Quality Control Plan Manual

ESHRAQAT ALBADR

2024

Basra, Iraq

TABLE OF CONTENTS

INTRODUCTION

PURPOSE OF THIS MANUAL

This manual documents Eshraqat Albadr's Quality Control Plan. The plan is a living document; it describes how quality standards, practices, resources and activities work together to ensure that our products and services consistently meet customer requirements and regulatory obligations. According to the American Society for Quality (ASQ), a quality plan is a collection of documents that specify the objectives to be attained, the steps in the process, allocation of responsibilities, documented standards and instructions, testing and inspection programs, and methods for measuring achievement. A well-defined quality plan ties organisational objectives to daily practices so that quality becomes part of our culture rather than an afterthought.

SCOPE AND APPLICABILITY

The Quality Control Plan applies to all departments and activities carried out by Eshraqat Albadr. Whether we are sourcing raw materials, designing a new service, manufacturing a product, delivering customer support or maintaining infrastructure, the principles and procedures described here apply. They ensure that quality controls are integrated into every phase of the life cycle, from initial concept through final delivery and maintenance. The scope includes interactions with suppliers, contractors and service providers whose work impacts our products and services. When requirements in this manual conflict with contract documents or regulatory requirements, the stricter requirement shall take precedence.

RELATIONSHIP TO OTHER DOCUMENTS

This Quality Control Plan is supported by a suite of related documents, including our Quality Policy, Standard Operating Procedures (SOPs), Work Instructions, Forms, Checklists, and Records. It also supports and aligns with external standards such as ISO 9001 and applicable industry codes. Where project-specific quality plans are created, they must be consistent with this manual and may reference sections herein instead of duplicating information. Updates to related documents must be reviewed and approved through the document control procedures described later.

QUALITY POLICY AND OBJECTIVES

COMMITMENT TO QUALITY

Quality is central to the mission of Eshraqat Albadr. We believe that delivering first-class products and services requires more than simply meeting specifications; it requires an organisational culture where everyone takes responsibility for quality. In the words of renowned quality expert W. Edwards Deming, "Quality is everyone's responsibility." The North Carolina Department of Transportation's Quality Assurance/Quality Control manual notes that quality is achieved when a team produces complete and accurate products that meet scope and schedule by knowing expectations and working together with accountability, communication and teamwork.
Eshraqat Albadr adopts these ACT principles—Accountability, Communication and Teamwork—as the foundation of our quality culture. We hold ourselves and our partners accountable for delivering quality; we communicate expectations clearly and promptly; and we work collaboratively across departments and with suppliers and contractors to achieve common goals.

QUALITY VALUES AND PRINCIPLES

Our commitment to quality is expressed through the following core values. These values were inspired by best practices in quality management, including the principles listed in a preliminary quality control plan for a large construction project. They form the basis for our objectives and procedures:

- **Consistency:** Maintain consistent performance and results across all products, services and projects. Consistency builds trust with customers and reduces variability in operations.
- **Accountability:** Promote a sense of responsibility at all levels. Everyone is accountable for following procedures and reporting issues.
- **Uniformity:** Apply uniform methods and standards so that similar tasks are performed the same way regardless of who performs them or where they occur.
- **Transparency:** Document processes and decisions clearly so that stakeholders can understand how work is performed and quality is ensured.
- **Reliability:** Produce products and services that perform as intended under normal conditions and across their expected life cycles.
- **Continual Improvement:** Embrace continual improvement by identifying opportunities to enhance processes and products through feedback, analysis and innovation.
- **Traceability:** Maintain records that allow us to trace materials, components, actions and decisions through the entire supply chain and product life cycle.

These values align with our strategic goals. They guide the way we design procedures, allocate resources and measure performance. Objectives derived from these values are measurable targets that direct our quality efforts. For example, objectives may relate to defect rates, customer satisfaction, on-time delivery, safety performance, or process efficiency. Objectives are reviewed during management review meetings and updated as necessary.

PURPOSE AND SCOPE OF THE QUALITY CONTROL PLAN

IMPORTANCE OF QUALITY PLANNING

Quality planning is not optional. It establishes the framework for how an organisation will meet customer requirements and comply with regulations. The ASQ notes that quality plans should define the objectives to be attained, the sequence of activities, allocation of responsibilities and resources, documented standards and practices, testing and audit programs, and methods for measuring achievement. Without a plan, quality efforts become reactive and inconsistent. With a plan, quality is proactive and predictable. Effective quality planning translates customer requirements—the "what"—into the actions required to produce the desired outcome—the "how". It couples these actions with standards, practices and protocols to specify precisely what is needed, who will do it, and how it will be done. The plan also establishes how to measure success and how to handle changes.

A quality control plan also reduces costs by focusing on what is necessary to complete the project or service. It minimises the chances of defects and errors and ensures that work is carried out smoothly by outlining what employees are expected to do. Clear objectives and instructions help reduce confusion, shorten learning curves, and improve accountability. Stakeholders and management can monitor progress by referencing the plan's objectives, success metrics and milestones.

ELEMENTS OF A QUALITY PLAN

While each plan is unique to its organisation and industry, common elements appear in effective quality plans. The ASQ identifies several key components that we have adapted for this manual:

- **Introduction:** Provide background information, the need for the project or process, scope, activities and important dates or deadlines. This manual serves as that introduction.
- **Organisational Structure:** Document the organisational structure or organisational chart, including necessary team members and their relationships. External vendors and subcontractors should also appear in this structure.

- **Responsibilities and Qualifications:** List each team member's responsibilities and the qualifications necessary to fulfil their duties. Clarify who is responsible for performing tasks and who is responsible for verifying work.
- **Supplier Standards:** Specify standards prospective suppliers must meet before they can bid on a contract and maintain a list of qualified suppliers.
- **Testing Parameters:** Define testing methods, frequencies and acceptance criteria for processes and products. Include performance standards and how performance will be documented.
- **Acceptance Criteria:** Establish the criteria required for product or service acceptance. Acceptance criteria may relate to measurable characteristics, performance requirements and documentation.
- **Deliverables:** Identify expected deliverables, such as final products, reports, certifications and records.
- **Feedback Mechanism:** Describe how internal and external customer feedback will be collected, analysed and acted upon. Feedback loops support continual improvement.
- **Quality Control Procedures:** Provide procedures for inspection, measurement, testing, non-conformance management, corrective actions and preventive actions. Include roles and responsibilities for each procedure.
- **Audits and Training:** Outline requirements for internal and external audits and training programs .
- **References:** List external standards, policies and documents that apply to the product or service.

These elements form the structure of the sections that follow. They ensure that we address the necessary topics in a systematic way and that our plan remains flexible and open to improvements.

ROLES AND RESPONSIBILITIES

ORGANISATIONAL STRUCTURE

Eshraqat Albadr recognises that quality cannot be achieved in isolation. It requires collaboration across functions and disciplines. The organisational structure for quality management includes the following key roles. A detailed organisation chart is maintained separately and updated as needed.

- **Top Management:** Provides leadership, resources and strategic direction. Approves the Quality Policy and objectives and reviews quality performance during management reviews. Ensures that the quality management system meets regulatory and customer requirements.
- **Quality Management Representative (QMR):** Serves as the owner of the quality management system (QMS). The QMR coordinates the development,

implementation and maintenance of the Quality Control Plan, reports on the performance of the QMS to top management, and promotes customer focus and continual improvement. The QMR also liaises with external auditors and regulatory bodies.

- **Quality Assurance (QA) Team:** Performs high-level reviews to ensure that appropriate Quality Control processes took place and that deliverables comply with standards and policies. According to the NCDOT manual, quality assurance reviews should verify that QC was performed and perform a fatal-flaw review to ensure deliverables meet standards.
- **Quality Control (QC) Inspectors:** Conduct detailed reviews and inspections during the process to verify that work meets specified requirements. QC inspectors check materials, processes and outputs against standards and record their findings. They ensure that testing requirements are followed and that non-conformances are documented.
- **Project Managers/Department Managers:** Integrate quality requirements into project plans and departmental activities. They ensure that the necessary resources are available, that staff are trained and competent, and that QC and QA activities are performed. Project managers also provide oversight and ensure that quality objectives align with scope, schedule and budget.
- **Process Owners:** Individuals responsible for specific processes (e.g., procurement, design, manufacturing, customer service). They develop and maintain process documentation, monitor process performance, and implement improvements.
- **Employees and Contractors:** Everyone performing work on behalf of Eshraqat Albadr has a responsibility to follow procedures, report problems and suggest improvements. Training and competence requirements apply equally to employees and contractors.

RESPONSIBILITIES OF KEY PERSONNEL

The following responsibilities apply to the roles listed above. These are not exhaustive; detailed responsibilities are provided in job descriptions and procedures.

- **Top Management:**
  - Endorse the Quality Policy and ensure that it is communicated and understood.
  - Provide adequate resources (personnel, equipment, budget) to implement and maintain the Quality Control Plan.
  - Set measurable quality objectives and review them regularly.
  - Participate in management reviews and support corrective and preventive actions.
- **Quality Management Representative:**
  - Maintain the Quality Control Plan and ensure its dissemination.
  - Coordinate internal audits and oversee external audits.
  - Ensure that customer requirements are understood and met.
  - Report on the performance of the QMS and opportunities for improvement.
- **Quality Assurance Team:**
  - Verify that QC processes were properly executed and documented.
  - Conduct high-level reviews to ensure that deliverables meet applicable standards and regulations.
  - Provide independent oversight and objectivity to the quality process.
- **Quality Control Inspectors:**
  - Perform inspections and tests according to procedures.
  - Record findings and report non-conformances.
  - Verify corrective actions and monitor compliance.
- **Project/Department Managers:**
  - Integrate quality activities into project schedules and budgets.
  - Ensure that staff receive necessary training and resources.
  - Monitor process performance and quality metrics.
  - Support audits and implement corrective actions.
- **Process Owners and Employees:**
  - Follow documented procedures and work instructions.
  - Document work activities and maintain records.
  - Identify and report potential quality issues or improvements.
  - Participate in training and continuous improvement initiatives.

QUALITY PLANNING PROCESS

Creating an effective Quality Control Plan involves several interrelated activities. A blog on best practices for quality control planning identifies key steps that organisations should follow. Although these steps may vary based on industry and scope, the underlying principles remain consistent. Rather than numbering the steps, we present them as interconnected activities that form a continuous improvement cycle.

ESTABLISH CLEAR OBJECTIVES

Every quality plan begins with clear objectives. These objectives translate customer requirements and regulatory obligations into measurable targets for products, services and processes. Objectives may include dimensional tolerances, performance targets, safety criteria, cycle time, cost limits and environmental considerations. The more detailed the objectives, the easier it is for production and service teams to follow them. For example, if a product must withstand a certain temperature range or be made from specific materials, these details must be specified. Objectives should also define what success looks like, such as acceptable defect rates or on-time delivery percentages.

DOCUMENT PRACTICES AND PROCEDURES

Once objectives are established, document the practices, protocols and procedures required to achieve them. This portion of the plan should cover any necessary activities to maintain quality at every stage . For Eshraqat Albadr, this includes:

- **Selecting Quality Materials:** Define criteria for material quality, approved suppliers and inspection methods.
- **Outlining Standards of Execution:** Document how processes are performed, including equipment settings, environmental conditions, and ergonomic considerations.
- **Monitoring and Testing:** Specify what will be monitored, how measurements are taken, and frequency of testing.
- **Documenting Activities:** Require records for each step to maintain transparency and accountability.

These documented practices form the backbone of SOPs and work instructions. They should be reviewed periodically and updated when processes change or improvements are identified.

ASSIGN RESPONSIBILITIES

Quality cannot be ensured by a single person. After outlining the procedures, assign tasks to employees and teams so that everyone knows what to do. Clearly define who is responsible for monitoring quality at each stage and who is responsible for verifying work. Assigning responsibilities ensures that tasks are completed effectively and reduces gaps or overlaps. It also supports traceability by linking actions to individuals or teams.

TRAINING AND COMPETENCE

Employee training is critical to effective quality control. Training programs should cover both general quality concepts and job-specific procedures. They should explain the importance of maintaining quality standards, how to use tools and equipment correctly, how to interpret specifications, and how to record data. Training must be continuous to keep team members up to date on regulatory changes and process improvements. It should also extend to new hires, contractors and subcontractors.

INSPECTIONS, TESTING AND AUDITS

Regular inspections, product testing and audits help identify issues early. The plan should specify when and how inspections will occur, who conducts them, and what records are required. Inspections may be in-process or final; testing may involve destructive or non-destructive methods; audits may be internal or external. Documentation of inspections and audits is essential for verifying compliance and identifying trends.

EVALUATE SUCCESS AND BE FLEXIBLE

After inspections and audits, evaluate the results and adjust the plan as needed. Continual evaluation allows the organisation to identify areas for improvement and respond to changing requirements. Quality plans must be flexible to accommodate updates in procedures, standards or technology. This flexibility ensures that the plan remains relevant and effective over time.

DOCUMENT CONTROL AND RECORD KEEPING

Effective document control ensures that information is current, accurate and accessible. It prevents employees from using outdated procedures or specifications and supports traceability. ASQ notes that documenting quality plans has multiple uses: ensuring

conformance to customer requirements and standards, facilitating traceability, providing objective evidence and furnishing a basis for training.

DOCUMENT CONTROL PROCEDURES

The following principles govern document control at Eshraqat Albadr:

- **Identification and Classification:** All documents (procedures, forms, specifications, drawings) must have a unique identifier, title, revision number and date. Documents are classified by type and process.
- **Approval Prior to Issue:** Documents must be reviewed and approved by authorised personnel before they are issued. Approvers ensure that the content is accurate, complete and consistent with quality objectives.
- **Access and Distribution:** Documents are stored electronically in a central document management system. Access is controlled based on roles. Printed copies, where necessary, must be marked "Uncontrolled Copy" unless they are part of an approved controlled distribution.
- **Revision Control:** Changes to documents must be processed through the document control system. A change request is submitted, reviewed and approved. Revision histories are maintained to track what changed, why, and when.
- **Obsolete Documents:** Obsolete documents are removed from points of use to prevent unintended use. They are retained in the archive for reference only and marked as "Obsolete."

RECORD KEEPING

Records provide evidence that activities were performed as required and that products or services meet specifications. They are critical for traceability. Records include inspection and test results, calibration certificates, training attendance sheets, non-conformance reports and audit findings. Record keeping procedures specify:

- **Record Identification:** Every record must include information such as date, process, responsible person and unique identifier.
- **Storage:** Records are stored in secure electronic systems with backups. Paper records, where applicable, are stored in locked cabinets with restricted access.
- **Retention:** Retention periods are defined based on legal and business requirements. After the retention period, records may be disposed of securely or archived for historical purposes.
- **Protection:** Records must be protected from damage, deterioration or loss. Electronic records are protected through access control and regular backups.
- **Accessibility:** Records must be readily retrievable when needed for audits, customer inquiries or process reviews.

TRAINING AND COMPETENCE

Training ensures that employees and contractors have the knowledge and skills to perform their tasks correctly and safely. According to best practices in quality management, training must be specific to individual roles and updated regularly. Eshraqat Albadr implements a structured training program that includes:

- **Orientation Training:** New employees receive an orientation that introduces the Quality Policy, objectives, procedures, and their responsibilities. Orientation emphasises the importance of quality and how each individual contributes.
- **Job-Specific Training:** Employees receive training tailored to their roles. For example, QC inspectors are trained on inspection methods, measurement tools and data recording. Design engineers are trained on design standards, codes and software. Customer service personnel are trained on handling feedback and complaints.
- **Regulatory and Compliance Training:** Training covers applicable regulations, standards and certifications relevant to the industry and products. For example, employees may be trained on ISO 9001 requirements or on specific safety standards.
- **Refresher Training:** Refresher courses keep employees up to date on changes to procedures, technology or regulations. They also reinforce best practices and correct any deviations observed during audits or inspections.
- **Supplier and Contractor Training:** Suppliers and contractors who work onsite or produce critical components are trained on our quality requirements and best practices.

Training records include the employee's name, training date, topics covered, trainer and assessment results. Competence is evaluated through practical exercises, tests or observed performance. Employees who fail to demonstrate competence receive additional training before performing the task independently.

SUPPLIER AND MATERIAL CONTROL

Our products and services depend on the quality of the materials and components provided by suppliers. To ensure that materials meet our standards, we implement supplier and material control measures.

SUPPLIER SELECTION AND QUALIFICATION

Potential suppliers are evaluated based on their ability to meet our quality, environmental, safety and delivery requirements. Criteria may include certification to quality standards (such as ISO 9001), track record, technical capability and financial stability. We maintain a list of qualified suppliers that is reviewed periodically. Suppliers must agree to our terms and conditions and quality requirements.

SUPPLIER PERFORMANCE MONITORING

After qualification, supplier performance is monitored through metrics such as defect rates, on-time delivery, responsiveness and corrective actions. Poor performance triggers corrective actions or disqualification. Regular supplier audits verify that suppliers continue to meet our requirements.

MATERIAL RECEIVING AND INSPECTION

Materials are inspected upon receipt to verify compliance with specifications. Inspections include verifying material identification, dimensions, certifications and condition. Non-conforming materials are segregated and documented. If a supplier delivers defective materials repeatedly, corrective actions are required and the supplier may be removed from the approved list.

CONTROL OF CUSTOMER-SUPPLIED MATERIALS

When customers supply materials or components, we handle and store them with the same level of care as our own materials. The condition of customer-supplied materials is verified upon receipt and any non-conformances are reported to the customer. Records of receipt, inspection and use are maintained.

PROCESS CONTROL AND MONITORING

Controlling and monitoring processes ensures that they remain stable and capable of producing results within specification. Process control involves planning, executing and monitoring tasks using well-defined procedures, equipment and metrics.

PROCESS PLANNING

Process owners develop process descriptions that specify inputs, outputs, equipment, tools, materials, environmental conditions and acceptance criteria. These descriptions include workflow diagrams and identify control points where measurements or inspections occur. Risk assessments identify potential failure modes and determine appropriate controls.

MONITORING AND MEASUREMENT

Monitoring involves collecting data on process parameters (e.g., temperature, pressure, cycle time) and product characteristics (dimensions, weight, performance). Measurement systems are calibrated and maintained. Statistical techniques such as statistical process control (SPC) charts may be used to detect trends or deviations. When data indicate that a process may be drifting out of control, corrective actions are initiated before defects occur.

USE OF AUTOMATION AND COMPUTERISED TRACKING

Modern quality management systems can benefit from automation and computerised tracking. The effivity blog emphasises using automation to improve consistency and reduce human error and costs. Automation can involve sensors, programmable logic controllers, or software that guides operators through tasks. Computerised tracking systems record process data in real time, enabling analysis, traceability and decision making. We evaluate automation solutions based on cost-benefit analysis, considering both the quality improvements and the investment required.

CONTROL OF CHANGES

Changes to processes, equipment or materials must be evaluated for their impact on quality. A change request is submitted and reviewed by the QMR and relevant process owners. The review considers risks, necessary training, documentation updates and communication. Changes are implemented only after approval and updated procedures are distributed.

INSPECTION, TESTING AND AUDITS

Inspection, testing and audits provide objective evidence that products and processes meet requirements. They are planned activities integrated into the workflow.

INSPECTION AND TESTING

- **In-Process Inspection:** Inspections conducted during the manufacturing or service process ensure that interim outputs meet requirements. Inspections may include visual checks, measurements, functional tests or environmental monitoring. They allow for early detection of issues and corrective actions.
- **Incoming Inspection:** Materials and components received from suppliers are inspected as described earlier. Acceptance is based on compliance with specifications and certification requirements.
- **Final Inspection and Testing:** Before a product is released or a service is declared complete, final inspection and testing verify that all requirements and acceptance criteria have been met. Tests may be conducted in laboratory settings or in the field. Records of results are maintained.
- **Testing Standards:** Testing parameters and acceptance criteria are defined in procedures and specifications. Acceptance may be based on statistical sampling plans, 100 % inspection or special sampling methods. Non-conformances are documented and resolved.

AUDITS

Audits evaluate the effectiveness of the quality management system and determine whether it is being implemented as planned. They also identify opportunities for improvement and share best practices.

- **Internal Audits:** Conducted by trained auditors independent of the area being audited. Internal audits verify conformance to procedures, standards and the Quality Control Plan. They include document reviews, observations, interviews and sampling of records. Findings are documented, corrective actions are assigned and follow-ups are performed.
- **External Audits:** External audits include customer audits, regulatory audits and third-party certification audits. They provide independent verification of our quality performance and may be required to maintain certifications or contracts. Preparation for external audits includes reviewing documents, training staff and ensuring that records are complete and available.
- **Audit Frequency and Planning:** Audit schedules are based on risk, past performance and regulatory requirements. High-risk or critical processes may be audited more frequently. Annual audit plans are approved by top management and include scope, criteria and auditors.

NONCONFORMANCE, CORRECTIVE AND PREVENTIVE ACTIONS

NONCONFORMANCE MANAGEMENT

A nonconformance occurs when a product, service, process or record does not meet specified requirements. Managing nonconformances prevents defective products or services from reaching customers and drives improvements.

- **Identification:** Employees must be vigilant in identifying potential nonconformances during production, service delivery, inspection or testing. Nonconformances may include deviations from specifications, missing documentation, damage or performance issues.
- **Documentation:** When a nonconformance is identified, it is documented in a nonconformance report (NCR). The NCR includes the description of the issue, date, affected product or process, responsible person, and immediate actions taken (e.g., segregation of defective items).
- **Disposition:** The responsible manager determines how the nonconforming item will be handled. Options include rework, repair, use-as-is (with concession), scrap or return to supplier. The disposition must be approved by authorised personnel and documented.
- **Communication:** Relevant parties, including affected departments, suppliers or customers, are notified of the nonconformance and its disposition.

CORRECTIVE ACTION

Corrective action addresses the root cause of a nonconformance to prevent recurrence. The process includes:

- **Root Cause Analysis:** Use problem-solving techniques (e.g., 5 Whys, fishbone diagrams, failure mode and effects analysis) to determine the underlying cause.
- **Action Plan:** Develop actions to eliminate the root cause. Actions may include revising procedures, retraining personnel, repairing equipment or improving supplier quality.
- **Implementation:** Implement corrective actions according to the action plan. Ensure that responsible individuals have the authority and resources to complete the actions.
- **Verification of Effectiveness:** After implementation, verify that the corrective actions resolved the issue. This may involve additional inspections, tests or audits.
- **Documentation:** Document the entire process, including root cause analysis, actions taken, implementation dates, verification results and approvals.

PREVENTIVE ACTION

Preventive actions address potential nonconformances before they occur. They are proactive measures identified through risk assessments, trend analysis, audits or improvement initiatives. Preventive actions may include changing process parameters, updating training, redesigning a product or performing maintenance. Preventive actions are documented, implemented and verified similarly to corrective actions.

QUALITY RECORDS AND REPORTING

Quality records provide tangible evidence that processes have been performed and products and services meet requirements. They support audits, traceability and continuous improvement. Reporting quality performance informs management and employees of progress toward objectives.

TYPES OF QUALITY RECORDS

- **Inspection and Test Records:** Data from inspections and tests, including measured values, compliance status and environmental conditions.
- **Calibration Records:** Certificates and logs verifying that measurement equipment has been calibrated and is within tolerance.
- **Training Records:** Attendance lists, test results and competency assessments from training programs.
- **Supplier Evaluations:** Records of supplier qualification, audits and performance monitoring.
- **Nonconformance Reports:** Detailed reports of non-conforming products or services, including actions taken.
- **Corrective and Preventive Action Reports:** Documentation of investigations, actions and verifications.
- **Audit Reports:** Findings from internal and external audits, including opportunities for improvement.

REPORTING QUALITY PERFORMANCE

Quality performance is reported to management and stakeholders through dashboards, scorecards or written reports. Key performance indicators (KPIs) may include defect rates, customer complaints, on-time delivery, training completion and audit closure. Regular reporting ensures that management reviews remain evidence-based and supports decision making. Trends over time highlight the effect of improvement initiatives and help prioritise resources.

AUDITS AND MANAGEMENT REVIEWS

INTERNAL AUDITS

Internal audits assess whether the quality management system conforms to planned arrangements and is effectively implemented. Auditors are trained and independent of the area audited. Audits are performed according to documented procedures and schedules. Findings are classified as conformities, minor non-conformities, major non-conformities or observations. Audit reports are issued to the responsible manager, and corrective actions are tracked through to closure.

EXTERNAL AUDITS

External audits include customer audits, regulatory inspections and third-party certification audits. They provide independent verification of compliance and may be required for certifications or contractual obligations. Preparation for external audits includes ensuring that documents and records are up to date, training employees on audit etiquette and expectations, and verifying that previous audit findings have been addressed.

MANAGEMENT REVIEWS

Management reviews provide top management with the opportunity to evaluate the effectiveness of the quality management system and make strategic decisions. Reviews occur at least annually and follow a structured agenda that includes:

- Review of previous actions and status of corrective actions
- Changes in external and internal issues relevant to the QMS
- Performance and conformity of processes and products
- Adequacy of resources
- Effectiveness of actions taken to address risks and opportunities
- Opportunities for improvement

Outputs of management reviews include decisions and actions related to improvement of the QMS, resource needs, and changes to policy, objectives or procedures. Minutes of the meeting are recorded and distributed.

CONTINUOUS IMPROVEMENT

Eshraqat Albadr is committed to continuous improvement. The goal is not only to meet requirements but to exceed them and to innovate. Continuous improvement relies on data, analysis and a willingness to challenge existing assumptions.

DATA COLLECTION AND ANALYSIS

We collect data from inspections, tests, process monitoring, customer feedback and audits. Data are analysed using statistical methods to identify trends, patterns and correlations. For example, control charts may reveal process drift, while Pareto analysis may identify the most frequent types of defects. Root cause analysis tools help pinpoint underlying issues. Data analysis informs decision making and prioritisation of improvement projects.

EMPLOYEE INVOLVEMENT AND SUGGESTION PROGRAMS

Employees are encouraged to contribute ideas for improvement. Suggestion programs allow individuals to propose changes, report issues or recommend innovations. Ideas are evaluated based on feasibility, impact and alignment with strategic goals. Recognising and implementing employee suggestions fosters engagement and ownership.

PROCESS IMPROVEMENT PROJECTS

Improvement projects may follow methodologies such as Plan-Do-Check-Act (PDCA), Six Sigma or Lean principles. Projects have defined objectives, scope, timelines and responsibilities. Teams use quality tools such as flowcharts, cause-and-effect diagrams, failure mode and effects analysis (FMEA) and design of experiments (DOE). Successful projects are documented and shared across the organisation.

LESSONS LEARNED AND KNOWLEDGE MANAGEMENT

Lessons learned from projects, audits and corrective actions are captured and stored in a knowledge management system. Sharing lessons across departments prevents recurrence of problems and accelerates improvement. Knowledge management also includes maintaining training materials,

FEEDBACK AND CUSTOMER FOCUS

Listening to customers and stakeholders is essential for quality. Feedback informs whether we meet expectations and helps identify opportunities for improvement.

CUSTOMER FEEDBACK MECHANISM

We provide multiple channels for customers to share feedback, including surveys, email, phone support and face-to-face meetings. Feedback may relate to product performance, delivery, service experience, or documentation. Feedback data are logged, analysed and reviewed regularly. Trends highlight recurring themes such as product reliability, customer service responsiveness or design issues.

COMPLAINT HANDLING

Complaints are a valuable source of improvement. They are recorded in a complaint log with details of the issue, date, customer, product or service involved and resolution. Complaints are investigated to determine whether they represent isolated incidents or systemic problems. If a complaint reveals a nonconformance, it triggers the nonconformance and corrective action processes described earlier.

CUSTOMER SATISFACTION MEASUREMENT

Customer satisfaction is measured through surveys, repeat business, customer retention and market feedback. Metrics may include net promoter score (NPS), customer effort score or star ratings. Results are reported to management and used to refine quality objectives and targets.

COMMUNICATION WITH STAKEHOLDERS

Stakeholders include employees, suppliers, regulators, investors and the community. Communication with stakeholders ensures transparency and builds trust. Regular reports, meetings and publications inform stakeholders about our quality performance, initiatives and achievements. Engagement with regulators and industry groups keeps us informed about upcoming requirements and best practices.

APPENDICES

SAMPLE INSPECTION FORM

Field	Description
Inspection Date	Date when the inspection was performed
Inspector Name	Name of the person performing the inspection
Process/Product	Process or product being inspected
Specification/Criteria	Reference specification or acceptance criteria
Measurement Results	Actual measurements or observations
Compliance Status	Compliant / Non-compliant / Not applicable
Remarks	Notes on findings, anomalies, environmental conditions
Corrective Actions	Immediate actions taken in case of non-conformance

SAMPLE NON-CONFORMANCE REPORT

Field	Description
NCR Number	Unique identifier for the non-conformance report
Date Discovered	Date when the non-conformance was identified
Reported By	Person who discovered the non-conformance
Description	Detailed description of the non-conforming product/process
Immediate Action	Action taken to contain the issue
Root Cause	Summary of root cause analysis
Corrective Action Plan	Actions to eliminate the root cause
Responsible Person	Person accountable for implementing the corrective action
Verification	Evidence that corrective action was effective

SAMPLE TRAINING RECORD

Field	Description
Employee Name	Name of the trainee
Employee ID	Unique identification number
Training Course	Title of the training course
Date	Date of training
Trainer	Name of the trainer or training provider
Topics Covered	Summary of key topics and learning objectives
Assessment Results	Scores or evaluation of competence
Next Refresher Date	Recommended date for next refresher training

SAMPLE QUALITY CONTROL CHECKLIST

Step/Task	Criteria	Status	Comments
Verify material received	Material matches purchase order and specifications	✓ / ✗	
Inspect equipment setup	Equipment calibrated and ready for operation	✓ / ✗	
Review work instructions	Operators have latest revision of procedures	✓ / ✗	
Monitor process parameters	Parameters within specified limits	✓ / ✗	
Record measurements	Data recorded accurately in appropriate forms	✓ / ✗	
Review test results	Test results meet acceptance criteria	✓ / ✗	
Report anomalies	Any unusual observations reported to supervisor	✓ / ✗	
Clean and store equipment	Work area cleaned and equipment stored properly	✓ / ✗	
Update records	Records filed or uploaded according to procedure	✓ / ✗	

REFERENCES

The following sources informed the development of this manual:

- **ASQ Quality Plan Resources:** Provides a definition of quality plans and lists key elements that should be included, such as objectives, procedures, responsibilities, supplier standards, testing parameters and feedback mechanisms.
- **Effivity – Quality Control Plan Guide:** Explains the importance of quality control plans, outlines best practices and describes activities such as establishing objectives, documenting procedures, assigning responsibilities, providing training, conducting inspections and evaluating success.
- **NCDOT Quality Assurance/Quality Control Manual:** Emphasises that quality is everyone's responsibility and introduces the ACT principles of Accountability, Communication and Teamwork .
- **Morris Ridge Solar Project Preliminary QA/QC Plan:** Offers examples of quality commitments and objectives such as consistency, accountability, uniformity, transparency, reliability, continual improvement and traceability. It also highlights objectives like validating design and materials, verifying compliance and documenting processes.

By adapting guidance from these sources to our organisational context, Eshraqat Albadr's Quality Control Plan supports regulatory compliance and drives continual improvement.