QUALITY ASSURANCE /QUALITY CONTROL

MANUAL

SIT Contruction & IT Solutions

SIT Arabian

Contracting Company Limited

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Quality Manual

1. Scope

1.1 General

SIT ARABIAN. Has based the Quality Management System (QMS) described in this manual to demonstrate our capability to consistently provide products/services that meet customer and applicable regulatory requirements, and to operate with increased effectiveness and efficiency with the overall aim of enhancing customer satisfaction.

1.2 Application

Our QMS complies with all applicable requirements contained covers the design and provision of all company products, and encompasses all operations at our facility located at Al Khobar and all our job sites. The following table identifies *requirements* not applicable to our organization and provides a brief narrative justifying their exclusion from the scope of our QMS .

Requirements EXCLUSION TABLE

Clause or Sub-clause	Exclusion	Justification
7.3	Design	

2. Reference Documents.

The following external documents contain provisions which, through reference in this manual, constitute provisions of our QMS:

Customer Specific Requirements :

- ARAMCO / JCI
- Customer Specification

Customer Reference Manuals:

- ARAMCO ENGINEERING STENDARDRD
- AWS D1.1
- ACI
- ASTM

Appendix A contains a List of Key QMS documents referenced in this manual and defines the key top level processes for implementing our quality policy. Note: documents are referenced throughout this manual only by document number; see *Appendix A* for complete titles.

3. Terms and Definitions.

Our QMS uses the same internationally recognized terms, vocabulary and definitions given in Acronyms, terms, vocabulary and definitions unique to our organization, customers, industry and region and referenced throughout our QMS are contained in *Appendix B*, Terms and Definitions.

4. Quality Management System

4.1 General requirements

Our QMS is that part of our overall management system which establishes documents and implements our quality policy, and related processes for providing products and services which meet or exceed customer requirements, and satisfies QMS requirements of *ISO 9001:2000*.

We have adopted the process approach advocated by *ISO 9000:2005*, by defining and managing:

- Process inputs, controls, and outputs to ensure desired results are achieved, and
- Interfaces between interrelated processes to ensure system effectiveness is achieved.

Our 'core' business processes are what we call 'Customer Oriented Processes', or COPs, which are in place to meet the specific needs of our external customers, which directly relate to requirements contained in Clause 7 of *ISO 9001:2000*, Product Realization processes (i.e. things we 'do'). The basic sequence and interaction of our COPs is depicted in *COP 4.1*.

We have developed appropriate 'Support Oriented Processes', or SOPs, to help implement COPs in the most effective and efficient manner possible.

We also have developed 'Management Oriented Processes', or MOPs, to help meet the specific needs of management and our shareholders, and/or to meet management requirements of *ISO 9001:2000* and other external standards and regulatory requirements.

The overall sequence of QMS processes (i.e. COPs, SOPs and MOPs) are depicted in *DFC 4.1* And their (primary) interaction is depicted in our COP Interaction Matrix, *WI 4.1-1*.

Techniques and tools for process management are discussed in *Section 8*.

Specific responsibilities for and the sequence and interaction of our key QMS processes are detailed in Operating Procedures (OPs), many of which contain or reference deployment flow charts depicting the process or procedure described in the narrative OP; *Appendix A* contains a List of Key QMS Documents, including all OPs and other key top level QMS documents.

We also recognize the significant role that subcontractors play in achieving desired results and recognize that we must ensure proper control over outsourced QMS processes (*Section 7.4.1.2*). Outsourced processes are also depicted in both our *COP 4.1* and *DFC 4.1* flow charts; procedures governing their management are described in documents referenced in applicable OPs.

4.2 Documentation requirements

4.2.1 General

This manual contains documented statements of our quality policy and quality objectives and references documented procedures required by *ISO 9001:2000* and other documents needed to ensure effective planning, operation and control of our key QMS processes (*DFC 4.1*).

The level and type of QMS documentation established for our business is continually reviewed to ensure it remains appropriate for the complexity and interaction of our processes and the competence of our employees. QMS documents and data may be in hard copy or electronic media. QMS documentation includes this quality manual, OPs, DFCs, and other internal and external documents and data needed to manage, perform or verify work affecting product quality.
We use OPs to document and define the key QMS processes depicted in *DFC 4.1*. We use DFCs and PAWs (with associated Turtle Diagrams) to aid in the development, assessment and/or improvement (*Section 8.4*) of processes defined in OPs. We also issue and control work instructions, job descriptions, and other internal and external documents and data as appropriate and needed to effectively manage our QMS (*Section 4.2.3*).

4.2.2 Quality manual

This manual is that part of our QMS that defines the scope of our QMS and documents the policy, procedures and processes needed to implement our quality policy and achieve our quality objectives. This manual also documents justifications for exclusions from *ISO 9001:2000* requirements (*Section 1.2*) and defines the overall sequence of and interaction between our key QMS processes (*DFC 4.1*).

4.2.3 Control of documents

The Information Systems Manager or Document Controller has overall responsibility for ensuring that all QMS documents, including forms used to create quality records, are controlled per procedures detailed in *OP 4.2.3* and summarized below:

a) Approve documents for adequacy prior to issue.
b) review, update as necessary and re-approve documents.
c) Identify the current revision status of documents.
d) Ensure that relevant versions of applicable documents are available at points.
e) Ensure that documents remain legible, readily identifiable and retrievable.
f) Ensure that documents of external origin (including customer engineering standards/specifications) are identified and their distribution controlled.
g) Prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

The Engineering Manager oversees our process for assuring the timely review, distribution and implementation of all customer engineering standards/specifications and changes based on customer-required schedule; SIT ARABIAN. Uses a Product Data Management (PDM) system to manage and control engineering records and data (see *OP 4.2.3*).

Requirements for the establishment and maintenance of Master Lists of internal and external QMS documents are defined in *OP 4.2.3*.

4.2.4 Control of records

The Information Systems Manager or Document Controller has overall responsibility for ensuring that all records required for the QMS (including customer-specified records) are controlled and maintained to provide evidence of conformance to requirements and effective operation of the QMS. Records are retained for a period defined by the customer, applicable regulatory requirements and/or SIT ARABIAN. Management, as applicable, and then disposed of in accordance with applicable requirements. Records may be in the form of hard copy or electronic media. *OP 4.2.4* details procedures necessary to control QMS records that, as a minimum, are prepared to document:

a) Results of processes performed, including identification of the individual performing the activity.
b) product/process evaluation/acceptance criteria.
c) Procedures, drawings or instructions used to perform an activity, including revision or date of document.
d) Identification of material, parts, or equipment used in the making of the product.
e) Personnel, material or equipment qualifications.
f) Pertinent technical records from sub-contractors.

5. Management Responsibility

5.1 Management commitment

Top Management provides evidence of its commitment to the development, implementation and improvement of our QMS in very tangible ways:

Our quality policy statement (*Section 5.3*) documents and communicates the importance of meeting or exceeding all applicable requirements (including customer, regulatory and legal requirements) through continual improvement of our processes, products, and services.

We ensure that our quality policy is understood, implemented, and maintained at all levels of the organization through widespread printed distribution of our quality policy statement, and through periodic management review of the quality policy statement and corporate level improvement objectives (*Section 5.6*). In addition, our quality policy and objectives are communicated and deployed throughout the organization through individual performance objectives established and reviewed during employee performance reviews (*Section 6.2.2.4*).

All managers demonstrate their commitment to the development and improvement of the QMS through the provision of necessary resources (*Section 6.1*), through their involvement in the internal audit process (*Section 8.2.2*), and through their proactive involvement in our continual improvement activities (*Section 8.5.1*) – where emphasis is placed on improving both effectiveness and efficiency of our key QMS processes.

5.2 Customer focus

Top management ensures a proper customer focus is established and maintained through the following activities:

Customer complaints and other customer input/feedback are continually monitored and measured to identify opportunities for improvement (*Section 8.2.1*).

We continually look for other ways to interact directly with individual customers to ensure a proper focus to their unique needs/expectations is established and maintained: e.g. customer audits, customer visits, trade shows, joint planning sessions, etc.

In addition, we have established an interactive web site: **www.sitzones.com** to provide customers with quick access to information and points of contact within our organization (*Section 7.2.3*).

These customer focused communications and interactions ultimately yield clear, explicit customer requirements and expectations in the form of a contractual agreement or customer order (*Section 7.2*).

5.3 Quality policy

We will achieve customer satisfaction by continually improving processes and services to ensure they consistently meet or exceed customer requirements

Our quality policy statement indicates our commitment and focuses on what is important to us as an organization: *achieving customer satisfaction*; and it prescribes the method by which we accomplish this: *by continually improving processes, and services to ensure they consistently meet or exceed requirements.* Moreover, our quality policy statement acts as a compass in providing the direction and a framework for establishing key corporate level performance measures and related improvement objectives (*Section 5.4.1*).

We ensure that our quality policy is communicated and understood at all levels of the organization through documented training, regular communication, and reinforcement during annual employee performance reviews (*Section 6.2.2.4*).

Our quality policy statement is controlled by inclusion in this manual, and along with all policies contained in this manual, is reviewed for continuing suitability during management review meetings (*Section 5.6.2*)

5.4.1 Quality objectives

Our overall quality goal is to achieve our quality policy, and maintain the integrity of and continually improve a QMS compliant with *ISO 9001:2000*. Further, we establish both Corporate level and operational level improvement objectives that are measurable and achievable within a defined time period. Corporate level improvement objectives are documented on a Continual Improvement Form, *Form 8.5.6*, and reviewed for achievement during management reviews (*Section 5.6.2*). All managers of key QMS processes monitor and measure performance of processes within their area(s) of responsibility and, where appropriate, establish measurable operational level improvement objectives consistent with our quality policy and corporate level improvement objectives. Operational level improvement objectives are documented on Process Assessment Worksheets (PAWs), SIT ARABIAN. *Form 8.4-1*, and deployed to individuals or individual work areas and monitored for achievement through employee performance reviews (*Section 6.2.2.4*).

Corporate and operational level improvement objectives are reviewed for consistency, accomplishment and clarity through our management review process (*Section 5.6*) and may include any/all of the following possible measures:

- Customer Satisfaction: Business Development Manager ; *Section 8.2.1*.
- Supplier Performance: Materials Manager; *Section 7.4.1.2*.
- QMS Effectiveness: Management Representative ;*Section 8.5.1*.
- Overall Operational Efficiency and Construction Process Efficiency: Chief Financial Officer; *Section 6.1* and *Section 5.1.1*.
- Training Effectiveness and Employee Awareness: Human Resources Officer (HRO) with input from the Training Manager ; *Section 6.2.2.4*.
- Product Performance: Engineering Manager ; *Section 7.3*.
- Effectiveness of Construction Processes: Project Manager ; *Section 7.5.1*.
- Product Quality: Quality Manager ; *Section 8.2.4*.

a) Achievement of ZERO DEFECTS (*Section 8.2.3.1*) and 100% on time delivery (*Section 7.5.1.6*) Performance.

b) Manage and control facilities, processes, quality systems and personnel to consistently and cost effectively furnish services that meet customer needs (*Section 7.5.1*).

c) Be committed to continuous process improvement (*Section 8.5.1.2*) by emphasising reduction of part-to-part variation and the elimination of all waste.

d) Conduct operations in conformance with, or to exceed, all applicable environmental laws and regulations of the jurisdictions in which we do business (*Section 6.4*).

5.4.2 Quality management system planning

The QMS planning process involves the establishment and communication of our quality policy (*Section 5.3*) and objectives (*Section 5.4.1*) through issuance of this manual and its associated procedures, and through the provision of resources needed for its effective implementation (*Section 6.1*). Accordingly, this manual constitutes our overall plan for establishing, maintaining and improving an effective QMS. Our management review process (*Section 5.6*) and internal audit process (*Section 8.2.2*) ensure the integrity of our QMS is maintained when significant changes are planned and implemented that affect our key QMS processes depicted in *DFC 4.1*.

The Quality Manager also develops appropriate quality planning documents for specific projects or contracts whenever customer requirements exceed the capability or intent of the product/service realization and support processes described in our QMS (*Section 7.1*).

5.5 Responsibility, authority and communication

5.5.1 Responsibility and authority

The General Manager sets direction and ensures the success of our business through the clear definition and communication of QMS responsibilities and authorities. Other members of Top Management include: All company's board of directors and the Human Resources Officer (HRO). The interrelationship of Top Management and other key personnel is depicted our Organization Chart, SIT ARABIAN. *Form 5.5.1.*

Responsibility and interaction for QMS processes is depicted in *DFC 4.1*, *COP 4.1* and *WI 4.1-1*.

- Top Management – Members of Top Management are ultimately responsible for the quality of SIT ARABIAN. Services since they control the systems and processes by which work is accomplished. Top Management is responsible for Business Planning, development and communication of our quality policy (*Section 5.3*), QMS Planning (*Section 5.4.2*) including the establishment and deployment of objectives (*Section 5.4.1*), the provision of resources needed to implement and improve the QMS (*Section 6.1*) and management reviews (*Section 5.6*).

- Management – All managers are responsible for execution of the Business Plan and implementation of the policy, processes and systems described in this manual. All managers are responsible for planning and controlling QMS processes within their area(s) of responsibility, including the establishment and deployment of operational level objectives (*Section 5.4.1.1*), and the provision of resources needed to implement and improve these processes (*Section 6.1*). Managers also conduct employee performance reviews (*Section 6.2.2.4*). Management with responsibility and authority for corrective action are notified promptly of non-conformities (*Section 8.5.2*). Management ensures that production across all shifts are staffed with personnel in charge of, or delegated responsibility for product quality (*Section 7.5.1.1*).

- Employees - All employees are responsible for the quality of their work and implementation of the policy and procedures applicable to processes they perform (*Section 8.2.3*). Personnel responsible for product quality have the authority to stop production to correct quality problems (*Section 8.3*). Employees are motivated and empowered (*Section 6.2.2.4*) to identify and report any known or potential problems and recommend related solutions through internal audits (*Section 8.2.2*) and/or the continual improvement and corrective/preventive action processes (*Section 8.5*).

Detailed responsibilities and authorities for QMS implementation and improvement are contained in lower level documents referenced throughout this manual and other QMS documents including procedures, flow charts, job descriptions, work instructions, etc.

5.5.2 Management representative

The Quality Manager is appointed as company's Management Representative (MR) with delegated responsibilities for ensuring that an *ISO 9001:2000* compliant QMS is established, implemented, and maintained; for promoting awareness of customer requirements throughout the organization (*Section 5.5.3*); and for ensuring that the performance of the QMS is reviewed by Top Management for effectiveness, continuing suitability and the need for improvement (*Section 5.6*).

5.5.3 Internal communication

We communicate information regarding QMS processes and their effectiveness through documented training (*Section 6.2.2*), the internal audit process (*Section 8.2.2*), continual improvement and corrective/preventive action processes (*Section 8.5*), and regular formal and informal communications as follows;

- The Management Representative posts information on quality bulletin boards throughout the facility to convey information regarding customer requirements, and the status and importance of quality activities. Internal audits (*Section 8.2.2*) are also used to reinforce or communicate appropriate information to employees.

- The Safety Manager posts information on safety bulletin boards throughout the facility to convey information regarding the status of the Safety and Environmental Management Program, and related statutory/regulatory requirements.

- The HRO posts information on employee bulletin boards throughout the facility to convey information regarding employee benefits, programs, involvement opportunities, and applicable statutory/regulatory requirements. The HRO is also responsible for publication of SIT ARABIAN. 's company employee's policy.

- The Information Systems Manager or Document Controller ensures that consistent and effective formal communication is facilitated through our document control system.

All officers, managers and supervisors, are responsible for establishing internal communications

as needed to convey to their employees the relevance and importance of their activities; typically this information is conveyed through construction team meetings and cross-functional improvement projects (*Section 8.5.1*) Communications regarding how employees contribute to the achievement of objectives is also conveyed and reinforced during employee performance reviews (*Section 6.2.2.4*).

5.6 Management review

5.6.1 General

Top Management conducts a management review meeting at least once annually to ensure the continuing suitability, adequacy, and effectiveness of our QMS in accordance with procedures detailed in *OP 5.6*. The primary inputs reviewed include data that measures the conformance and performance of our QMS and recommendations based on analysis of such data. Conformance is primarily assured through internal audits (*Section 8.2.2*) and demonstrated through a review of internal audit results and our demonstrated ability to correct/prevent problems. Performance is primarily assured through the deployment of corporate/operational level objectives (*Section 5.4.1*) and demonstrated through a review of our demonstrated ability to achieve desired results. The primary outputs of management review meetings are management actions taken (*Section 8.5*) to make changes or improvements to our QMS and the provision of resources needed to implement these actions.

5.6.2 Review input

The management review meeting includes a review of our quality policy (*Section 5.3*), all applicable requirements of the QMS, related performance trends and opportunities for improvement, follow-up actions from earlier management reviews, results of self assessments (*Section 8.4*), and strategic or operational changes that could affect the QMS.

At a minimum, corporate level improvement objectives (*Section 5.4.1*) documented in prior management reviews are reviewed for status and continuing suitability:

5.6.3 Review output

At a minimum, outputs from management review meetings include new/revised corporate level improvement objectives and any related actions required for improvement of the QMS and its processes, improvement of product related to customer requirements, and provision of resource needs. Results of management review meetings are recorded and maintained by the Management Representative per *OP 5.6*.

6. Resource Management

6.1 Provision of resources

The General Manager with input from all responsible managers, ensures, appropriate resources, including trained employees and appropriate equipment, facilities, support services and work environment needed to implement, manage and improve an effective/efficient QMS and enhance customer satisfaction, are identified and provided through our budgeting and other business management processes including but not limited to:

Section 5.4.2, QMS Planning
Section 6.2.2, Human Resource Planning
Section 6.3, Plant, Facility, Equipment and other Infrastructure Planning
Section 6.4, Work Environment and Safety Planning
Section 7.1, Product Quality Planning
Section 7.2, Planning of Customer-related Processes
Section 7.3.1, Design and Development Planning
Section 7.4, Planning of Purchased Product (Materials, Services and Suppliers)
Section 7.5.1, Production and Service Provision Planning
Section 7.6, Measurement Systems Planning
Section 8.1, Measurement, Analysis and Improvement Planning
Section 8.5.1, Continual Improvement Planning

The General Manager, with input from other responsible managers, monitors and measures overall operational efficiency and provides related input and recommendations that may affect QMS effectiveness to Top Management for review and action (*Section 5.6*).

6.2 Human resources

6.2.1 General

We believe that our employees are our most valuable resource and we do our best to help them achieve their full potential through continual education and training.

6.2.2 Competence, awareness and training.

The competency of people assigned responsibilities defined in the QMS is determined on the basis of documented criteria for appropriate education, training, skills, and experience for each required competency or work assignment. The HRO has overall responsibility for administering SIT ARABIAN. 's Human Resource Management programs in accordance with procedures detailed in *OP 6.2.2* and the following policies.

6.2.2.a *Need Determination.* We determine competency needs, including employee training and awareness needs, through the following actions:

Top Management identifies emerging competency needs during management reviews (*Section 5.6*). Emergent competency needs are converted into job descriptions for the type and number of positions that need to be filled through external recruitment, internal reassignment/promotion, and/or outsourcing actions.

The HRO and the General Manager, with input from responsible managers, evaluates and qualifies applicants for specific job openings on the basis of documented or demonstrated competencies. Where possible, we help existing employees qualify for new/changed jobs through the provision of appropriate education and training, including on-the-job-training (OJT).

The HRO, with input from responsible managers, establishes and maintains job descriptions for each position held at SIT ARABIAN. to document the specific competencies needed to ensure the quality of SIT ARABIAN. services.

6.2.2.b *Provision.* Training needs identified as a result of the need determination activities discussed above are passed on to the HRO for appropriate planning and timely provision.

6.2.2.c *Effectiveness.* We evaluate the effectiveness of all actions taken to meet competency needs. Training provided is evaluated through immediate feedback from the employee and the manager, officer, or supervisor who identified the training requirement. Training effectiveness is collected and documented by the responsible manager for each training event. The HRO, with input from other responsible managers, monitors and measures the overall effectiveness of training and other actions taken to meet competency needs and provides related recommendations to Top Management for review and action (*Section 5.6*).

6.2.2.d *Employee Awareness.* We ensure that our employees are aware of customer requirements (*Section 5.5.2*), the relevance and importance of their activities and how they contribute to the achievement of our quality policy (*Section 5.3*) and objectives (*Section 5.4.1.1*). This is accomplished through awareness training, employee performance reviews (*Section 6.2.2.4*), and employee participation in our internal audit (*Section 8.2.2*) and improvement (*Section 8.5*) processes.

6.2.2.e *Records..* We maintain appropriate records of education, training, skills and experience in accordance with provision of *Section 4.2.4*. Employee qualification/competency review records and annual performance review results are maintained by the HRO. The Quality Manager maintains records of all training completed.

6.3 Infrastructure

The General Manager has overall responsibility for planning, providing and maintaining the resources needed to achieve product conformance, including buildings, workspace and associated utilities; process equipment (hardware and software); and supporting services (such as internal transportation and material handling systems and communications systems).

The Maintenance Manager has overall responsibility for managing our Facilities and Equipment Maintenance programs in accordance with *OP 6.3*; these programs include:

- facilities management, maintenance and repair
- housekeeping/custodial services management
- process equipment management, maintenance and repair
- production tooling management, and
- transportation and material handling equipment management, maintenance and repair.

6.4 Work environment

We provide employee benefits, job and schedule flexibility, interesting work, and involvement of our employees in an empowered environment of continual improvement. We engender total participation by involving employees in internal audit (*Section 8.2.2*) and improvement (*Section 8.5*) activities. The HRO has overall responsibility for identifying, implementing and maintaining effective employee benefit and workforce involvement programs.

The Safety Manager has overall responsibility for identifying, implementing and maintaining safety and environmental management systems, processes and controls needed to ensure product conformance and meet customer, statutory or regulatory requirements and Job Site Assessment. We monitor and improve workplace safety, health, and ergonomics through adherence to good constructions practices, and through safety team meetings and training (*Section 6.2.2*).

7. Product Realization

7.1 Planning of product realization

Our QMS identifies, plans for and documents our service realization processes to ensure consistency with all applicable requirements, including customer requirements and related quality objectives and requirements for specific services, and any/all applicable statutory/legal requirements. The outputs of product/service realization planning include the specific methods, facilities, equipment, people and materials/support services needed to achieve all desired results for a particular product, service, or contract. Essentially, the outputs of the quality planning process applicable to all services are the procedures, work instructions and other data in job packs (*Section 7.5.1.2*) or located in work areas where needed.

When requirements are not adequately addressed in the standard job pack documentation/data, or as required by the customer, the Quality Manager has overall responsibility for developing and implementing a quality control plan to address additional requirements or controls needed to verify work for the specific process, product or contract in question; see *OP 7.1*.

The outputs of quality planning (i.e. job packs, control plans, etc.) are carried out in accordance with planned monitoring and measurement activities (*Section 8.2*), which may also include the use of appropriate statistical techniques (*Section 8.1*).

7.2 Customer-related processes

Achieving our quality policy "to meet or exceed customer requirements" requires that we determine, understand, and consistently meet or exceed our customers' requirements and expectations, and that we establish effective communication systems with our customers with regards to product information, inquiries, contract or order handling and related changes, and customer feedback, including complaints. These efforts are described below. The Business Development Manager has overall responsibility for developing and implementing effective customer-related processes in accordance with the policies in this section and *Section 8.2.1*.

7.2.1 Determination of requirements related to the product

Sales personnel generate quotes/bids and negotiate final contracts/orders; Customer Service personnel receive customer orders for standard items or for items included previously bid or negotiated. Requirements for most major customers are identified in contracts documented and reviewed annually. In other cases, a customer order constitutes a contract, and we ensure that the customer's requirements are clearly identified and confirmed prior to acceptance. *OP 7.2.2* defines our process for determining product related requirements, including:

Product requirements specified by the customer, including the requirements for availability, delivery and support including any after-service and/or post-servicing (*Section 7.5.1.8*) provided as part of the customer contract or purchase order.

Product requirements not specified by the customer but necessary for intended or specified use and obligations related to product, including regulatory and legal requirements; this may include recycling, environmental impact, and characteristics identified as a result of SIT ARABIAN. 's knowledge of the product and related production processes.

All applicable government, safety, and environmental regulations applied to the acquisition, storage, handling, recycling, elimination or disposal of materials.

7.2.2 Review of requirements related to the product

Engineering Department personnel review customer requirements identified during the determination process (*Section 7.2.1*) to ensure that they are clearly stated, understood, and recorded. Our process for reviewing all applicable requirements is defined in *OP 7.2.2* to ensure:

- all applicable service requirements are defined, understood and confirmed with the customer prior to acceptance
- constructing feasibility of proposed (new or changed) services is investigated, confirmed and documented prior to making a commitment to supply
- contract or order requirements differing from those previously expressed are resolved
- records of the review and actions resulting from the review are maintained (*Section 4.2.4*)

The Business Development Manager obtains necessary customer authorizations to waive formal reviews where it is deemed impractical for each order.

The Engineering Manager investigates, confirms and documents the feasibility of proposed services in accordance with customer-specific requirements.

Where product requirements are changed, we ensure relevant documents are amended and relevant personnel are made aware of the changed requirements; see *OP 7.2.2*.

7.2.3 Customer communication

Customers are provided information for the following 'key' customer contact personnel: Buyer, Quality Manager, and Project Team Leader.

Customers will also be provided points of contact the following key functions: Planning/ Construction, Materials Management / Logistics, and Purchasing.

Customer communications are established through a variety of channels:

- Business Development personnel provides *service information* directly to customers including verbal and printed information on our standard service offerings as well as customized information for unique customer applications.
- *Inquiries* are handled by our Business Development personnel depending on the nature of the inquiry or who made initial contact; *Section 7.2.1*. Engineering personnel provide *technical assistance* and related information as needed.

- We pay particular attention to customer feedback, including *customer complaints* and customer satisfaction. We have a wide office network to encourage and address customer feedback, particularly customer complaints. *Customer satisfaction* is evaluated on an on- going basis by customer contact personnel, i.e. Business Development personnel ; see *Section 8.2.1*.

- Our Information Systems Manager maintains a user/customer friendly web site, www.sitzones.com which contains extensive services information, a list of contacts of use to both customers and suppliers, and a customer feedback form.

- Our Information Systems Manager establishes/maintains an ability to communicate necessary information, including data, in a customer specified language and format, including but not limited to computer-aided design (CAD) data and electronic data interchange (EDI).

7.3 Design and development.

Design and development processes are employed at SIT ARABIAN. to transform customer requirements into specifications, products, processes or systems. The Engineering Manager maintains a list of products/services for which SIT ARABIAN. has design responsibility, i.e. the authority to establish a new, or change an existing, product specification; this responsibility includes testing and verification of design performance within customer specified applications. The Engineering Manager has overall responsibility for managing construction design and development activities in accordance with *OP 7.3* and summarized in the following sections.

7.3.1 Design planning. The Engineering Manager assigns a qualified Design Engineer to serve as Design Team Leader for design projects for new/changed products or services. The Design Team Leader utilizes project management planning tools (available software etc.) to establish a Design Plan that, at a minimum, identifies design stages, predetermined design reviews, scheduled verification and validation activities. The Design Team Leader forms a Design Team composed of design, manufacturing, engineering, quality, production and other appropriate qualified personnel to prepare for product realization.

7.3.2 Design inputs. The Design Team Leader identifies, documents (*Section 4.2.4*) and reviews *design inputs*; and, before finalizing documentation of required inputs, resolves any incomplete, ambiguous or conflicting requirements (*Section 7.2.2*):

- the functional and performance requirements as derived from customer input, legal and regulatory requirements which apply
- useful information or experience from previous similar design efforts
- targets for product quality, life, reliability, durability, maintainability, timing and cost

7.3.3 Design outputs. The Design Team Leader ensures that design outputs comply with the design input requirements; include information needed for production and service provision; include or reference acceptance criteria; indicate design characteristics critical to the safe and proper operation of the product; and are approved before issuance.

7.3.4 Design review

During the evolution of each design project, the Design Team Leader conducts design reviews as planned and records results and any necessary actions. All functions concerned with the stage being reviewed are represented at the planned review(s). Design reviews are intended to assure that requirements are being fulfilled; when they are not, the Design Team Leader utilizes input from those involved in the review to propose a remedy for each identified problem.

7.3.5 Design verification

The Design Team Leader ensures design verification activities are carried out as planned (per the Design Plan) and records results and any necessary actions. Design verification activities are intended to determine if design output meets design input requirements; design reviews can be a form of design verification.

7.3.6 Design validation

The Design Team Leader ensures design validation is carried out as planned (per the Design Plan) and records results and any necessary actions. Design validation is performed to ensure the product or service resulting from design efforts performs as intended for all specified or known uses/applications. As applicable, the Design Team Leader plans and carries out or oversees:

7.3.7 Control of design changes

The Design Team Leader ensures all design changes are identified, documented, reviewed, approved, communicated to all affected organizations and functions, and results and any necessary actions are recorded throughout the product program. Design change control includes an assessment of the impact of changes upon component parts and completed products, including those that may have already been delivered. Control also includes the determination of treatment required for each change, which may include verification or validation.

7.4 Purchasing

We work in partnership with our suppliers to ensure that purchased products and services meet all applicable requirements. The processes applicable to the planning, acquisition and verification of all products and services that affect customer requirements (such as subassembly, sequencing, sorting, rework and calibration services) are defined in *OP 7.4.1*, *OP 7.4.2* and *OP 8.2.4* in accordance with the policies outlined in this section.

7.4.1 Purchasing process

The type and extent of control applied to our suppliers and purchased product is dependent upon the effect on subsequent realization processes and their output, as well as consideration of other characteristics including: the type of product; the potential impact of the product on our processes, products, or services; the results of supplier evaluations; and past performance.

Purchased products are verified (*Section 7.4.3* and *Section 8.2.4*) to ensure conformity to specified purchase requirements (*Section 7.4.2*).

The Materials Manager defines and documents the supplier approval process, including criteria for selection, the extent of control to be exercised, and periodic evaluation; *OP 7.4.1*. Suppliers are evaluated and selected based on their ability to supply products or services in accordance with our requirements.

Where specified (by contract, customer engineering drawing, or specification) we purchase products, materials or services from customer-approved sources.

A master list of approved suppliers is maintained to ensure we only purchase product from SIT ARABIAN. qualified sources or customer-approved sources. The results of evaluations and follow/up actions are recorded.

Supplier performance is monitored by the Materials Manager per *OP 7.4.1* through one or more of the following indicators: delivered product quality; customer disruptions including field returns; delivery schedule performance (including incidents of premium freight); and special status customer notifications related to quality or delivery issues.

7.4.2 Purchasing information

The Materials Manager ensures the adequacy of specified purchase requirements prior to communication to the supplier per procedures defined in *OP 7.4.2* and the following policies:

Purchasing information communicated to our suppliers contains the appropriate data needed to clearly and fully describe requirements for purchased materials and services; including, where appropriate, requirements for approval/qualification of product, procedures, processes/systems, equipment; qualification of personnel; and quality management system requirements.

7.4.3 Verification of purchased product

The Quality Manager has overall responsibility for ensuring the quality of purchased products using one or more of the following methods: receipt and evaluation of statistical data; receiving inspection and/or testing (such as sampling based on performance); second or third party audits of supplier sites (when coupled with records of acceptable delivered product quality); part evaluation by a designated laboratory; and/or another method agreed with the customer. Receiving inspection is performed per *Section 8.2.4*.

The Quality Manager plans and implements appropriate sampling plans and/or other statistical techniques to verify purchased product per *Section 8.1*.

All requirements for approval of purchased product and/or supplier procedures, processes, equipment, personnel, and/or quality systems are reviewed for adequacy prior to communication to the supplier per *Section 7.4.2*.

As applicable, the Quality Manager documents and communicates the intended verification arrangements and method of product release related to verification activities performed at our suppliers' premises.

7.5 Production and service provision

7.5.1 Control of production and service provision

We utilize a process-focused approach to plan and control operations and support services related to production and service provision. Our initial focus is to assure the quality of process inputs - that is, employees, material, facilities and equipment, and methods. Employees must be equipped to perform the process properly through appropriate education, training, and certification. Material must meet specified requirements and be properly identified, stored, and issued. Equipment and facilities must be adequate, accurate, available and properly utilized. Work instructions and other important data must be current and correct. Methods must be appropriate and proven capable of accomplishing the desired results. The appropriateness of all these fundamental process inputs must be assured, and processes must be measured, monitored and controlled to assure effectiveness and/or to identify opportunities for improvement.

The Project Manager ensures that construction jobs are planned, scheduled, and carried out in accordance with procedures detailed in *OP 7.5.1* as summarized below:

7.5.1.a Information. The Project Manager, through Site Manager, Construction Supervisors and Project Control Supervisors, ensures that all appropriate information including final project/service specifications, raw material characteristics and the required service parameters, is provided to construction personnel throughout the product/service provision process. Such information is provided through job schedules/plans, construction team meetings, work instructions posted in areas where they are needed, and/or through job specific information included in individual job packs (including control plans, where applicable).

7.5.1.b Work Instructions. The necessity for and required detail of work instructions is dependent upon the knowledge, skills, and abilities of our employees and the complexity of the work process they are assigned to perform. Site Manager, with input from Engineering, Quality and other technical personnel identify critical production/service work steps in process sheets included in the job pack or other information included in work instructions posted in areas where they are needed.

7.5.1.c Equipment. The Maintenance Manager ensures the suitability and availability of all equipment, facilities and tooling used for construction and service operations; *Section 6.3*.

7.5.1.d Monitoring and Measurement Devices. The Quality Manager ensures that monitoring and measurement devices capable of meeting our measurement requirements are available for use during construction and service provision; *Section 7.6*.

7.5.1.e Monitoring Activities. The Quality Manager, through QC Supervisor, ensures that Inspectors monitor the quality of construction work and understand the procedures for reporting related problems and/or suspected nonconforming conditions; *OP 7.5.1* and *Section 8.2.3.1*.
The Quality Manager is responsible for planning and implementing in-process inspections needed to ensure process control and service quality; *Section 8.2.4*.

7.5.1.f Release, Delivery, and Post-Delivery Processes. Release of product is dependent on its compliance with all technical specifications and its ability to meet additional customer requirements including packaging, shipping, and delivery, as identified in the contract or order. The General Manager, through the Materials Manager, the Project Manager, and the Quality Manager, ensures that records of product approval are maintained and clearly indicate the authorizing employee; *Section 7.5.3.1*.

The General Manager periodically reviews operational data as well as progress towards achievement of corporate level product/service performance objectives (*Section 5.4.1.1*) and provides related recommendations for review by Top Management; *Section 5.6.1*.

7.5.2. Validation of processes for production and service provision

We define processes in which results cannot be verified by subsequent monitoring or measurement as "Special Processes"; this includes any processes where deficiencies may become apparent only after the product is in use or the service has been delivered. The Quality Manager has overall responsibility for ensuring 'Special Processes" are validated in accordance with procedures detailed in *OP 7.5.2* . As applicable, arrangements are established for: defining criteria for review and approval of the processes; approval of equipment and qualification of personnel; use of specific methods and procedures; requirements for records; and revalidation.

7.5.3 Identification and traceability

The Quality Manager has overall responsibility for establishing and maintaining product identification throughout all stages of design, production, installation and delivery in accordance with procedures defined in *OP 7.5.3*. Where product traceability is a customer-specified requirement, appropriate controls and records are established and maintained.

We establish and maintain product monitoring and measurement status through the use of both physical identification tags/labels and electronic records. Additionally, physical location in clearly designated hold area is an indicator of product status; however, physical location in production process areas may serve as an indicator of product status only where product identification and inspection status is inherently obvious. The General Manager, through the Materials Manager, the Project Manager, the Maintenance Manager, and the Quality Manager, ensures that all incoming, in-process, and final product is suitably identified and the current status is appropriately tracked and displayed in accordance with procedures detailed in *OP 7.5.3*.

Where contractually required, the Quality Manager plans for, establishes and maintains appropriate traceability records in accordance with customer requirements; *Section 7.1*. At a minimum, where products are made in lots or batches we identify and record a unique lot or batch number and related information on the job traveler; *Section 7.5.1* and *OP 7.5.3*.

7.5.4 Customer property

Customer property includes customer-owned material, tools (including returnable packaging), tooling (including test/inspection tooling and equipment), and intellectual property. We identify, verify, protect and maintain customer property provided for use or incorporation into the
product, by applying the same process controls as we do to purchased product (*Section 7.4*).

Whenever customer-specified requirements for property management are beyond the control or capability of our established QMS, the Quality Manager has overall responsibility for planning, documenting and communicating such requirements to all appropriate personnel as a part of product quality planning; *Section 7.1*. Additional special requirements applicable to customer supplied product are detailed in *OP 7.5.4*.

The Quality Manager ensures that lost, damaged or unsuitable customer property is recorded and immediately reported to the customer; *Section 8.3.3*.

7.5.5 Preservation of product

The General Manager, through the Materials Manager, Project Manager, Quality Manager, Maintenance Manager and Safety Manager has overall responsibility for establishing and implementing a material management system to ensure product conformity is preserved during internal processing and delivery to the intended destination. This system, defined in *OP 7.5.5*, includes the handling, storage, packaging, delivery, and protection of final product as well as raw materials and in-process constituents of the final product, to ensure:

- Components and products are handled and stored in a manner that prevents damage or deterioration pending use or delivery.
- Each department ensures controls are implemented to prevent mixing conforming and non-conforming materials.
- Packing ensures specified or original manufacturing packaging is utilized.
- All components and products are suitably packed to prevent deterioration or damage during storage and delivery.

In order to detect deterioration, the condition of stock is periodically assessed. Further, obsolete product (including expired age dated material, e.g.), and unidentified or suspect stock is controlled as nonconforming product; *Section 8.3.1*.

7.6 Control of monitoring and measuring devices

The Quality Manager is responsible for establishing and maintaining an effective system for identifying, selecting and controlling the use of monitoring and measuring devices used to provide evidence of product conformance to established requirements. These controls, defined in *OP 7.6*, apply to SIT ARABIAN. owned, customer-owned and employee- owned devices.

We determine the measurements to be made and the accuracy required to assure conformity of our product to specified requirements. We identify and select monitoring and measuring devices and verify their capability of meeting such requirements prior to use. In addition, the Engineering Manager documents the method for confirming the ability of software to satisfy the intended application; *Section 7.3.3.2*.

Monitoring and measuring devices are used and controlled in a manner that ensures continuing suitability; this includes ensuring that the environmental conditions are suitable for the calibration, inspections, measurements and tests being carried out. We also define the processes employed for the on-going calibration, control and maintenance of monitoring and measuring devices including their identification, location, frequency/method of checks, uses/acceptance criteria and the action to be taken when results are unsatisfactory.

7.6.a All monitoring and measuring devices that can affect product quality are identified and calibrated at prescribed intervals against certified equipment having a known valid relationship to internationally or nationally known standards. Where no such standards exist, the basis used for calibration is documented. SIT ARABIAN. does not have an internal laboratory facility and therefore cannot perform all required inspections, tests and/or calibrations; accordingly, external laboratories used for inspection, test or calibration services are selected, qualified and monitored per *Section 7.4*.

7.6.b When monitoring and measuring devices are found to be out of calibration (or when calibration status is not known), they are adjusted or re-adjusted as necessary and the validity of previous measuring results is documented; actions taken are documented, including appropriate corrective actions to remedy the situation and preclude its recurrence; *Section 8.5.2*.

7.6.c Appropriate calibration records are maintained to document results of calibration activities (*Section 4.2.4*) and suitable indicators are used to show current calibration status. A number or other identifier is used to provide traceability to the device calibration record; *Section 7.6.2*.

7.6.d All monitoring and measuring devices are safeguarded from adjustment that would invalidate the calibration.

7.6.e All monitoring and measuring devices are handled, maintained and stored in a manner that ensures accuracy and fitness for use is maintained.

8. Measurement, Analysis and Improvement

8.1 General

This section describes how we define, plan, and implement the monitoring, measurement, analysis and improvement activities needed to assure product and QMS conformity and achieve continual QMS improvement. These activities include assessment of customer satisfaction, conduct of internal audits, process monitoring and measurement, and product monitoring and measurement. *OP 8.1* details procedures governing the selection and use of appropriate statistical techniques used in monitoring, measurement, analysis and improvement activities.

The Quality Manager ensures that statistical tools used to monitor QMS processes are identified during quality planning and included in control plans, as applicable; *Section 7.1*. Statistical techniques for on-going process control and improvement are established per (*OP 8.1*) and applicable customer specific requirements documents .

Employees utilizing statistical tools to manage, verify or perform work will attend an overview on basic concepts to ensure they are understood and properly utilized throughout the organization; see *Section 6.2.2*.

8.2 Monitoring and measurement

8.2.1 Customer Satisfaction

Customers are the reason we exist and drive our quality policy "to meet or exceed customer requirements." The Business Development Manager has overall responsibility for identifying and reviewing customer requirements (see *Section 7.2.1* and *Section 7.2.2*) and for monitoring and measuring customer satisfaction per procedures contained in *OP 8.2.1*, summarized as follows:

Data collected by Quality personnel during routine communications (*Section 7.2.3*) provide our primary basis for assessing customer satisfaction. Business Development Manager utilize a very simple customer satisfaction survey form (hard copy or electronic) to ascertain the customer's overall perception of how well we are meeting their requirements and to document any recommendations for improvement.

Customer complaints (whether received in writing, verbally or electronically through our web site customer contact form) are immediately forwarded to appropriate Quality personnel for action. If these personnel cannot resolve the issue to the customer's satisfaction, then the complaint is transferred to the Business Development Manager for assignment to another appropriate manager or function for resolution. Customer complaints are documented and monitored through resolution through our continual improvement system; *Section 8.5*.

Customer survey data along with other customer feedback (including written or verbal complaints and information collected from our customer feedback form) is reviewed daily by QC personnel to initiate any improvement or corrective/preventive actions needed; *Section 8.5*.

The Business Development Manager periodically reviews customer satisfaction survey data and

other customer feedback (including complaints), as well as progress towards achievement of corporate level customer satisfaction improvement objectives (*Section 5.4.1*) and provides related recommendations for review by Top Management; *Section 5.6*.

8.2.2 Internal audit

Internal audit results are critical inputs to aid in assessing the effectiveness of our QMS, in identifying opportunities for improvement, and in promoting awareness of customer requirements and effectiveness of the QMS to our workforce.

We conduct QMS audits to determine conformity to *ISO 9001:2000* and any additional QMS requirements that may apply *ISO 14001:2004*. Our overall measure of QMS effectiveness is the absence of repeat problems/findings, as an indicator that our QMS was effective in eliminating the cause of such problems.

Internal audits are conducted in accordance with a published schedule that identifies the audit scope and frequency. Each of our key QMS processes (*DFC 4.1*), with a special emphasis on our 'core' customer oriented processes (*COP 4.1*) and our unique product realization processes (Section 8.2.3.1), is reviewed to determine effectiveness. The schedule is updated on the basis of status and importance of the activity to be audited and previous audit results.

The QMS process, function or quality system element under review is effective if it is achieving the desired results or established objectives; *Section 5.4.1.* In addition, employee involvement in identifying process effectiveness or efficiency improvements is actively sought during internal audits. Internal audit results are used to determine the scope, nature and frequency of future internal audits of processes, products, functions or quality system elements where ineffectiveness or inefficiency is most likely to be found.

The Management Representative has overall responsibility for managing the internal audit process in accordance with *OP 8.2.2* as summarized below:

Audits are carried out by qualified personnel (*Section 6.2.2*) who do not have direct responsibility for the activity being audited. Auditors record audit results and submit findings to management personnel with responsibility for the process, function or quality system element audited.

Management responsible for the area audited implement timely corrective action to eliminate detected non-conformances and their causes, and initiate other appropriate action in response to opportunities for improvement identified by process participants or managers. Follow-ups are conducted to verify timely and effective implementation of the proposed action.

The Management Representative maintains all internal audit records, including internal auditor training records, results of internal audits and related follow-ups; periodically reviews internal audit results as well as progress towards achievement of corporate level objectives aimed at improving overall QMS effectiveness (*Section 5.4.1*); and provides related recommendations for review by Top Management; *Section 5.6*.

8.2.3 Monitoring and measurement of processes

We apply suitable methods for monitoring and measuring all QMS processes. QMS processes depicted in *DFC 4.1* are documented measured, controlled and evaluated to ensure they are effective (i.e. achieve desired results) and to identify opportunities for improvement. At a minimum, managers with overall responsibility for carrying out a QMS process, analyzes process performance (*Section 8.4*) and takes appropriate improvement, corrective or preventive action (*Section 8.5*).

We conduct process oriented internal audits (*Section 8.2.2*) to verify QMS process conformance and identify opportunities for improvement.

Processes are monitored by process operators per applicable instructions and procedures defined in *OP 8.2.3*. Significant process events, such as tool change or machine repair are recorded. Production personnel follow documented reaction plans when processes become unstable or no longer capable. As required, the corrective action plan is reviewed with and approved by the customer.

8.2.4 Monitoring and measurement of product

The Quality Manager has overall responsibility for planning (*Section 7.1*) and implementing inspection and test activities needed to verify product requirements are met at appropriate stages of the product realization process in accordance with the applicable control plan. When selecting product parameters to monitor compliance to internal and external requirements, product characteristics are determined leading to the types of measurement, suitable measurement means, and the required capability and inspection/test skills needed.

The scope of our product monitoring and measurement system (defined in *OP 8.2.4*) includes receiving inspection, job set up verification, in-process inspection, and final inspection and test.

Receiving Inspection. Incoming product is not used or processed until it has been inspected or otherwise verified as conforming to specified requirements in accordance with the control plan and/or documented procedures. Methods used to verify incoming product (see *Section 7.4.3*) may include: receipt and evaluation of statistical data by the supplier; formal receiving inspection and/or test (see *OP 8.2.4*), evaluation by accredited laboratories; or source inspections.

Job Set Up Verification. Job set ups are verified per procedures defined in *OP 8.2.4* prior to commencing each new production run and/or when process changes are made.

In-process Inspection. Formal in-process inspections are performed by Quality Control personnel in accordance with the control plan and *OP 8.2.4*.

Final Inspection and Test. All finished products and completed services are verified by final inspections/tests specified in the control plan and *OP 8.2.4*.

Release. Products are not released for further processing or delivery until we have objective evidence that all requirements have been met.

Evidence of Conformity. Test and inspection records are maintained for a minimum of three years. These records include final inspection authority and identify and confirm that all critical parameters are in accordance with established requirements and specifications. Additionally, product samples are stored for a minimum of 3 years.

Product Release and Delivery. Product is not normally released or delivered until all planned inspections and tests have been completed, and records have been maintained providing evidence of conformity with acceptance criteria and identifying the person(s) authorizing release. In rare cases (due to customer demands and/or production emergencies) unverified product may be released or delivered under controlled conditions of positive recall documented and authorized by the Quality Manager and, where applicable, approved by the customer. Nonconforming (or suspect) product is identified and controlled to prevent its inadvertent use; *Section 8.3*.

8.3 Control of nonconforming product

The Quality Manager has overall responsibility for implementing an effective process for identifying, documenting, segregating, evaluating, and disposing of nonconforming product. Personnel responsible for product quality have the authority to stop production to correct quality problems in accordance with *OP 8.3*; related procedures are summarized below:

Identification. Identification of nonconforming product originates from inspection, internal testing, product audits or customer complaints. Employees clearly mark or otherwise identify nonconforming product or suspect material. Product with unidentified (*Section 7.5.3*) or suspect status is classified and processed as nonconforming.

Documentation. The Quality Manager or authorized Quality Control personnel enter the nonconformance into the corrective action system (*Section 8.5.2*) identifying the nonconforming product and lot number if applicable, description of nonconformance, and location where the nonconforming product is being held pending further review or disposition.

Segregation. Nonconforming product is segregated pending evaluation and disposition.

Evaluation. The Quality Manager through authorized Quality Control personnel, perform the initial evaluation of nonconforming product in accordance with approved test and inspection procedures. Where needed, Engineering, Production and other technical personnel may become involved in the evaluation and recommendation for disposition.

Disposition. The results of the evaluation and resultant disposition determinations are documented. Dispositions resulting from the evaluation of nonconforming product may include: rework to meet specified requirements; re-grade for an alternative application; use as is (under customer concession or other required approval authority); obtain (from relevant authority) a waiver of or deviation from requirements; return to supplier; scrap or other disposal. Reworked nonconforming product is re-verified after correction to demonstrate conformity to original requirements.

Responsible QC personnel notify the customer immediately upon discovering that nonconforming product has been shipped. In the event nonconforming product is detected

delivery or use has started, the Quality Manager notifies the customer and initiates action appropriate to the effects, or potential effects, of the nonconformity. Where appropriate, product recall is initiated based on trace and recall data and records; *Section 7.5.3*.

Where required, the Engineering Manager obtains a customer concession or deviation permit prior to further processing whenever the product or product realization process is different from that which is currently approved.

8.4 Analysis of data

Top Management and other officers, managers and supervisors collect and analyze data using appropriate statistical techniques (*Section 8.1*) to determine the suitability and effectiveness of key QMS processes (*DFC 4.1*) applicable to their area(s) of responsibility and to identify opportunities for improvement. At a minimum, data is analyzed to assess achievement of the corporate level quality objectives (*Section 5.4.1*).

We manage our key QMS processes through the use/application of what we call *Process Assessment Worksheets (PAWs)*, SIT ARABIAN. *Form 8.4-1*, and associated 'Turtle Diagrams', SIT ARABIAN. *Form 8.4-2*, which are used to define and analyze the selected process in terms of inputs, throughputs/activities, and outputs. Related guidance and information is contained in our *Process Management Guide* and in *WI 8.4-2* and *Section 8.5.1*.

A process is effective if desired results are achieved. Effectiveness can be measured in terms of product quality, process accuracy, delivery/schedule performance, cost/budget performance, employee/function performance against established objectives, and/or customer satisfaction.

A process is efficient when resource utilization is optimal. Efficiency can be measured in terms of total resource utilization, productivity indicators, and or the cost of poor quality (such as waste/rework costs or hours).

We also conduct an annual self-assessment against the criteria established in Annex A of *ISO 9004:2000*. On an annual basis the Management Representative, with input from Top Management and other key personnel, performs a self-assessment against these criteria, utilizing our *Baldrige Based Self Assessment Guide*, SIT ARABIAN. *Form 8.5-2*, and uses the results, recorded on SIT ARABIAN. *Form 8.5-3*, to identify current strengths and weaknesses, and to identify opportunities for improvement, and provide related recommendation to Top Management through our management review process (*Section 5.6.1*).

8.5 Improvement

8.5.1 Continual improvement

At SIT ARABIAN. , the continual improvement process begins with the establishment of our quality policy (*Section 5.3*) and objectives for improvement (*Section 5.4.1*), based on objectives contained in our Business Plan and customer targets/goals. Customer satisfaction, internal audit, process and product performance data, and the cost of poor quality are then compared to progress against objectives to identify additional opportunities for improvement; *Section 8.4*. Appropriate improvement initiates are established, supported and monitored for achievement through the use of a Continual Improvement Form (CIF), SIT ARABIAN. *Form 8.5-6*, and our management review process (*Section 5.6*). We also consider corrective and preventive actions a vital part of our continual improvement program. Corrective actions are initiated when desired results are not achieved and preventive actions are initiated to prevent the occurrence of problems or to implement other improvement actions. Management Action Requests (MARs), SIT ARABIAN. *Form 8.5-1*, are used to document improvement, corrective and preventive actions; all management actions are prioritized and implemented on the basis of data analysis (*Section 8.4*): the impact of failures/problems is used to prioritize needed corrective actions; risks are evaluated to identify and prioritize needed preventive actions; and cost/benefit analyses are performed to identify and prioritize needed improvement actions. Procedures governing our continual improvement system are detailed in *OP 8.5*.

The overall effectiveness of continual improvement program (including corrective and preventive actions taken as well as the overall progress towards achieving corporate level improvement objectives) is assessed through our management review process (*Section 5.6*).

Essentially, such actions are effective if the problems corrected do not reoccur, potential problems identified do not occur, and other improvement actions accomplish the desired results or objectives. Inputs to the management review process are used to establish new/changed improvement objectives and to initiate/prioritize additional improvement actions; *Section 5.6*.

The Management Representative has overall responsibility for establishing and implementing an effective continual improvement system (*OP 8.5*) which includes improvement actions, as outlined in *Section 8.5.1* above, and corrective and preventive actions as outlined in *Section 8.5.2* and *Section 8.5.3* following.:

8.5.2 Corrective action

The Management Representative has overall responsibility for managing our corrective action process defined in *OP 8.5* and summarized below:

Evidence of nonconforming product, customer dissatisfaction, or ineffective processes is used to drive our corrective action system because a problem exists requiring immediate correction and possible additional action aimed at eliminating or reducing the likelihood of its recurrence. Management with responsibility and authority for corrective action are notified promptly of product or process non-conformities. Investigating and eliminating the root cause of these failures is a critical part of our continual improvement process.

Follow-ups are conducted (through the internal audit process; *Section 8.2.2*) to ensure that effective corrective action is taken appropriate to the impact of the problem encountered. In addition, the Management Representative summarizes and analyzes corrective action data to identify trends needed to assess overall effectiveness of the corrective action system and to develop related recommendations for improvement. The corrective action system is considered effective if specific problems are corrected and data indicates that the same or similar problems have not recurred. Results of this analysis and related recommendations are presented to Top Management for review and action during management reviews; *Section 5.6*.

8.5.3 Preventive action

The ISO Management Representative has overall responsibility for managing our preventive action process defined in *OP 8.5* and summarized below:

Data from internal audits, customer feedback, employee suggestions, and other appropriate data is collected and analyzed (*Section 8.4*) to identify the actions needed to eliminate the causes of potential problems and thereby prevent their occurrence. Investigating and eliminating the root cause of potential failures is a critical part of our continual improvement process. We review and initiate preventive actions through our preventive action process defined in *OP 8.5*.

We apply controls and follow-up to ensure that effective preventive action is taken appropriate to the risk and impact of potential problems and losses. In addition, the Management Representative summarizes and analyzes preventive action data to identify trends needed to assess overall effectiveness of the preventive action system and to develop related recommendations for improvement. The preventive action system is considered effective if potential losses were avoided. Results of this analysis and related recommendations are presented to Top Management for review and action during management reviews; *Section 5.6*.

Appendix A
Key Internal QMS Documents Referenced in this Manual

Document No.	Title
QM	*Quality Manual*
COP 4.1	*Customer Oriented Process Model*
DFC 4.1	*Sequence and Interaction of QMS Processes*
OP 4.2.3	*Control of Documents*
OP 4.2.4	*Control of Records*
Form 5.5.1	SIT ARABIAN. *Organization Chart*
OP 5.6	*Management Review*
OP 6.2.2	*Competence, Awareness and Training*
OP 6.3	*Facilities and Equipment Maintenance*
OP 7.2.2	*Product Requirements Identification and Review*
OP 7.4.1	*Supplier Evaluation*
OP 7.4.2	*Purchasing*
OP 7.5.2	*Validation of Product Realization Processes*
OP 7.5.3	*Production Identification and Traceability*
OP 7.6	*Control of Monitoring and Measuring Devices*
OP 8.2.2	*Internal Audit*
OP 8.2.3	*Monitoring and Measurement of Processes*
OP 8.3	*Control of Nonconforming Product*
OP 8.5.2	*Corrective Actions*
OP 8.5.3	*Preventive Actions*

Appendix B
Terms and Definitions

Acronyms::

GM – General Manager
DFC – Deployment Flowchart HRO
– Human Resources Officer
QMS – Quality Management System
OP – Operating Procedure
QC- Quality Control

Terms and Definitions. Terms and definitions contained *ISO 9000:2005*; contact the ISO Management Representative to obtain or view copies of this document. Terms and definitions contained in this manual and unique to our organization or business are listed below; when there is a difference, the definitions given in *ISO 9000:2005* apply. Customer definitions will take precedence over all other definitions.

Deployment Flow Charting: a technique employed at SIT ARABIAN. to visually depict responsibilities for and the sequence and interaction of one or more related processes. Resultant deployment flow charts (DFCs) may be used to supplement or replace verbiage that would otherwise be needed in an OP or other QMS document, but are most often used by responsible managers (or internal auditors) to determine and document key process events, interfaces, decision points, and relevant process outputs/records as a basis for process development, monitoring and/or improvement.

Process Assessment: a technique employed at SIT ARABIAN. to summarize key process inputs, outputs, control, measures of effectiveness/efficiency and other process data; resultant process assessment worksheets (PAWs) or 'equivalent' 'Turtle Diagrams' are most often used by responsible managers (or internal auditors) to determine and document relevant process metrics as a basis for process development, monitoring and/or improvement. Another important and significant tool used to monitor/track objectives is the Continual Improvement Form (CIF).

OPERATION PROCEDURES

	SIT ARABIAN OPERATION PROCEDURE	Revision No. - 00
		Date of Issued: -
		Page 1 of 4
OP 4.2.3 - CONTROL OF DOCUMENTS		
Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager	

1.0 OBJECTIVE:

- Ensure that only the latest Quality Management System (QMS) documentation is in use.
- Ensure that the QMS documents are controlled as required.
- Ensure that mechanisms to safeguard data are in place and effective throughout the organization.

2.0 Scope:

This process covers all documentation within the QMS and the data generated from its implementation.

3.0 Reference to ISO 9001:2000

Clause 4.2.3 Control of Documents (ISO 9001:2000)

4.0 Procedural Details:

4.1 The SIT ARABIAN.. QC Manager (MR) and Project Manager consulting other personnel as required shall review all new and amended documents for adequacy of requirements prior to submitting to customer the project quality plan. Form QPF-101-06 shall be used.

4.2 The QC Manager shall review and approve all new and amended documents prior to issue. Form QPF-101-06 shall be used.

4.3 The Quality Plan and Processes shall be issued to, or shall be made available to all personnel whose work is essential to the effective implementation of the Quality Management System.

4.4 All documents shall be uniquely identified by an issue reference to prevent obsolete information, process or forms from being used throughout the company. The MR or his designated representative (Document Controller) shall maintain a list of all quality documents using quality form QPF-101-02.

Issue:

4.5 Upon issuance, a document control record using quality form QPF-101-03 detailing document reference, issue number and details of issue will be

circulated to the recipient of the document, and personnel receiving the document will signed off document control record form to indicate receipt and understanding of the issued documents.

4.6 Signed document control record form shall be returned to the MR for filing.

4.7 When any documents are issued, details of the document and holder shall also be recorded in Document Issue and Control Log using quality form QPF-101-04.

Amendments:

4.8 Proposed changes to Quality Management System documentation shall be recorded on a Document Change Note using quality form QPF-001-01, which shall be subject to authorization by the MR, concerned parties must be satisfied that proposed changes is justified.

4.9 When proposed change is rejected, the MR shall record the reason(s) for rejection using the quality form QPF-101-01 and inform the requester. The rejected form is to be filed on the rejected document request file.

4.10 Quality Form QPF-101-06 shall be used to record the review of document.

4.11 The MR shall issue and distribute the amended document.

4.12 Recipients of amended documents shall sign on the appropriate quality form QPF-101-03 to indicate that the purpose of the document is understood. This signature will also serve as proof that the recipient is in possession of the latest update of the document in question.

4.13 The completed form along with any obsolete documents shall be returned to the MR for action.

Superseded /Obsolete Documents:

4.14 The MR is responsible for implementing the removal of all obsolete documents in use and for their replacement with the amended issue(s) if applicable.

4.15 The MR shall be responsible for the destruction of all obsolete documents except for those remove from the ***"Master Set".***

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OP 4.2.3 - CONTROL OF DOCUMENTS		
Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager	

4.16 Those removed from ***"Master Set"*** shall be filed in an *Obsolete Documents File* for reference. This is to provide a historic record of amendments made.

4.17 The MR is responsible for ensuring that all superseded documents are annotated as such to prevent inadvertent use. These documents are to be removed from appropriate points of use at the earliest opportunity after they cease to be required. Superseded documents will then be handled as for obsolete documents.

4.18 Completed Document Control Records detailing amendments shall be filed with the Master Copy of the obsolete document.

4.19 These shall be maintained as Quality Records for a minimum of three years.

Reference Documents:

4.20 Some documents need to be retained for reference and will be listed in a *Reference Index* using quality form QPF-101-05 maintained by the appropriate department. The *Reference Index* will contain details of the documents, their location and issue status (if applicable).

4.21 When a new edition of an existing reference is received, the appropriate department is to update the *Reference Index* and identify changes that are significant to the company. These changes shall be notified to the personnel affected.

4.22 The *Reference Index* shall be updated whenever new documents are added, replaced or removed.

Data:

4.23 Department Managers are to identify computer data that would be detrimental to company operations if lost or destroyed. Individual PC back-ups are to be taken when required and stored in a secure place.

4.24 The method and frequency of data backups will be dependent on each department needs.

4.25 Records are to be maintained by each department showing the data backed-up, minimum retention period, date of backup and who carried out the backup. Quality form QPF-101-07 will be used.

4.26 Where data has to be recovered from backup media, this is to be logged into quality form QPF-101-08.

Drawing Control:

4.27 The Engineering Department will review all drawings received and maintain a log of drawings using quality form QPF-101-09.

4.28 The Engineering Department is responsible for stamping drawings as appropriate ***"BID DRAWING", "ISSUED FOR CONSTRUCTION", "AS-BUILT"***. Stamps are to red on each drawing.

4.29 Drawings issued to site are to be logged into the quality form QPF-101-10.

5.0 Associated Quality Forms:

Document Change Note	*Form # QPF-101-01*
List of Quality Documents	*Form # QPF-101-02*
Document Control Record	*Form # QPF-101-03*
Document Issue and Control Log	*Form # QPF-101-04*
Reference Index	*Form # QPF-101-05*
Quality System Document Review/Approval	*Form # QPF-101-06*
Computer Data Backup Log	*Form # QPF-101-07*
Data Recovery Log	*Form # QPF-101-08*
Drawing Log	*Form # QPF-101-09*
Drawing Issue Log	*Form # QPF-101-10*
Quality Records Log	*Form # QPF-101-11*

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OP 4.2.4 - CONTROL OF RECORDS		
Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager	

1.0 Objective:

- To ensure that all records for an effective implementation of Quality Management System (QMS) are (a) legible, (b) identified, (c) retrievable and (d) safely stored and protected.
- Define the retention time and disposition of records.

2.0 Scope:

This process applies to all records defined within the QMS.

3.0 Reference to ISO 9001:2000:

Clause 4.2.4 Control of Documents (ISO)

4.0 Procedural Details:

4.1 All members of the staff are responsible for the safekeeping of the records under their responsibility.

4.2 Records may be in the form of any type of media, such as hard copy or electronic.

4.3 Each department shall maintain a log of all quality records using the *Quality Records Log* using quality form QPF-102-01.

4.4 All Quality Records will be maintained in a manner that: (a) helps to prevent damage or deterioration, (b) ensure easy and trouble free retrieval. Records shall be kept using plastic bound cover with front and side cover showing the file name and numbered.

4.5 All Quality Records will be maintained for a minimum period of two years after project completion.

4.6 After the expiry of the retention period, the authority for disposing of the record is as indicated on the "*Quality Records Log*".

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OP 4.2.4 - CONTROL OF RECORDS		
Prepared/Compiled by: QA/QC Manager		Reviewed & Approved by Project Manager

5.0 Associated Forms:

Quality Records Log *Form # QPF-102-01*

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OP 5.6 – MANAGEMENT REVIEW		
Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager	

1.0 Objective:

- To ensure the suitability, adequacy and effectiveness of the Quality Management System (QMS).
- To identify opportunities of continued improvement.

2.0 Scope:

The scope of this process covers all activities defined within the Quality Management System (QMS).

3.0 Reference to ISO 9001:2000

Clause 5.6 Management Review (ISO)

4.0 Procedural Details:

4.1 The review meeting shall have a planned program ***(at least twice a year)*** maintained by the MR, and the meetings conducted in a formal manner with recorded minutes.

4.2 The MR shall issue a meeting call at least two (2) weeks before the review meeting, stating the agenda of items for discussion and the personnel invited to attend the meeting.

4.3 Department heads are responsible for submitting written reports, as appropriate, in accordance with the published agenda.

4.4 The General Manager will chair the Management Review Meetings. However, he may authorize any other member of the management to chair a meeting if circumstances demand so.

4.5 At each meeting, data relevant to the following issues shall be reviewed to determine trends:

- Apologies for absence for the current meeting
- Review minutes of the previous management review meetings
- Deficiencies and corrective actions raised by audit activities
- Customer complaints

- Supplier performance
- Overall preventive and corrective action status
- Scrap and rework instances
- Process performance and product conformity
- Major changes that are to be incorporated into the QMS, and their impact on the system
- Review of any training requirements
- Resource review
- Compliance with actions approved by the last management review, if any
- Review effectiveness of the QMS against stated policy, objectives and update quality policy as required.
- Recommendations for system improvement
- Schedule tentative date for the next review meeting

4.6 The business of the review shall not necessarily be limited to the above. Other aspects raised as a result of experience may be included.

4.7 Results from the above review of data are analyzed and action items identified. All such action items shall have assigned responsibility and completion time-scale as indicated using Form # QPF-106-01 *Management Review Action Plan*.

4.8 The review results as in paragraph 4.7 above shall primarily aim at:

- Improvement in the effective implementation of the QMS
- Product improvement in relation to customer requirements
- Resource review and requirements

4.9 Completed minutes of the review meetings and submitted written reports shall be held by the MR as quality records.

Strategic Review:

4.10 Annually, the MR is to review management review meeting reports covering the previous two years (4 such meetings).

4.11 This review will address the effectiveness and improvements to the business as a result of the QMS. In addition, this review will serve as a means of measuring the effectiveness of the Management Review process itself.

4.12 The review will further address company performance against defined objectives and the effectiveness of setting objectives.

4.13 The results of this review are to be recorded on Form # QPF-106-02 *(Strategic Review Report)* and submitted at the following management review meeting.

5.0 Associated Forms:

Form # QPF-106-01 *Management Review Action Plan*
Form # QPF-106-02 *Strategic Review Report*

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OP 6.2.2 – COMPETENCE, AWARENESS & TRAINING

Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager

1.0 Objective:

- To ensure that all personnel are competent for their tasks.
- To ensure that specific job training needs are identified.
- Define the method of conducting appraisal on employee's performance.

2.0 Scope:

All personnel who come within the scope of registration as stated in the Quality Plan as well as who have a bearing on the quality of SIT ARABIAN.. services.

3.0 Reference to ISO 9001:2000

Clause 5.1	Management Commitment (ISO)
Clause 5.5.1	Responsibility and Authority (ISO)
Clause 6.1	Provision of Resources (ISO) Clause
6.2	Human Resources (ISO)

4.0 Procedural Details:

Training & Competence:

4.1 Whenever a new employee joins SIT ARABIAN.. ., he shall be given an-induction training by the Department Manager. This training shall include the following as a minimum:

a) Introduction to the company
b) Familiarization with the QMS, Quality Policy and Objectives c) Training specific to job requirements, if necessary

4.2 SIT ARABIAN.. has established criteria for competence desirable at various staff levels and as per client requirements, detailed job descriptions are available for all employees whose function has a bearing on SIT ARABIAN.. services.

4.3 The personal file of all management, supervisory and personnel who have a direct impact on the quality of products shall detail qualifications, experience, training and other appropriate information. This will be recorded on Form # QPF-108-01, "*Training & Competence Record*". These records shall be maintained by the Personnel Department and made available to the Clients Quality Representative should they be required.

4.4 For new employees, Department Managers /Heads shall conduct an interim evaluation upon completion of the three (3) months "Probation Period" using Form # QPF-108-02 *(Interim Evaluation)*. If the result is acceptable, the employee will be given detailed job description (Form # QPF-108-03) as confirmation of his employment.

4.5 Job descriptions will be signed by the employee as well as the department manager /head and copy will be given to the employee. The original will be maintained in the employee's personal file.

4.6 Department Managers shall review their staff competence annually (but before the *Management Review Meeting*) to identify further training requirements (if any) to be discussed in the review meeting.

4.7 Results of any earlier "*Performance Appraisal*" will also be an input while identifying further training needs for continued improvement.

4.8 The MR shall maintain a "*Training Schedule*" covering a period of 12 months, considering training needs identified as in this process in order to ensure that the QMS is well understood at all levels and is adequately implemented throughout the organization (Ref: Form # QPF-108-04, *Training Schedule)*.

Performance Appraisal:

4.9 All personnel related to the various functions as stated on the approved organization chart and below the rank of General Manager, will undergo a performance appraisal each year. This year for an employee is calculated

starting from the day he joined the company (as per the employment contract or other similar document).

4.10 The purpose of performance appraisal is for each employee to have an opportunity to discuss his performance, progress and development needs with their immediate manager.

4.11 The appraisal will provide SIT ARABIAN. and each employee with an opportunity to jointly explore any concerns and mutually beneficial developments in the future.

4.12 The appraisal format of SIT ARABIAN., QPF-108-01 will be filled-in by the immediate Manager/Supervisor/Foreman of the employee based on the SIT ARABIAN. internal procedure.

4.13 The performance appraisal scheme does not excuse management from continually monitoring their staff performance and keeping them fully informed throughout the reporting period. The scheme should be managed in such a way that there are no surprises for the staff member at the time of the formal appraisal.

It is the responsibility of the management to brief all new employees on the performance appraisal scheme.

5.0 Associated Forms:

Training & Competence Record	*Form # QPF-108-01*
Interim Evaluation	*Form # QPF-108-02*
Job Description	*Form # QPF-108-03*
Training Schedule (Annual)	*Form # QPF-108-04*

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OP 6.3 – FACILITIES AND EQUIPMENT MAINTENANCE		
Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager	

1.0 Objective:

- Ensure that all plane equipment and vehicles are maintained in an optimum working condition.
- Eliminate /minimize potential breakdowns or similar problems through a preventive maintenance program.

2.0 Scope:

All plant equipment and vehicles used by SIT ARABIAN.. .

3.0 Reference to ISO 9001:2000

Clause 6.3	Infrastructure (ISO)
Clause 7.5.1	Control of Production & Service Provision (ISO)
Clause 7.5.2	Validation of Processes for Production & Service Provision (ISO)
Clause 8.5.3	Preventive Action (ISO)

4.0 Procedural Details:

4.1 All plant equipment and vehicles used by the company are subject to preventive maintenance. The Maintenance Supervisor is responsible for producing an annual maintenance plan and specifying the servicing requirements.

4.2 When notified of a problem with any item of equipment /vehicle, the maintenance department will log the reported defect, carry out appropriate rectification and record the action on the appropriate record. The Maintenance Supervisor (or his nominated representative) will inspect work carried out and update the appropriate record.

4.3 The Maintenance Department monitors the stock level of spare parts and ensures that items are ordered in time to allow effective maintenance to be completed.

4.4 The Maintenance Department is responsible for modifying equipment function to suit contractual or project requirements. This activity is recorded within the individual equipment log.

4.5 The Maintenance Department will conduct a visual inspection of the individual item of equipment prior to conducting preventive maintenance.

4.6 The Maintenance Department will seek appropriate help and assistance from the equipment manufacturer in case of problems outside of their capability /experience.

5.0 Associated Forms:

Maintenance Department Work Instructions *(Controlled by Maint. Dept)*

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OP 7.2.2 – Product Requirements Identification and Review		
Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager	

1.0 Objective:

- Ensure that customer requirements are understood and mutually agreed upon.
- Ensure that SIT ARABIAN. has the necessary resources to carry out the job (project).

2.0 Scope:

This process applies to all jobs (projects) undertaken by SIT ARABIAN.

3.0 Reference to ISO 9001:2000

Clause 7.2.1	Determination of Requirements to the Project (ISO)
Clause 7.2.2	Review of Requirements Related to the Project (ISO)
Clause 7.2.3	Customer Communication (ISO)

4.0 Procedural Details:

General:

4.1 Before submission of tenders, commercial and technical proposals, they are reviewed for adequacy by the General Manager. Other departments will be involved in the review as appropriate. Form # QPF-109-01 will be used for document review activity.

4.2 The contract documentation and specifications are reviewed by the General Manager and appropriate Head of Department to analyze the client's requirements and to record any significant discrepancies noted. The Head of Department is responsible for seeking clarification with the client if required.

4.3 The client's preferences are compared to existing company capabilities to: (a) determine special requirements, (b) identify scheduled completion dates, (c) to identify the documents and tasks that must be completed to meet contractual requirements.

4.4 The QA/QC coordinates contractual quality requirements, summarizing and defining them as specified in the contract. This may involve raising Quality Plan as required.

4.5 The completed and agreed contractual requirements and associated documents as applicable are submitted to client for approval, if required.

4.6 Form # QPF-109-01 is used to formally record activity including identification of human resources to execute the contract being reviewed. Actions arising from the contract review shall be allocated to appropriate departments along with expected timescales for completion.

Amendments to Contract:

4.7 Each amendment to a contract shall be subjected to a review and results recorded on either the "*Contract Review*" Form # QP-109-01 or in the minutes of meeting between SIT ARABIAN.. . and customer.

4.8 The Engineering Department, consulting other departments as required, will assess the impact of the amendment against the current stage of the contract and previous contract requirements.

Acceptance /Decline:

4.9 The status of a contract or an amendment to it (i.e. either accepted or decline) also is indicated on the review form. The form shall then be signed by the Engineering Manager and the General Manager.

Records:

4.10 Copies of all document associated with a contract are filed in the appropriate project file.

5.0 Associated Forms:

Contract Review *Form # QPF-109-01*

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OP 7.4.1 – SUPPLIER EVALUATION		
Prepared/Compiled by: QA/QC Manager		Reviewed & Approved by Project Manager

1.0 Objective:

- Ensure and establish supplier capability and reliability.
- Ensure availability of the right material at the right time and at the most suitable prices to SIT ARABIAN.

2.0 Scope:

All purchase activities and suppliers of major items that have an impact on the quality SIT ARABIAN..services.

3.0 Reference to ISO 9001:2000

Clause 7.4.1	Purchasing Process (ISO)
Clause 7.4.2	Purchasing Information (ISO)

4.0 Procedural Details:

Annual Evaluation of Suppliers:

4.1 The Materials Department and QC Department, consulting other departments as required, has the responsibility to annually evaluate and approve suppliers and sub-contractors who supply goods or services that have direct impact on SIT ARABIAN.. quality services. The evaluation shall be conducted using the Form # QPF-111-01 *(Supplier Evaluation)* whereas the evaluation criteria, supplier marking etc are detailed on the form itself.

4.2 History of a supplier's performance with SIT ARABIAN.. will be a prime input to the above evaluation.

4.3 Based on the above evaluation, all approved suppliers shall be maintained on an "*Approved Suppliers List –ASL*" (Form # QPF-111-02).

4.4 Where the performance of a supplier does not meet the level expected by SIT ARABIAN.. , the Materials Manager and/or QC Manager will inform the supplier in writing of this concern and state that he may be removed from the "*Approved Suppliers List*".

4.5 A supplier may be removed from the "*ASL*" when the Materials Manager and/or QC Manager in discussion with the end-user department agree to do so. The Material Department and/or QC Department shall amend the "*ASL*" accordingly.

Selection of New Suppliers:

4.6 No goods or services will be purchased from suppliers unless they meet one or more of the following criteria:

- *ISO registration with applicable scope that meets Utilities & Industrial Power Services requirements*
- *Specified by UIPS customer within contractual documentation*
- *Evaluation of product samples, in this case must have supporting evidence from the Quality Assurance Department, approved external laboratory reports or engineering-authorized documentation showing specified source for the material*
- *Sole supplier of the goods or services*
- *Published reports from other user*
- *Successful relationship with* SIT ARABIAN.. *in supplying quality materials*

4.7 Request for new supplier shall also be done using the Form # QPF-111-01 (Ref: paragraph 4.1 above). The Material Department and/or QC Department, consulting other departments as required, has the responsibility for the approval of suppliers based on the criteria referred to in paragraph 4.1 and 4.4 as applicable.

Materials:

4.8 The originator initiates all purchase requests by raising a "*Requisition Sheet*" including appropriate justification for the request. Approvals shall be sought in accordance with the signature blocks identified on the form.

4.9 The "*Requisition Sheet*" is forwarded to the Material Department who will review the request and carry out a stock check for item availability.

4.10 Where items are available from stock, the Material Department will issue the items to the originator.

4.11 Where items need to be procured, the Material Department will raise a "*Purchase Order*" (PO) and initiate "*Enquiry for Quotations*".

4.12 Purchase order data will include as applicable:

- *PO Number*
- *Vendor Name*
- *Short description of material (including specifications where appropriate)*
- *Project area*
- *Justification for purchase (where appropriate)*

4.13 The Material Department will submit "*Enquiry for Quotation*" to a minimum of three suppliers, if possible.

4.14 The Materials Manager will select the supplier, ensure the PO is updated with the supplier name and approve the PO.

4.15 The PO is submitted to the General Manager for final approval.

4.16 The Material Department will issue and distribute the PO in accordance with distribution list.

5.0 Associated Forms:

Supplier Evaluation	*Form # QPF-111-01*
Approved Supplier List	*Form # QPF-111-02*
Purchase Order Requisition Sheet	*Form # QPF-111-03*

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OP 7.4.3 – VERIFICATION OF PURCHASED PRODUCT

Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager

1.0 Objective:

- Ensure that only materials that comply with relevant specifications are Accepted and used by SIT ARABIAN.

2.0 Scope:

All materials received /purchased by SIT ARABIAN.

3.0 Reference to ISO 9001:2000

Clause 7.1	Planning of Product Realization (ISO)
Clause 7.4.3	Verification of Purchased Product (ISO)
Clause 7.5.1	Control of Production & Service Provision (ISO)
Clause 7.5.3	Identification and Traceability (ISO)
Clause 8.2.4	Monitoring & Measurement of Product (ISO)

4.0 Procedural Details:

Receiving Inspection & Test:

4.1 All goods received will be subject to receiving inspection.

4.2 Upon receipt, the Materials Department (or appropriate site representative) will check the goods against the delivery note. The delivery note shall then be checked against the Purchase Order.

4.3 The Purchase Order shall be endorsed to confirm receiving inspection. Acceptable goods will be identified by attached Form # QPF-110-01. Any discrepancies shall be recorded on the purchase order and on the delivery note.

4.4 Discrepancies and defective items shall be brought to the attention of the Materials Manager for further action, by raising a *"Non-Conformity Report"*.

Defective items will be identified by attaching Form # QPF-110-02 as appropriate.

4.5 Items requiring a detailed technical inspection shall be placed in a "*Quarantine Area*" to prevent inadvertent use and identified by the use of Form # QPF-110-03. "*Technical Inspection Request*" (Form # QPF-110-04) is to be raised by the person receiving the goods and forwarded to the intended user. The intended user department is responsible for inquiring that the items are inspected and identified as related in paragraph 4.3 and 4.4 above.

4.6 Item received back into stores are to be inspected by the returning authority and identified as stated in paragraph 4.3 and 4.4 above. Items not appropriately identified are to be placed into "*Quarantine Area*" and handled in accordance with paragraph 4.5 above.

4.7 Quality Control personnel shall ensure that purchased materials conforms to project specifications.

In-Process Inspection and Test:

4.8 In-process inspection and testing will be by continuous monitoring of the various functions of the equipment/installation that is being delivered, designed, installed, repaired or maintained. This shall rely on the skill and experience of the appropriate staff carrying out the process. Records of these inspections shall be maintained.

4.9 Depending on the contract, appropriate "*Work Instructions*" *(WI's)* will also be developed relating to inspection and testing activities to verify product quality.

4.10 During any process activity, line management will, as applicable, periodically inspect the contract, installation, maintenance or repair to ensure that quality is maintained.

4.11 Any non-conformity identified shall be subject of appropriate corrective action and shall be addressed as per procedure QP-103 "*Control of Non- Conforming Product /Service*".

Final Inspection:

4.12 Final inspection and testing shall be carried out by SIT ARABIAN staff against agreed test criteria prior to any client inspection and testing.

4.13 Depending on contract requirements, a representative of Utilities & Industrial Power Services will be present at any customer acceptance testing.

4.14 Any discrepancies found by the inspecting authority during final inspection shall be identified and immediate action instigated to correct the problem.

Release of Material /Product:

4.15 Where there is an urgent need for material/products before inspection and test activities have been completed, the Head of Department can authorize release. Such items are to be traceable to the point of use to allow for positive recall if this found to be necessary. Appropriate documentation will indicate where this has occurred.

5.0 Associated Forms:

Accepted Goods	*Form # QPF-110-01*
Defective Goods	*Form # QPF-110-02*
Quarantine Label	*Form # QPF-110-03*
Technical Inspection Request	*Form # QPF-110-04*

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OP 7.5.2 – VALIDATION OF PRODUCT REALIZATION PROCESSES

Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager

1.0 Objective:

- Ensure that the product realization processes are planned ahead.
- Ensure that product realization is carried out under controlled conditions to fully comply with the customer requirements.
- Ensure the ability of processes to achieve planned results.

2.0 Scope:

All jobs (projects) undertaken by SIT ARABIAN.

3.0 Reference to ISO 9001:2000

Clause 7.1	Planning of Product Realization (ISO)
Clause 7.5.1	Control of Production and Service Provision (ISO)
Clause 7.5.2	Validation of Processes for Production & Service Provision (ISO)

4.0 Procedural Details:

4.1 Quality Procedures, Work Instructions etc. are to be used to detail planned control processes, identify responsibilities and records used to ensure that the key processes affecting quality are carried out under control conditions.

4.2 To fulfill the control requirements as per the SIT ARABIAN. Quality Policy and Quality Procedures each Department Manager will develop Work Instructions, as required, to detail the following:

a) Methods and practices to be applied b)

Equipment and tools to be used
c) Staffing requirements

d) Training Programs

4.3 Specific contracts may require an individual quality plan detailing or referencing contract specific working practice and forms. Where this may differ from current practice the QC Manager shall define, document and submit to the General Manager for review and approval respectively, details of how the requirements for quality are to be met. The covering letter submitted to the customer will identify the Quality Plan by issue number and the signature of the General Manager indicates approval.

4.4 All the above documentation will be reviewed and approved by the Department Manager to ensure they are fulfilling SIT ARABIAN. Policy and Quality Procedures.

4.5 Any changes to those documents require prior approval from the appropriate Head of Department and MR.

5.0 Associated Forms:

All Quality records

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OP 7.5.3 – PRODUCTION IDENTIFICATION AND TRACEABILITY

Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager

1.0 Objective:

- To have appropriate identification for all materials on hand as well as the products and services by the company at any stage.

2.0 Scope:

All products and services provided by the company and any customer property while it is in custody of SIT ARABIAN.

3.0 Reference to ISO 9001:2000

Clause 7.5.3 Identification and Traceability (ISO)

Clause 7.5.4 Customer Property (ISO)

Clause 7.5.5 Preservation of Product (ISO)

4.0 Procedural Details:

4.1 All items held in storage shall be identified by suitable labeling, where appropriate, bearing a unique number. These items will be located on or in racks, shelves or cabinets as practical.

4.2 Such items shall be traceable to the supplier by means of an identification that indicates either a supplier code or reference, job number or the purchase order number.

4.3 All items allocated to a job shall be identified with the job number.

4.4 All items will be held either in the stores or other appropriate designated area.

4.5 All items being used in process will be identifiable by job number.

4.6 Services carried out by the company will be documented throughout all stages of service delivery.

4.7 Where non-conforming product /material /services are identified, action is taken in accordance with the relevant process documentation QP-103 "*Control of Non-Conforming Product /Service*".

4.8 Materials will be tagged with a suitable identification, such as item code. Quantity and description of the item whenever possible, other than for bulk or standard items.

Customer Property:

4.9 The likely products include:

- *Materials or equipment for use in the contract*
- *Drawings*
- *Material Specifications*
- *Third Party Inspection*

4.10 Customer property also shall be appropriately identified, verified upon receipt, and protected to avoid damage or quality deterioration.

4.11 Where a customer property is found to be damaged /lost /unsuitable for its use, it shall be reported to the customer as such with adequate records as evidence of such an incident.

Preservation of Product:

4.12 All products and/or parts thereof shall be properly preserved in their appropriate locations to avoid damage /quality deterioration.

4.13 The preservation area shall be marked so, neat and tidy to the extent possible.

4.14 Materials that are sensitive to temperature /humidity and other environmental factors shall be stored with proper packaging and under appropriate conditions that can protect such items.

4.15 Also, careful preservation of product shall be observed during internal processing as well as delivery to the intended destination.

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OP 7.5.3 – PRODUCTION IDENTIFICATION AND TRACEABILITY		
Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager	

5.0 Associated Forms:

None

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OP 7.6 – CONTROL OF MONITORING AND MEASURING DEVICES

Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager

1.0 Objective:

- To establish and maintain procedures to ensure that all Inspection, Measuring and Test Equipment used is suitably controlled and calibrated where applicable.

2.0 Scope:

All Inspection, Measuring and Test Equipment used by Utilities & Industrial Power Services

3.0 Reference to ISO 9001:2000

Clause 7.6 Control of Monitoring & Measuring Devices (ISO)

4.0 Procedural Details:

4.1 All Inspection, Measuring and Test Equipment used by SIT ARABIAN. shall require periodic calibration and /or checking unless exempted by this process.

4.2 Each item of equipment will be allocated a unique SIT ARABIAN. number. Wherever possible, this number will be identified on the item of equipment.

4.3 The Instrument Fitter shall hold a log of all such equipment with a copy being forwarded to the MR.

4.4 Exceptions

4.4.1 The following items shall be exempt from periodic calibration /checking provided they have been manufactured by a reputable manufacturer. Such items shall include:

a) Measuring Tapes b) Squares
c) Bubble Levels
d) Hand Tools

4.4.2 The above items manufactured by the following companies are deemed to meet these requirements:

a) Stanley
b) Ridged
c) Crescent
d) Lufkin
e) Proto
f) Evans Ruler Co.
g) Broder-Mannesmann
h) Nicholson

4.4.3 Also included in this exemption category are tools and equipment that lack adjustment capability. Such items must be maintained in good condition and free from apparent damage or deformity. Any item that is determined to have outlived its useful function shall be reported to the responsible supervisor who shall request a replacement and shall ensure that defective equipment cannot be utilized and shall ensure it is disposed of in an appropriate manner.

4.5 Equipment that Requires Functional Checking

Equipment that requires functional checking will not be routinely calibrated. The users of such equipment must follow the manufacturer's instructions and /or recommendations regarding the zeroing procedure and /or any other such adjustments. The results of these checks shall be recorded on the individual item record. If it is determined by this functional check that the item requires calibration and /or checking, the user shall request it to be carried out.

4.6 Frequency of Calibration and /or Checking

Frequency may be changed following a review and analysis of calibration /check records, assessment of the effectiveness of the program, advice from the manufacturer or advice from the testing organization. Expiration dates given on any calibration identification and /or certification are not binding on SIT ARABIAN. and shall be regarded as a recommendation. Calibration shall be performed at established periods, if no standards apply, calibration cycle shall not exceed six (6) months

against certified equipment or references, or valid national standards where they exist. This will be recorded on the item record.

4.7 Equipment Not Requiring Routine Calibration and /or Checking

Whilst the equipment covered by paragraphs 4.4 and 4.5 is exempted from the documentation or frequent /periodic calibration or checking it shall be examined prior to use for legibility, geometry and general condition. If it is found to be damaged, deformed or illegible, or if any question of condition arises, it shall be immediately removed from use. The first action to be considered in such cases must be repair or other action to recover the item in question. The decision of ultimate disposition shall rest with the responsible Manager. Equipment deemed to be unsuitable for further use shall be rendered useless and disposed of in an appropriate manner.

4.8 Equipment Requiring Calibration and/or Checking

4.8.1 Marking

All measurement and test equipment, except those items described in paragraph 4 “Controls” above, shall be identified with a unique identifier and /or identified by the manufacturer’s serial number where this is available. Where practical, this shall be done by permanently marking and /or by affixing a label and /or other identifier and /or attaching a secure label or other suitable and effective means. It is acknowledge that certain items cannot be identified effectively due to their location and /or size. The only valid identifier is that given on the individual item calibration record maintained by the Instrument Fitter.

Calibration and /or Checking labeling, where available, should where possible indicate:

- The date when the equipment is next due for calibration /checking.
- The identity of the person /organization performing the calibration and /or checking.

4.8.2 Out of Service Equipment

The QC Manager is responsible for ensuring that all equipment is maintained in calibration /checking as required. Damaged /out-of- calibration /out-of-checking date or equipment described in 4.7 (above) as unsuitable for use shall be clearly marked by labeling or other suitable means. Whenever practical to do so, it shall be removed from the workplace and retained in a controlled environment by the responsible manager until such time as it is calibrated, replaced or withdrawn from use (see item 4.7). Equipment may continue to be used beyond the calibration date on the authority of the appropriate departmental Manager and with the agreement of the MR. This authority is to be documented on a memo, signed by both the departmental Manager and the MR and attached to the appropriate equipment record.

4.9 Performance of Calibration and /or Checking

Calibration and /or checking shall be performed either by internally trained staff using appropriate schedules, or by a qualified testing organization which will provide certified records and /or certificates of calibration and /or checking and which performs such services to recognized National and /or International Standard(s). Selection of the testing organizations shall be Saudi Aramco approved and their performance and services shall be reviewed annually. The Purchasing Supervisor, consulting user departments as required, will stipulate to the calibration authority the item working range where appropriate. The testing organization used shall be identified on the "Approved Supplier List".

4.10 Equipment Out of Calibration and /or Checking

4.10.1 Primary responsibility for monitoring of calibration dates for items in use lay with the item user. The Instrument Fitter will monitor calibration due dates for items that have been issued for use. Where calibration is required within the following month, the Instrument Fitter will inform the appropriate Department Manager. The Department Manager will either request for the item to be recalibrated, or request to MR for an extension to the calibration period or return the item to the store as no longer in use.

4.10.2 Any item found to be out of calibration and /or checking is to be withdrawn from use and the action recorded on the individual calibration record. The QC Manager shall initiate action to have the item calibrated at the earliest opportunity.

4.10.3 Where it is identified that items have been used out of calibration, a Non-Conforming Products and Services report (Form # QPF-103-01) shall be raised in accordance with quality procedure QPF-103 "Control of Non-Conforming Products and Services". Corrective action may involve product or service recall.

4.11 Calibration Records

The QC Manager shall maintain calibration records and associated certificates.

4.12 Receiving of Items Back from Calibration

The Instrument Fitter, consulting other personnel as appropriate, is responsible for reviewing the calibration records before accepting the item back from calibration and updating his records.

4.13 Transportation and Handling

This will be the responsibility of the qualified testing organization when it is deemed necessary to remove items from SAACO's premises for the purposes of calibration and /or checking.

4.14 List of SIT ARABIAN.. Inspection, Measuring and Test Equipments That Requires Calibration /Functional Checking

4.14.1.1 Wet Film Thickness Gauge
4.14.1.2 Dry Film Thickness Gauge
4.14.1.3 Whirling Cyclometer
4.14.1.4 Weld gauge
4.14.1.5 Pyrometer
4.14.1.6 Clamp Meter
4.14.1.7 HI-Lo Gauge

4.14.1.8	Volt Meter
4.14.1.9	Holiday Detector
4.14.1.10	Dead Weight Testing Machine
4.14.1.11	Relief Valve
4.14.1.12	Pressure Gauge
4.14.1.13	Temperature Gauge
4.14.1.14	Pressure Recorder
4.14.1.15	Megger Testing Instrument
4.14.1.16	Process Instrument
4.14.1.17	Surface Profile Gauge
4.14.1.18	Temperature Recorder
4.14.1.19	Surveying Equipment
4.14.1.20	Temperature Calibrator

5.0 Associated Forms:

List of Equipment Devices	Form # QPF-114-01
Calibration History	Form # QPF-114-02

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OP 8.2.2 – INTERNAL AUDIT

Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager

1.0 Objective:

- Plan and perform internal quality audits in order to verify the compliance and effectiveness of Quality Management System (QMS) across the organization.
- Identify and report existing as well as potential non-conformities to initiate corrective and/or preventive actions as applicable.
- Continuous improvement of the QMS.

2.0 Scope:

The scope of this process covers all organizational activities across all levels.

3.0 Reference to ISO 9001:2000

Clause 8.2.2 Internal Audit (ISO)

4.0 Procedural Details:

This process defines the methods of conducting internal quality audits on the QMS, and also verifies that the various documents established are adequate, understood and are being implemented by all concerned personnel.

4.1 The MR shall produce, authorize and maintain an "*Internal Audit Schedule*" (Form # QPF-107-01) providing a planned timetable of audits to be carried out, covering the whole QMS at least twice in a year. This planned timetable will be made available to designated auditors as required.

4.2 Additional audits may be scheduled at the discretion of the MR when circumstances warrant (i.e. known problem areas, new processes employed, significant staff turnover etc.).

4.3 The MR shall maintain a log of all trained auditors who will conduct the audits and no auditor shall do an audit on his own work /functional area.

4.4 The auditor responsible for an audit will prepare his enquiries on an "*Internal Audit Checklist*" (Form # QPF-107-02).

4.5 Upon completion of an audit, the auditors shall prepare an "*Internal Audit Report*" (Form # QPF-107-03), where findings, comments etc from each audit shall be documented.

4.6 The auditors shall use the appropriate QMS documentation relevant to the areas being audited.

4.7 Any instance on Non-conformance identified during an audit will be informed to the area being audited (the auditee), and recorded on the "*Internal Audit Report*". This will be subsequently classified into the following categories, as guided by the audit checklist:

i) Satisfactory ***ii) Observation*** ***iii) Non-Conformance***

4.8 Each internal audit report raised will relate to one Non-conformance/Observation only, in order to ensure full traceability for each instance reported.

4.9 The Manager /Head of the audited area is responsible for identifying the corrective action that address the root cause of the non-conformity reported.

4.10 Corrective /Preventive action requirements will be agreed between the auditor and the personnel responsible for the area.

4.11 The internal audit report detailing corrective and/or preventive actions (where applicable) will be given to MR.

4.12 A re-audit of any corrective or preventive actions will be conducted by the auditors (if so instructed by the MR) after the agreed completion date has expired and the results recorded in the "*Follow Up Action*" section of the *Internal Audit Report*".

4.13 Where an agreed corrective or preventive action has not been carried out or shown not to be effective, a written report will be provided to the MR by the Manager responsible for the implementation of the action within 3 days of the re-audit.

4.14 All "*Internal Audit Reports*" are reviewed by the MR and approved by him prior to closure (sign-off).

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OP 8.2.2 – INTERNAL AUDIT		
Prepared/Compiled by: QA/QC Manager		Reviewed & Approved by Project Manager

4.15 Copy of "*Internal Audit Reports*" shall be submitted to Saudi Aramco Representative within two (2) weeks of its completion.

4.16 It is the responsibility of the team leader to agree with the appropriate department manager the actual time, place and date of audit. Where the audit cannot agree within the specified timescale, the audit team leader shall bring this to the attention of the MR who shall decide if the audit can be delayed. The MR may authorize a delay of up to one month. Any further delay must be informed the General Manager by the department concerned with detailed justification for the delay.

5.0 Associated Forms:

Internal Audit Schedule	*Form # QPF-107-01*
Internal Audit Checklist	*Form # QPF-107-02*
Internal Audit Report	*Form # QPF-107-03*

	SIT ARABIAN OPERATION PROCEDURE	Revision No. - 00 Date of Issued - Page 1 of 3
OP 8.2.3– MONITORING AND MEASUREMENT OF PROCESSES		
Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager	

1.0 Objective:

- To define methods to monitor, measure, analyze, and improve the company's processes and products to:
  - Demonstrate product conformity to requirements
  - Ensure conformity of the QMS
  - Continuously improve effectiveness of the QMS

2.0 Scope:

This process covers all activities of SIT ARABIAN. that falls within the Scope of Registration as stated in the Quality Plan.

3.0 Reference to ISO 9001:2000

Clause 5.4	Planning (ISO)
Clause 7.2	Customer Related Processes (ISO)
Clause 8.2.3	Monitoring & Measurement of Processes (ISO)
Clause 8.2.4	Monitoring & Measurement of Product (ISO)
Clause 8.4	Analysis of Data (ISO)
Clause 8.5	Improvement (ISO)

4.0 Procedural Details:

4.1 The QC Manager in agreement with other Line Managers is responsible to define and maintain realistic process objectives as required. This shall be recorded using Form # QPF-115-01 *(Process & Objectives)*.

4.2 Objectives are to be addressed at least one of the following criteria:

- Effectiveness = Actual Output / Expected Output

e.g. level of service, speed of response, time etc.

- Efficiency = Planned Resources / Actual Resources

  e.g. utilization rates (personnel, equipment, material information)

- Productivity = Planned Output / Actual Output

  e.g. manhour, equipment hour

- Quality = The "Voice of Customer"

4.3 Where any part of defined objective changes, (market change, time constraints etc.), The QC Manager (MR) is responsible to identify and update the objective as appropriate.

4.4 Performance against process objectives are analyzed, by MR and concerned Line Manager to identify customer requirements,trends business trends reported and included as part of the "*Management Review*" meeting discussion.

Process & Product Characteristics –Monitoring & Measurement:

4.5 Product (project /work) requirements are determined, reviewed and confirmed with the customer prior to work execution as detailed in Quality Procedure /Process OP -7.2.1 and associated form.

4.6 Product (project /work) requirements are further monitored and verified by department manager/s by way of relevant "*Work Instructions*", as applicable at different stages of the work.

4.7 Finished project (completed project /work) is subsequently subjected to final inspection by client prior to hand-over as governed by relevant contract agreement.

4.8 Where there is an indication that a procedure /process is inadequate to provide desired results, The QC Manager (MR) in agreement with Line Manager(s) shall investigate and initiate appropriate action, that includes re- validation of the procedure /process.

Analysis of Data:

4.9 All data generated by monitoring and measuring activities stated above shall be reviewed and analyzed by MR and concerned Line Manager(s) to identify trends. Details of such analysis shall be part of the management meeting agenda .

4.10 Relevant data from other procedures /processes such as customer feedback, customer complaints, corrective & preventive actions, non- conformity report, etc., will be reviewed, analyzed and presented during "*Management Review Meetings*" (Ref: OP-5.6, paragraph 4.3 to 4.5).

4.11 The MR shall coordinate collect, review and analyze data above in coordination with other Department Managers.

5.0 Associated Forms:

Processes & Objectives *Form # QPF-115-01*

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OP 8.3 – CONTROL OF NONCONFORMING PRODUCT

Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager

1.0 Objective:

- To ensure that all materials with SIT ARABIAN. as well as the products and services provided by the organization conforms to their relevant specifications and other applicable requirements.

2.0 Scope:

All products, installations, repairs, maintenance and services developed and/or produced within SIT ARABIAN.. This work instruction is applicable for issued non conformance report.

3.0 Reference to ISO 9001:2000

Clause 8.3 Control of Non-Conforming Product (ISO)

4.0 Procedural Details:

4.1 Non-conforming products and services may be identified by either:

a) Results of inspection and test activities b) Customer complaints
c) Any product related activity that fails

4.2 Any non-conformity (as in paragraph 4.1 above) shall be recorded on the *Non-Conformity Report - NCR* using quality form QPF-103-01, identified by suitable labeling or documentation (as applicable), and either:

- Returned to supplier
- Reworked
- Scrapped
- Accepted under concession, or
- "Other" (as identified by the appropriate department manager)

4.3 Where possible, non-conforming products are to be segregated from conforming products to prevent unintended use or delivery

4.4 The appropriate manager shall be responsible for the disposition of the Non-Conformity. Completed reports are to be forwarded to the MR within a day of identifying the non-conformity.

4.5 The MR is responsible for maintaining a log using quality form QPF-103-02 of all NCR's raised.

4.6 When a non-conforming instance is detected after delivery or after starting to use, the MR with the appropriate manager shall immediately inform the end-user accordingly. A mutually acceptable solution (including offer of concession) shall be negotiated with the end-user. The MR with the appropriate manager shall be jointly responsible to do so.

4.7 Non-conforming products shall be re-verified after correction according to the original criteria or as defined by the appropriate manager on the non- conformity report. The results of this re-verification shall be recorded on the report.

4.8 Non-conformity reports are to specify the appropriate corrective and/or preventive action, in addition to the Root cause.

4.9 All non-conformities raised shall be intimated within two (2) days after these are initialed and before close-out to Saudi Aramco for information and verification respectively.

4.10 Products may be individually identified stating the non-conformity.

4.11 Non-conformity reports shall be reviewed at Management Review Meetings for frequency and type.

4.12 These reports shall be maintained as quality records for a minimum period of two (2) years.

5.0 Associated Forms:

Non-Conformity Report (NCR) Log Form # QPF-103-02

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OP 8.5.2 – CORRECTIVE ACTIONS

Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager

1.0 Objective:

- Determine the root cause of reported non-conformities.
- Ensure agreed corrective actions are carried out within the stipulated time- frame.

2.0 Scope:

This procedure applies to company services, products, processes, procedures, instructions, suppliers and customers.

3.0 Reference to ISO 9001:2000

Clause 8.5.2 Corrective Actions (ISO)

4.0 Procedural Details:

4.1 Corrective actions will be identified by investigating the Root Cause of non-conformities reported.

4.2 Corrective actions identified during inspection and test activities will be recorded on the appropriate forms.

4.3 Corrective actions identified through audit activities will be addressed as detailed in the process "*Internal Quality Audit*".

4.4 Corrective actions identified through customer complaints will be dealt with in accordance with the relevant process.

4.5 Corrective actions identified through supplied item complaints will be addressed as detailed in the process QP -111 "*Supplier Evaluation and Purchasing*".

4.6 At Management Review Meetings, actions identified in 4.1 to 4.5 above shall be reviewed for recurrence of type and their frequency in order to assess the effectiveness of such actions carried out.

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OP 8.5.2 – CORRECTIVE ACTIONS		
Prepared/Compiled by: QA/QC Manager		Reviewed & Approved by Project Manager

4.7 At Management Review Meetings, any corrective actions that are to be instigated will be detailed on the Management Review Action plan with assigned responsibility and time scale for completion.

5.0 Associated Forms:

Non-Conformity Report (NCR) *Form # QPF-103-01*

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OP 8.5.3 – PREVENTIVE ACTIONS

Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager

1.0 Objective:

- Determine the possible non-conformities.
- Ensure that the preventive action plan is adequate to eliminate the occurrence of potential risk.
- Ensure that the preventive action instigated is completed with the stipulated time-frame.

2.0 Scope:

This procedure applies to company services, products, processes, procedures, instructions, suppliers and customers.

3.0 Reference to ISO 9001:2000

Clause 8.5.3 Preventive Actions (ISO)

4.0 Procedural Details:

4.1 Preventive actions will be identified by investigating the potential problem/non-conformity/opportunity reported through an "*Action Report Form*".

4.2 Any employee of the organization may initiate an "*Action Request*" using quality form # QPF-104-01 in order to proceed further as stated in paragraph 4.1 above. The details of action(s) carried out shall be recorded on the same form.

4.3 Preventive actions identified through audit activities will be addressed as detailed in the process OP-8.2.2 "*Internal Quality Audit*".

4.4 Preventive actions identified through customer complaints will be dealt with in accordance with the relevant process.

4.5 Preventive actions identified through supplied item complaints will be addressed as detailed in the process QP -111 "*Supplier Evaluation and Purchasing*".

	SIT ARABIAN OPERATION PROCEDURE	Revision No. - 00 Date of Issued - Page 2 of 2
OP 8.5.3 – PREVENTIVE ACTIONS		
Prepared/Compiled by: QA/QC Manager	Reviewed & Approved by Project Manager	

4.6 At Management Review Meetings, actions identified in 4.1 to 4.5 above shall be reviewed in order to assess the effectiveness.

4.7 Where "*Action Request*" is raised to identify potential improvements to the documented QMS, the originator is to forward copy of "*Action Request*" to MR for his attention.

4.8 The department raising the "*Action Request*" shall maintain a log of all action request forms raised. At the end of each month, each department will forward a copy of their action request to the MR for information.

5.0 Associated Forms:

Action Request Form	*Form # QPF-104-01*
Action Request Log	*Form # QPF-104-02*

QUALITY DOCUMENT FORMS

SIT ARABIAN
DOCUMENT CHANGE NOTE

To be completed by Requester	
Document Number:	Issue:
Document Name:	
Proposed change(s):	
Reason for Request:	
Requested by:	Signature:
Department:	Date:
Approved by: Department Manager:	Date:
To be completed by Management Representative (MR)	
Recommended [ ] Rejected [ ] Remarks:	
MR Signature:	Date:

SIT ARABIAN

LIST OF QUALITY DOCUMENTS

Document Description	Document Number	Issue Number	Issue Date

SIT ARABIAN

DOCUMENT CONTROL RECORD

Date of Issue:	Issued By:	Management Representative:
Document Ref:	Issue No.	Details of Issue Amendment

Sign below to indicate that you have read and understand the issue(s)/amendment(s) as listed above.

Name	Signature	Date

Upon completion of this form, this must be returned with any obsolete documents to the management representative and must be filed as a Quality Record.

SIT ARABIAN

DOCUMENT ISSUE and CONTROL LOG

DOCUMENT TYPE:

Quality Manual [ ] Work Instruction – WI [ ]

Quality Process Doc. – QP [ ] Form [ ]

Others (please specify)_____

Issue Date	Document Ref.	Document Title	Holder(s)

SIT ARABIAN

REFERENCE INDEX

Department _____

Document Reference Number	Document Description	Issue	Location	Remarks

SIT ARABIAN

QUALITY SYSTEM DOCUMENT
REVIEW / APPROVAL

To be completed by Management Representative	
Quality Manual [ ] Quality Process [ ] Work Instruction – WI [ ] Form [ ]	
Document Title:	
Document Number:	Issue No.
Remarks:	
Please review the attached documents and return to MR before:	
MR Signature	Date:
To be completed by Reviewer	
[ ] No Comments [ ] Comments (If needed, please indicate correction/amendments on the documents)	
Reviewed by:	Signature:
Department:	Date:
To be completed by Management Representative	
Approved for Issue [ ]	Not Approved [ ]
MR Signature:	Date:

SIT ARABIAN

COMPUTER DATA BACK-UP LOG

Department: _____

Back-up Data	Retention Period	Storage Location	Responsibility	Remarks

SIT ARABIAN

DATA RECOVERY LOG

Department: _____

Data Recovered (File Name)	Recovered From (Disk Set)	Recovered By	Date of Recovery	Remarks

SIT ARABIAN

DRAWING LOG

Drawing No.	Received From	Issue Number	Bid Drawing	Issued For Construction	As Built	Remarks

SIT ARABIAN

DRAWING ISSUE LOG

Drawing No.	Issue Number	Drawing Status	Issued To	Contract / Job No.	Remarks

SIT Arabian
Contracting Company Limited
شركة صديقى انفراتيك العربية المحدودة

SIT ARABIAN

NON-CONFORMITY REPORT

To be raised by Originator		
Raised by:	Department:	Date:
Job Order No.	Location:	
Item Identifier:		
Nature of Problem:		
To be completed by appropriate Department		
Proposed Action/Disposition:	Proposed Completion Date:	
[ ] Return to Supplier [ ] Scrap Other (Specify) _____ [ ] Rework [ ] Accept		
Department Signature:	Date:	
To be completed by Management Representative		
Close Out		
MR Signature:	Date:	

SIT ARABIAN

NON-CONFORMING REPORT LOG (NCR LOG)

NCR No.	Raised by	Date Received	Assigned To	Action / Deadline	Date Cleared	Remarks

SIT ARABIAN

ACTION REQUEST FORM

To be raised by Originator		
Raised by:	Department:	Date:
Job Order No.		Location:
Item Identifier:		
Description of Request: Required Date: _____		
Proposed Action to be taken: Proposed Completion Date:_____ ROOT CAUSE:		
Department Signature:		Date:
To be completed by responding Department		
Follow-up action:		
Department Signature:		Date:
To be completed by Management Representative / Originator		
Close-Out / Remarks:		
Signature:		Date:

SIT ARABIAN

ACTION REQUEST LOG

Action Request Log No.	Raised By:	Date Received	Assigned To	Action Deadline	Date Cleared	Remarks

SIT ARABIAN

MANAGEMENT REVIEW – ACTION PLAN

Date:				
Item No.	Details of Action	Assigned To	Completion Date	
			Agreed	Actual
Remarks /Comments				
Date:		Signature:		

SIT ARABIAN

STRATEGIC REVIEW REPORT

Review by Date:	Reviewed by:
Minutes of the last 4 Management Review Meeting attached? ☐ Yes ☐ No	
Review Results:	
1. Improvement identified within the business (Give examples.)	
2. Is the business more effective? (Give examples.)	
3. Are defined objectives effective in assisting the business to move forward?	
4. Is the management review process working?	
5. Problems identified / Improvement required / Suggested?	
Signature of Management Representative :	

SIT ARABIAN

INTERNAL AUDIT SCHEDULE

Process / Area to be audited	QMS Documents	Date	Location	Responsibility	Remarks

Audit Schedule Approved: _____ Date: _____

SIT ARABIAN

INTERNAL AUDIT CHECKLIST

Quality System Documents	Title	Date	Auditor	Auditee	Sheet

Audit Details	1	2	3	Audit Evidence

1	Satisfactory	Comments
2	Observation	
3	Non-Conformance	

SIT ARABIAN

INTERNAL AUDIT REPORT

Number: _____/_____		
Department:	QMS No.	Issue:
Auditors:		Location:
Observation / Non-Conformance		
Date:_____ Auditor:_____		
Agreed Corrective Action		
Date of Implementation:		
ROOT CAUSE:		
Auditor:_____ Department Manager_____		
Follow-up Action		
Date:_____ Auditor:_____		
Audit Report Closed		
Signature of MR:		Date:

SIT Arabian
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شركة صديقي انفراتيك العربية المحدودة

SIT ARABIAN

INTERIM EVALUATION

Name:	Evaluated by:
Position Held:	Employment Date:

Department: Specific assignments and achievements during the interim period	Period of Review: Observation	 Signature of Department/Manager/Supervisor

Signature of Employee

PERPORMANCE FACTORS

FACTORS	ACCEPTABLE	NOT ACCEPTABLE	NOT APPLICABLE	FACTORS	ACCEPTABLE	NOT ACCEPTABLE	NOT APPLICABLE
Job Knowledge				Ability to meet targets			
Planning & Preparation				Ability to delegate			
Acceptance of Responsibility				Attendance			
Cooperation				Time Keeping			
Communication				Self Motivation			
Quality / Accuracy of Work				Overall Performance			

DEPARTMENT MANAGER / SUPERVISOR COMMENTS:

Re-contract recommended Yes No

Signature: Date:

GENERAL MANAGER'S COMMENTS

SIGNATURE: DATE:

SIT ARABIAN

JOB DESCRIPTION

Name:	Employment Date:
Department:	Position:
Reporting to:	
Responsibilities:	
Signature of Department Head / Supervisor	Signature of Employee
Date:	Date:

SIT ARABIAN

TRAINING SCHEDULE

Training Area	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.

SIT ARABIAN

PERFORMANCE APPRAISAL RATING AND RECOMMENDATION REPORT

EMPLOYEE NAME & BADGE NO.				SERVICE DATE	
PRESENT POSITION		DEPT./DIV./SECTION			
DATE APPOINTED TO PRESENT POSITION		PREVIOUS POSITION		VISA CATEGORY	
STARTING SALARY		PRESENT SALARY		ALLOWANCE	
DATE OF LAST SALARY INCREASE		TYPE OF SALARY INCREASE		AMOUNT	

SALARY RATING							RECOMMENDATION / ACTION
ITEM	FACTORS	RATING					
		1	2	3	4	5	
1	QUANTITY OF WORK						PROMOTION SALARY INCREASE FROM_____ TO _____
2	QUALITY OF WORK						TRANFER FROM_____ TO _____
3	JOB KNOWLEDGE						
4	INDUSTRY						DEMOTION FROM REPRIMAND
5	ABILITY TO LEARN						TERMINATIO N
6	DEPENDABILITY & INITIATIVE						
7	CREATIVENESS						
8	PUNCTUALITY & ATTENDANCE						
9	SAFETY CONSCIOUSNESS						
10	HOUSEKEEPING & CLEANLINESS						
11	TEAM WORK & ATTITUDE TOWARDS SUPERIORS						
12	ATTITUDE TOWARD PRESENT JOB						
AVERAGE OVERALL RATING:							
PREPARED BY: _____ FOREMAN / ENGINEER / DIVIION HEAD							
ACTION APPROVAL & CONCURRENCE BY MANAGEMENT:							
AMOUNT: _____ EFFECTIVE DATE : __							APPROVED BY:

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CONTRACT REVIEW FORM

Contract:	Amendment No.
Customer:	Work Order No.

CHECKLIST	YES	NO
1. Is it clearly defined what UIPS to supply?		
2. Are there any legal/regulatory requirements applicable?		
3. Is the required delivery date specified?		
4. Are contractual requirements clearly defined and acceptable?		
5. Are any specific quality requirements detailed clearly?		
6. Do we have the necessary resources (including subcontract) to complete the work?		
7. Is there any perceived risk with acceptance of the contract / order?		
8. Are there any long lead items requiring early procurement?		
9.		
10.		
11.		
12.		

REVIEWED BY	DESIGNATION	REVIEWED BY	DESIGNATION

ACTIONS ARISING	ASSIGNED TO	DUE DATE

Comments:

ACCEPTED ☐

DECLINED ☐

DATE:

Engineering Manager

General Manager

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ACCEPTED ITEMS

ACCEPTED ITEMS	
P.O.	
Inv./Delivery	
Item Description	
Quantity	
Date	
Inspected by	
FORM NO. QPF-110-01	ISSUE NO. 01

NOTE: LABEL TO BE GREEN COLOR

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DEFECTIVE ITEMS

DEFECTIVE ITEMS	
P.O.	
Inv./Delivery	
Item Description	
Quantity	
Date	
DEFECTS	
Inspected by	
FORM NO. QPF-110-02	ISSUE NO. 01

NOTE: LABEL TO BE RED COLOR

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QUARANTINE ITEMS

QUARANTINE	
P.O.	
Inv./Delivery	
Item Description	
Quantity	
Date	
Reason For HOLD	
Inspected by	
FORM NO. QPF-110-03	ISSUE NO. 01

NOTE: LABEL TO BE YELLOW COLOR

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TECHNICAL INSPECTION REQUEST

Purchase Order No.		Date		Received From			Requested By		
Part No.	Part Designation	Locator No.	Total Qty.	Sample Qty.	Result Accepted/ Rejected	P.O. No.	Remarks	Inspected by	Date

REMARKS

Noted By:_____

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SUPPLIER EVALUATION

Name & Address of newly requested Supplier:	Proposed Scope of Supply	Reasons for Request
Requested by:	Department:	Date:
Recommended ( ) Rejected ( )	Criteria for Decision Signature (Materials Department)	

No.	Supplier No.	Scope of Supply	Date of Last Evaluation	Price				Quality				Deliver (Punctuality)				Packaging				Remarks
				Vg	G	A	P	Vg	G	A	P	Vg	G	A	P	Vg	G	A	P	

Legend:

1. Grading : Vg=Very Good (4 Mark) G=Good (3 Mark) A=Acceptable (2 Mark) and P=Poor (1 Mark)
2. Minimum marks needed in quality as a supplier is Eleven (11) and with at least Two (2) "Good" grades.

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APPROVED SUPPLIER LIST

No.	Supplier Name	Contact Details	Scope of Supply	Evaluation					Signature (Process Owner)
				1	2	3	4	5	

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PURCHASE ORDER

		Date	
		P.O No.	
To		From	
Attn		By	
Tel.		Tel.	
Fax.		Fax.	
M.P		M.P	
Subject		Project	

As per our discussion please arrange the following order.

Unit :

No.	Description	Unit	Q'ty	Price	Amount	Remarks
1						
2						
3						
4						
5						
6						
7						
8						
9						
Total					0	

Amount in words :

1. Delivery :

2. Payment :

3. Attachments :

Authorized Signature

General Manager

Acknowledged and Accepted by :

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LIST OF EQUIPMENT DEVICES

No.	Equipment/Device Name	ID Number	Location	Number of Units	Calibration Required

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CALIBRATION HISTORY

Type of Equipment/Device:	
Purpose:	
Make:	Model:
Serial No. (If available):	
Permitted Errors (if any):	

Calibration Frequency	*Quarterly*	*Half-Yearly*	*Annually*

Calibration Due Date	Date Delivered	Date Returned	Calibrated By:	Results / Comments	Signature (QA/QC)

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PROCESS AND OBJECTIVES

PROCESS OWNER (Approving authority) _____ DATE : / /

PROCESS NAME	PROCESS NUMBER	ISSUE # and DATE	OBJECTIVE (s)	INDICATOR(s)	ACHIEVED YES / NO

PERIOD OF MONITORING: ☐ MONTHS

CHANGES TO OBJECTIVES DURING MONITORING PERIOD :

Signature: ***Date:***

PROCESS OWNER'S COMMENTS:

Signature: ***Date:***

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SITE DIARY

CONTRACT TITLE	CONTRACT NO.	SITE LOCATION	DATE
			WEATHER CONDITIONS

DELAYS – POTENTIAL DELAYS & ANY NCR's RAISED

WORK PROGRESS

BY TRADE	LABOUR	CONTRACT		OWNED	

PREPARED BY ENGINEER:				DATE:	
COPY TO SCHEDULER		COPY TO HEAD OFFICE		COPY TO SITE FILE	

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SITE WORK INSTRUCTIONS

SWI No. _____

SITE: _____ CONTRACT _____ DURATION _____ DATE _____

SUPERVISOR _____ FOREMAN _____ LEADMAN _____ GROUP LEADER _____

TASK

METHOD

MANPOWER AND EQUIPMENT REQUIREMENTS

ACTION TAKEN

INSPECTION ACTIVITY

APPROVED BY SITE ENGINEER : _____ DATE: _____ COPY TO : The Schedule