



SARAWAK ECONOMIC DEVELOPMENT CORPORATION

QUALITY MANUAL

QUALITY MANUAL

DOCUMENT NO.: QM-SEDC-01

CONTROLLED COPY

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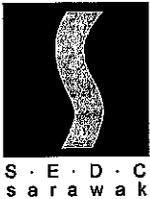
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1.0 GENERAL

1.1 INTRODUCTION TO QUALITY MANUAL

- 1.1.1 Sarawak Economic Development Corporation (hereinafter SEDC)'s Quality Manual and management adopt ISO 9001 as the model for designing the Quality Management System. SEDC document its quality system practice or type of medium through the Quality Manual, Quality Procedures and other supporting documents which the staff shall be governed by their compliance to it. We believe that by adopting this standard, we shall be able to give better confidence to our clients and serve for effective management control.
- 1.1.2 Quality Management System is established to define activities for Development and Management of Commercial and Socio-economic Projects and to ensure its compliance to relevant procedures and standards in order to meet client's requirements.
- 1.1.3 This Quality management System is applicable to members of SEDC at Headquarters and Regional Offices located as below:
- (a) **Headquarters**
Sarawak Economic Development Corporation
Menara SEDC
Levels 3 – 11, Lot 2878, The Isthmus
Off Jalan Bako
93050 Kuching
 - (b) **Sibu Regional Office**
No. 40, Tingkat 1
Lot 2852, Jalan Intan
96000 Sibu
 - (c) **Mukah Regional Office**
Lot 726, Tingkat Satu
Bangunan Mulajaya
Jalan Masjid
P.O. Box 169
96400 Mukah
 - (d) **Bintulu Regional Office**
No. 147, Lot 3433
Parkcity Commerce Square
Jalan Tun Ahmad Zaidi
9700 Bintulu
 - (e) **Miri Regional Office**
Tingkat 1, Lot 6077,
Pusat Bandar Shophouses,
Desa Pujut, Bandar Baru Permyjaya,
98107, Tudan, Miri, Sarawak
 - (f) **Betong Regional Office**
Ground Floor, Sublot No.34,
Phase 3,
Bandar Baru Betong,
95700 Betong, Sarawak



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1.1.4 To implement this quality management system, our organization will:-

- Identify the processes needed for the quality management system;
- Determine the sequence and interaction of these processes;
- Determine criteria and methods required to ensure the effective operation and control of these processes;
- Ensure the availability of information necessary to support the operation and monitoring of these processes;
- Measure, monitor and analyze these processes, and implement action necessary to achieve planned results and continual improvement.

1.1.5 This Manual shall be approved by SEDC's General Manager prior to the implementation.

1.1.6 Quality Management Representative shall be responsible for establishment, implementation, maintaining and continually improve this Manual.

1.1.7 Quality Manual is a controlled document and only appointed Officers are allowed to distribute as per request using "Document Distribution Control List". The relevant Officers shall likewise be responsible to maintain and update this Quality Manual as per request from time to time.

1.1.8 Any amendment to this Quality Manual shall be proposed through "Quality Document Revision Request Form" and submitted to the Quality Management Representative. All the revision shall be approved by SEDC's General Manager.

1.2 NON-APPLICABILITY AND JUSTIFICATION

1.2.1 Where any requirement(s) of ISO 9001 cannot be applied due to the nature of SEDC and its products / services, this can be considered for exclusion.

1.2.2 SEDC shall identify the permissible exclusions based on the requirements of ISO 9001 under clause 7, the exclusions are as below:

- (a) **Clause 8.3 – Design and Development of Product and Services**
Design and development work is outsourced to appointed consultants with review and control in house prior to execution (refer to QP-SEDC-10).
- (b) **Clause 8.5.1.f – The Validation**
SEDC does not have any processes (special processes) for product and service provision where the resulting output cannot be verified by subsequent monitoring or measurement.
- (c) **Clause 7.1.5.2 – Measurement Traceability**
SEDC does not use any monitoring and measuring equipment for product and service provision, therefore, this clause is not applicable to SEDC.

2.0 SCOPE

2.1 Scope of Quality Management System

- (a) SEDC Headquarters and Divisional Offices as per Section 1.1.3 undertakes:



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- Development & Management of Commercial and Socio-economic Projects
- (b) This Quality Management System implemented by SEDC shall be in accordance with ISO 9001 Standard Requirements.
- (c) Scope of implementation that covers overall organization activities shall be as per **Appendix A.**

2.2 Quality Statement

Quality Statement for the implementation of scope of Quality Management System shall be as below:-

"We are committed to timely delivery products and services, which comply with quality standard and at reasonable cost in order to fulfill stakeholders' requirements and expectations"

2.3 Quality Objectives

In order to achieve SEDC's Quality Policy, Quality Objectives are established and set at each relevant functions and levels involved in the Quality Management System as below:

- (a) **Organisation Level**
SEDC's main objective is to act as a catalyst for promoting economic development in Sarawak and at the same time to function as a trust agency that receives instruction from the government to develop Bumiputera Commercial and Industrial Community (BCIC).

SEDC always use its Corporate Vision, Mision and Philosophy as per Section 3.3, 3.4 and 3.5 as a guide to implement this objective.
- (b) **Divisional / Office Level**
Refer to section 3.8.
- (c) **Process Level**
As defined in each established procedure.
- (d) **Service Provision Level**
As defined in Section 3.7.

3.0 CORPORATE INFORMATION

3.1 Background

- (a) SEDC was set up in 1972 as a state-owned statutory body with the general aim to promote commercial, industrial, and socio-economic development of Sarawak.
- (b) SEDC also plays an important role as a trust agency for the development of Bumiputra in commerce and industry.
- (c) As a corporation that seeks to be a premier organisation in Sarawak, SEDC continually strives to improve its products and services for its clients through the implementation of various quality initiatives and programmes. These include the ISO 9001 Quality Management System, the 5S Practice, Innovative and Creative Circles (KIK) and Kaizen programmes. Its efforts in promoting quality and best practices has been recognized by winning various awards including the Sarawak Civil Service Quality Award (AKPANS) and the Malaysian Prime Minister's Quality Award (AKPM). Dynamic, transparent and forward-



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looking in approach, SEDC seeks to play a major role in the economic transformation of Sarawak and welcomes the participation of both local and foreign investors to achieve this vision.

3.2 Vision

To be the *Leading Agency in Advancing the Economic and Social Development of Sarawak.*

3.3 Mission

To Develop and Manage Business Ventures and Socio Economic Programmes Efficiently and Effectively

3.4 Customers

- (a) SEDC's Customers consists of:-
- (i) Government or *stakeholder*;
 - (ii) People of Sarawak;
 - (iii) Subsidiaries and associates of SEDC; and
 - (iv) Suppliers, investors or joint venture partners.

3.5 SEDC Client's Charter

SEDC Client's Charter shall be as below:

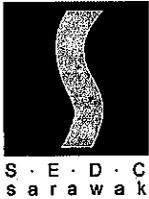
SEDC is committed to ensure Total Customer Satisfaction through the delivery of quality products and services. This is achieved based on the following pledges:

1) Project Management and Property Management

- Acknowledgement receipt of project proposal within three (3) working days of receiving the proposal.
- Implement projects in accordance with specifications, within budget and schedule.
- Complete the handling over of properties to buyers / tenants within one week upon full payment of the purchase price based on the Payment Schedule in the Sales and Purchase Agreement.
- Complete the handing over of premises for rent within one week upon full payment of rental deposit and, where applicable, upon completion of works to restore premises to tenantable condition.

2) Entrepreneur Management

- Acknowledgement receipt of application for entrepreneur programme or scheme within three (3) working days of receiving the application.
- Approve or reject application for entrepreneur programmes or schemes within fourteen (14) working days from receiving complete document.
- Ensure delivery of equipment to participants within thirty (30) working days from execution of contract documents with the supplier.



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- Allocate at least thirty percent (30%) of the value of contract works in SEDC to Bumiputera-status firms.

3) Financial Management

- All bills shall be duly paid within the time frame in accordance with the prevailing policies of the Corporation.

4) Human Resource Management

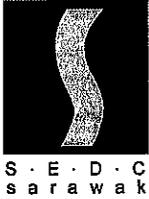
- Inform the results of interview to all interviewees as follows :-
 - Within seven (7) working days after Board Establishment Committee's (BEC) approval.
 - Fourteen (14) working days after the interview date for Grade 44 and below

5) Corporate Communication Management

- Acknowledge receipt of customer feedback within 3 working days of receiving the feedback.
- Act on customer feedback within two (2) weeks from receiving the feedback.

3.6 Function of Divisions

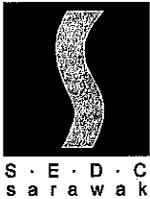
No.	Division	Objective(s)
1.	Legal Affairs Division	<ul style="list-style-type: none"> ▪ Act as SEDC's legal advisor. ▪ Act as Land Title, Share Certificate, Licenses and Corporate Official Seal / Chop controller. ▪ Secretariat for submission and opening of tender.
2.	Agro - Food-Based Division	<ul style="list-style-type: none"> ▪ Promote farming / food industry especially animal, oil palm, coconut plantation and downstream activities. ▪ Ensure companies able to achieve revenue set in approved business plan. ▪ Create job and business opportunities for development of Bumiputera Commercial and Industrial Community (BCIC).
3.	Corporate Finance Division	<ul style="list-style-type: none"> ▪ Effectively and accountably managing of finance.
4.	Human Resource & Administration Division	<ul style="list-style-type: none"> ▪ Improve competency, motivation and productivity of SEDC human capital. ▪ Succession planning ▪ Improve the development of SEDC's Group to enable them to provide effective services to the Corporation.



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		<ul style="list-style-type: none"> ▪ Ensure effective purchasing process being carried out, and products / services received on time and at reasonable price.
5.	Property Division	<ul style="list-style-type: none"> ▪ Being a pioneer in certain landed properties development that will provide social beneficial to the state and public. (Subsidized by State / Divisional Government through grant). ▪ Provide support in infrastructure and other landed properties development that will bring continual development in term of economic in certain areas of Sarawak, in line with State Economic Development Plan, through financial or grant support from the government. ▪ Narrow down the gap between areas in terms of development by initiating landed properties based projects to the less developed areas. ▪ Initiate potential landed property projects such as commercial and industrial building that have market demands in order to generate profits for SEDC through loan, subsidize / IGF.
6	Engineering & Project Managemnt Division	<ul style="list-style-type: none"> ▪ Provide quality and professional engineering services to SEDC and its subsidiaries.
7.	Tourism & Hospitality Division	<ul style="list-style-type: none"> ▪ Ensure subsidiaries that operate under Tourism & Leisure Division able to achieve target approved during business planning. ▪ Ensure the implementations of approved projects are according to schedule and within budget. ▪ Continuously identify new strategic projects to improve and develop tourism industry in Sarawak. ▪ Ensure all subsidiaries and projects under Tourism & Leisure Division are thoroughly managed and controlled with high corporate governance.
8.	Innovation & Quality Division	<ul style="list-style-type: none"> ▪ Custodian of SEDC's Quality Standard. ▪ Lead SEDC and its Subsidiaries in quality related activities and programmes through following functions:- <ul style="list-style-type: none"> - Quality Assurance Review - Quality Management System - Continual Improvement
9	Information & Communications Technology Division	<ul style="list-style-type: none"> ▪ Provide quality, efficient and cost effective ICT services, and also provide in-house consultancy support for SEDC's operation needs.
10.	Corporate Planning & Business Development Division	<ul style="list-style-type: none"> ▪ To make SEDC active, thus to be independence from the aspect of financial through effective planning, evaluation and monitoring on SEDC's



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		investment.
11.	Corporate Relations & Communications Division	<ul style="list-style-type: none"> ▪ Compile / retain corporate data related to SEDC and group of companies. ▪ Compile / retain complete coverage, record and video of events related to SEDC and its subsidiaries through news and/or photo. ▪ Fit out communication services to SEDC's visitors and honourable guests. ▪ Fit out connection services within SEDC and its group. ▪ Fit out and harmonize exhibition, corporate seminar and various corporate promotion programmes.
12.	Entrepreneur & Community Development Division	<ul style="list-style-type: none"> ▪ Identify capable and skillful Bumiputera entrepreneur. ▪ Encourage and develop Bumiputera entrepreneur that success and capable in the selected industry. ▪ Increase number of involvement of Bumiputera in downstream processing industries. ▪ Increase the income of entrepreneur that participated in Entrepreneur Development Programmes by 20% from their original income.
13.	Internal Audit Division	<ul style="list-style-type: none"> ▪ Study the validity and integrity of operation and financial information / data, and also means to determine action, classification and reporting. ▪ Study existing system to ensure it's compliance to policy, procedure, law and regulation that will affect the operation and reporting, and also to makesure the organization complies with all the rules set. ▪ Study means to protect assets and verify the existence of those assets. ▪ Study operation or programmes to ensure its outcome consistent with objective and target set, and thus to ensure operation / programmes implemented as according to the plan.
14.	Integrity & Risk Management Unit	<ul style="list-style-type: none"> ▪ Manage Corporate Governance and compliance. ▪ Manage integrity and complaint management. ▪ Manage investigation, validation and disciplinary ▪ Manage risk



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15.	Seretarial Services Unit	<ul style="list-style-type: none"> ▪ Attend and act as recording secretary for meetings and prepare the necessary draft decision and minutes of the meetings. ▪ Coordinate the smooth running of Board/Committee Meetings, General Meeting, and all administrative matters such as the compilation and distribution of meeting papers to the relevant parties prior to the meeting and the issuance of notices of meetings are carried out within the stipulated deadlines. ▪ Conduct periodic review and update the process and procedures of the secretarial functions as and when required. ▪ Update, maintain and take the custody of all relevant statutory records, minutes books, forms, documents and common seal of the company. ▪ Assist superior in ensuring smooth and proper management and administration of secretarial matters by performing the necessary secretarial function
16.	Regional Office	<ul style="list-style-type: none"> ▪ Take care of SEDC's interest at respective Region. ▪ Assist Headquarters in follow up and monitoring of SEDC's project at respective Region, and also undertakes in between communication on SEDC's interest.

3.7 Organization Structure

SEDC divided into 2 main sectors, namely Corporate Services and Commercial and socio-economic Operations. Each sector is led by a Deputy General Manager and each division is led by Divisional Directors.

SEDC's Organization Structure shall be as per **Appendix B**.

3.8 Main Responsibility

All responsibilities, verification and approving authorities for all activities of all main parts are defined in the procedure and work instruction. Should any staff absent, the management of highest authorities shall be given the authority to assign the job to other staff.

3.8.1 Chairman

Have full control and responsibilities on SEDC's matters and works, and also responsible for preparing programmes, scheme and/or project for corporate consideration, establish policy direction and communicate Corporate instruction / decision to General Manager for monitoring and implementation.



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3.8.2 General Manager

General Manager is responsible for overall operation of this Corporation and likewise to establish and maintain the Quality Management System.

His / her responsibilities shall as below:-

- i. Plan and implement Quality Policy and Main Objectives of the Corporation.
- ii. Monitor the progress of Corporation pertaining to Quality Policy and Objectives.
- iii. Ensure Quality Management System regularly reviewed and audited. Regularly review the Quality Manual with the activities to determine whether the Quality Manual reflects the way of how Corporation operates.
- iv. Control, analyze and execute Corporate's budget and finance.

4 CONTEXT OF THE ORGANIZATION

4.1 Understanding the organization and its context

The organization shall determine external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system.

The organization shall monitor and review information about these external and internal issues.

NOTE 1 Issues can include positive and negative factors or conditions for consideration.

NOTE 2 Understanding the external context can be facilitated by considering issues arising from legal, technological, competitive, market, cultural, social and economic environments, whether international, national, regional or local.

NOTE 3 Understanding the internal context can be facilitated by considering issues related to values, culture, knowledge and performance of the organization.

4.2 Understanding the needs and expectations of interested parties

Due to their effect or potential effect on the organization's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, the organization shall determine:

- a) the interested parties that are relevant to the quality management system;
- b) the requirements of these interested parties that are relevant to the quality management system.

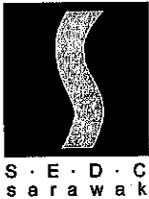
The organization shall monitor and review information about these interested parties and their relevant requirements.

4.3 Determining the scope of the quality management system

The organization shall determine the boundaries and applicability of the quality management system to establish its scope.

When determining this scope, the organization shall consider:

- a) the external and internal issues referred to in 4.1;
- b) the requirements of relevant interested parties referred to in 4.2;



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- c) the products and services of the organization.

The organization shall apply all the requirements of this International Standard if they are applicable within the determined scope of its quality management system.

The scope of the organization's quality management system shall be available and be maintained as documented information. The scope shall state the types of products and services covered, and provide justification for any requirement of this International Standard that the organization determines is not applicable to the scope of its quality management system.

Conformity to this International Standard may only be claimed if the requirements determined as not being applicable do not affect the organization's ability or responsibility to ensure the conformity of its products and services and the enhancement of customer satisfaction.

Scope of the Quality Management System

Refer to Section 2.1.

Non-applicability

Refer to 1.2.

4.4 Quality management system and its processes

- 4.4.1** The organization shall establish, implement, maintain and continually improve a quality management system, including the processes needed and their interactions, in accordance with the requirements of this International Standard.

The organization shall determine the processes needed for the quality management system and their application throughout the organization, and shall:

- a) determine the inputs required and the outputs expected from these processes;
- b) determine the sequence and interaction of these processes;
- c) determine and apply the criteria and methods (including monitoring, measurements and related performance indicators) needed to ensure the effective operation and control of these processes;
- d) determine the resources needed for these processes and ensure their availability;
- e) assign the responsibilities and authorities for these processes;
- f) address the risks and opportunities as determined in accordance with the requirements of 6.1;
- g) evaluate these processes and implement any changes needed to ensure that these processes achieve their intended results;
- h) improve the processes and the quality management system.

- 4.4.2** To the extent necessary, the organization shall:

- a) maintain documented information to support the operation of its processes;
- b) retain documented information to have confidence that the processes are being carried out as planned.



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5 Leadership

5.1 Leadership and commitment

5.1.1 General

Top management shall demonstrate leadership and commitment with respect to the quality management system by:

- a) taking accountability for the effectiveness of the quality management system;
- b) ensuring that the quality policy and quality objectives are established for the quality management system and are compatible with the context and strategic direction of the organization;
- c) ensuring the integration of the quality management system requirements into the organization's business processes;
- d) promoting the use of the process approach and risk-based thinking;
- e) ensuring that the resources needed for the quality management system are available;
- f) communicating the importance of effective quality management and of conforming to the quality management system requirements;
- g) ensuring that the quality management system achieves its intended results;
- h) engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;
- i) promoting improvement;
- j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

NOTE Reference to "business" in this International Standard can be interpreted broadly to mean those activities that are core to the purposes of the organization's existence, whether the organization is public, private, for profit or not for profit.

5.1.2 Customer focus

Top management shall demonstrate leadership and commitment with respect to customer focus by ensuring that:

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

5.2 Policy

5.2.1 Establishing the quality policy

Top management shall establish, implement and maintain a quality policy that:

- a) is appropriate to the purpose and context of the organization and supports its strategic direction;



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- b) provides a framework for setting quality objectives;
- c) includes a commitment to satisfy applicable requirements;
- d) includes a commitment to continual improvement of the quality management system.

5.2.2 Communicating the quality policy

The quality policy shall:

- a) be available and be maintained as documented information;
- b) be communicated, understood and applied within the organization;
- c) be available to relevant interested parties, as appropriate.

5.3 Organization roles, responsibilities and authorities

Top management shall ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the organization.

Top management shall assign the responsibility and authority for:

- a) ensuring that the quality management system conforms to the requirements of this International Standard;
- b) ensuring that the processes are delivering their intended outputs;
- c) reporting on the performance of the quality management system and on opportunities for improvement (see 10.1), in particular to top management;
- d) ensuring the promotion of customer focus throughout the organization;
- e) ensuring that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

6 Planning

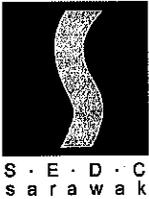
6.1 Actions to address risks and opportunities

6.1.1 When planning for the quality management system, the organization shall consider the issues referred to in 4.1 and the requirements referred to in 4.2 and determine the risks and opportunities that need to be addressed to:

- a) give assurance that the quality management system can achieve its intended result(s);
- b) enhance desirable effects;
- c) prevent, or reduce, undesired effects;
- d) achieve improvement.

6.1.2 The organization shall plan:

- a) actions to address these risks and opportunities;
- b) how to:
 - 1) integrate and implement the actions into its quality management system processes (see 4.4)



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- 2) evaluate the effectiveness of these actions.

Actions taken to address risks and opportunities shall be proportionate to the potential impact on the conformity of products and services.

NOTE 1 Options to address risks can include avoiding risk, taking risk in order to pursue an opportunity, eliminating the risk source, changing the likelihood or consequences sharing the risk, or retaining risk by informed decision.

NOTE 2 Opportunities can lead to the adoption of new practices, launching new products, opening new markets, addressing new customers, building partnerships, using new technology and other desirable and viable possibilities to address the organization's or its customers' needs.

6.2 Quality objectives and planning to achieve them

6.2.1 The organization shall establish quality objectives at relevant functions, levels and processes needed for the quality management system.

The quality objective shall:

- a) be consistent with the quality policy;
- b) be measurable;
- c) take into account applicable requirements;
- d) be relevant to conformity of products and services and to enhancement of customer satisfaction;
- e) be monitored;
- f) be communicated;
- g) be updated as appropriate;

The organization shall maintain documented information on the quality objectives.

6.2.2 When planning how to achieve its quality objectives, the organization shall determine:

- a) what will be done;
- b) what resources will be required;
- c) who will be responsible;
- d) when it will be completed;
- e) how the results will be evaluated.

6.3 Planning changes

When the organization determines the need for changes to the quality management system, the changes shall be carried out in a planned manner (see 4.4)

The organization shall consider:

- a) the purpose of the changes and their potential consequences;
- b) the integrity of the quality management system;



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- c) the availability of resources;
- d) the allocation or reallocation of responsibilities and authorities.

7 Support

7.1 Resources

7.1.1 General

The organization shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the quality management system.

The organization shall consider:

- a) the capabilities of, and constraints on, existing internal resources;
- b) what needs to be obtained from external providers.

7.1.2 People

The organization shall determine and provide the persons necessary for the effective implementation of its quality management system and for the operation and control of its processes.

7.1.3 Infrastructure

The organization shall determine, provide and maintain the infrastructure necessary for the operation of its processes and to achieve conformity of products and services.

NOTE Infrastructure can include:

- a) buildings and associated utilities;
- b) equipment, including hardware and software;
- c) transportation resources;
- d) information and communication technology.

7.1.4 Environment for the operation of processes

The organization shall determine, provide and maintain the environment necessary for the operation of its processes and to achieve conformity of products and services.

NOTE A suitable environment can be a combination of human and physical factors, such as:

- a) social (e.g. non-discriminatory, calm, non-confrontational);
- b) psychological (e.g. stress-reducing, burnout prevention, emotionally protective);
- c) physical (e.g. temperature, heat, humidity, light, airflow, hygiene, noise).

These factors can differ substantially depending on the products and services provided.

7.1.5 Monitoring and measuring resources



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7.1.5.1 General

The organization shall determine and provide the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements.

The organization shall ensure that the resources provided:

- are suitable for the specific type of monitoring and measurement activities being undertaken;
- are maintained to ensure their continuing fitness for their purpose.

The organization shall retain appropriate documented information as evidence of fitness for purpose of the monitoring and measurement resources.

7.1.5.2 Measurement traceability

When measurement traceability is a requirement, or is considered by the organization to be an essential part of providing confidence in the validity of measurement results, measuring equipment shall be:

- calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification shall be retained as documented information;
- identified in order to determine their status;
- safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

The organization shall determine if the validity of previous measurement results had been adversely affected when measuring equipment is found to be unfit for its intended purpose, and shall take appropriate action as necessary.

7.1.6 Organizational knowledge

The organization shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

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

When addressing changing needs and trends, the organization shall consider its current knowledge and determine how to acquire or access any necessary additional knowledge and required updates.

NOTE 1 Organizational knowledge is knowledge specific to be organization; it is generally gained by experience. It is information that is used and shared to achieve the organization's objectives.

NOTE 2 Organization knowledge can be based on:

- internal sources (e.g. intellectual property; knowledge gained from experience; lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services);
- external sources (e.g. standards, academia; conferences; gathering knowledge from customers or external providers).



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7.2 Competence

The organization shall:

- a) determine the necessary competence of person(s) doing work under its control that affects the performance and effectiveness of the quality management system;
- b) ensure that these persons are competent on the basis of appropriate education, training, or experience,
- c) where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the action taken;
- d) retain appropriate documented information as evidence of competence.

NOTE Applicable actions can include, for example, the provision of training to, the monitoring of, or the re-assignment of currently employed persons; or the hiring or contracting of competent persons.

7.3 Awareness

The organization shall ensure that persons doing work under the organization's control are aware of:

- a) the quality policy;
- b) relevant quality objectives;
- c) their contributed to the effectiveness of the quality management system, including the benefits of improved performance;
- d) the implications of non-conforming with the quality management requirements.

7.4 Communication

The organization shall determine the internal and external communications relevant to the quality management system, including:

- a) on what it will communicate;
- b) when to communicate;
- c) with whom to communicate;
- d) how to communicate;
- e) who communicates.

7.5 Documented information

7.5.1 General

The organization's quality management system shall include:

- a) documented information required by this International Standard;
- b) documented information determined by the organization as being necessary for the effectiveness of the quality management system.



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NOTE The extent of documented information for quality management system can differ from one organization to another due to:

- The size of organization and its type of activities, processes, products and services;
- The complexity of processes and their interactions;
- The competence of persons.

7.5.2 Creating and updating

When creating and updating documented information, the organization shall ensure appropriate:

- a) identification and description (e.g. title, date, Author, reference number);
- b) format (e.g. language, software version, graphics and media (e.g. planner, electronic).
- c) review and approval for suitability and adequacy.

7.5.3 Control of documented information

7.5.3.1 Documented information required by the quality management system and by this International Standard shall be controlled to ensure:

- a) it is available and suitable for use, where and when it is needed;
- b) it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

7.5.3.2 For the control of documented information, the organization shall address the following activities, as applicable:

- a) distribution, access, retrieval and use;
- b) storage and preservation, including preservation of legibility;
- c) control of changes (e.g. version control);
- d) retention and disposition.

Documented information of external origin determined by the organization to be necessary for the planning and operation of the quality management system shall be identified as appropriate, and be controlled.

Documented information retained as evidence of conformity shall be protected from unintended alterations.

NOTE Access can imply a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information.

8 Operation

8.1 Operational planning and control

The organization shall plan, implement and control the processes (see 4.4) needed to meet the requirements for the provision of products and services, and to implement the actions determined in Clause 6, by:

- a) determining the requirements for the products and services;
- b) establishing criteria for:



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- 1) the processes;
- 2) the acceptance of products and services;
- c) determining the resources needed to achieve conformity to the product and service requirements;
- d) implementing control of the processes in accordance with the criteria;
- e) determining, maintaining and retaining documented information to the extent necessary:
 - 1) to have confidence that the processes have been carried out as planned;
 - 2) to demonstrate the conformity of products and services to their requirements.

The output of this planning shall be suitable for the organization's operations.

The organization shall control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary.

The organization shall ensure that outsourced processes are controlled (see 8.4).

8.2 Requirements for products and services

8.2.1 Customer communication

Communication with customer shall include:

- a) providing information relating to products and services;
- b) handling enquiries, contracts or orders, including changes;
- c) obtaining customer feedback relating to products and services, including customer complaints;
- d) handling or controlling customer property;
- e) establishing specific requirements for contingency actions, when relevant.

8.2.2 Determining the requirements for products and services

When determining the requirements for the products and services to be offered to customers, the organization shall ensure that:

- a) the requirements for the products and services are defined, including:
 - 1) any applicable statutory and regulatory requirements;
 - 2) those considered necessary by the organization;
- b) the organization can meet the claims for the products and services it offers.

8.2.3 Review of the requirements for products and services

8.2.3.1 The organization shall ensure that it has the ability to meet the requirements for products and services to be offered to customers. The organization shall conduct a review before committing to supply products and services to a customer, to include:

- a) requirements specified by the customer, including the requirements for delivery and post-delivery activities;



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- b) requirements not stated by the customer, but necessary for the specified or intended use, when known;
- c) requirements specified by the organization;
- d) statutory and regulatory requirements applicable to the products and services;
- e) contract or order requirements differing from those previously expressed.

The organization shall ensure that contract or order requirements differing from those previously defined are resolved.

The customer's requirements shall be confirmed by the organization before acceptance, when the customer does not provide a documented statement of their requirements.

NOTE In some situations, such as internet sales, a formal review is impractical for each order. Instead, the review can be cover relevant product information, such as catalogues.

8.2.3.2 The organization shall retain documented information, as applicable:

- a) on the results of the review;
- b) on any new requirements for the products and services.

8.2.4 Changes to requirements for products and services

The organization shall ensure that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and services are changed.

8.3 Design and development of products and services

8.3.1 General

The organization shall establish, implement and maintain a design and development process that is appropriate to ensure the subsequent provision of products and services.

8.3.2 Design and development planning

In determining the stages and controls for design and development, the organization shall consider:

- a) the nature, duration and complexity of the design and development activities;
- b) the required process stages, including applicable design and development reviews;
- c) the required design and development verification and validation activities;
- d) the responsibilities and authorities involved in the design and development process;
- e) the internal and external resource needs for the design and development of products and services;
- f) the need to control interfaces between persons involved in the design and development process;
- g) the need for involvement of customers and users in the design and development process;
- h) the requirements for subsequent provision of products and services;
- i) the level of control expected for the design and development process by customers and other relevant interest parties;



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- j) the documented information needed to demonstrate that design and development requirements have been met.

8.3.3 Design and development inputs

The organization shall determine the requirements essential for the specific types of products and services to be designed and developed. The organization shall consider:

- a) functional and performance requirements;
- b) information derived from previous similar design and development activities;
- c) statutory and regulatory requirements;
- d) standards or codes of practice that the organization has committed to implement;
- e) potential consequences of failure due to the nature of the products and services;

Inputs shall be adequate for design and development purposes, complete and unambiguous.

Conflicting design and development inputs shall be resolved.

The organization shall retain documented information on design and development inputs.

8.3.4 Design and development controls

The organization shall apply controls to the design and development process to ensure that:

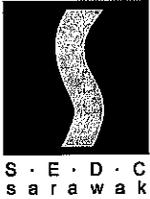
- a) the results to be achieved are defined;
- b) reviews are conducted to evaluate the ability of the results of design and development to meet requirements;
- c) verification activities are conducted to ensure that the design and development outputs meet the input requirements;
- d) validation activities are taken on problems determined during the reviews, or verification and validation activities;
- e) any necessary actions are taken on problems determined during the reviews, or verification and validation activities;
- f) documented information of these activities is retained.

NOTE Design and development reviews, verification and validation have distinct purposes. They can be conducted separately or in any combination, as is suitable for the products and services of the organization.

8.3.5 Design and development outputs

The organization shall ensure that design and development outputs:

- a) meet the input requirements;
- b) are adequate for the subsequent processes for the provision of products and services;
- c) include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria;



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- d) specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

The organization shall retain documented information on design and development outputs.

8.3.6 Design and development changes

The organization shall identify, review and control changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements.

The organization shall retain documented information on:

- a) design and development changes;
- b) the results of reviews;
- c) the authorization of the changes;
- d) the actions taken to prevent adverse impacts.

8.4 Control of externally provided processes, products and services

8.4.1 General

The organization shall ensure that externally provided processes, products and services conform to requirements.

The organization shall determine the controls to be applied to externally provided processes, products and services when:

- a) products and services from external providers are intended for incorporation into the organization's own products and services;
- b) products and services are provided directly to the customer(s) by external providers on behalf of the organization;
- c) a process, or part of a process, is provided by an external provider as a result of a decision by the organization.

The organization shall determine and apply criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or products and services in accordance with requirements. The organization shall retain documented information of these activities and any necessary actions arising from the evaluations.

8.4.2 Type and extent of control

The organization shall ensure that externally provided processes, products and services do not adversely affect the organization's ability to consistently deliver conforming products and services to its customers.

The organization shall:

- a) ensure the externally provided processes remain within the control of its quality management system;
- b) define both the controls that intends to apply to an external provider and those it intends to apply to the resulting output;
- c) take into consideration;



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- 1) the potential impact of the externally provided processes, products and services on the organization's ability to consistently meet customer and applicable statutory and regulatory requirements;
- 2) the effectiveness of the controls applied by the external provider;
- d) determine the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements.

8.4.3 Information of external providers

The organization shall ensure the adequacy of requirements prior to their communication to the external provider.

The organization shall communicate to external providers its requirements for:

- a) the processes, products and services to be provided;
- b) the approval of:
 - 1) products and services;
 - 2) methods, processes and requirement;
 - 3) the release of products and services;
- c) competence, including any required qualification of persons;
- d) the external providers' interactions with the organization;
- e) control and monitoring of the external providers' performance to be applied by the organization;
- f) verification or validation activities that the organization, or its customer, intends to perform at the external providers' premises.

8.5 Production and service provision

8.5.1 Control of production and service provision

The organization shall implement production and service provision under controlled conditions.

Controlled conditions shall include, as applicable:

- a) the availability of documented information that defines:
 - 1) the characteristics of the products to be produced, the services to be provided, or the activities to be performed;
 - 2) the results to be achieved;
- b) the availability and use of suitable monitoring and measuring resources;
- c) the implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services, have been met;
- d) the use of suitable infrastructure and environment for the operation of processes;
- e) the appointment of competent persons, including any required qualification;



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- f) the validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement;
- g) the implementation of actions to prevent human error;
- h) the implementation of release, delivery and post-delivery activities.

8.5.2 Identification and traceability

The organization shall use suitable means to identify outputs when it is necessary to ensure the conformity of products and services.

The organization shall identify the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.

The organization shall control the unique identification of the outputs when traceability is a requirement, and shall retain the documented information necessary to enable traceability.

8.5.3 Property belonging to customers or external providers

The organization shall exercise care with property belonging to customers or external providers while it is under the organization's control or being used by the organization.

The organization shall identify, verify, protect and safeguard customers' or external providers' property provided for use or incorporation into the products and services.

When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, the organization shall report this to the customer or external provider and retain documented information on what has occurred.

NOTE A customer's or external provider's property can include materials, components, tools and equipment, premises, intellectual property and personal data.

8.5.4 Preservation

The organization shall preserve the outputs during production and service provision, to the extent necessary to ensure conformity to requirements.

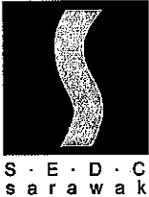
NOTE Preservation can include identification, handling contamination control, packaging, storage, transmission or transportation, and protection.

8.5.5 Post-delivery activities

The organization shall meet requirements for post-delivery activities associated with the products and services.

In determining the extent of post-delivery activities that are required, the organization shall consider:

- a) statutory and regulatory requirements;
- b) the potential undesired consequences associated with its products and services;
- c) the nature, use and intended life time of its products and services;
- d) customer requirements;
- e) customer feedback.



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NOTE Post-delivery activities can include actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal.

8.5.6 Control of changes

The organization shall review and control changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements.

The organization shall retain documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

8.6 Release of products and services

The organization shall implement planned arrangements, at appropriate stages, to verify that the product and service requirements have been met.

The release of products and services to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer.

The organization shall retain documented information on the release of products and services. The documented information shall include:

- a) evidence of conformity with the acceptance criteria;
- b) traceability to the person(s) authorizing the release.

8.7 Control of nonconforming outputs

8.7.1 The organization shall ensure that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

The organization shall take appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services. This shall also apply to nonconforming products and services detected after delivery of products, during or after the provision of services.

The organization shall deal with nonconforming outputs in one or more of the following ways:

- a) correction;
- b) segregation, containment, return or suspension of provision of products and services;
- c) informing the customers;
- d) obtaining authorization for acceptance under concession.

Conformity to the requirements shall be verified when nonconforming outputs are corrected.

8.7.2 The organization shall retain documented information that:

- a) describes the nonconformity;
- b) describes the actions taken;
- c) describes any concessions obtained;
- d) identified the authority deciding the action in respect of the nonconformity.



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9 Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

The organization shall determine:

- a) what needs to be monitored and measured;
- b) the methods for monitoring, measurement, analysis and evaluation needed to ensure valid results;
- c) when the monitoring and measuring shall be performed;
- d) when the results from monitoring and measurement shall be analysed and evaluated.

The organization shall evaluate the performance and the effectiveness of the quality management system.

The organization shall retain appropriate documented information as evidence of the results.

9.1.2 Customer satisfaction

The organization shall monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for obtaining, monitoring and reviewing this information.

NOTE Examples of monitoring customer perceptions can include customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, warranty claims and dealer reports.

9.1.3 Analysis and evaluation

The organization shall analyse and evaluate appropriate data and information sharing from monitoring and measurement.

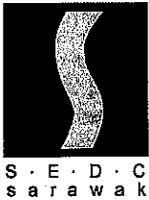
The result of analysis shall be used to evaluate:

- a) conformity of products and services;
- b) the degree of customer satisfaction;
- c) the performance and effectiveness of the quality management system;
- d) if planning has been implemented effectively;
- e) the effectiveness of actions taken to address risks and opportunities;
- f) the performance of external providers;
- g) the need for improvements to the quality management system.

NOTE Methods to analyse data can include statistical techniques.

9.2 Internal audit

9.2.1 The organization shall conduct internal audits as planned intervals to provide information on whether the quality management system:



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a) conforms to:

- 1) the organization's own requirements for its quality management system;
- 2) the requirements of this Internal Standard;

b) is effectively implemented and maintained.

9.2.2 The organization shall:

- a) plan, establish, implement and maintain an audit programme(s) including the frequency, methods, responsibilities, planning requirements and reporting, which shall take into consideration the importance of the processes concerned, changes affecting the organization, and the results of previous audits;
- b) define the audit criteria and scope for each audit;
- c) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;
- d) ensure that the results of the audits are reported to relevant management;
- e) take appropriate correction and corrective actions without undue delay;
- f) retain documented information as evidence of the implementation of the audit programme and the audit results.

NOTE See ISO 19011 for guidance.

9.3 Management review

9.3.1 General

Top management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization.

9.3.2 Management review inputs

The management review shall be planned and carried out taking into consideration:

- a) the status of actions from previous management reviews;
- b) changes in external and internal issues that are relevant to the quality management system;
- c) information on the performance and effectiveness of the quality management system, including trends in:
 - 1) customer satisfaction and feedback from relevant interested parties;
 - 2) the extent to which quality objectives have been met;
 - 3) process performance and conformity products and services;
 - 4) nonconformities and corrective actions;
 - 5) monitoring and measurement results;
 - 6) audit results;
 - 7) the performance of external providers;



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- d) the adequacy of resources;
- e) the effectiveness of actions taken to address risks and opportunities (see 6.1);
- f) opportunities for improvement.

9.3.3 Management review outputs

The outputs of the management review shall include decisions and actions related to:

- a) opportunities for improvement;
- b) any need for changes to the quality management system;
- c) resource needs.

The organization shall retain documented information as evidence of the results of management reviews.

10 Improvement

10.1 General

The organization shall determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

These shall include:

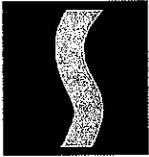
- a) improving products and services to meet requirements as well as to address future needs and expectations;
- b) correcting, preventing or reducing undesired effects;
- c) improving the performance and effectiveness of quality management system.

NOTE Examples of improvement can include correction, corrective action, continual improvement, breakthrough change, innovation and re-organization.

10.2 Nonconformity and corrective action

10.2.1 When a nonconformity occurs, including any arising from complaints, the organization shall:

- a) react to the nonconformity and, as applicable:
 - 1) take action to control and correct it;
 - 2) deal with the consequences;
- b) evaluate the needs for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
 - 1) reviewing and analyzing the nonconformity;
 - 2) determining the causes of the nonconformity;
 - 3) determining if similar nonconformities exist, or could potentially occur;



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- c) implement any action needed;
- d) review the effectiveness of any corrective action taken;
- e) update risks and opportunities determined during planning, if necessary;
- f) make changes to the quality management system, if necessary.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

10.2.2 The organization shall retain documented information as evidence of:

- a) the nature of the nonconformities and any subsequent actions taken;
- b) the results of any corrective action.

10.3 Continual improvement

The organization shall continually improve the suitability, adequacy and effectiveness of the quality management system.

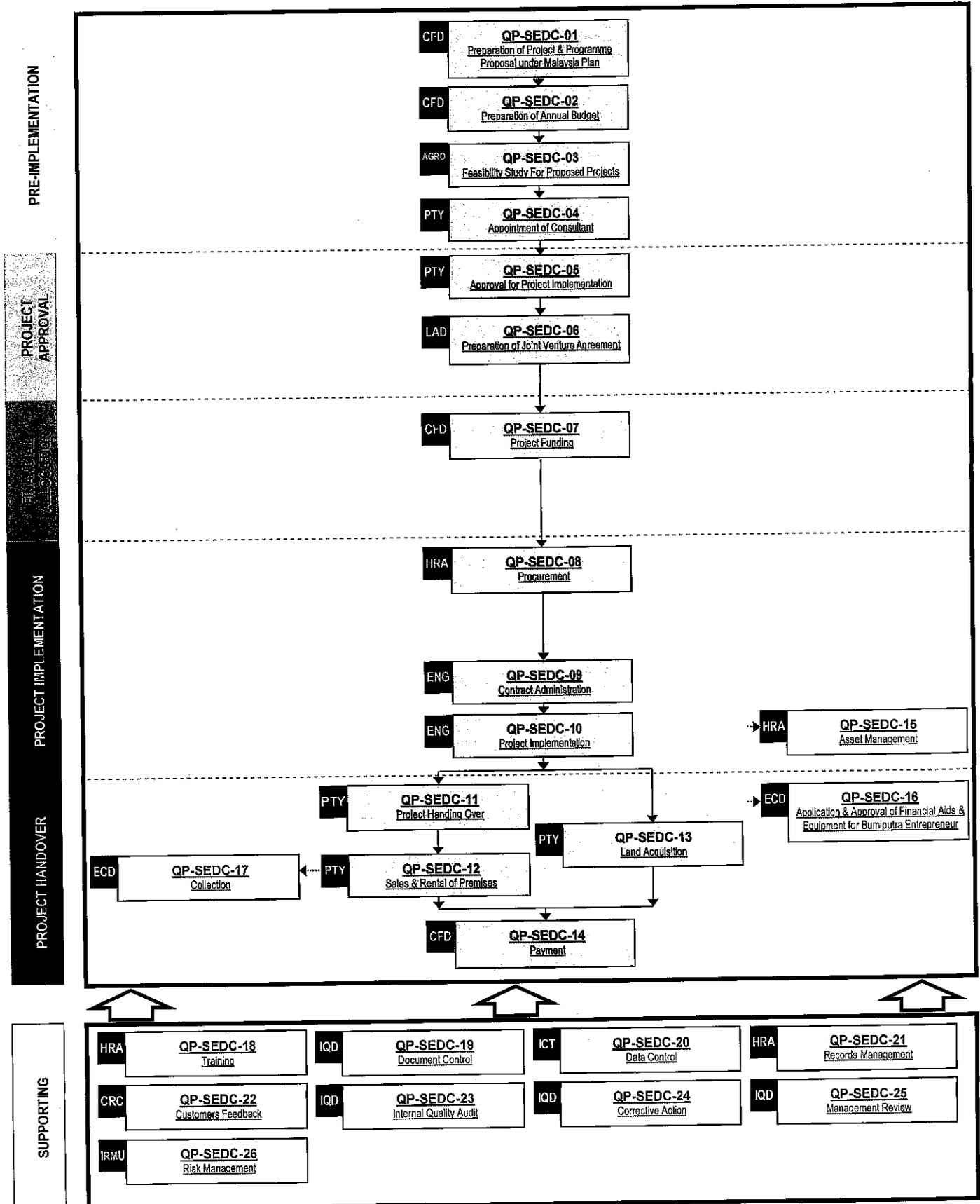
The organization shall consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities that shall be addressed as part of continual improvement.

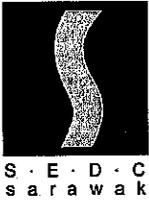


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Appendix A: Process Sequence & Interaction

SEDC ISO 9001:2015 PROCESS STRUCTURE

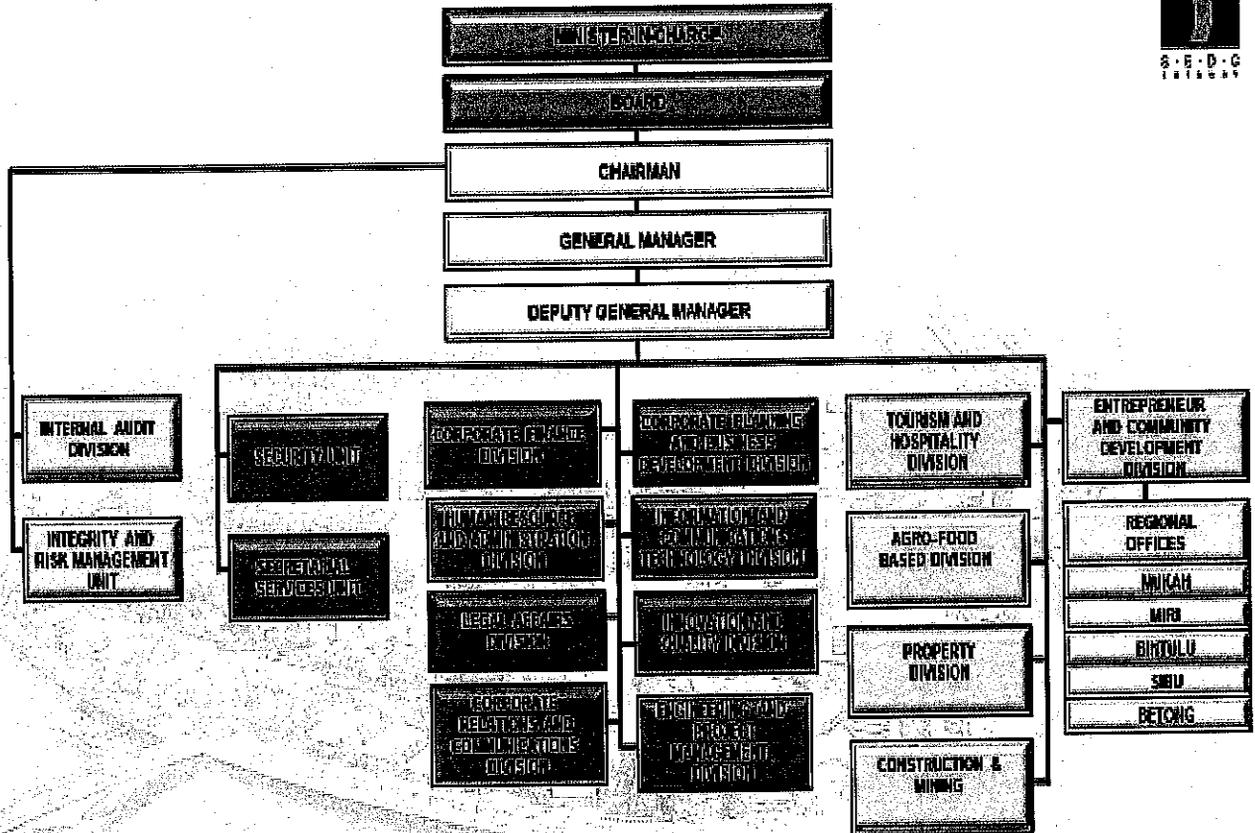




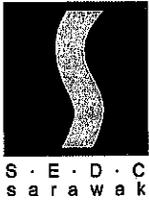
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Appendix B: Organization Structure

SEDC STRUCTURE - Current



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Appendix C: Document Structure

Responsibility

Explanation

General Manager

- Define Quality Policy & Quality Objectives.
- Define "WHY" QMS is required.

- General Manager / Project Coordinator / Divisional Director

- Define "WHO", "WHEN", "WHAT" and "WHERE" to implement particular processes.

- All Officers / Relevant Staffs

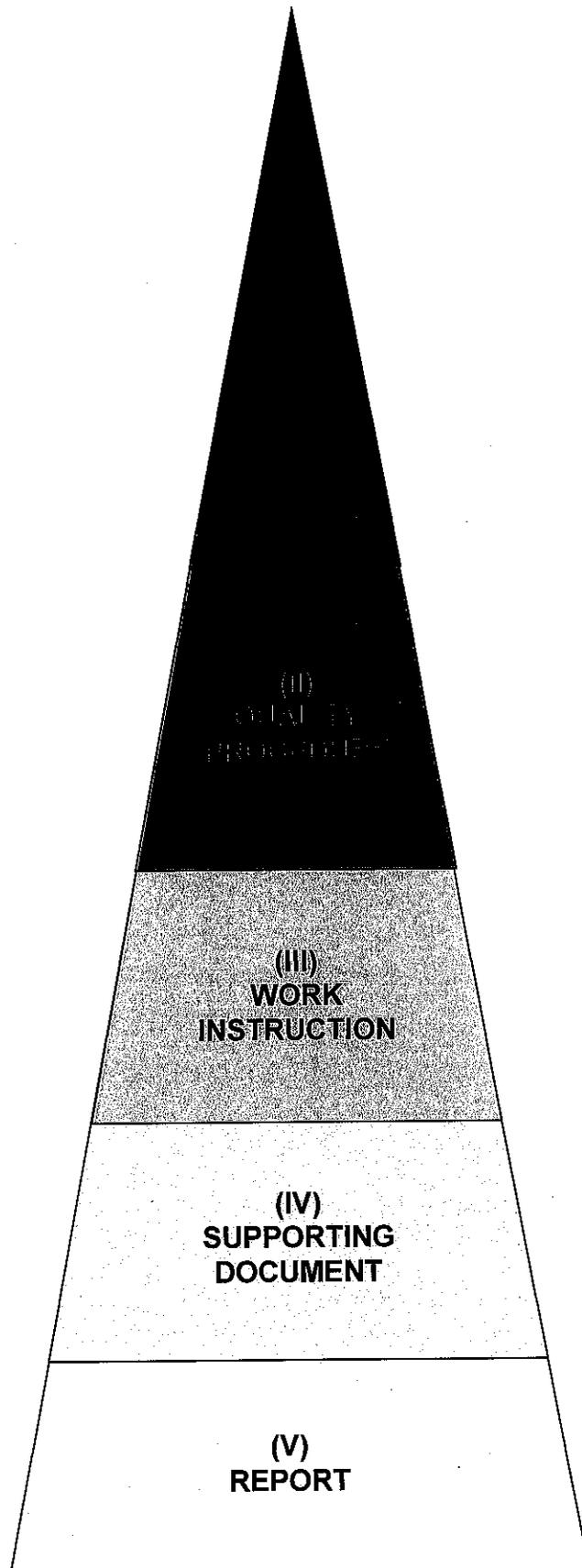
- Define "HOW" to carry out certain tasks.

- All Officers / Relevant Staffs

- Forms
- Formats
- Guidelines

- All Officers / Relevant Staffs

- Information
- Report
- Document





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Appendix D: Internal Communication

No.	Communication Process	Frequency	Minimum Attendance	Chaired By	Purpose
1.	Chairman Committee Meeting (CCM)	Monthly	<ul style="list-style-type: none"> Chairman General Manager (Member) Deputy General Manager (Member) Director, Corporate Finance Division (Member) Director, Legal Affairs Division (Secretariat) Other Divisional Directors (In Attendance) 	Chairman	<ul style="list-style-type: none"> Financial Approval Policy Guidelines Management Issues (HR & group)
2.	Management Executive Committee (MEC)	Monthly	<ul style="list-style-type: none"> Divisional Directors 	General Manager	<ul style="list-style-type: none"> Financial Approval Operational issue at HQ
3.	Division Meetings	Once a Month	<ul style="list-style-type: none"> Divisional Directors All personnel in relevant Division 	Divisional Director	<ul style="list-style-type: none"> Divisional issues Project Status Report Sharing of Information
4.	Email / Memo / Telephone / SMS / Facsimile	Whenever Necessary	<ul style="list-style-type: none"> Relevant Personnel 	Not Applicable	<ul style="list-style-type: none"> SEDC's Internal Communication Channels Sharing of Opinion / information Deliver Instructions
5.	Notice Boards	Whenever Necessary	<ul style="list-style-type: none"> Relevant Personnel 	Not Applicable	<ul style="list-style-type: none"> Awareness / Promotion Campaign Information-Sharing Current Issues
6.	Staff Get-together (Staff Assembly)	Once a Month	<ul style="list-style-type: none"> All staff in HQ 	Not Applicable	<ul style="list-style-type: none"> Information-sharing Team-Building Creativity Enhance Sense of Belonging through songs, oath taking and info sharing
7.	Presidential Address	Annually (Once a year)	<ul style="list-style-type: none"> Top Management Divisional directors CEOs/Company Managers All Staff 	Chairman	<ul style="list-style-type: none"> Corporate Targets New Projects New direction Strategy Performance sharing



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REVISION HISTORY SHEET

Rev. No.	Document History	
0	Newly established.	
	Page 7 - 8	• Amendment on the Client's Charter
	Page 8 - 9	• (Item 3.6 Function of Divisions) Add the function of Human Resource and Administration
	Page 32	• Amend the SEDC Organisational Chart
1	Cover Page	• Change of Acting Director's name
	Page 7	• Amend Item 3.2 Vision and 3.3 Mission
2	Page 8	• Item 4 of SEDC Client's Charter - Human Resource Management
	Page 8	• Item 5 of the SEDC Client's Charter – Quality Management changed to Corporate Communication Management
	Page 8	• Item 3.6 Amend Legal Affairs Division and Risk Management Unit to Legal Affairs & Secretarial Services Division
	Page 10	• Item 3.6 Amend the function of division – Add Integrity & Risk Management Unit (IRMU)
	Page 31	• Appendix A – QP-SEDC-26 (Risk & Opportunities to Risk Management) & RMU to IRMU
	Page 4	• Page 4 - Amend Miri Regional Office address
	Page 7	• Item 3.5 SEDC Client's Charter No.1 Project Management and Property Management - Add the word "and, where applicable, upon completion of works to restore premises to tenantable condition" after the words "Complete the handing over of premises for rent within one week upon full payment of rental deposits"
3	Page 7	• Item 3.5 SEDC Client's Charter No.2 Entrepreneur Management – Change the word two (2) weeks to fourteen (14) working days.
	Page 8	• Item 3.6 Function of Divisions – Change the name of division "Legal Affairs & Secretarial Services Division" to "Legal Affairs Division"
	Page 8	• Item 3.6 Function of Divisions – Change the name of division "Planning & Monitoring Division" to "Corporate Planning Business Development Division"
	Page 32	• Appendix B: Organization Structure – Amend to the latest Organizational Structure
	Page 11	• Item 3.6 Function of Divisions – Add Security Unit & Secretarial Services Unit
	Page 31	• Appendix A Process Sequence & Interaction: Change PMD to CFD • Change Viability Study For New Projects to Feasibility Study For Proposed Projects • Change Project Management to Project Implementation • Change Land Application to Land Acquisition
4.	Page 32	• Appendix B: Organization Structure – Amend to the latest Organizational Structure
5.	Page 6	Update SEDC Quality Statement