

**RESOURCE MANAGEMENT**

**QSP 4.1 – Provision of Resources**

<b>Purpose</b>	To ensure that adequate resources are allocated to all functions required to support the quality management system and ensure the goals and objectives stated in the Quality Policy are met.
<b>Scope</b>	This procedure applies to all areas of ABC Components Inc. whose processes impact the quality of our goods and services and/or the satisfaction of our customers' requirements and expectations.
<b>Responsibilities</b>	<p>The Leadership Team, with inputs from the appropriate functional area management, are responsible for ensuring adequate human, financial, and physical resources are allocated to support the quality management system defined in this Quality System Procedure Manual.</p> <p>Functional area management are responsible for advising the Leadership Team of any resource issues affecting their ability to effectively support the company's quality management system.</p>
<b>Definitions</b>	None.
<b>Procedure</b>	<p>Functional area management creates an Annual Operating Plan identifying the financial, human, and physical resources for the next calendar year by December 15th of each year.</p> <p>Operating plans are developed in accordance with appropriate work instructions detailed in the General Administration Work Instruction Manual.</p> <p>The Leadership Team determines and approves all resource allocations at its annual planning meeting, and develops the Annual Resource Allocation Plan.</p> <p>The Annual Resource Allocation Plan is communicated to all functional area management personnel by no later than January 15th of any given year.</p> <p>The Annual Resource Allocation Plan is retained as a Quality Record in accordance with work instructions contained in the General Administration Work Instruction Manual.</p>
<b>Quality Records</b>	<p>The Quality Records from this process are:</p> <ul style="list-style-type: none"> <li>• Annual Resource Allocation Plan</li> </ul>
<b>Associated Documents</b>	<p>ISO 9001:2000, Clause 6.1</p> <p>ABC Components Inc. Quality Manual</p> <p>General Administration Work Instruction Manual</p>

**QSP 4.2 – Personnel Placement and Training**

<b>Purpose</b>	To ensure that all employees are trained in all aspects of their tasks and in the goals of ABC Company Inc. in satisfying its customers' expectations.
<b>Scope</b>	This procedure applies to all employees of ABC Components Inc.
<b>Responsibilities</b>	Human Resources have overall responsibility for ensuring the requirements of this procedure are followed.  Where indicated in the procedure, functional area management is responsible for the conduct of identified training.
<b>Definitions</b>	None.
<b>Procedure</b>	<p>Job postings clearly describe the desired education, skills, and attributes required for the job and all prospective employees are assessed against these requirements in accordance with Human Resources Work Instructions. All references pertaining to education, training, and experience will be verified, to the extent possible.</p> <p>All employees are required to attend an Orientation Seminar on their first day of work at ABC Components Inc. This seminar provides training in the following areas:</p> <ul style="list-style-type: none"> <li>• health and safety procedures</li> <li>• the quality management system and its supporting documentation</li> <li>• company expectations with respect to quality issues in the performance of their jobs</li> </ul> <p>Records will be maintained of this Orientation Training in the employee's personnel file in accordance with Human Resources Work Instructions.</p> <p>Exemptions from specified job requirements must be approved by both Human Resources and functional area management. These exemptions are recorded in the employee's personnel file in accordance Human Resources Work Instructions.</p> <p>Full time employees with unique certifications/registrations will be tested and re-tested in accordance with the requirements of the appropriate certification/registration. This testing will be conducted by functional area management, or a registered testing agency where required.</p> <p>All in-house on-the-job training is recorded using an On-the-Job Training Record. This form becomes part of the employee's personal file in accordance with Human Resources Work Instructions.</p> <p>Functional area management conducts an annual performance review with each employee using the Employee Annual Performance Review Package, in accordance with Human Resources Work Instructions. The Employee Annual Performance Review Package becomes a part of the employee's personal file.</p>

**QSP 4.2 – Personnel Placement and Training, continued**

**Quality Records**

The Quality Records from this procedure are:

- Employee Annual Performance Review Package
- Employee Certification/Registration Certificate
- Job Posting
- On-the-Job Training Record

**Associated Documents**

ISO 9001:2000, Clause 6.2

ABC Components Inc. Quality Manual

Human Resources Work Instructions Manual

**QSP 4.3 – Assess Training Effectiveness**

<b>Purpose</b>	To ensure that all training provided to employees is effective and achieves the objectives established ABC Company Inc.
<b>Scope</b>	This procedure applies to all employee training activities at ABC Components Inc.
<b>Responsibilities</b>	Human Resources have overall responsibility for ensuring the requirements of this procedure are followed.  Functional area management are responsible for advising Human Resources when a training activity has not met the established expectations and goals.
<b>Definitions</b>	None.
<b>Procedure</b>	Human Resources, in co-operation with functional area management, establish criteria for assessing the effectiveness of training programs in accordance with Human Resources Work Instructions.  Employees are requested to provide an assessment of the effectiveness of the training in meeting their needs within five days of completing the training.  Wherever possible, employee job performance is assessed within three weeks of their receiving training by functional area management.  Functional area management provides Human Resources with a generic assessment (no employee names are to be used in the report) of employee performance after training.  Human Resources reviews the information gained from employee assessments and functional area management performance reports in planning future training activities.  The Manager, Human Resources provides the Director, Operations a monthly report on the status of all training activities, planned or under way, and their perceived effectiveness in meeting organizational goals.
<b>Quality Records</b>	None.
<b>Associated Documents</b>	ISO 9001:2000, Clause 6.2 ABC Components Inc. Quality Manual Human Resources Work Instructions Manual

## **QSP 4.4 – Creating a Quality Work Environment**

<b>Purpose</b>	To establish a process for providing the employees at ABC Company Inc. an environment that fosters co-operation and the desire to actively contribute to the achievement of organizational quality goals and objectives.
<b>Scope</b>	This procedure applies to all facilities operated by ABC Components Inc.
<b>Responsibilities</b>	<p>The Leadership Team is responsible for ensuring that ABC Components Inc. provides a healthy and safe working environment that encourages all employees to actively pursue excellence in all their work endeavors.</p> <p>Functional area management is responsible for advising the Leadership Team when improvements to the work environment are required.</p>
<b>Definitions</b>	None.
<b>Procedure</b>	<p>Functional area management develop and prioritize a list of recommended changes to the infrastructure and work environment as a part of their Annual Operating Plan in accordance with QSP 4.1 – Provision of Resources. This list identifies recommended changes in the following areas:</p> <ul style="list-style-type: none"><li>• buildings, workspace, and associated utilities</li><li>• process equipment, including hardware and software</li><li>• supporting services</li></ul> <p>The Leadership Team reviews all submissions from functional area management and develops a corporate capital asset strategy. This strategy will ensure the acquisition and deployment of capital assets is effective in meeting the needs of the organization and the satisfaction of customer expectations.</p> <p>The corporate strategy developed is published as part of the Annual Operating Plan in accordance with QSP 4.1 – Provision of Resources.</p>
<b>Quality Records</b>	None.
<b>Associated Documents</b>	<p>ISO 9001:2000, Clause 6.3 &amp; 6.4</p> <p>ABC Components Inc. Quality Manual</p> <p>Quality System Procedure 4.1 – Provision of Resources</p>