in the manuals are the responsibility of all staff.

Quality Manual

The Quality Manual is arranged in 8 sections and is structured to enable cross-reference and compliance with BS EN ISO 9001 : 2000.

Operating Procedures Manual

The Operating Procedures Manual details the manner in which the Quality Policy is carried out in practice. Each procedure within the manual gives full details of the activities involved with responsibilities and scope. It also contains Associated Documents.

Documents Manual

The Documents Manual contains examples of working documents, records and forms used in the Quality system.

Each document has a unique reference number, and is referenced in the relevant procedure.

4. QUALITY MANAGEMENT SYSTEM

4.1 General Requirements

The Company will establish, document, implement and maintain a Quality Management System and continually improve its effectiveness in accordance with the requirements of ISO 9001: 2000.

Reference Operating Procedure No. 10 entitled Management Review.

4 QUALITY MANAGEMENT SYSTEM (Cont'd)

4.2 Documentation Requirements

4.2.1 General

a) The route to continual success for J.S. Seating lies through:

- Meeting sales targets by providing products that constantly meet customers requirements
- Administering all orders accurately
- Delivering and installing products correctly and on time.

It is the policy of J.S. Seating to:

- Maintain and implement an effective management system
- Continually improve the effectiveness of the management system
- Establish and monitor measurable objectives
- Comply with applicable statutory and regulatory requirements
- Operate in accordance with best practice
- Ensure that staff are competent to carry out assigned work

Staff must:

- Understand the importance of their tasks in meeting Company objectives and customer requirements
- Contribute to the development and improvement of work processes and the management system.

b) A Quality Manual will be established to meet the requirements of ISO 9001: 2000.

c) Operating Procedures and Working Instructions will detail how all operations are to be undertaken.

4. QUALITY MANAGEMENT SYSTEM (Cont'd)

4.2 Documentation Requirements (Cont'd)

4.2.1 General (Cont'd)

- d) Associated documents to Operating Procedures will be issued if needed.
- e) Records will be kept for a period of 1-6 years.

Reference Operating Procedure No. 1 entitled Control of Documents
Operating Procedure No. 2 entitled Control of Records.
Quality Manual Section 5.3

4.2.2 Quality Manual

The Company's Quality System will be defined in the Quality Manual and detailed in the Operating Procedures. Operating Procedures will be authorised by a Company Director.

Interaction between the processes of the Quality Management System will be identified.

Reference Operating Procedure No. 1 entitled Control of Documents.

4.2.3 Control of Documents

All documents will be approved by a Company Director before being passed to the Quality Manager to be implemented and maintained.

Reference Operating Procedure No. 1 entitled Control of Documents.

4.2.4 Control of Records

Records will be established and maintained to provide evidence of conformity to and effective operation of the Quality Management System. Records will be maintained for easy retrieval and will be destroyed only on approval of a Company Director. Such records will include issue and revisions of the Quality Manual, Operating Procedures, Working Instructions and all documents.

Reference Operating Procedure No. 2 entitled Control of Records.

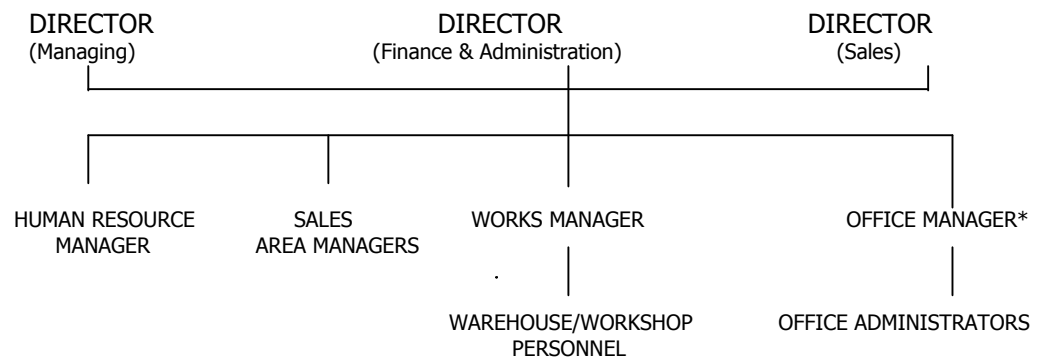
5. MANAGEMENT RESPONSIBILITY

5.1 Management Commitment

The Company's Top Management must provide evidence of its commitment to the development, implementation and continuous improvement of the Quality Management System. Records will show how this is achieved, i.e. establishing Quality Policy and Objectives; conducting Management Meetings and Reviews; establishing internal communication and appointing a Quality Management Representative.

Note: The Standard defines Top Management as the person (or group of people) who directs and controls the Company at the highest level.

Organisation Chart



* Quality Manager

Reference Operating Procedure No. 2 entitled Control of Records
Operating Procedure No. 10 entitled Management Review.

5.2 Customer Focus

Top Management will ensure that customer requirements are determined and met with the aim of enhancing customer satisfaction.

Reference Operating Procedure No. 10 entitled Management Review.

5.3 Quality Policy

Top Management will ensure that the Quality Policy will improve the Company's performance, particularly in relation to the Company's business and its customers. It will be periodically reviewed to make sure that the Quality Objectives are appropriate to the Company's needs and should always be explained to the Company's personnel.

Reference Operating Procedure No. 1 entitled Control of Documents
Operating Procedure No. 10 entitled Management Review.
Quality Manual Section 4.2.1 (a)

5. MANAGEMENT RESPONSIBILITY (Cont'd)

5.4 Planning

5.4.1 Quality Objectives

The Company Quality Objectives will be as detailed in Sections 4.2.1 and 5.3 as an extension to, and in conjunction with, the Company Quality Policy. Top Management will ensure the establishment of these objectives.

Reference ISO 9001: 2000 Sections 4.2.1 and 5.3

Operating Procedure No. 1 entitled Control of Documents

Operating Procedure No. 10 entitled Management Review.

5.4.2 Quality Management System Planning

Top Management will ensure that the Quality Management System will be planned to meet the Quality Standard while also achieving the Quality Objectives.

Management Reviews will determine the System's continued suitability, decide any need for change and assess the Quality Objectives with a view to introducing new ones as existing ones are achieved.

Reference Operating Procedure No. 10 entitled Management Review.

Quality Manual Sections 4.2.1 (a) and 5.3

5.5 Responsibility, Authority and Communication

5.5.1 Responsibility and Authority

Top Management must ensure that every company employee knows what they are expected to do, what they are allowed to do and that they understand the inter relation between doing and allowed to do. This information could be contained in job descriptions. The organisation chart shows the route of internal communication. Responsibilities and authority are defined and communicated as follows:-

Director (Managing): Responsible for overall Company operations, ensuring smooth liaison within the Company.

Director (Financial & Administration): Responsible for financial, administration, training and control of the Quality System.

5. MANAGEMENT RESPONSIBILITY (Cont'd)

5.5 Responsibility, Authority and Communication (Cont'd)

5.5.1 Responsibility and Authority (Cont'd)

Director (Sales): Responsible for the activities of the sales force from order enquiry through order receipt to order input to the office.

Sales Area Managers: Responsible for sale of products to meet customer requirements.

Office Manager: Responsible for office routine. Also Quality Manager.

Office Administrators: Responsible for general office work.

Works Manager: Responsible for control of workshop, warehouse and deliveries.

Warehouse/Workshop Personnel: Responsible for duties as detailed by the Works Manager.

Reference ISO 9001: 2000 Section 5.1
Operating Procedure No. 10 entitled Management Review.
Quality Manual Section 5.1

5.5.2 Management Representative

Top Management will appoint a Manager who will have the responsibility and authority to ensure that the Quality System is established, implemented and maintained throughout the Company.

That Manager will report to Top Management on the performance of the Quality Management System as well as any need to improve it.

The Manager will also make sure that those in the Company, who need to know, are aware what the customer wants.

Reference Operating Procedure No. 10 entitled Management Review.

5. MANAGEMENT RESPONSIBILITY (Cont'd)

5.5 Responsibility, Authority and Communication (Cont'd)

5.5.3 Internal Communication

Top Management will establish a good communication network within the Company so as to encourage Company Personnel to effectively communicate with each other regarding the effectiveness of the Quality Management System. Suggested methods of doing this should include holding meetings, circulating information and use of bulletin boards at relevant points throughout the Company.

Reference Operating Procedure No. 10 entitled Management Review.
Quality Manual Sections 5.1 and 5.5.1

5.6 Management Review

5.6.1 General

Top Management will review the Company's Quality Management System to ensure its suitability and effectiveness. This review will include opportunities for improvement and changes to the System and an assessment of the Quality Policy Statement and the Company's Quality Objectives.

The review will be held at planned intervals – normally annually. Where changes are planned, more frequent reviews may be needed. Records of reviews will be kept.

ISO 9001: 2000 Sections 4.2.1; 5.3 and 5.4.1
Reference Operating Procedure No. 10 entitled Management Review.
Quality Manual Section 4.2.1 (a) and 5.3

5.6.2 Review input

The planned Management Review of the Quality Management System will always 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 to the Quality Management System

Reference Operating Procedure No. 10 entitled Management Review.

5. MANAGEMENT RESPONSIBILITY (Cont'd)

5.6 Management Review (Cont'd)

5.6.3 Review Output

Decisions taken as a result of Management Reviews should trigger action to be taken on:

Improvement of the effectiveness of the Quality Management System and its processes.

Improvement of product and services in relation to customer requirements.

Resource needs – i.e. what extra is needed to make sure the improvements are introduced and become effective.

Reference Operating Procedure No. 10 entitled Management Review.

6. RESOURCE MANAGEMENT

6.1 Provision of Resources

The Company will determine and provide the resources – personnel, facilities, equipment - needed to implement and maintain the Quality Management System; to continually improve its effectiveness and to improve customer satisfaction by meeting customer requirements.

Reference Operating Procedure No. 10 entitled Management Review.

6.2 Human Resources

6.2.1 General

Company Personnel who are assigned to undertake tasks will be able to demonstrate that they have the required education, training, skills or experience for the job. It is not necessary that people have all four, only those needed for the work they are doing.

Reference Operating Procedure No. 10 entitled Management Review.

6. RESOURCE MANAGEMENT (Cont'd)

6.2 Human Resources (Cont'd)

6.2.2 Competence, Awareness and Training

Regular reviews of employees' skills, qualifications, experience and capabilities will be undertaken to determine the Company's ability to meet present and foreseeable future business. Gaps will be filled either by training or by recruiting suitably qualified people. Personnel will be made aware of the impact their activities could have on the achievement of Quality Objectives. Appropriate records must be kept.

ISO 9001: 2000 Section 4.2.4

Reference Operating Procedure No. 10 entitled Management Review.

Quality Manual Section 4.2.1 (a)

6.3 Infrastructure

Provision and maintenance of the infrastructure needed to conform to product requirements is a Company necessity. This will include buildings, work environment, process equipment (including software), communication and transport. At all stages, the needs and expectations of others (customers) will be borne in mind.

Reference Operating Procedure No. 9 entitled Stores Control.

Operating Procedure No. 10 entitled Management Review.

6.4 Work Environment

Creation of a suitable work environment – combining human and physical factors – to positively influence employee motivation, satisfaction and performance will be a prime responsibility of Company Management. In order to enhance Company performance, consideration must be given to all working areas.

Reference Operating Procedure No. 10 entitled Management Review.

7. PRODUCT REALISATION

7.1 Planning of Product Realisation

Within the confines of the Company, product realisation simply means the delivery of a service. To deliver a satisfactory service, the Company needs to have clear objectives on how to achieve increased productivity and reduced non-conformities (waste).

Establishing quality objectives, issuing working instructions, determining customer satisfaction and keeping records are all aids to planning a process management system that improves Company performance.

Reference Operating Procedure No. 1 entitled Control of Documents
Operating Procedure No. 2 entitled Control of Records
Operating Procedure No. 3 entitled Control of Non
Conforming Product
Operating Procedure No.10 entitled Management Review
Quality Manual Section 4.2.1 (a)

7.2 Customer Related Processes

7.2.1 Determination of requirements related to the product.

The Company will make sure that at all times the customer's requirements are understood and implemented. Good customer communication is essential and a process should exist to appoint people to liaise closely with customers to identify and resolve any misunderstandings.

All parts of customers' orders will be reviewed to ensure that requirements other than product can be met, i.e. delivery schedules, methods/conditions of payment, unspecified customer expectations and regulatory/legal needs.

Reference Operating Procedure No. 7 entitled Sales Control.
Operating Procedure No. 10 entitled Management Review

7.2.2 Review of Requirements Related to the Product

Prior to commitment to supply product, a review of the customer's requirements will be undertaken by means of quotation/tender, acceptance of order/contract, acceptance of changes to orders/contracts. All aspects of the customer's requirements will be scrutinised with particular attention to the Company's ability to meet those needs.

Reference Operating Procedure No. 7 entitled Sales Control.

7. PRODUCT REALISATION (Cont'd)

7.2 Customer Related Processes (Cont'd)

7.2.3 Customer Communication

Effective arrangements for communicating with customers will be determined and implemented. Particular attention will be given to product information, enquiries, order handling, order changes, customer complaints and customer feedback.

Order changes will be communicated to everyone within the Company who is affected by such alterations.

Reference Operating Procedure No. 7 entitled Sales Control.

7.3 Design and Development

The Company does not design or develop product and is therefore excluded.

7.4 Purchasing

7.4.1 Purchasing Process

Purchased product must conform precisely to the details specified on the Purchase Order. The ability of suppliers to meet requirements will be evaluated and records will be kept of those suppliers considered most suitable to the Company's needs. An Approved Supplier's List will show those suppliers considered suitable to provide product to meet our customers' specifications, while a separate Established Supplier's List will nominate those suppliers who are most likely to be used on a regular basis. Established Suppliers Performance will be monitored at least annually. New suppliers can be added to either list if required.

Reference Operating Procedure No. 8 entitled Purchasing Control

7.4.2 Purchasing Information

The Purchase Order will clearly detail all necessary purchasing information including, when possible, a drawing (space plan). Purchase Orders will be written and a copy kept for reference.

Reference Operating Procedure No. 8 entitled Purchasing Control

7. PRODUCT REALISATION (Cont'd)

7.4.3 Verification of Purchased Product

To meet specified purchased requirements, supplier's order acknowledgements will be checked in every detail against Purchase Orders and customer's orders.

Reference Operating Procedure No. 8 entitled Purchasing Control

7.5 Production and Service Provision

7.5.1 Control of Production and Service Provision

This is simply identifying, planning and controlling what we do to produce the product ordered by our customers. Starting with the sales order, it progresses through all stages to delivery of goods, even to after sales service. Records will be by way of documentation and notes to show the entire process is under control.

Reference Operating Procedure No. 7 entitled Sales Control
Operating Procedure No. 8 entitled Purchasing Control.

7.5.2 Validation of Processes for Production and Service Provision

Processes for production and service provision do not need to be validated and therefore are excluded.

7.5.3 Identification and Traceability

Processes for identifying and tracing product will be established so that when required we can check what is on order, where it is coming from, what stage it is at, where it is at any given time, whether in our own premises or elsewhere.

Reference Operating Procedure No. 7 entitled Sales Control
Operating Procedure No. 8 entitled Purchasing Control
Operating Procedure No. 9 entitled Stores Control.

7.5.4 Customer Property

While on the Company's premises, customer property – usually chairs for repair or upholstery – will be protected and safeguarded. Any such property lost, damaged or unsuitable for use will be reported to the customer and recorded.

Reference Operating Procedure No. 9 entitled Stores Control.

7. PRODUCT REALISATION (Cont'd)

7.5.5 Preservation of Product

In order to preserve product during internal processing and delivery, processes will be established for handling, packaging, storage, preservation and delivery of product.

Reference Operating Procedure No. 3 entitled Control of Non Conforming Product
Operating Procedure No. 9 entitled Stores Control

7.6 Control of Monitoring and Measuring Devices

Other than measuring tapes and rules, monitoring and measuring devices are not used.

Reference Operating Procedure No. 7 entitled Sales Control
Operating Procedure No. 9 entitled Stores Control

8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General

Top Management will ensure the monitoring, measurement, analysis and improvement of the Quality Management System, in particular customer satisfaction, product and service conformance and system performance. The results will be one of the inputs to the Management Reviews.

Reference Operating Procedure No. 10 entitled Management Review.

8.2 Monitoring and Measurement

8.2.1 Customer Satisfaction

A customer survey is carried out once a year, by an outside body, to determine customer perception as to whether the company is meeting customer requirements. The results of which are reported at the Management Review Meeting.

Reference Operating Procedure No. 10 entitled Management Review.

8.2.2 Internal Audit

Internal Audits are conducted at planned intervals throughout the year to make sure that the Quality Management System is being effectively implemented and maintained. These findings are reported and assessed at the Management Review Meeting

Reference Operating Procedure No. 10 entitled Management Review.

8. MEASUREMENT, ANALYSIS AND IMPROVEMENT (Cont'd)

8.2.3 Monitoring and Measurement of Processes

Monitoring and measurement of the Quality Management System processes, through Internal Audits/Assessment of Non Conformance Reports/Customer Complaints will be used to evaluate the ability of these processes to achieve planned results. The findings of which are reported at the Management Review Meeting.

Reference Operating Procedure No. 10 entitled Management Review.

8.2 Monitoring and Measurement (Cont'd)

8.2.4 Monitoring and Measurement of Product

Monitoring and measurement of product in relation to customer's requirements will be conducted at various stages throughout the process from onset of initial enquiry to delivery to customer on Company invoice/delivery note. Evidence of conformity will be maintained and records will show who has authorised release of product.

Reference Operating Procedure No. 7 entitled Sales Control
Operating Procedure No. 8 entitled Purchasing Control
Operating Procedure No. 9 entitled Stores Control.

8.3 Control of Non Conforming Product

Non conforming product will be identified and controlled to prevent unintended use or delivery. A Rejection/Inspection/Non Conformance Report Form will be completed and taken to the Quality Manager so the relevant action can be taken.

Reference Operating Procedure No. 3 entitled Control of Non Conforming Product.

8.4 Analysis of Data

An analysis is carried out using Non Conformance Reports/Customer Complaints/Customer Survey and Internal Audits to demonstrate the suitability and effectiveness of the Quality Management System. This information can then be used to determine where continual improvement of the effectiveness of the system can be made. The findings of which are reported at Management and Management Review Meetings.

Reference Operating Procedure No. 10 entitled Management Review

8. MEASUREMENT, ANALYSIS AND IMPROVEMENT (Cont'd)

8.5 Improvement

8.5.1 Continual Improvement

The Company will strive to continually improve the effectiveness of the Quality Management System by using Quality Policy and objectives, Internal Audits, Analysis of Data, Non Conformities, Supplier Audits, Training Programmes for Management and Employees.

Reference Operating Procedure No. 10 entitled Management Review

8.5.2 Corrective Action

Corrective action will be taken to eliminate the cause of non-conformances so as to prevent recurrence.

Reference Operating Procedure No. 4 entitled Corrective Action.

8.5.3 Preventive Action

The Company will determine action to eliminate the causes of potential non-conformities by use of various data sources and review them in order to prevent their re-occurrence.

Reference Operating Procedure No. 5 entitled Preventive Action.