

## Introduction

**CONTROLLED COPY**

# QUALITY MANUAL

## South West Shore Development Authority

**233 Water Street Yarmouth, NS**

**1185 Hwy #1 Little Brook, NS**

**2447 Municipal Building, Hwy #3 Barrington, NS.**

This quality manual describes and communicates the South West Shore Development Authority's (SWSDA) Quality Management System with respect to development and implementation of a strategy for economic growth in conjunction with Yarmouth Area Industrial Commission for the South West Shore of Nova Scotia.

The holder of this manual is cautioned that the information contained herein must not be loaned or circulated outside of the company except as authorized in accordance with SWSDA's Policies. This manual is the property of SWSDA and shall be returned when requested by SWSDA.

## Introduction

## 4.1

### Table of Contents

Subject	ISO9001:2000	Rev.
Introduction	4	1
Management Responsibility	5	1
Resource Management	6	1
Product Realization	7	1
Measurement, Analysis and Improvement	8	1

## 4.2

### Quality Manual

This Quality Manual defines the policies and principles of SWSDA's Quality Management System, which is consistent and in harmony with other policies set forth by this organization. The manual describes the responsibilities, operating procedures and work instructions that are required to satisfy quality standards and client needs regarding Quality, Service, Consultation and Delivery.

The Systems and Policies defined in this Quality Manual are designed to meet or exceed the requirements of ISO 9001: 2000.

It is mandatory that the policies and procedures described in the Quality Management System are to be communicated, understood, implemented and maintained at all levels of the organization at SWSDA .

## 4.3

### Manual Issue and Revision

The ISO Coordinator is responsible for the issue and revision of the Quality Manual and the maintenance of the controlled copies and matrix list of all documents, issue date and revision as they relate to the Quality Management System.

Controlled copies of the Quality Manual are issued to the following:

No.	Title
01	Master Computer Copy
02	Yarmouth Office Hard Copy
03	Registrar for ISO 9001: 2000

## 4.3

### Manual Issue and Revision cont.

The Quality Manual is periodically reviewed through the Management Review process to ensure its conformance to current International Standards, client needs and organizational requirements. The minimum frequency for review is once each year.

Revisions to the Quality Manual are indicated by revision letters with each issue replacing the previous issue. Each section of the Manual is controlled through revision letters. The current status of this Manual and individual

sections are contained in the index.

All revisions will be approved by the CEO and the ISO Coordinator prior to issuing. Uncontrolled copies of the Quality Manual may be issued at the discretion of the CEO and/or the ISO Coordinator. An uncontrolled copy will be issued and marked "Uncontrolled and Not subject To Revision".

Revisions to the controlled copies of the Quality Manual will be replaced by the ISO Coordinator. The obsolete pages will be removed and destroyed. A list of all current revisions will be listed in the Master document matrix.

#### 4.4 Control of Documents

The ISO Coordinator is responsible for issuing and revision of the quality manual, procedure manual, work instructions and forms.

A documented procedure shall be established to define the controls needed;

- to approve documents for adequacy prior to issue
- to review and update as necessary and re-approve documents
- to ensure that changes and current status of documents are identified
- to ensure that relevant versions of applicable documents are available at points of use
- to ensure that documents remain legible and readily identifiable,
- to ensure that documents of external origin are identified and their distribution controlled, to prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose

#### 4.5 Control of Records

Records shall be established and maintained to provide evidence of conformity to requirements and of the effective operation of the Quality Management System. Records shall remain legible, readily identifiable and retrievable. A documented procedure shall be established to define the controls needed for the identification, storage, protection, retrieval, retention time and disposition of records.

#### 4.6 SWSDA's Mission and Goals

**Our Mission:** "Creating a co-operative environment for community economic stability and growth on the South West Shore of Nova Scotia by implementing a strategic action plan that supports business investment and promotes the region as an excellent place to work, a wonderful place to live and place to invest."

#### Goals:

The following goals are detailed in the "Strategic Action Plan";

- to support the diversification of the fishing industry, with industrial and technological growth
- to retain a trained and qualified workforce
- to create a “can do” attitude through community partnerships
- effectively market the region and communicate our results
- to promote a full range of community based services for the communities
- to support the region as a visitor destination

### **Quality Objectives:**

To provide our clients with the best advice and service possible through continuous improvement and effectiveness of the Quality Management System, as measured by;

### **THE YEARLY BUSINESS PLAN**

#### **4.7**

#### **Exclusions**

The following policies have been excluded from the Quality Manual because they do not apply to the operating procedures of SWSDA.

#### **7.3 Design and Development**

#### **7.5.2 Validation of Processes for Production and Service Provision**

#### **7.6 Control of Monitoring and Measuring Devices**



## Management Responsibility

### 5.1

#### Purpose

The purpose of this section is to clearly define the commitment to the development and implementation of the Quality Management System and continually improve its effectiveness by;

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

It will also define the interrelations of all personnel who manage, perform and verify work affecting quality.

### 5.1.1

#### Scope

This policy applies to all activities and responsibilities of management with regard to the Quality Management System at SWSDA.

### 5.2

#### Client Focus

Top management shall ensure that client requirements are determined and fulfilled with the aim of enhancing client satisfaction.

### 5.3

#### Quality Policy

Top management shall ensure that the quality policy is appropriate to the purposes of the organization, including a commitment to comply with requirements and to continually improve the effectiveness of the Quality Management System; to provide a framework for establishing and reviewing quality objectives and to ensure that the quality policy is communicated and understood within the organization and is reviewed for continuing suitability.

### 5.4 Planning

#### 5.4.1

#### Quality Objectives

Top management shall ensure that quality objectives, including those needed to meet the requirements for product and service, are established for relevant functions and levels within the organization. The quality objectives shall be measurable and consistent with the quality policy

#### 5.4.2

#### Quality Management System Planning

Top management shall ensure that the planning of the Quality Management System is carried out in order to meet the requirements, as well as the quality objectives and the integrity of the Quality Management System is maintained when changes to the Quality Management System are planned and implemented.

#### 5.4.3

Top management shall ensure that the Client driven management process is

Logic Model completed as required by funders.

## 5.5 Responsibility, Authority and Communication

### 5.5.1

#### Responsibility and Authority

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

A functional organization chart is maintained by the CEO and is also located in the Procedures Manual.

### 5.5.1

#### Responsibility and Authority continued

DEPARTMENTS	DUTIES	RESPONSIBLE
Management/ Administration	Management Decisions Administrative Activities Financial Activities	CEO Administrator
Development ISO	Client Services ISO Implementation/ Maintenance	Development Officer ISO Coordinator
Projects	Identification/ Planning/ Implementation/Evaluation	Development Officer

### 5.5.2

#### Management Representative

Top management shall appoint a member of management (ISO Coordinator) who, irrespective of other responsibilities, shall have responsibility and authority including;

- ensuring that processes needed for the Quality Management System are established, implemented and maintained
- reporting to top management on the performance of the Quality Management System and any need for improvement
- ensuring promotion of awareness of client requirements throughout the organization and
- providing liaison with external parties on matters relating to the Quality Management System

### 5.5.3

#### Internal Communication

Top management shall ensure that appropriate communication processes are established within the organization regarding all general communications and that communication takes place regarding the effectiveness of the Quality Management System by the use of e-mail and staff meetings.

## 5.6 Management Review

### 5.6.1

#### General

Top management shall review the organization's Quality Management System at planned intervals to ensure its continuing suitability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the Quality Management System, including the quality policy and quality objectives. Records from the



---

management review will be maintained as per section 4.5, Control of Records.

### 5.6.2

#### Review Inputs

The inputs to management reviews shall include information on;

- results of internal audits
- client 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

### 5.6.3

#### Review Outputs

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

- improvement of the effectiveness of the Quality Management System and its processes
- improvement of the product related to client requirements
- resources needed

## Resource Management

### 6.1

#### Purpose

The organization shall determine and provide the resources needed to implement and maintain the Quality Management System, continually improving its effectiveness and enhancing client satisfaction by meeting and exceeding requirements.

### 6.1.1

#### Scope

This activity applies to all personnel whose work affects the quality of the product and services being provided.

### 6.2 Human Resources

#### 6.2.1 General

Personnel performing work affecting product quality and service shall be judged competent on the basis of appropriate education, training, skills and experience.

#### 6.2.2

#### Competence, Awareness and Training

SWSDA shall;

- determine the necessary competence for personnel performing work affecting product quality and service
- provide training or take other actions to satisfy these needs
- evaluate the effectiveness of the actions taken
- ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives and
- maintain appropriate records of education, training, skills and experience.

#### Infrastructure

The SWSDA/YAIC shall determine, provide and maintain the infrastructure needed to achieve conformity to product requirements. The infrastructure should include, as a minimum, the following;

- building, workspace and associated utilities
- process equipment, both hardware and software and
- supporting services such as transportation and communication

### 6.4

#### Work Environment

The organization shall determine and manage a safe work environment needed to achieve conformity to product requirements. An annual review of the physical workplace is to be executed yearly, preferably at evaluation time.

## Product Realization

### 7.1

#### Purpose

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

### 7.1.2

#### Scope

This activity applies to process flow, as it relates to the planned and documented sequences of steps in the Quality Plan.

### 7.1.3

#### Planning for

#### Product Realization

In planning product realization, the organization shall determine the following, as appropriate:

- quality objectives and requirements for the product and service
- the need to establish processes, monitoring, inspection and test activities specific to the product or service and the criteria for product acceptance
- records needed to provide evidence that the realization processes and resulting product meet requirements

This Quality Manual is supplemented by the Quality Plan to define specific control practices, when the client requirements affect changes to the Quality Plan to meet their requirements. The client requirements will be planned during the Contract Review procedure.

### 7.1.4

#### Quality Policies

- 4 Introduction
- 5 Management Responsibility
- 6 Resource Management
- 7 Product Realization
  
- 8 Measurement, Analysis and Improvement

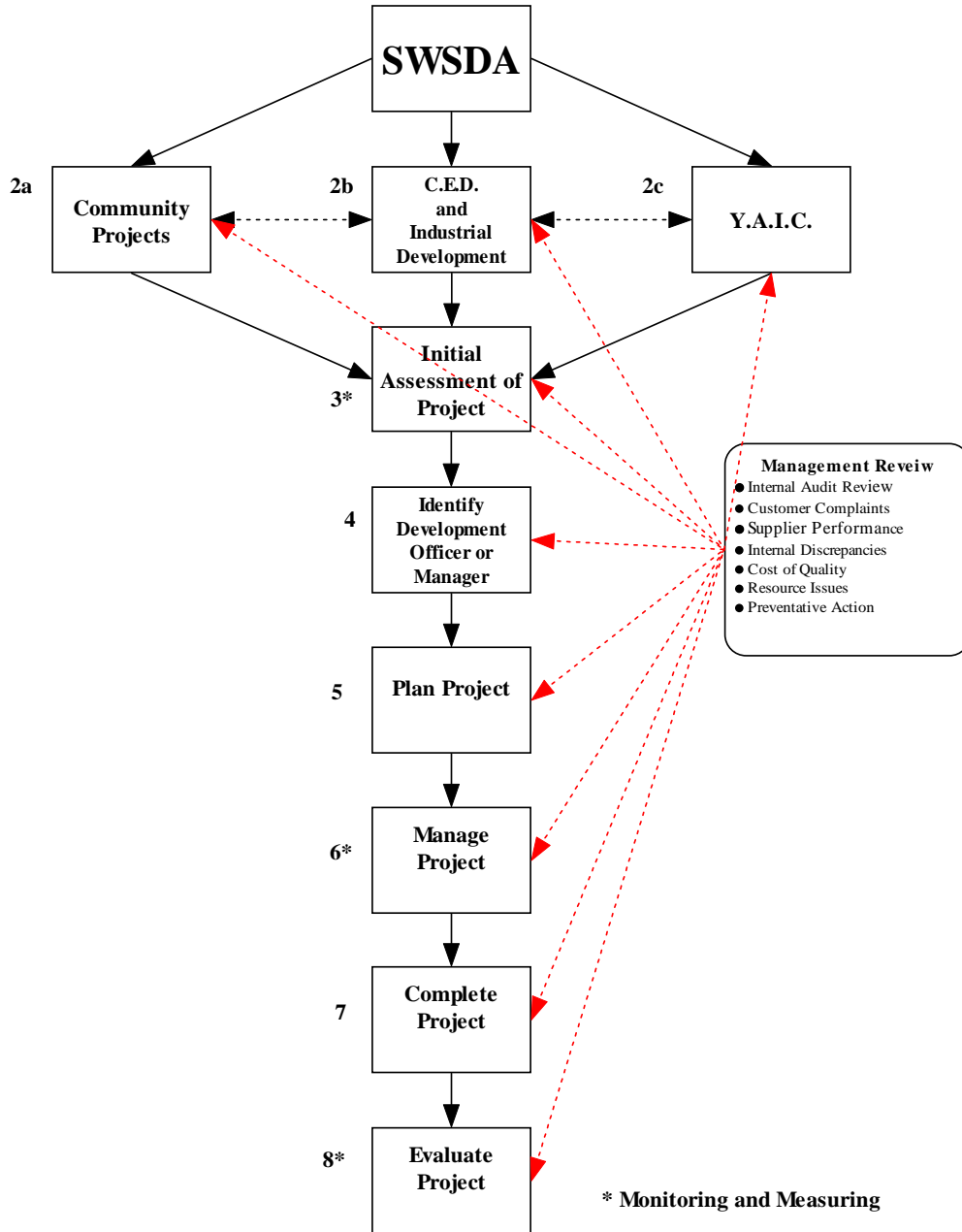
#### Quality Procedures

- 4.1 Document Control of Data and Records
- 5.1 Management Review
- 6.1 Training
- 7.1 Contract Review
- 7.2 Purchasing and Evaluation of Suppliers
- 7.3 Client Property
- 7.4 Control of Production and Service Provision
- 7.5 Preservation of Product
- 7.6 Identification and Traceability
- 8.1 Monitoring and Measuring Product and Process
  
- 8.2 Control of Nonconforming Product and Process
- 8.3 Corrective, Preventive Actions and Improvement
- 8.4 Internal Auditing
- 8.5 Analysis of Data



7.1.5  
 Quality Plan

Quality Plan Process Flowchart



**7.1.5**  
**Quality Plan cont.**

**Sequence of Steps**

<b>Step</b>	<b>Action</b>	<b>Who</b>	<b>How</b>
1	SWSDA	Non-Profit Society	Funded by Three levels of Government <ul style="list-style-type: none"> <li>• Direction from a Board of Directors</li> </ul>
2a	Community Projects	C.E.O.	Community Needs Identified by: <ul style="list-style-type: none"> <li>• Staff Meetings</li> <li>• Community Meetings</li> <li>• Formal Requests</li> <li>• Input Sessions</li> <li>• Economic Trends</li> </ul>
2b	C.E.D and Industrial Development	C.E.O./ Development Officer	Ongoing Community and Industrial Development. <ul style="list-style-type: none"> <li>• Community Evaluation Sessions</li> <li>• Community Capacity Building</li> </ul>
2c	Yarmouth Area Industrial Commission	Non-Profit Society	Receives Direction of Three Municipalities of Yarmouth County and Area Business People.
3	Initial Assessment of Project	C.E.O.	Discusses with: <ul style="list-style-type: none"> <li>• Staff</li> <li>• Private Sector</li> <li>• Government Bodies</li> <li>• Board(s) of Directors</li> </ul>
4	Identify Development Officer	C.E.O.	Selects Development Officer or Manager for Project.
5	Plan Project	Development Officer	Develops Business Plan: <ul style="list-style-type: none"> <li>• Funding Proposal</li> <li>• Partner Buy-In</li> <li>• Review with C.E.O. for go ahead</li> </ul>



### 7.1.5

#### Quality Plan cont.

Step	Action	Who	How
6	Manage Project	Development Officer	Implement Project: <ul style="list-style-type: none"><li>• Organize Administrative Process</li><li>• Hire Personnel, Contractors, etc.</li><li>• Communicate Plan of Action</li><li>• Obtain Resources</li><li>• Monitor Progress</li></ul>
7	Complete Project	Development Officer	Final Project Review: <ul style="list-style-type: none"><li>• Close Out Administrative Functions</li><li>• Disband Project Team</li><li>• Finalize Report</li><li>• Communicate Results</li><li>• Store Documents</li></ul>
8	Evaluate Project	Development Officer	Feedback: <ul style="list-style-type: none"><li>• Survey End Users</li><li>• Document Economic Impact</li><li>• Determine Value of Project</li><li>• "Next Step"</li></ul>

### 7.2

#### Client-related Processes

The organization shall determine the requirements related to the product, such as;

- requirements specific to the client, including the requirements for delivery and post-delivery activities
- requirements not stated by the client but necessary for specified or intended use, where known
- statutory and regulatory requirements related to product and service and any additional requirements determined by the organization

#### 7.2.1

##### Review of Requirements

The organization shall review the requirements related to the product and service. This review shall be conducted prior to the organization's commitment to supply a product and service to the client; i.e. submission of tenders, acceptance of contracts or orders, and acceptance of changes to contracts or orders and shall ensure that;

- product requirements are defined
- contract or order requirements differing for those previously expressed are resolved, and the organization has the ability to meet the defined requirements
- records of the results of the review and actions arising from the review shall be maintained
- where the client provides no documented statement of requirement, the client requirements shall be confirmed by the organization before

acceptance

- where product requirements are changed, the organization shall ensure that relevant documents are amended and that relevant personnel are made aware of the change requirements

### 7.2.2

**Customer Communication** The organization shall determine and implement effective arrangements for communicating with clients in relation to;

- product information
- enquiries, contracts or order handling, including amendments; and client feedback, including client complaints

## 7.3 Design and Development (excluded)

## 7.4 Purchasing

### 7.4.1

**Purpose** The organization shall ensure that purchased product conforms to specified requirements. The type and extent of control applied to supplier and purchased product shall be dependent upon the effect of the purchased product on subsequent product realization or the final product.

### 7.4.2

**Scope** The organization shall evaluate and select suppliers based on their ability to supply product in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation shall be established. Records of the results of evaluations and any necessary actions arising from the evaluation shall be maintained.

### 7.4.3

**Purchasing Information** Purchasing information will describe the product and services to be purchased including where appropriate;

- requirements for approval of product, procedures, processes and equipment
- requirements for qualification of personnel, and Quality Management System requirements

The organization shall ensure the adequacy of specified purchase requirements prior to their communication to the supplier.

### 7.4.4

**Verification of Purchased Product** Purchasing information shall describe the product to be purchased. The organization shall establish and implement the inspection or other activities necessary for ensuring that purchased products meet specified purchase requirements.

Where the organization or its client intends to perform verification at the supplier's premises, the organization shall state the intended verification arrangements and method of product release in the purchase information.

## 7.5 Production and Service Provision

### 7.5.1

#### Control of Production and Service Provision

The organization shall plan and carry out production and service provision under controlled conditions. Controlled conditions shall include, as necessary;

- the availability of information that describes the characteristics of the product
- the availability of work instructions
- the use of suitable equipment
- the availability and use of monitoring and measuring devices
- the implementation of monitoring and measuring, and the implementation of release, delivery and post-delivery activities

### 7.5.2

#### Validation of Processes and Service Provision (excluded)

### 7.5.3

#### Identification and Traceability

Where appropriate, the organization shall identify the product by suitable means throughout product realization. The organization shall identify the product status with respect to monitoring and measurement requirements. Where traceability is a requirement, the organization shall control and record the unique identification of the product.

### 7.5.4

#### Client Property

The property for use, this

The organization shall exercise care with client property while it is under the organization's control or being used by the organization. The organization shall identify, verify, protect and safeguard client property provided for use or incorporation into the product. If any client property is lost, damaged or otherwise found to be unsuitable shall be reported to the client and records maintained.

### 7.5.5

#### Preservation of Product

The organization shall preserve the conformity of product during internal processing and delivery to the intended destination. This preservation shall include identification, handling, packaging, storage and protection.

Preservation shall also apply to the constituent parts of products.

## 7.6 Control of Monitoring and Measuring Devices (excluded)

## Measurement, Analysis and Improvement

### 8.1

#### Purpose

The organization shall plan and implement the monitoring, measurement, analysis and improvement processes needed;

- to demonstrate conformity of the product
- to ensure conformity to the Quality Management System
- to continually improve the effectiveness of the Quality Management System.

### 8.1.1

#### Scope

This process shall include determination of applicable measurement or analysis methods, including statistical techniques, and the extent of their use.

## 8.2 Monitoring and Measurement

### 8.2.1

#### Customer Satisfaction

As one of the measurements of the performance of the Quality Management System, the organization shall monitor information relating to client perception as to whether the organization has met client expectations.

### 8.2.2

#### Internal Audit

The organization shall conduct internal audits at planned intervals to determine whether the Quality Management System;

- conforms to planned arrangements and requirements of this International Standard and that the Quality Management System requirements established by the organization are effectively implemented and maintained

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

The responsibilities and requirements for planning and conducting audits, and for reporting results and maintaining records, shall be defined in a documented procedure.

### 8.2.2

**Internal Audit continued**

The management responsible for the area being audited shall ensure that actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities shall include the verification of the actions taken and reporting of verification results.

**8.2.3  
Monitoring and Measuring of Processes**

The organization shall apply suitable methods for monitoring and, where applicable, measurement of the Quality Management System processes. These methods shall demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action shall be taken, as appropriate, to ensure conformity of the product.

**8.2.4  
Monitoring and Measurement of Product**

The organization shall monitor and measure the characteristics of the product to verify that product requirements are fulfilled. This shall be carried out at appropriate stages of the product realization process in accordance with the planned arrangements.

Evidence of conformity with the acceptance criteria shall be maintained. Records shall indicate the person(s) authorizing release of the product.

Product release and service delivery shall not proceed until all planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority, and, where applicable by the client.

**8.3  
Control of Nonconforming Product**

The organization shall ensure that 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 product shall be defined in a documented procedure.

the  
The organization shall deal with nonconforming product by one or more of following ways;

- by taking action to eliminate the detected nonconformity
- by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the client
- by taking action to preclude its original intended use or application

**8.3  
Control of Nonconforming Product continued**

Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained shall be maintained.

When nonconforming product is corrected it shall be subject to re-verification to demonstrate conformity to the requirements.

When nonconforming product is detected after delivery or use has started, the

organization shall take action appropriate to the effects, or potential effects, of the nonconformity.

## 8.4

### Analysis of Data

The organization shall determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the Quality Management System and to evaluate where continual improvement of the management system can be made. This shall include data generated as a result of monitoring, measurement and other relevant sources.

The analysis of data shall provide information relating to;

- client satisfaction
- conformity to product requirements
- characteristics and trends of processes and products including opportunities for preventive action, and suppliers' performance

## 8.5 Improvement

### 8.5.1

#### Continual Improvement

The organization shall continually improve the effectiveness of the Quality Management System through the use of the quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

### 8.5.2

#### Corrective Action

The organization shall take action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities encountered.

A documented procedure shall be established to define requirements for;

- reviewing nonconformities (including client complaints)
- determining the causes of nonconformities
- evaluating the need for action to ensure that nonconformities do not recur, and determining and implementing action needed
- recording of the results of action taken and reviewing corrective action

### 8.5.2

#### Preventive Action

The organization shall determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions shall be appropriate to the effects of the potential problems.

A documented procedure shall be established to define requirements for;

- determining potential nonconformities and their causes
- evaluating the need for action to prevent occurrence of nonconformities
- determining and implementing action needed
- recording results of action(s) taken and reviewing preventive action(s) taken