

AS/NZS 3905.7:1995

Australian/New Zealand Standard[®]

Quality system guidelines

**Part 7:
Guide to AS/NZS ISO 9001:1994 for
the road freight transport industry**

STANDARDS AUSTRALIA ✓

STANDARDS NEW ZEALAND ✓



Documents

Document Sharing Hub

AS/NZS 3905.7:1995

This Joint Australian/New Zealand Standard was prepared by Joint Technical Committee QR/2, Quality of Service. It was approved on behalf of the Council of Standards Australia on 4 August 1995 and on behalf of the Council of Standards New Zealand on 31 July 1995. It was published on 5 November 1995.

The following interests are represented on Committee QR/2:

Association of Certification Bodies (Australia)
 Australia Post
 Australian Automobile Association
 Australian Bankers Association
 Australian Bus and Coach Association
 Australian Hotels Association
 Australian Organization of Quality
 Commonwealth Department of Tourism (Australia)
 Department of Defence (Australia)
 Electricity Supply Association of Australia
 Federal Bureau of Consumer Affairs (Australia)
 Institution of Engineers Australia
 Motor Inn and Motel Accommodation Association of Australia
 Quality Society of Australasia
 Restaurant and Catering Association of NSW
 Water Board Sydney—Illawarra—Blue Mountains

Additional interests participating in preparation of Standard:

National Road Transport Commission (Australia)
 Queensland Department of Transport
 Road Transport Forum (Australia)
 Roads and Traffic Authority of NSW
 Transport companies (Australia)

Review of Standards. To keep abreast of progress in industry, Joint Australian/New Zealand Standards are subject to periodic review and are kept up to date by the issue of amendments or new editions as necessary. It is important therefore that Standards users ensure that they are in possession of the latest edition, and any amendments thereto.

Full details of all Joint Standards and related publications will be found in the Standards Australia and Standards New Zealand Catalogue of Publications; this information is supplemented each month by the magazines 'The Australian Standard' and 'Standards New Zealand', which subscribing members receive, and which give details of new publications, new editions and amendments, and of withdrawn Standards.

Suggestions for improvements to Joint Standards, addressed to the head office of either Standards Australia or Standards New Zealand, are welcomed. Notification of any inaccuracy or ambiguity found in a Joint Australian/New Zealand Standard should be made without delay in order that the matter may be investigated and appropriate action taken.

AS/NZS 3905.7:1995

Australian/New Zealand Standard[®]

Quality system guidelines

Part 7: Guide to AS/NZS ISO 9001:1994 for the road freight transport industry

PUBLISHED JOINTLY BY:

STANDARDS AUSTRALIA
1 The Crescent,
Homebush NSW 2140 Australia

STANDARDS NEW ZEALAND
Level 10, Standards House,
155 The Terrace,
Wellington 6001 New Zealand

PREFACE

This Standard was prepared by the Joint Standards Australia/Standards New Zealand Committee QR/2 on Quality of Service and issued as a Joint Standard.

The principal objective of this Guide is to interpret and explain the requirements of AS/NZS ISO 9001:1994, *Quality systems—Model for quality assurance in design, development, production, installation and servicing* in terms readily understood and relevant to the road freight transport industry. Within this industry, there is a broad range of organizations having varying needs. Although uniformity of interpretation and terminology falls within this objective, it will be apparent that the establishment of a quality system by an organization will be influenced by numerous factors specific to the nature of the organization. As a consequence, quality systems will vary from organization to organization even in circumstances which are comparable.

In this document, each Clause from AS/NZS ISO 9001:1994 is enclosed in a box followed by the relevant guidance. Examples given in conjunction with guidance are preceded by a box titled 'Application'.

© Copyright — STANDARDS AUSTRALIA/STANDARDS NEW ZEALAND

Users of Standards are reminded that copyright subsists in all Standards Australia and Standards New Zealand publications and software. Except where the Copyright Act allows and except where provided for below no publications or software produced by Standards Australia or Standards New Zealand may be reproduced, stored in a retrieval system in any form or transmitted by any means without prior permission in writing from Standards Australia or Standards New Zealand. Permission may be conditional on an appropriate royalty payment. Australian requests for permission and information on commercial software royalties should be directed to the head office of Standards Australia. New Zealand requests should be directed to Standards New Zealand.

Up to 10 percent of the technical content pages of a Standard may be copied for use exclusively in-house by purchasers of the Standard without payment of a royalty or advice to Standards Australia or Standards New Zealand.

Inclusion of copyright material in computer software programs is also permitted without royalty payment provided such programs are used exclusively in-house by the creators of the programs.

Care should be taken to ensure that material used is from the current edition of the Standard and that it is updated whenever the Standard is amended or revised. The number and date of the Standard should therefore be clearly identified.

The use of material in print form or in computer software programs to be used commercially, with or without payment, or in commercial contracts is subject to the payment of a royalty. This policy may be varied by Standards Australia or Standards New Zealand at any time.

CONTENTS

	<i>Page</i>
FOREWORD	4
INTRODUCTION	6
1 SCOPE	9
2 NORMATIVE REFERENCE	10
3 DEFINITIONS	11
4 QUALITY SYSTEM REQUIREMENTS	13
4.1 Management responsibility	14
4.2 Quality system	19
4.3 Contract review	23
4.4 Design control	26
4.5 Document and data control	32
4.6 Purchasing	34
4.7 Control of customer-supplied product	37
4.8 Product identification and traceability	38
4.9 Process control	39
4.10 Inspection and testing	41
4.11 Control of inspection, measuring and test equipment	44
4.12 Inspection and test status	46
4.13 Control of nonconforming product	47
4.14 Corrective and preventive action	49
4.15 Handling, storage, packaging, preservation and shipping	51
4.16 Quality records	53
4.17 Internal quality audits	55
4.18 Training	56
4.19 Servicing	57
4.20 Statistical techniques	58
Annex A	59
APPENDIX A	60
APPENDIX B	61

First published as AS/NZS 3905.7:1995.

FOREWORD

This Guide has been prepared with the aim of providing assistance in implementing quality systems based on the ISO 9000 series in the road freight industry. It is written using terms and language appropriate to the industry. Many road transport organizations, which have already implemented quality systems, have provided the industry specific examples used in this Standard.

Legislative or regulatory requirements, including those relating to health, safety, the environment and those of the various road traffic authorities, are not addressed directly in either quality system Standards or in this Guide.

However, this Guide does indicate where such legislative or regulatory requirements might apply. The organization, where it is appropriate, should address relevant regulations in documented procedures, which become an integral part of the quality system.

This Guide also references other complementary initiatives being implemented in the road transport industry, such as the industry accreditation program being implemented through the peak industry body for the industry, the Road Transport Forum.

There are a number of reasons why a road freight organization might consider adopting a quality system. These include the following:

- The road freight organization can use the quality system to demonstrate to customers its commitment to quality and its ability to meet quality standards.
- The road freight organization's quality system can provide confidence to management that product and service quality meets stated objectives and customer's expectations.
- The road freight organization can use the quality system to provide the base line for improved performance, coordination and productivity.
- The quality system provides a mechanism by which any breakdowns in the delivery of road freight services (known technically as nonconformance), will be rectified within the system.
- Third party certification of the quality system may be obtained. Such certification can be used as a marketing tool, providing an additional degree of certainty to people purchasing the services of the road freight organization.
- The employees of the road freight organization can feel confident that they are working in a professional quality organization.

Road freight organizations are generally interested in such issues because of the perceived commercial and regulatory advantages in introducing quality systems and being able to demonstrate that they have done so.

Three quality Standards are addressed in this Guide. They are:

- AS/NZS ISO 9001:1994 *Quality systems—Model for quality assurance in design, development, production, installation and servicing.*
- AS/NZS ISO 9002:1994 *Quality systems—Model for quality assurance in production, installation and servicing.*
- AS/NZS ISO 9003:1994 *Quality systems—Model for quality assurance in production, installation and services.*

This Guide addresses AS/NZS ISO 9001:1994 which is the most comprehensive of the three quality system Standards. It includes everything contained in AS/NZS ISO 9002:1994, the difference between the two quality system Standards being that AS/NZS ISO 9001:1994 contains an additional clause covering design control (Clause 4.4). This Guide also can be used for guidance to AS/NZS ISO 9003:1994. Where the requirements of these latter two Standards differ from those of AS/NZS ISO 9001:1994, information appropriate to the differing requirements is included.

This Guide includes each clause of AS/NZS ISO 9001:1994 and then provides a commentary designed to assist organizations seeking to implement a quality system in the road freight industry. However, it is probable that most organizations will find that AS/NZS ISO 9002:1994 is more appropriate for their needs.

This Guide has also been written for use by both small and large organizations providing road freight services. It applies equally to the single vehicle owner-operated business or to companies operating fleets. It can also apply to a larger business where the movement of goods by road from one place to another is just part of far broader business enterprise.

Quality system Standards do not attempt to prescribe the management methods for quality systems being implemented by organizations. They do not set performance criteria or styles or levels of service. These are commercial decisions.

Quality systems Standards state *what* is to be done but not *how*. Therefore quality systems may vary from organization to organization reflecting such factors as the nature of the practice, management policy and objectives, personnel and the type, nature and complexity of the organization's operations.

What the quality system Standards do is to:

- ☐ define the need for commitment by management in the form of a quality policy;
- ☐ define the need for an organizational structure with defined responsibilities and authorities; and
- ☐ identify key elements of a quality system that can be documented and audited.

Because a distinguishing characteristic of the road freight industry is the large number of small organizations which are often operated as a single vehicle company. Consequently, where this Guide makes reference to management, it needs to be interpreted for each individual organization. Within a single truck owner/operator business, the management tasks will typically be performed by the person who drives and sometimes maintains the truck.

STANDARDS AUSTRALIA/STANDARDS NEW ZEALAND

Australian/New Zealand Standard**Quality system guidelines****Part 7: Guide to AS/NZS ISO 9001:1994 for
the road freight transport industry****INTRODUCTION****Introduction**

This International Standard is one of three International Standards dealing with quality system requirements that can be used for external quality assurance purposes. The quality assurance models, set out in the three International Standards listed below, represent three distinct forms of quality system requirements suitable for the purpose of a supplier demonstrating its capability, and for the assessment of the capability of a supplier by external parties.

- a) ISO 9001, *Quality systems—Model for quality assurance in design, development, production, installation and servicing*
 - for use when conformance to specified requirements is to be assured by the supplier during design, development, production, installation and servicing.
- b) ISO 9002, *Quality systems—Model for quality assurance in production, installation and servicing*
 - for use when conformance to specified requirements is to be assured by the supplier during production, installation and servicing.
- c) ISO 9003, *Quality systems—Model for quality assurance in final inspection and test*
 - for use when conformance to specified requirements is to be assured by the supplier solely at final inspection and test.

It is emphasized that the quality system requirements specified in this International Standard, ISO 9002 and ISO 9003 are complementary (not alternative) to the technical (product) specified requirements. They specify requirements which determine what elements quality systems have to encompass, but it is not the purpose of these International Standards to enforce uniformity of quality systems. They are generic and independent of any specific industry or economic sector. The design and implementation of a quality system will be influenced by the varying needs of an organization, its particular objectives, the products and services supplied, and the processes and specific practices employed.

It is intended that these International Standards will be adopted in their present form, but on occasions they may need to be tailored by adding or deleting certain quality system requirements for specific contractual situations. ISO 9000-1 provides guidance on such tailoring as well as on selection of the appropriate quality assurance model, viz. ISO 9001, ISO 9002 or ISO 9003.

Guidance

Australia and New Zealand have adopted the International Standards as follows;

ISO STANDARD Australian/New Zealand Standard

ISO 9001:1994 AS/NZS ISO 9001:1994

ISO 9002:1994 AS/NZS ISO 9002:1994

ISO 9003:1994 AS/NZS ISO 9003:1994

In this Guide, where reference to the International Standards is made, the appropriate Australian or New Zealand Standard is applicable.

Getting ready to implement a quality system

While these Guidelines have been prepared to assist organizations seeking to implement quality systems, there are a number of additional sources of information and assistance which should be looked at before attempting to implement change within the business. These include the following:

- ☐ Commercial conferences, seminars and courses on quality assurance.
- ☐ Expert professional consultants.
- ☐ Trade press.
- ☐ Industry associations.

Choosing the Standard

However, before undertaking the task of implementing a quality system, it is important for the organization concerned to make sure that it has chosen the Standard most appropriate for its operations. Table 1 summarises the main differences between the three quality system Standards. Greater detail is given in Appendix A.

TABLE 1
MAIN DIFFERENCES BETWEEN THE QUALITY SYSTEM STANDARDS

Standard	Main Focus	No. of system elements
AS/NZS ISO 9001:1994	Full requirement.	20
AS/NZS ISO 9002:1994	Does not include element relating to design control. Otherwise virtually identical to AS/NZS ISO 9001:1994 .	19
AS/NZS ISO 9003:1994	The included elements relate to quality systems based on final inspection. The scope of each element is reduced accordingly relative to AS/NZS ISO 9001:1994 . Does not include elements relating to design control, purchasing, process control or servicing.	16

NOTES: See Appendix A for additional material.

For many organizations, who are not involved in the design aspects of road freight, AS/NZS ISO 9002:1994 is likely to be a more appropriate choice.

If there is any doubt at all about what Standard to implement, it would be best to study this issue in detail, starting with AS/NZS ISO 9000.1:1994, *Quality management and quality assurance Standards, Part 1: Guidelines for selection and use*.



Getting Ready

A sand and gravel business delivering through its own road transport fleet implemented AS/NZS ISO 9001:1994 by—

- ☐ firstly, identifying the commercial need;
- ☐ secondly, contacting a recognised professional quality assurance consultant;
- ☐ thirdly, joining a self-regulation program; and
- ☐ fourthly, putting key managers through short training programs.

The business gained full third-party certification to AS/NZS ISO 9001:1994 11 months after the decision had been taken to implement the Standard.

SCOPE

1 Scope

This International Standard specifies quality system requirements for use where a supplier's capability to design and supply conforming product needs to be demonstrated.

The requirements specified are aimed primarily at achieving customer satisfaction by preventing nonconformity at all stages from design through to servicing.

This International Standard is applicable in situations when

- a) design is required and the product requirements are stated principally in performance terms, or they need to be established, and
- b) confidence in product conformance can be attained by adequate demonstration of a supplier's capabilities in design, development, production, installation and servicing.

NOTE 1 For informative references, see annex A.

Guidance

This Clause sets out the basis of applying the Standard, specifically in cases where there is a need for the road freight organization to provide assurance to the customer, of its capability to provide the transport services required, as follows:

- ☐ The person or party purchasing road freight services should have confidence that contract conditions will be met.
- ☐ The quality system is designed to ensure that nonconformance or services that fail to meet the requirements of the contract should not occur.
- ☐ Any nonconformance that does occur will be identified and fixed.

Road freight involves the movement of goods by road or stated alternatively, the movement of consigned goods from one place to another.

As such, a wide range of applications can be included, from furniture removal to bulk grain handling and from parcel courier services to interstate road haulage. For some organizations, this movement also involves warehousing, distribution, inventory control and in some instances, processing. This Guide also covers the cases where such ancillary operations are part of the road freight service provided by the organization. But warehousing, distribution, inventory control and any processing are not the principle topic of this Guide.

AS/NZS ISO 9002:1994 For this Standard, the scope is very similar but the design component is excluded.

AS/NZS ISO 9003:1994 For this Standard, the scope is restricted 'for use where a supplier's capability to detect and control the disposition of any product nonconformity during final inspection and test'.

NORMATIVE REFERENCE

2 Normative reference

The following standard contains provisions which, through reference in this text, constitute provisions of this International Standard. At the time of publication, the edition indicated was valid. All standards are subject to revision, and parties to agreements based on this International Standard are encouraged to investigate the possibility of applying the most recent edition of the standard indicated below. Members of IEC and ISO maintain registers of currently valid International Standards.

ISO 8402:1994, Quality management and quality assurance—Vocabulary

Guidance

In addition to the Standard listed as normative reference, the following Standards are referenced in this Guide.

AS/NZS ISO 9001:1994	<i>Quality systems—Model for quality assurance in design, development, production, installation and servicing.</i>
AS/NZS ISO 9002:1994	<i>Quality systems—Model for quality assurance in production, installation and servicing.</i>
AS/NZS ISO 9003:1994	<i>Quality systems—Model for quality assurance in production, installation and servicing.</i>
AS/NZS ISO 9000.1:1994	<i>Quality management and quality assurance standards Part 1: Guidelines for selection and use.</i>
AS/NZS 3913: 1992	<i>Quality manuals—Guide to preparation.</i>

DEFINITIONS

3 Definitions

For the purposes of this International Standard, the definitions given in ISO 8402 and the following definitions apply.

3.1 product: Result of activities or processes.

NOTES

- 2 A product may include service, hardware, processed materials, software or a combination thereof.
 - 3 A product can be tangible (e.g. assemblies or processed materials) or intangible (e.g. knowledge or concepts), or a combination thereof.
 - 4 For the purposes of this International Standard, the term "product" applies to the intended product offering only and not to unintended "by-products" affecting the environment. This differs from the definition given in ISO 8402.
- 3.2 tender:** Offer made by a supplier in response to an invitation to satisfy a contract award to provide product.
- 3.3 contract:** Agreed requirements between a supplier and customer transmitted by any means.

Guidance

Explanations of terms commonly used in this Guide, the quality management field and the road freight industry are given below. The examples given are not exhaustive and can include others not listed.

Carrier

The term 'carrier' is used in this Guide instead of the term 'supplier' as used in AS/NZS ISO 9001:1994. It includes any or all of the following, as appropriate in the context:

- An owner–driver.
- An organization, whose principal business is the carrying of road freight.
- A department or section within a company or organization, whose principal business is the carrying of road freight.

Consigned goods

This term is used to describe the goods or materials which the carrier transports on behalf of the customer. In the road freight industry, where ownership of the goods can change when the goods are loaded (ex-works, FOT), the carrier's customer (i.e. the organization paying the freight), may not be the actual owner of the goods. The contents of a container may be owned by a number of organizations, not known to the carrier.

Customer

The term 'customer' is used in this Guide instead of the term 'purchaser' as used in AS/NZS ISO 9001:1994. It refers to the person or organization with whom the contract is made regarding the carrying of consigned goods.

Manager

The term 'manager' is used in this Guide to denote a person who exercises authority, takes responsibilities, makes decisions and fulfils managerial functions on behalf of the carrier. Some of the common titles in the road freight industry to fall in this category include the following:

- An owner–driver.
- Managing director.
- Director.
- General manager.
- Senior executive.
- Fleet manager.
- Service/maintenance manager.
- Contracts manager.
- Operations manager.

Procedures

This term is used generically to describe by whom, with what, when, where and how operations are carried out. They can include, as appropriate, any of the following:

- Quality system procedures.
- Carrying and delivery procedures.
- Maintenance procedures.
- Work instructions.

Procedures may be given quite different names within given organizations, such as the following:

- Work instructions.
- Standard practices.
- Operating instructions.

Product

The 'product' of a road freight organisation is the service of moving goods from one location to another. As part of this service, the carrier may also provide additional services, such as:

- warehousing;
- distribution and inventory control; and
- physical processes, like fumigation (grain) and washing (coal).

There are two products referred to in this Guide: the carrier's product described above and the 'product' being carried and described under consigned goods (also known as 'freight').

System element

Clause 4 of AS/NZS ISO 9001:1994 contains 20 sub-clauses (4.1 to 4.20). These sub-clauses are commonly referred to as system elements.

QUALITY SYSTEM REQUIREMENTS

4 Quality system requirements

Guidance

The 20 sub-clauses of this Clause comprise the 'system elements' of a quality system. These 'elements' define the procedures and practices a road freight organization should have in place, so that customers can be assured that its services will meet contractual quality requirements.

Most road freight organizations will already have most of these procedures and practices in place, but in meeting quality system Standards, all these processes will need to be established, documented and maintained. In addition, records of implementation of procedures should be kept.

AS/NZS ISO 9001 is not prescriptive on how the quality system is to be implemented. Rather it identifies requirements that need to be addressed, i.e. what to do, not how to do it. Obviously, the quality system put in place by an owner-driver would not suit a large multi-divisional carrier, neither would it apply to a medium-sized carrier operating in a specialist field, such as bulk grain haulage.

Consequently, each carrier should implement a quality system to suit the organization's specific needs. Each of the system elements should be carefully considered and analyzed to determine the extent of applicability to the carrier's operations.

The procedures and practices can be broadly classified as follows:

- Organizational structural requirements.
- Functional and job descriptions.
- Lines of responsibility and authority.
- Internal quality auditing.
- Measurement of quality.
- Road transport delivery.
- Customer outcomes.
- Evaluation.
- Documentation.

Each of these areas is the subject of further discussion in the system elements that follow.

MANAGEMENT RESPONSIBILITY

4.1 Management responsibility

4.1.1 Quality policy

The supplier's management with executive responsibility shall define and document its policy for quality, including objectives for quality and its commitment to quality. The quality policy shall be relevant to the supplier's organizational goals and the expectations and needs of its customers. The supplier shall ensure that this policy is understood, implemented and maintained at all levels of the organization.

Guidance

The quality policy establishes—

- a commitment to quality;
- the road freight organization's quality objectives; and
- the road freight organization's perception of its customers' expectations and needs.

The signature of the manager (and date), on the policy can be a method of demonstrating the commitment to both employees and customers.

All employees should understand the policy and their roles in its implementation. Central to this understanding should be a clear statement by management to its employees, which could include the following:

- The importance of quality and the organization's commitment to delivering it on all occasions to customers.
- The image and reputation the organization wants to portray.
- The specific service quality objectives to be achieved.
- An outline of how the objectives are to be achieved.
- The roles and relationships of personnel and work units in implementing the quality policy.

NOTE: The quality policy usually forms part of the quality manual (see Clause 4.2).

In many cases, key management personnel may be absent when decisions are required to ensure that a customer gets the required service. It is highly desirable that the policy conveys a sense of appropriate decision-making, formal delegation and authority to those within the organization who have responsibility for ensuring that commitments to customers are met.

4.1.2 Organization

4.1.2.1 Responsibility and authority

The responsibility, authority and the interrelation of personnel who manage, perform and verify work affecting quality shall be defined and documented, particularly for personnel who need the organizational freedom and authority to:

- a) initiate action to prevent the occurrence of any nonconformities relating to the product, process and quality system;
- b) identify and record any problems relating to the product, process and quality system;
- c) initiate, recommend or provide solutions through designated channels;
- d) verify the implementation of solutions;
- e) control further processing, delivery or installation of nonconforming product until the deficiency or unsatisfactory condition has been corrected.

Guidance

Management should have a defined organisational structure. This is usually in the form of a chart of the organisation.

As part of the organizational structure, everyone in the organization whose work affects quality, should have their responsibilities and authorities defined in a written form. This includes management, line staff, workshop staff, drivers and anyone else for whom it is appropriate that this should be done.

This definition of responsibility could be in the form of a job description which, if this approach is used, should specify at least the following points:

- The scope of the work covered by the position.
- The responsibilities of the person in the position (including the work requirements and the expected achievements).
- The limits of authority including the area of decision making and expenditure of money or resources.
- The extent to which Items (a) to (e) of the Clause apply.

Everybody working within the organization should have a copy or access to a copy of their job description.

Job descriptions should be function specific rather than person/employee specific. They should not be just issued and forgotten but regularly reviewed and developed.

Subcontractors also should be given explicit guidelines on what is expected from them. This would normally be included in the purchase order or contract/supply agreement (see Clause 4.6).

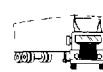
Organizational charts and job descriptions should be documented, authorized, kept up-to-date and published.

Alternatively, procedures and instructions can be used to define responsibilities and authorities.

Each carrier should use the method that best suits its mode of operation.



APPLICATION



Clear Lines of Authority

One medium-sized road freight organization, when implementing quality assurance Standards, found that family members had overlapping and uncertain areas of responsibility.

An important outcome of the quality assurance process was to clarify who was responsible for what and what authority they had.

4.1.2.2 Resources

The supplier shall identify resource requirements and provide adequate resources, including the assignment of trained personnel (see 4.18), for management, performance of work and verification activities including internal quality audits.

Guidance

The carrier's management needs to periodically review the company's activities, assessing for example, the following:

- Whether there is enough equipment, such as trucks of the required type or types, loading and unloading facilities, maintenance facilities such like.
- Whether there are enough drivers, maintenance staff, support administration staff such like.

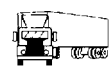
The scope of the resource review includes all phases of the carrier's organization. It should include an assessment of how relevant regulations and requirements affect the carrier's business.

It could also include a review of the documentation for the quality system. (This is probably more important in the initial phases of the introduction of the quality system.)

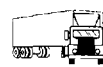
While the review of physical resources includes ensuring that the carrier's current equipment is appropriate for current needs, there may be a need for contingency plans for additional or different equipment to meet expected future needs.

Similarly, the staffing requirements need to be assessed, not only in terms of numbers but also in terms of required skills and capabilities. Future staffing needs may require existing staff to undergo additional training (see Clause 4.18), or new staff with additional skills may need to be recruited.

The carrier should note that the review covers not only the area of 'performance of work' but also includes the management and verification (checking) areas.



APPLICATION



Training needs of drivers in the petroleum industry, includes dangerous goods licences and either firefighting or advanced articulated vehicle handling, or both. Staff resources may include a person with particular software experiences. Plant equipment may need to include low loader vehicles or wide load permits.

4.1.2.3 Management representative

The supplier's management with executive responsibility for quality shall appoint a member of the suppliers own management who, irrespective of other responsibilities, shall have defined authority for

- a) ensuring that a quality system is established, implemented and maintained in accordance with this International Standard,
- b) reporting on the performance of the quality system to the supplier's management for review and as a basis for improvement of the quality system.

NOTE 5 The responsibility of a management representative may also include liaison with external parties on matters relating to the supplier's quality system.

Guidance

The manager should allocate to a senior manager, responsibility for ensuring the implementation and on-going maintenance of the provisions of the quality assurance system implemented by the organization. This should include responsibility for the quality manual and the quality procedures. The senior manager should have the required authority and power to act on all aspects of quality management.

The senior manager may work full-time in the area of quality. If so, the position would normally be titled, quality manager. Alternatively, a senior manager may continue in his or her normal position and assume this responsibility as an addition to existing responsibilities.

In a smaller business, or in a owner-driver situation, the manager may also act as the management representative responsible for quality.

4.1.3 Management review

The supplier's management with executive responsibility shall review the quality system at defined intervals sufficient to ensure its continuing suitability and effectiveness in satisfying the requirements of this International Standard and the supplier's stated quality policy and objectives (see 4.1.1). Records of such reviews shall be maintained (see 4.16).

Guidance

Management should regularly review the adequacy of the carrier's quality system to ensure that it is suitable and effective. The review process and outcome should be documented. Minutes of meetings, management reports and memos are all appropriate methods of documentation.

Management review should be the peak control mechanism in the whole on-going quality management process. Key senior management needs to be actively involved in the review process and the reviews should take place at regular, stated intervals.

For a larger company, this means that the chief executive officer should review the results of the management review. For a smaller company, the owner or principal should be the person involved.



Management reviews are best planned with an agenda that addresses all elements of the Standard that affect the operations of the business relating to quality.

The core group of attendees should include the senior management, quality manager/representative and other staff, as required.

Sources of information that may provide appropriate indicators of suitability and effectiveness could include the following:

- Customer complaints and comments.
- Staff suggestions and any requests for improvement.
- On-going monitoring of quality in the delivery of road transport services.
- Results of service performance analysis.
- Findings of internal and external audits on the implementation and effectiveness of the quality system.
- Nonconformance reports.