

[Organization logo]

[Organization name]

**Commented [AS91001]:** All fields in this document marked by square brackets [ ] must be filled in.

## QUALITY MANUAL

**Commented [AS91002]:** If you want to find out more about the role of the Quality Manual in the new version of the standard, see:  
The future of the Quality Manual in AS9100  
<https://advisera.com/9100academy/knowledgebase/the-future-of-the-quality-manual-in-as9100/>

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**Commented [AS91003]:** Adapt to the existing practice in organization.

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## Change history

Date	Version	Created by	Description of change
	0.1	9100Academy	Basic document outline

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[organization name]

## 1. About the organization

### 1.1. Organizational structure

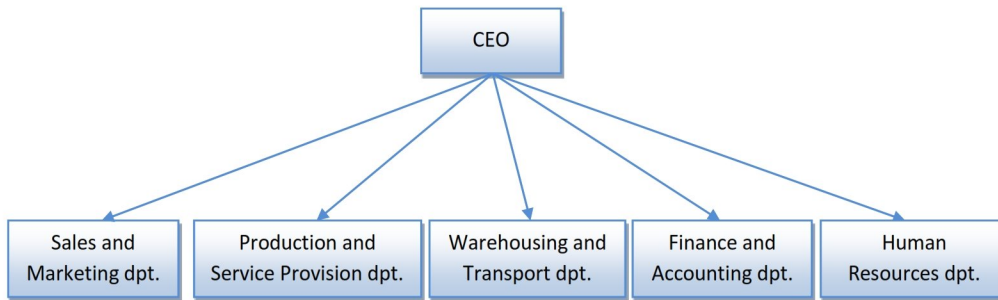


Figure 1: Organizational chart

**Commented [AS91005]:** Adapt to organization's needs.

## 2. Purpose, scope and users

The Quality Manual documents the management system of [organization name] and demonstrates

customer requirements.

**Commented [AS91006]:** If Quality Management System is applied only to part of organization, name that part of organization.

### 2.1. Exclusions

[Organization name] excludes the following clauses of AS9100 Rev D:

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Exclusions do not affect the organization's ability to address customer requirements and appropriate

**Commented [AS91007]:** Exclusions can be reasonably made only from clause 8 of the AS9100 Rev D standard. Name the clauses excluded from QMS and provide justifications for exclusions.

## 3. Terms and definitions

For the purpose of this Quality Manual, [organization name] references the terms and definitions

Organizations".

The latest revision of these documents applies.

## 4. Context of the organization

### 4.1. Understanding the organization and its context

[Organization name] considers the context of the organization according to the **Procedure for Determining the Context and Interested Parties**.

### 4.2. Understanding the needs and expectations of interested parties

[Organization name] has [redacted] according to the **Procedure for Determining the Context and Interested Parties** and listed them in the **List of Interested Parties**.

### 4.3. Determining the scope of the Quality Management System

[Organization name] has determined [redacted] System in the **Scope of Quality Management System**.

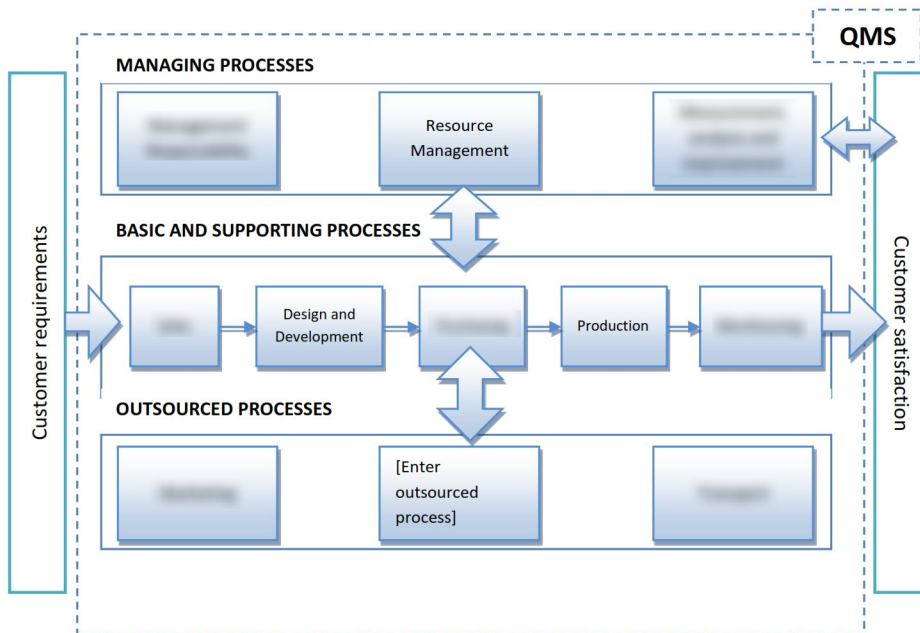
### 4.4. Quality Management System and its processes

[Organization name] has established and implemented the QMS, which is maintained and continually [redacted]

[organization name] determined the processes needed for the QMS and their application through the organization.

[Organization name] determined required inputs and desired outputs of the processes, criteria and [redacted] and responsibilities and authorities for processes in the **Quality Plan**. Sequences and interactions between the processes are described in Figure 2: Process Map.

During management review, top management of [organization name] evaluates processes and [redacted]



## 5. Leadership

### 5.1. Leadership and commitment

#### 5.1.1. General

The top management of [organization name] is taking accountability for the effectiveness of the QMS and providing resources to ensure that the **Quality Policy** and **Quality Objectives** are compatible with the strategy, direction and the context of the organization.

The top management ensures that QMS requirements are integrated into [organization name]'s business processes, and that the QMS is achieving the intended results.

The top management communicates the importance of an effective QMS, promotes continual improvement, customer feedback, and the best thinking, and supports relevant management staff to demonstrate leadership in their areas of responsibility.

#### 5.1.2. Customer focus

The top management of [organization name] demonstrates leadership and commitment with respect to customer focus through ensuring:



[organization name]

- that customer and statutory and regulatory requirements are defined, understood, and consistently met
- the focus on enhancing customer satisfaction is maintained
- Product and service conformity and on-time delivery performance are measured and

## 5.2. Quality Policy

[Organization name] has defined the **Quality Policy** as a separate document and made it available to employees and the public.

This Policy represents the commitment to planning and improving the QMS, and setting general and specific quality objectives.

## 5.3. Organizational roles and responsibilities

Responsibilities and authorities for relevant roles are assigned by the top management and including the QMS performance, to the top management.

Top management has assigned [job title] as the management representative for the QMS, who has oversight for the QMS roles and responsibilities and has the organizational freedom and unrestricted

# 6. Planning

## 6.1. Actions to address risks and opportunities

While planning the QMS, [organization name] considers the context of the organization, needs and expectations of interested parties, and the scope of the QMS.

[organization name] determines risks and opportunities related to the ability to give assurance that the QMS can achieve intended results, address identified risks, prevent or reduce undesired effects, is compatible with the context of the organization, and can achieve continual improvement.

Risks and opportunities related to the QMS are addressed according to the **Procedure for Addressing Risks and Opportunities**.

## 6.2. Quality objectives and planning to achieve them

[job title] continuously defines measurable and timed quality objectives for the relevant functions

[organization name]

Quality objectives are consistent with the Quality Policy and prescribed to all levels and functions in [organization name], taking into account applicable requirements, reference to conformity of products and services, and achievement of customer satisfaction.

The plans for achieving the objective are made for each defined quality objective.

Activities in the plans to achieve quality objectives, responsibilities, deadlines, and resources for the realization of the objectives are defined and documented in the **Quality Objectives**. Realization of the plans is regularly monitored to give rise to action to monitor, coordinate, and to resolve any identified deviations, as or near during regular management review.

### 6.3. Planning changes

When the organization determines a need for changes to the Quality Management System, [job title] takes responsibility to carry them out in a planned manner.

[Job title] plans changes to the QMS considering the purpose of the changes and potential consequences, impact on the QMS, and allocation of resources to implementation and verification.

## 7. Resources

### 7.1. Resources

[organization name] determines and provides resources needed for establishment, implementation, maintenance, and continual improvement of the Quality Management System.

### 7.2. Competence

[Organization name] disposes the necessary staff with the needed knowledge and skills, responsibilities, experience, and resources necessary for establishing, implementing, maintaining, and improvement of the QMS.

In cases where it is deemed necessary and justified, [organization name] will hire competent external personnel with appropriate skills, education, and the resources to establish the quality of products organization does not have adequate resources.

Managers are responsible for identifying the needs and conducting professional training of employees, who are not qualified for their current position, to the quality of products, service and customer satisfaction.

Each organizational part manager /process owner is responsible for the suitable competency of his workers, on the basis of education, training, and/or work experience, in accordance with the requirements of this QMS.

The method of ensuring the necessary competencies for roles, responsibilities, and authorities for [organization name] and its personnel within the QMS are implemented in accordance with the



[organization name]

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**Competence, Training and Awareness Procedure.** Records of completed training and training effectiveness are kept by the management representative.

### 7.3. Awareness

[organization name] ensures that persons doing work under its control are aware of the Quality Policy, relevant quality objectives, their contribution to the effectiveness of the QMS, implications of nonconformities with the QMS requirements, relevant QMS documented information and changes, their contribution to product conformity, their contribution to product safety, and the importance of ethical behavior.

### 7.4. Communication

[job title] is responsible for determining internal and external communications relevant to the QMS, including content, timing, method of communication, as well as who and with whom will communicate.

### 7.5. Documented information

Documented information of the Quality Management System is carried out through the following documents:

- Quality Policy, Quality Objectives
- Quality Manual
- Procedure for Document and Record Control
- Documents, including records, required by ISO 9001, are given in the **List of Internal Documents**
- Documents, including records, which organization used for demonstration of conformity, are given in the **List of Internal Documents**

## 8. Operation

### 8.1. Organizational planning and control

[Job title] is responsible for planning and developing processes needed for product realization according to the **Procedure for Production and Service Provision**. This planning will ensure the

- the processes
- the sequence of products and services
- determining the resources needed to achieve conformity to requirements
- implementing control of the processes in the field
- determining, maintaining and retaining documented information to ensure processes are carried out as planned and product and service conformity can be demonstrated

[organization name]

- determining the processes and controls necessary to manage critical items and processes where control over key characteristics is needed
- [redacted]
- determining processes and resources needed to support the use and maintenance of products and services
- [redacted]
- establishing controls to prevent the delivery of nonconforming products and services

[Job title] is responsible for planning and developing processes specifically to address operational risk management according to the **Procedure for Addressing Risks and Opportunities**.

[Job title] is responsible [redacted] management according to the **Procedure for Production and Service Provision**.

[Job title] is responsible for planning and developing processes specifically to address product safety according to the **Procedure for Production and Service Provision**.

[Job title] is [redacted] counterfeit parts according to the **Procedure for Production and Service Provision**.

## 8.2. Requirements for products and services

Communication with customers, the process of determining and reviewing the requirements related [redacted] **Sales Procedure**.

## 8.3. Design and development of products and services

[Job title] appoints persons responsible for planning, realization, and management of product design and development and project management according to the **Procedure for Design and Development**.

## 8.4. Control of externally provided processes, products and services

By documenting an adequate method for evaluation and selection of suppliers, [organization name] [redacted] **Procedure for Purchasing and Evaluation of Suppliers**.

## 8.5. Production and service provision

[Organization name] defines activities of planning and executing the product realization process [redacted] processes are provided according to the **Procedure for Production and Service Provision** and **Warehousing Procedure**.

## 8.6. Release of products and services

[organization name]

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The organization has implemented [redacted] to ensure that the product and service requirements are met, according to the ***Procedure for Production and Service Provision***.

## 8.7. Control of nonconforming outputs

The organization ensures [redacted] to the ***Procedure for Management of Nonconformities and Corrective Actions***.

## 9. Performance evaluation

### 9.1. Monitoring, measurement, analysis and evaluation

#### 9.1.1. General

[top-level management] and process owners in [organization name] define what will be monitored [redacted] and the top-level management will evaluate the performance of the QMS during the management review.

#### 9.1.2. Customer satisfaction

[Organization name] monitors customers' perceptions of the degree to which their needs and expectations have been fulfilled according to the ***Procedure for Measuring Customer Satisfaction***.

#### 9.1.3. Analysis and evaluation

[Organization name] analyzes and evaluates appropriate data and information arising from [redacted]

The results of the analysis are used to evaluate:

- conformity of products and services;
- [redacted]
- [redacted]
- if planning has been implemented effectively;
- [redacted]
- [redacted]
- the need for improvements to the Quality Management System.

### 9.2. Internal audit

[Organization name] conducts internal audits [redacted] effectiveness of the Quality Management System according to the ***Procedure for Internal Audit***.

[organization name]

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### 9.3. Management review

[Top-level management] of [organization name] conducts regular reviews of the QMS, at least once a year, according to the ***Procedure for Management Review***.

## 10. Improvement

### 10.1. General

[organization name] determines and selects opportunities for improvement and implements any

These include:

- improving products and services to meet requirements, as well as to address future needs and expectations;
- 
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### 10.2. Nonconformity and corrective action

[Organization name] handles nonconformities in order to control and correct them and deal with the consequences, according to the ***Procedure for Management of Nonconformities and Corrective Action***.

[Organization name] has established a corrective action system to investigate and document the root  
according to the ***Procedure for Management of Nonconformities and Corrective Action***.

### 10.3. Continual improvement

[Organization name] continually improves the suitability, adequacy, and effectiveness of the Quality Management System.

The organization considers the results of analysis and evaluation, and the outputs from management