A Leading Aviation Hub

RWANDA AIRPORTS COMPANY

QUALITY MANAGEMENT SYSTEM MANUAL

Version 2: RAC/QMS/QM/02/2025

OCTOBER 2025

CONTENTS

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1. FOREWARD

At Rwanda Airports Company, our commitment to quality, safety, customer satisfaction, and continual improvement is fundamental to our mission of delivering world-class airport services. The dynamic nature of the aviation industry requires a robust and well-structured Quality Management System (QMS) that ensures consistency, accountability, and responsiveness to stakeholder needs.

This Quality Management System Manual has been developed in alignment with ISO 9001:2015 standards and tailored to the unique operational, regulatory, and customer service requirements of the airport environment. It serves as a strategic tool to guide our processes, ensure compliance, and drive continuous improvement across all airport functions.

The leadership team is fully committed to the effective implementation of this QMS, ensuring that quality objectives are established, monitored, and achieved throughout the organization. All employees, partners, and stakeholders are encouraged to actively participate in upholding the principles of this system, contributing to a safe, efficient, and customer-focused airport.

We trust that this manual will be a valuable reference for internal teams, auditors, and Stakeholders in understanding our quality commitments and operational standards.

For: **Charles HABONIMANA**

Managing Director

Rwanda Airports Company

Date: 0 9 OCT 2025

2. TERMS, DEFINITION AND ACRONYMS

The RAC QMS uses the following operational definitions for these quality related terms:

RAC: Rwanda Airports Company
QMS: Quality Management System
QMR: Quality Management Representive

Customer Feedback: Compliments, complaints, suggestions, or reports of nonconformities received from internal or external parties.

Top Management: RAC official occupying the positions of Managing Director and Deputy Managing Director

Document Information: Refer to all document requirements

Audit – systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.

Audit program - set of one or more audits planned for a specific time frame and directed towards a specific purpose.

Audit criteria - set of policies, documented information or requirements used as a reference against which audit evidence is compared.

Calibration – Process of verifying that measurement instruments produce results within acceptable limits.

Characteristic – any distinct property or attribute of a product, process or service that can be described or measured to determine conformance or nonconformance to specific requirements.

Competence - ability to apply knowledge and skills to achieve intended results

Context of the organization - business environment combination of internal and external factors and conditions that can have an effect on an organization's approach to its products, services and investments and interested parties.

Conformance - Fulfilment of a requirement.

Correction - action to eliminate a detected nonconformity.

Corrective action – action to eliminate the cause of a detected nonconformity or other undesirable situation.

Customer – the organization or its representative issuing a contract for procuring products or services.

Customer satisfaction - Customer's perception of the degree to which the Customer's expectations have been fulfilled.

Defect - nonconformity related to an intended or specified use.

Documented information - information required to be controlled and maintained by an organization and the medium on which it is contained.

Improvement - activity to enhance performance

Inspection – the examination, measurement and testing of characteristics of the products or services to determine acceptability and record the inspection area

Involvement - engagement in, and contribution to, shared objectives.

Interested party - A person, group or an organization having an interest in the performance or success an organization.

Measurement - process to determine a value.

Monitoring - determining the status of a system, a process or an activity.

Non-conformance – a deficiency in any characteristics, documentation or procedure which renders the quality of a product or service unacceptable or indeterminate or not according to specified requirements.

Objective – a desired outcome

Outsource - make an arrangement where an external organization performs part of an organization's function or process.

Performance - Measurable result.

Process - set of interrelated or interacting activities which transforms inputs into outputs.

Production – all activities involved in the fabrication, assembly, construction, and erection of products to specified requirements.

Record – Document stating results achieved or providing evidence of activities performed.

Validation - confirmation, through the provision of objective evidence, that the requirements for a specific intended use or application have been fulfilled.

Verification - confirmation, through the provision of objective evidence, that specified requirements have been fulfilled.

Quality - degree to which a set of inherent characteristics of an object fulfils requirements.

Quality Control – A process for maintaining standards of quality that prevents and corrects change in such standards so that the resultant output meets the customer needs and expectations.

Quality Assurance – all those planned and systematic actions needed to provide adequate confidence to the Customer that the products or services will satisfy specified requirements.

Quality Policy – overall intentions and direction of an organization related to quality as formally expressed by Senior Management.

Quality Systems Procedure (QSP) – the section of the quality systems manual pertains to a specific requirement of the quality standard to which it has been written.

Requirement - need or expectation that is stated, generally implied or obligatory.

Regulatory Authority – the Federal, State, Territorial or Municipal agency having the lawful right and power to interrupt the law and exercise authority.

Risk - effect of uncertainty on an expected result.

NORMATIVE REFERENCES

Standards	Description
ISO9000:2015	Quality management systems fundamentals and vocabulary
ISO9001:2015	Quality Management Systems - Requirement
RS ISO 9001(IDT)	Licensed to Rwanda Airports Company

APPROVAL PAGE

Prepared by:

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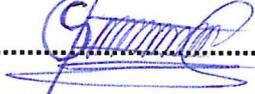
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Quality Officer

Date: 08 Oct 2025

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QMS Representative

Date: 08 Oct 2025

Approved by:

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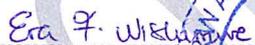
Mr. Charles HABONIMANA

Managing Director RAC

Date: 09 OCT 2025

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Note

1. The printed copy held by the Manager Quality and Safety is the final authority on content.

2. Amendments shall be undertaken in accordance with the laid down procedure and shall be entered in the Revision History of Documented Information Record.

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Revision History

Revision	Change made	Originator/ Date	Approval/ Date
1.0	All	Manager Quality & Safety	MD RAC

3. INTRODUCTION TO QUALITY MANAGEMENT SYSTEM MANUAL

Overview

This Quality Management System (QMS) Manual outlines the policies, procedures, processes and organizational framework that govern the delivery of quality services at Rwanda Airports Company. The QMS provides a framework for consistent performance, regulatory compliance, continual improvement, and the achievement of strategic and operational goals.

This manual defines how quality is managed across all airport functions including all operations, facility maintenance, business development management, customer service, and administrative support. It is designed to be integrated with other management systems, such as safety and environmental systems, to promote a holistic approach to airport excellence. This manual is a controlled document and will be reviewed periodically to ensure its continued relevance and effectiveness in meeting both organizational goals and stakeholder needs.

Purpose

The purpose of this manual is to:

- Demonstrate conformity to ISO 9001:2015 standards;
- Provide a clear structure for the planning, execution, monitoring, and continual improvement of airport service and operations;
- Align airport services with customer and regulatory expectations;
- Define roles and responsibilities to ensure consistent quality performance.

The main objective of this quality manual is to guide RAC towards conformance with and maintenance of the various requirements of the ISO Standards to ensure customer satisfaction and continuous improvement of services.

QMS will include:

- Standard Operating Procedures (SOPs) for all critical airport functions
- Service Level Agreements (SLAs) with partners and contractors
- Key Performance Indicators (KPIs) for on-time performance, baggage handling, and security screening
- Risk Management Framework aligned with ICAO safety standards
- Internal and External Audits to ensure compliance and drive improvement

Fundamental concepts and quality management principles

Rwanda Airports Company (RAC) is committed to delivering safe, efficient, and customer-focused aviation services. To ensure consistent performance and continuous improvement, the RAC adopts internationally recognized Quality Management Principles based on ISO 9001 standards, tailored to the service rendered at Kigali International Airport.

By providing fundamental concepts and principles to be used in the development of a quality management system (QMS), this document provides a way of thinking about the organization more broadly. All concepts, principles and their interrelationships should be seen as a whole and not in isolation of each other. No individual concept or principle is more important than another.

RAC leadership defines the vision and direction for quality, ensuring alignment between strategic goals and day-to-day operations. Managers at all levels create a culture of safety, efficiency, and service excellence.

All employees are essential to quality delivery. RAC promotes a culture of engagement, training, and responsibility across all functions.

At Kigali International Airport, operations are organized into interconnected processes. Understanding and showing how these processes interact ensures better coordination and performance.

Continuous improvement is a core part of the airport's strategy. Regular audits, customer feedback, and performance metrics help identify areas for development.

4. CONTEXT OF THE ORGANIZATION

4.1. Understanding the organization and its context

The Quality Management System provides RAC with a mechanism for documenting the structure, processes, procedures, and responsibilities required to achieve effective quality management.

The implementation of RAC QMS started initially in 2010 at the KIA, with the International Passenger Facilitation Process as its scope and eventually, all the internal operating processes of RAC were also certified. However, due to the privatization of RAC's and maintenance functions, RAC has to re-apply for a new ISO Certification for its new scope of Quality Management System which is "Estate Management and processing of lease of land, Building and Structures under the jurisdiction of RAC Corporate.

4.1.1. Legal Mandate
Its primary purpose is to develop, operate and manage the all airports.

Its secondary purposes are the following:

- Subject to existing laws, award and or grant concessions, right or license to private corporations to operate or manage the various businesses and activities inside the RAC.
- Purchase, acquire, own, lease, sell and convey real properties such as parcels of land, building and warehouses, and personal properties such as machinery and equipment.

4.1.2. The Corporate Vision, Mission, and Core Values
Vision: A leading aviation Hub.

Mission: To provide safe and efficient customer centric Airport Services

Motto: The future of aviation, now

Core Values:

- Competence
- Integrity
- Adaptability
- Commitment

The approved RAC organizational Structure after transferring provision of air navigation services at KIA to ASECNA shall be attached

4.1.3. The RAC Organizational Structure

SUMMARIZED RAC-ULTIMATE ORGANIZATIONAL CHART

Board of Directors

Office of the Managing Director

Office of the Deputy Managing Director

Audit Unit

Strategic Planning Unit

Business Development Unit

Air Navigation Services Unit

Search and Rescue Office

Procurement Unit

Legal Department
- Office of the Director and Co Secretary
- Legal Services Unit

Safety and Quality Department
- Office of the Director
- Safety and Environment Occupation Health Unit
- Quality and compliance Unit

Finance Department
- Office of the Director
- Expenditure Unit
- Revenue Unit
- Logistics Unit
- Tax Office

Human Resources & Administration Department
- Office of the Director
- Compensation and Benefits Unit
- Administration Unit

ICT Research & Innovation Department
- Office of the Director
- ISMS Unit
- Software Systems Unit
- Network Infrastructure Unit
- Centralized Maintenance Equipment Unit

Airports Operations Department
- Office of the Director
- Office of the Senior Manager KIA
- KIA Terminal and Landside Operations Unit
- KIA Airside Operations Unit
- Kamembe Airport Unit
- Domestic Aerodromes Office
- Emergency Planning & Response Office
- Aviation Security Unit
- ❖ SAPU

Airport Infrastructure Department
- Office of the Director
- Infrastructure Maintenance Unit
- Electrical Systems Unit
- Infrastructure Development Unit

Mr. HABONIMANA Charles
Managing Director

Dr. KALISA MIHIGO Thierry
Ag. Board of Directors Chairperson

4.2. Understanding the Needs and Expectations of the Interested Parties

4.2.1. Information about internal and external analysis

Rwanda Airports Company has emphasized Quality service as one of the most important factor in order to ensure high level of customer satisfaction, different issues have been analyzed and summarized as the main effects that influence RAC to achieve its intended results of quality management system

a) Internal and External Issues

INTERNAL ISSUES	ISSUES	IMPACT ON QMS
STRENGTH	Willingness to comply with aviation regulations	Maintain updated compliance checklists and conduct routine internal audits to ensure adherence to aviation standards.
	Compliance to SARPs (Standards and Recommended Practices	Hold in-house workshops and compliance training sessions tailored to RAC operations.
	Emergency response services	Organize regular emergency drills and ensure response teams are adequately trained and equipped.
	Home-grown solutions	Conduct regular in-house training sessions and invest in research and development projects to address specific operational challenges
	Continued accountability	Strengthen internal audits, financial reporting, and operational monitoring for transparency
	Adaptation to modern technologies	Provide staff with hands-on training on emerging aviation technologies and ensure efficient IT system upgrades
	Bilingual human resources	Implement multilingual customer service protocols and provide language training for frontline staff.
	State-of-the-art equipment	Implement preventive maintenance programs and

		conduct regular equipment performance assessments
	Demand-driven facility improvement	Gather user feedback through surveys and implement phased facility upgrades based on priority needs.
	Leading regional airspace management initiatives	Participate in regional airspace meetings and optimize air traffic management efficiency.
	Excellent tools, policies, and procedures	Conduct quarterly internal reviews to ensure policies and procedures remain effective
	Visionary leadership and state support	Align daily operations with national aviation and transport policies through regular performance tracking.
	Committed and motivated staff	Implement incentive programs, continuous feedback mechanisms, and staff recognition programs
	Continuous staff capacity development program	Perform capacity gap analysis and implement targeted training programs based on findings.
	Rwanda's central geographic location	Enhance scheduling and connectivity with airlines to maximize hub potential
WEAKNESS	High operation and maintenance costs	Identify inefficiencies in daily operations and implement energy-saving and cost-reduction measures.
	Budget constraints	Implement cost-saving initiatives, optimize procurement processes, and improve revenue collection efficiency.
	Lack of a data management information system dashboard	Work with IT specialists to develop and integrate a real-time data dashboard.
	Aircraft noise	Implement noise abatement procedures and engage local communities on mitigation measures.
	High cost of jet fuel	Establish direct negotiations with fuel suppliers for better pricing and explore alternative fueling options.

	Underutilization of RAC resources	Conduct resource utilization assessments and reallocate underused assets for better operational efficiency.
	Shortage of expertise in the local market	Partner with aviation training institutions to offer short courses and on-the-job training.
	Inadequate airport infrastructure matching projected traffic growth	Improve terminal space utilization and enhance airside infrastructure for operational efficiency
	Limitations on runway operations	Optimize flight scheduling and implement enhanced runway maintenance protocols.
	Lack of recreational facilities	Provide flexible work schedules and partner with nearby recreational facilities for employee wellness programs.

EXTERNAL ISSUES	ISSUES	IMPACT ON QMS
Political	Government funding	Lobby for sufficient allocations.
	Visit Rwanda Policy	Enhance services and partnerships to attract air traffic.
	Visa-Free Policy for AU, Commonwealth, and La Francophonie	Strengthen partnerships and enhance services to boost air traffic
	Rwanda's diplomatic relationships and BASA agreements	Tap into these partnerships for knowledge sharing, expertise exchange, acquisition of modern equipment, and airline attraction.
	Limited consultation on legal frameworks restricting RAC's operational flexibility	Establish a policy unit to review regulations, engage stakeholders, and advocate for flexible frameworks aligned with Vision 2050
	Increasing economic activities in the region and continent Terrorism	Acquire and install robust security technologies. Sustain a collaborative security framework with security agencies.
Economic	Increasing economic activities in the region and continent Terrorism	Strengthen regional partnerships, improve infrastructure, and position

		Rwanda as an air travel and logistics hub
	Regional Integration (EAC membership)	Develop partnerships to improve connectivity within the EAC
	Financial uncertainty (inflation reducing purchasing power) Competition from regional airport companies	Develop a robust business plan and diversify revenue streams
	Global health crises impacting travel and revenues	Upgrade and acquire disease control facilities, equipment, and preventive measures
Social	Encroachment on airport buffer zones restricting investments	Strengthen security measures and collaborate with local authorities to enforce zoning regulations
	Speculation on public investments delaying projects	Engage local governments and stakeholders to ensure fair pricing and timely execution
	Changing traveller preferences	Conduct regular market research and tailor services to emerging trends
	Africa's growing population Land expropriation and compensation issues	Develop air service plans, targeted marketing campaigns, and expand flight routes to key cities.
	Land expropriation and compensation issues	Engage key stakeholders to develop clear policies for fair land compensation and expropriation.
Technology	Technological discontinuities	Foster adaptability and continuous learning in aviation operations.
	Rapid technological advancements	Monitor industry trends and integrate emerging technologies, including unmanned aircraft systems (UAS).
	Emerging drone technologies posing safety concerns	Invest in drone operations monitoring and regulatory compliance
	Increased use of AI and related threats	Develop AI expertise for operational efficiency and risk mitigation

	Cyber threats	Strengthen cybersecurity frameworks and implement ISMS certification.
	Emerging technological innovations	Invest in digital transformation and embrace cutting-edge technologies
Environmental /climate change	Climate change and unpredictable weather patterns	Conduct climate risk assessments and develop adaptive operational strategies.
	Natural hazards (volcanic eruptions, landslides)	Implement risk management plans and invest in early warning systems
	Bird strike hazards	Adopt procedures and conduct periodic runway inspections
Legal	Collaborative regulation with other agencies	Establish strong inter-agency frameworks and implement robust Service Level Agreements (SLAs).
	Strengthening laws against encroachment	Work with local communities and fence off airport land to prevent unauthorized use.

b) Related requirements

Interested party	Needs and Expectations	Requirements
Board of Directors	Profit, compliance, and sales	Ensured through continual improvement of QMS and strategic alignment with business goals.
Leadership	Profit, compliance, economics and sales	Achieved through effective leadership engagement in QMS and performance monitoring.
Employees	Jobs and security. Working is a safe and healthy environment	Addressed through training, involvement, and communication within the QMS framework.
Suppliers	Beneficial relationships	Managed through clear contracts, fair evaluation, and supplier performance monitoring in QMS.
Airlines	Effective and safe usage of airport infracture	Ensured by meeting aviation regulations and customer service standards in QMS
Passengers	Effective and safe usage of airport infracture	
Lenders	Profit	Addressed through financial transparency and risk mitigation within the QMS.
Tenants	Well-maintained living/working space	Ensured by facility management procedures integrated into QMS.
Regulatory And statutory bodies	Compliance and Reporting	Fulfilled through adherence to applicable legal and regulatory requirements in QMS.
Government Bodies and Agencies		
Statutory Bodies	Compliance	Ensured through continuous monitoring and legal compliance within QMS.
Emergency Responders	Emergency preparedness	Integrated into QMS via emergency preparedness, drills, and communication protocols.
Local community	Outreach and economic impact	Addressed through CSR activities and stakeholder engagement under QMS.
Rwanda Directorate General of immigration and Emigration	Provision of data on entry, transit, and departure of passengers and crew	Managed through inter-agency collaboration and secure information systems under QMS.
Rwanda Defense Force (RDF),	Distribution of navigation warnings	Addressed through coordination and communication protocols built into the QMS.
Rwanda Revenue Authority	Information on customs and cargo movement	Ensured through proper documentation, compliance procedures, and reporting systems in QMS.

Academia	Practical experience opportunities	Addressed by promoting research partnerships and internship programs within QMS.
Banks	Profits and accessibility to RAC staff and passengers	Managed through customer satisfaction and collaboration initiatives within QMS.
Petro stations	Offer affordable fuel prices to support staff motivation	Addressed through negotiated agreements and incentive programs managed within QMS

The requirements and influences of the interested parties are relevant to our QMS.

We monitor metrics that measure our performance and indicate trends as they relate to the interested parties above through the following methods.

- End of Year Report   Annually
- Management Reviews   Bi Annually
- Unit Managers – Scorecard   Weekly
- Daily Flash Report   Daily
- Meetings (companywide)   When the need arises

4.3 Determining the scope of the quality management system

This Manual describes the Quality Management System (QMS) as adopted by RAC.

It applies to all activities which significantly contribute to the quality of RAC services at Kigali International Airports.

Thus the scope of ISO 9001:2015 certification of RAC is Provision of Airport Services and Support Departments.

The following exclusions have been considered because RAC does really not deal in the aspects of these clauses because of nature of the business.

S/N	Elements	Standardcause-9001:2015
1	Design and development of products and services	8.2.1

4.4. Quality management system and its processes

The approved RAC Operation processes at KIA is attached as **APPENDIX II**
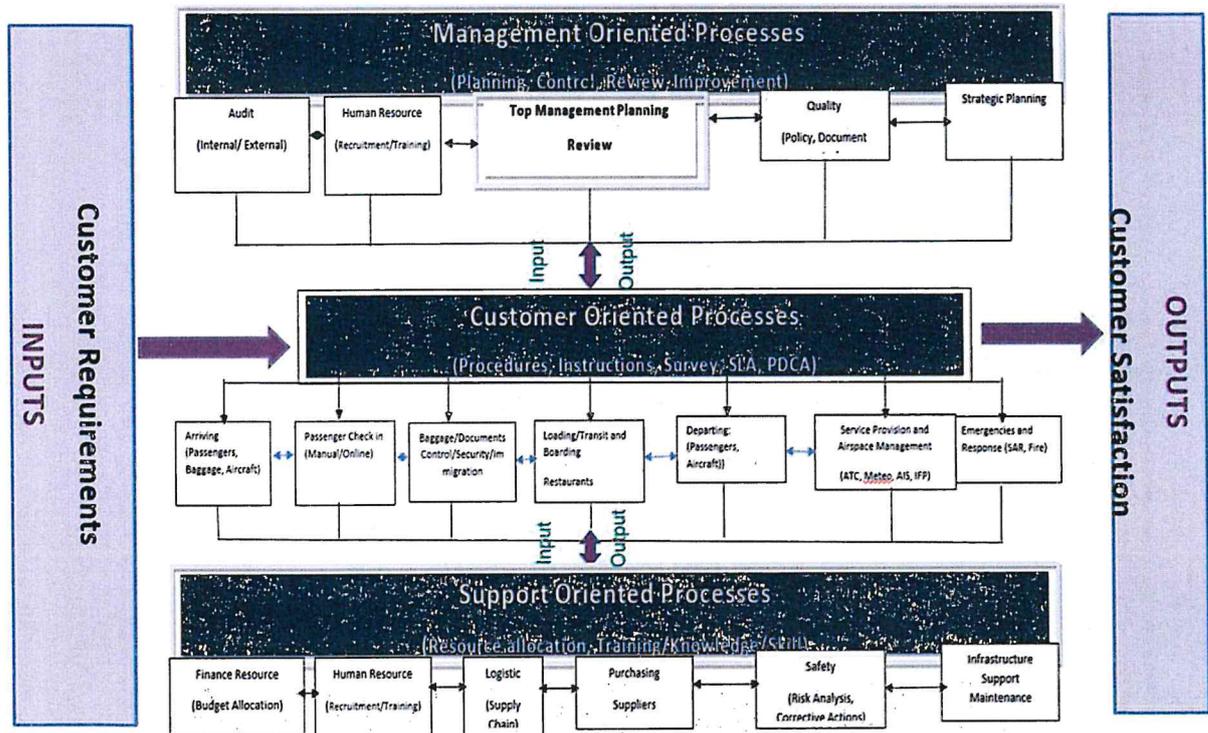
Rwanda Airports Company Ltd determined the processes needed for the Quality Management Systems and their application throughout RAC, and

a. Determined the inputs required and the outputs expected from these processes;

b. Determined the sequence and interaction of these processes;

c. Determined and applied the criteria and methods (including monitoring, measurements and related performance indicators) needed to ensure the effective operation and control of these processes;

d. Determined the resources needed for these processes and ensure their availability;

e. Assigns the responsibilities and authorities for these processes;

f. Addresses the risks and opportunities as determined in accordance with the ISO 9001:2015 requirements 6.1;

g. Evaluates these processes and implement any changes needed to ensure that these processes achieve their intended results.

h. Improves the processes and the quality management system.

During management review, top management of Rwanda Airports Company Ltd evaluates processes and makes changes needed in order to ensure that the processes achieve intended results and improve processes and the QMS.

5. LEDERSHIP

5.1. Leadership and commitment

5.1.1. General

Top Management at Rwanda Airports Company Ltd is actively involved in the development and implementation of the QMS and continually improving and reviewing its effectiveness through the provision of;

a. Ensuring that the quality objectives are established
b. Conducting quarterly management reviews
c. Establishing a quality policy with clear objectives
d. Communicating to the organization the importance of meeting customer, legislative, regulatory requirements, and our own quality standards
e. Ensuring the availability of adequate resources
f. Effective flow of inputs and outputs in addressing risks and opportunities
g. Effective communication without organization hierarchy barriers

RAC believes that performance management and review is an important component of supporting staff in their work, ensuring accountability for work performed and identifying the professional development needs of staff, along with plans for improvement.

This program is a continuous formal process of staff development and assessment of work performance through;

a. Regularly review, and develop agreed realistic expectations in relation to an employee's position description, and key competencies which an assessment can be made.
b. Identify training needs and development opportunities.
c. Set priorities and key performance benchmarks for the coming period.

5.1.2. Customer focus

RAC strives to identify and meet current and future Customer requirements and expectations.

RAC Management Team ensures that Customer needs and expectations are determined for each project undertaken, convert to requirements, and meet them with the aim of enhancing Customer satisfaction. Identifying risks and opportunities that can affect the conformation of services and Customer satisfaction are determined and addressed.

Statutory and regulatory requirements are determined and carried out according to the following policies:

a. Actions to address risks and opportunities
b. Control of documented information
c. Operational planning and control
d. Customer communication
e. Determination of Requirements Related to the Products and services
f. Review of Requirements Related to the Products and services
g. Release of products and services
h. Customer Satisfaction

RAC management ensures through Management Reviews and communication with our employees, that customer satisfaction is a continuous focus of our efforts.

5.2. Quality Policy

5.2.1. Establishing the quality policy

Quality Policy: Rwanda Airports Company Ltd (RAC) is committed to delivering safe, efficient, and customer-centric airport services, air navigation services and airport infrastructure development and management,in adherence to quality management requirements and both national and international standards.

Consistent with our mission to provide safe and efficient customer centric airport services, RAC remains dedicated to:

- Consistently meeting and exceeding the expectations of our customers, stakeholders, partners, and other interested parties;
- Adhering to applicable legal, regulatory, and international aviation standards across all functions;
- Prioritizing the safety and security of passengers, staff, and assets in all aspects of our operations
- Providing a structured framework for setting and reviewing measurable quality objectives at all organizational level
- Ensuring these objectives are communicated and understood throughout the organization through meetings,workshops, corporate communication boards,emails, and other platforms.
- Promoting a culture of continual improvement, fostering a quality-driven value that encourages customer satisfaction, innovation, Integrity, and professional within all RAC departments.

For:

Charles HABONIMANA

Managing Director

Rwanda Airports Company

Date: 0 9 OCT 2025

Quality Objectives

Quality Objectives: In order to realize the quality policy statement, quality objectives have been derived. The quality objectives are measurable, so that they can be analyzed to determine the degree to which they are met. All directorates/departments have to establish their quality objectives clearly indicated in their Business/Strategic Action Plans.

The following objectives are evaluated against performance indicators:

- Achieve 100%comliance with all applicable aerodrome service manula standards and regulations in annual airport operations.
- Maintain at least 90% compliance with international standards for airspace management and navigation services ,based on annual safety and performance audits.
- Increase total aeronautical and non aeronautical revenue by at least 12% annualy through strategic commercial development.
- Ensure airport infrastructure and services are available to accommodate 100% of projected air trafiic demand annually.

Eva J. William

for **Charles HABONIMANA**

Managing Director

Rwanda Airports Company

Date: 0 9 OCT 2025

5.2.2. Communicating the quality policy

The Quality Policy:

- is available and maintained as documented information;
- is communicated, understood and applied within the organization; and
- is available to relevant interested parties, as appropriate.

This Policy represents the framework for planning and improving the QMS, and setting general and specific quality objectives.

5.2.3. Organizational roles, responsibilities and authorities.

An organizational chart has been established to define the interrelationship of employees in the organization. Responsibilities and authorities for relevant roles are assigned by the top management and communicated within RAC. The top management assigns roles and responsibilities for ensuring that the QMS conforms to ISO 9001:2015 and reporting on the performance of the QMS, including the QMS performance, to the top management.

a) Management Representative (Quality Manager)

Top Management has appointed a management representative (Quality Manager) who has the responsibility and authority that includes:-

- Ensuring that processes needed for the quality management system are established, implemented and maintained;
- Ensuring that the QMS conforms to the requirements of the International Standard;
- Reporting to senior management on the performance of the quality management system and any need for improvement, and;
- Insure the integrity of the QMS is maintained when changes are planned and implemented

6. PLANNING

6.1. Actions to address risks and opportunities

RAC determines the risks and opportunities for quality management systems for internal and external issues. Risk management procedure plan and risk registers have been implemented for each business unit to address risks and opportunities that are proportionate to the potential impact on the conformity of products and services.

We determine risks and opportunities related to the ability to give assurance that the QMS can achieve intended results, enhance desirable results, prevent or reduce undesired effects, is compatible with the context of the organization, and can achieve continual improvement.

The quality system is designed to continuously identify risks, treat and review them in context across both our strategic and operational areas; and confirms RACs' commitment to operating an enterprise risk management regime in order to achieve an appropriate balance between realizing opportunities for gains and minimizing losses.

6.2. Quality objectives and planning to achieve them

The Managing Director continuously defines measurable and timed quality objectives for the relevant functions and levels within the organization. The objectives are monitored by the Quality Manager in the context of monitoring and measurement and management review.

Top Management's commitment to meet quality requirements, through a process of continuous improvement and to ensure the effectiveness of Rwanda Airports Company's Quality Management System. To achieve this, a centralized Quality Objectives have been established.

Every six (6) months management will review this report to ensure the current objectives and targets are relevant and being achieved relative to the performance indicators for;

    a. Obtaining and maintaining ISO 9001 accreditation.
    b. Remaining compliant and ensuring compliance with our obligations in all legislative, statutory and regulatory requirements.
    c. Providing quality of service that equals or surpasses the expectations of our customers.
    d. Making sure all employees are aware of our policy and accept their responsibilities.
    e. Continuous training and development of employees.
    f. Continuous improvement cycle for the services and products we provide.

Quality objectives are consistent with the Quality Policy and prescribed to all levels and functions in RAC, taking into account applicable requirements, relevance to conformity of products and services, and enhancement of customer satisfaction.

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

Activities in the plans to achieve quality objectives, responsibilities, deadlines, and resources for the realization of the objectives are defined and documented in the *Quality Objectives.* Realization of the plans is regularly reviewed by Manager Q&S in order to monitor realization and to include new or modified situations, or at least during regular management review.

We have established quality objectives at relevant functions, levels, and processes needed for our QMS.

Quality performance objectives:

a. Are consistent with the quality policy;
b. Are measurable;
c. Take into account applicable requirements;
d. Are relevant to conformity of products and services and to enhancement of customer satisfaction;
e. Are monitored;
f. Are communicated;
g. Are updated as appropriate.

We maintain documented information on the quality objectives.

6.3. Planning changes

When RAC determines the need for changes to the quality management system, the changes are carried out in a planned manner.

We consider:

a. The purpose of the changes and their potential consequences;
b. Impact(s) to the QMS;
c. The availability of resources;
d. The allocation or reallocation of responsibilities, authorities, and timing.

Objectives and targets shall be established as the foundation for our company's commitment policies/statements and as such, this management system.

Further objectives relating to specific areas/occurrences, prevention or corrective actions will be established within the meeting forums. Each item shall be designated an authorized

responsible person/s and timeframe; such shall be documented within the meeting minutes. Reviews shall be undertaken in accordance with the individually set timeframes and minute taken at the meetings.

7. SUPPORT

7.1. Resources

7.1.1. General

RAC determines and provides resources needed for establishment, implementation, maintenance, and continual improvement of the Quality Management System.

RAC Considers:

- The capabilities of, and constraints on, existing internal resources; and
- What, needs to be obtained from the external providers.

7.1.2. People

We determine and provide the persons necessary for the effective implementation of its QMS and for the operation and control of its processes.

7.1.3. Infrastructure

We determine, provide and maintain the infrastructure necessary for the operation of our processes and to achieve conformity of products and services.

Note: infrastructure can include;

a. buildings and associated utilities;
b. equipment, including hardware and software;
c. transportation resources;
d. information and communication technology

7.1.4. Environment for the Operation Processes

We determine, provide and maintain the environment necessary for the operation of our processes and to achieve conformity of products and services.

a. Providing a safe and healthy work environment for employees, service providers and visitors that extends beyond minimum compliance requirements has always been a fundamental RAC priority.
b. The mitigation of risk is a key component of our Safety Management Program. Risk assessment methods are used to determine priorities and setting objectives for eliminating hazards and reducing risks. Where possible, risks are eliminated through the selection and design of facilities, equipment and processes.
c. RAC maintains its premises in a state of order, cleanliness and repair consistent with the product and manufacturing process needs

7.1.5. Monitoring and measuring resources

RAC has determined and provided the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements. the authority ensures that the resources provided are:

a) are suitable for the specific type of monitoring and measurement activities being undertaken;

b) b) are maintained to ensure their continuing fitness for their purpose.

7.1.6. Measurement traceability

When measurement traceability is a requirement, or is considered by RAC to be an essential part of providing confidence in the validity of measurement results, measuring equipment are:

a. Calibrated or verified, or both, at least annually or daily respectively, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification is retained as documented information. Reference a calibration/ verification register

b. Identified in order to determine their status; c) Safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

RAC takes necessary actions in cases where its determined that the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose.

7.1.7. Organisational knowledge

RAC has determined the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This knowledge is maintained and be made available to the extent necessary. While addressing changing needs and trends, the RRA considers its current knowledge and determines how to acquire or access any necessary additional knowledge and required updates, (Refer to RAC Document control policy, V.1).

7.2. Competence

RAC disposes the necessary staff with the needed knowledge and skills, organizational infrastructure, and financial resources for establishing, implementation, maintenance, and improvement of the QMS.

In cases where it is deemed necessary and justified, RAC will hire competent external personnel and organizations from relevant fields for realization of activities for which the organization does not have adequate resources.

Managers are responsible for identifying the needs and conducting professional training of employees who carry out activities that may have a significant impact on the quality of product, service and customer satisfaction.

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

RAC:

    a. Determines the competence of person(s) doing work under its control that affects the performance and effectiveness of the quality management system;

    b. Ensures that these persons are competent on the basis of appropriate education, training, or experience;

    c. Where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken; and

    d. Retain appropriate documented information as evidence of competence.

7.3. Awareness

RAC ensures that persons doing work under the RAC's control are aware of:

    a. The quality policy;

    b. Relevant quality objectives;

    c. Their contribution to the effectiveness of the quality management system, including the benefits of improved performance; and

    d. The implication of not conforming to the quality management system requirements.

7.4. Communication

RAC determined the internal and external communications relevant to the quality management system, including:

a. On what it will communicate;
b. When to communicate;
c. With whom to communicate;
d. With whom to communicate;
e. Who, communicates.

7.5. Documented information

7.5.1. General

Millennium's quality management system includes:

a. Documented information required by ISO 9001:2015; and
b. Documented information determined by Millennium as being necessary for the effectiveness of the quality management system.

Documented information of the Quality Management System is carried out through but not limited to the following documents:

a. Quality Policy,
b. Quality Objectives,
c. Quality Manual
d. Quality Procedures
e. Unit SOPs
f. Unit Manuals
g. Etc.

7.5.2. Control of Documented Information

7.5.2.1. Documented information required by the quality management system and by ISO 9001:2015 are controlled to ensure:

a. Availability and suitable for use, where and when it is needed; and
b. It is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

7.5.2.2. Creating and Updating

When creating and updating documented information, we ensure appropriate:

a. Identification, description, and date;
b. Format;
c. Review for suitability and adequacy.

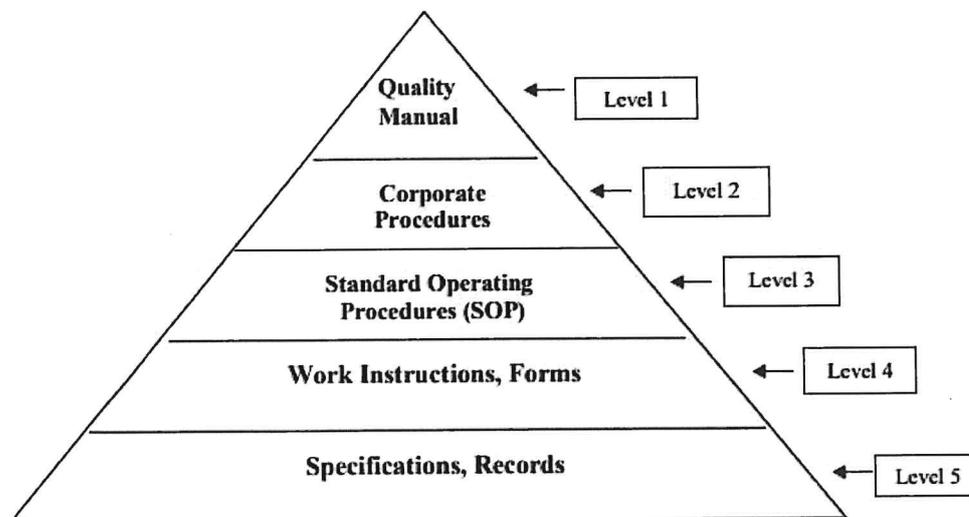### 7.5.2.3. For the control of documented information, Millennium has addressed the following activities, as applicable.

a. Distribution, access, retrieval and use;
b. Storage and preservation, including preservation of legibility;
c. Control of changes (e.g. version control); and
d. Retention and disposition

7.5.2.4. Document Retention

Documented information is maintained to provide evidence of conformity to requirements and of the effective operation of the QMS. Quality documents shall remain legible and be readily identifiable and retrievable. Procedure, Record Retention Requirements defines controls needed for the identification, storage, protection, retrieval, retention time and disposition or records. These controls shall satisfy regulatory and customer requirements.

7.5.2.5. QMS Documentation Structure

QMS Documentation Structure

Level	Document
Level 1	Quality Manual
Level 2	Corporate Procedures
Level 3	Standard Operating Procedures (SOP)
Level 4	Work Instructions, Forms
Level 5	Specifications, Records

Level 1 – Quality Manual

Level 2 – Corporate Procedures – Global Procedures defining requirements of top level processes

Level 3 – Standard Operating Procedures – Procedures (Global or Local) defining requirements of key sub-processes to level 2

Level 4 – All other procedures not defined as level 1, 2 or 3, work instructions and forms.

Level 5 – Specifications, technical drawings, reports, data, records, etc.

8. OPERATION

8.1 Operational planning and control

RAC plans, implements and controls the processes needed to meet the requirements for the provision of products and services, and to implement the actions determined in planning by:

a) Determining the requirements for the products and services;

b) Establishing criteria for:

- The processes;
- The acceptance of products and services;

c) Determining the resources needed to achieve conformity to the product and service requirements;

d) Implementing control of the processes in accordance with the criteria;

e) Determining, maintaining and retaining documented information to the extent necessary:

- To have confidence that the processes have been carried out as planned;
- To demonstrate the conformity of products and services to their requirements.

The output of this planning must be suitable for RRA operations. RRA controls planned changes and reviews the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary. The authority ensures that outsourced processes are controlled.

8.2. Requirements for products and services
8.2.1 Customer communication

Communications with customers at RAC include:

a) Providing information relating to products and services;

b) Handling enquiries, contracts or orders, including changes;

c) Obtaining customer feedback relating to products and services, including customer complaints;

d) Handling or controlling customer property;

e) Establishing specific requirements for contingency actions, when relevant.

8.2.2 Determining the requirements for products and services

When determining the requirements for the products and services to be offered to customers, the RAC ensures that:

a. The requirements for the products and services are defined, including:

    i. Any applicable statutory and regulatory requirements;

    ii. Those considered necessary by the organisation;

b. It can meet the claims for the products and services it offers.

8.2.3 Review of the requirements for products and services

RAC ensures that it has the ability to meet the requirements for products and services offered to customers. RAC conducts a review before committing to offer services to a customer, to include:

    a. Requirements specified by customer, including the requirements for delivery and post-delivery activities;

    b. Requirements not stated by the customer, but necessary for the specified intended use, when known;

    c. Requirements specified by RAC;

    d. Statutory and regulatory requirements applicable to the products and services; and

    e. Contract or order requirements differing from those previously expressed.

RAC ensures that the contract or order requirements differing from those previously defined are resolved.

The customer's requirements are confirmed by RAC before acceptance, when the customer does not provide a documented statement of their requirements.

RAC retains documented information, as applicable:

    a. On the results of the review; and

    b. On any new requirements for the products and services;

8.2.4 Changes to requirements for products and services

Millennium ensures that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and/or services are changed.

8.3. Design and development of products and services

8.3.1. General

RAC has established, implemented, and maintains a design and development process that is appropriate to ensure the subsequent provision of products and services.

8.3.2. Design and development planning

In determining the stages and controls for design and development, RAC considers:

a. The nature, duration, and complexity of the design and development activities;
b. The required process stages, including applicable design and development reviews;
c. The required design and development verification and validation activities;
d. The responsibilities and authorities involved in the design and development process;
e. The internal and external resource needs for the design and development of products and services;
f. The need to control interfaces between persons involved in the design and development process;
g. The need for involvement of customers and users in the design and development process;
h. The requirements for subsequent provisions of products and services;
i. The level of control expected for the design and development process by customer and other relevant interested parties; and
j. The documented information needed to demonstrate that design and development requirements have been met.

8.3.3. Design and development inputs

RAC determines the requirements essential for the specific types of products and services to be designed and developed. RAC considers:

a. Functional and performance requirements;
b. Information derived from previous similar design and development activities;
c. Statutory and regulatory requirements;
d. Standards or codes of practice that RAC has committed to implement; and
e. Potential consequences of failure due to the nature of the products and services.

Inputs are adequate for design and development purposes, complete, and unambiguous. Conflicting design and development inputs are resolved.

RAC retains documented information on design and development inputs.

8.3.4. Design and development controls

RAC applies controls to the design and development process to ensure that:

a. The results achieved are defined,
b. Reviews are conducted to evaluate the ability of the results of design and development meet requirements; .
c. Verification activities are conducted to ensure that the design and development outputs meet the input requirements;
d. Validation activities are conducted to ensure that the resulting products and service meet the requirements for the specified application or intended use;
e. Any necessary actions are taken on problems determined during the reviews, or verification and validation activities; and
f. Documented information of these activities is retained.

8.3.5. Design and development outputs

RAC ensures that design and development outputs:

a. meet the input requirements;
b. are adequate for the subsequent processes for the provision of products and services;
c. Include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria;
d. Specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

RAC retains documented information on design and development outputs.

8.3.6. Design and development changes

RAC identifies, reviews, and controls changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements.

RAC retains documented information on:

a. Design and development changes;
b. The results of reviews;
c. The authorization of the changes; and
d. The actions taken to prevent adverse impacts.

8.4. Control of externally provider processes and services

RAC ensures that externally provided processes, products, and services conform to requirements. RAC determines the control applied to externally provided processes, products, and services when:

a. Products and services from external providers are intended for incorporation into RAC's own products and services;

b. Products and services are provided directly to the customer(s) by external providers on behalf of RAC; and

c. A process, or part of a process, is provided by an external provider as a result of a decision by RAC.

Information for External Providers: RAC ensures the adequacy of requirements prior to their communication to the external provider. RAC communicates to external providers its requirements for:

a. The processes, products and services to be provided;

b. The approval of:
   - Products and services;
   - Methods, processes and equipment;
   - The release of products and services;
   - Competence, including any required qualification of persons;
   - The external providers' interactions with RAC;
   - Control and monitoring of the external providers' performance to be applied by RAC; and
   - Verification or validation activities that RAC, or its customer, intends to perform at the external providers' premises.

A process, or part of a process, is provided by an external provider as a result of a decision by RAC

Supporting Information: Contracts/Terms of reference and Monitor supplier performance (Results of performance evaluation)

8.5. Production and Service Provision

8.5.1. Control of production and service provision

RAC implements production and service provision under controlled conditions. Controlled conditions include, as applicable:

a. The availability of documented information that defines:
   o The characteristics of the products to be produced, the services to be provided, or the activities to be performed;
   o The results to be achieved;
b. The availability and use of suitable monitoring and measuring resources;
c. The implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services have been met;
d. The use of suitable infrastructure and environment for the operation of processes;
e. The appointment of competent persons, including any required qualification;
f. The validation and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement;
g. The implementation of actions to prevent human error; and
h. The implementation of release, delivery and post-delivery activities.

Supporting Information: Results of Audits activities

8.5.2. Identification and traceability

RAC uses suitable means to identify outputs when it is necessary to ensure the conformity of products and services.

RAC identifies the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.

RAC controls the unique identification of the outputs when traceability is a requirement and retains the documented information necessary to enable traceability.

8.5.3. Property Belonging to Customers or External Providers

RAC exercises care with property belonging to customer or external providers while it is under RAC's control or being used by RAC.

RAC identifies, verifies, protects and safeguards customers' or external providers' property provided for use or incorporation into the products and services.

When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, RAC reports this to the customer or external provider and retains documented information on what has occurred.

8.5.4. Preservation

RAC preserves the outputs during service provision, to the extent necessary to ensure conformity to requirements.

8.5.5. Post-delivery Activities

RAC meets requirements for post-delivery activities associated with the services.

In determining the extent of post-delivery activities that are required, RAC considers:

a. Statutory and regulatory requirements;
b. The potential undesired consequences associated with its services;
c. The nature, use and intended lifetime of its services;
d. Customer requirements; and
e. Customer Feedback

8.5.6. Control of changes

RAC reviews and controls changes for service provision, to the extent necessary to ensure continuing conformity with requirements.

RAC retains documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

8.6. Control of nonconforming outputs

8.6.1. RAC ensures that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use.

RAC takes appropriate action based on the nature of the nonconformity and its effect on the conformity of services. This also applies to nonconforming services detected during or after the provision of services.

RAC deals with nonconforming outputs in one or more of the following ways:

    a. Correction
    b. Suspension of provision of services;
    c. Informing the customer; and
    d. Obtaining authorization for acceptance under concession.

Conformity to the requirements are verified when nonconforming outputs are corrected.

8.6.2. RAC shall millennium retains documented information that:
    a. Describes the nonconformity;
    b. Describes the actions taken;
    c. Describes any concessions obtained; and
    d. Identifies the authority deciding the action in respect of the nonconformity.

9. PERFORMANCE EVALUATION

9.1. Monitoring, measurement analysis and evaluation

9.1.1. General

Management plans and implements the monitoring, measurement, analysis and improvement processes needed to ensure conformity of services, and the qms, and to continually improve the qms. these processes define necessary methodologies, including statistical techniques, and the extent of their use.

Process measurements shall be identified, documented and monitored by the respective process owners, to ensure continued suitability and promote increased effectiveness of processes. When planned results are not achieved, correction and corrective actions shall be taken, as appropriate. RAC shall retain appropriate documented information as evidence of the results.

9.1.2. Customer satisfaction

RAC monitors customers' perceptions of the degree to which their needs and expectations have been fulfilled. RAC determines the methods for obtaining, monitoring and reviewing this information.

9.1.3. Analysis and evaluation

RAC analyzes and evaluates appropriate data and information arising from monitoring and measurement.

The results of the analysis are used to evaluate:

a. Conformity of products and services;
b. The degree of customer satisfaction;
c. The performance and effectiveness of the Quality Management System;
d. If planning has been implemented effectively;
e. The effectiveness of actions taken to address risks and opportunities;
f. The performance of external providers;
g. The need for improvements to the Quality Management Systems

9.2. Quality Audits

9.2.1. General (Analysis and evaluation)

All audits will be handled by the Quality Manager and findings presented to Management, Quality Management Review meetings or other such times as deemed appropriate. Analysis of findings/outcomes will be undertaken by Senior Management in the management review meetings.

Findings, improvements and recommendations shall be documented on the Quality Report. All subsequent changes and improvements to the system or corresponding procedures or processes shall be in consultation (where relevant) with employees and other key stakeholders. The Quality Manager is responsible to both collect and collate statistical data for presentation within the management review process.

Data collected shall be at a minimum relating to;

a. Continuous improvement – through ongoing management review process and the Continuous Improvement Register.
b. Customer perception – through summary reporting derived from satisfaction surveys.
c. Conformity processes – through non-conformance reporting.
d. Trends – through evaluation of data statistics from NCR (nonconformance) and audit.
e. Suppliers – through evaluation of continued ability to meet requirements.
f. Risk – through review evaluation of enterprise level Risk Register.

9.2.2. Internal audit

RAC conducts internal audits at planned intervals to demonstrate conformance and effectiveness of the Quality Management System.

The purpose of this process is to establish, evaluate and maintain a system of operating procedure verification, so as to ensure that all activities being undertaken;

a. Are carried out according to legislative obligations and this system.
b. Maintain the quality and integrity of products according to standard, specifications and this system.
c. Maintain RAC's capability to meet and supply a service to customer specifications and requirements.

When an internal review through the audit process identifies a non-conformance has occurred in the system, the appropriate corrective and/or preventive action must be taken to remedy the deficiencies identified. This will ensure the potentiality of reoccurrence of a breakdown in the system is minimized and ensure continuity of service delivery.

RAC will conduct regular system audits/reviews. All elements and corresponding registers, forms, policies, statements and other records shall be subject to review to determine effectiveness and currency.

Generic review/audits shall be undertaken using Audit Checklists to verify activities are being carried out according to the objectives, legislation or standard. This is to ensure continual assessment and improvement of the system and corresponding controls. System Audits will be established and cover;

a. Element/procedural/process effectiveness and efficiency
b. Potential weaknesses
c. Validation of the adequacy, effectiveness and suitability that these strategies are working
d. Outcomes

The Quality Manager will ensure that;

a. A scheduled Chart of Audits is developed and implemented as an audit program
b. The frequency of audits will be no less than two audits per annum.
c. Omissions or inadequacies are identified.
d. Audits are documented accordingly using the appropriate format.
e. All recommendations and findings are submitted to Management and process owners (auditee)

This schedule will be stored at the Quality Managers office and reviewed.

Audits may be added or rescheduled due to Management request, corrective action or investigative purposes. The results of all audits conducted by the Quality Manager or other Officers shall be reviewed and the effectiveness of controls analyzed by Management at QMR Meetings, however if the findings are deemed high risk/level (at the Quality Managers discretion), Management shall be advised immediately.

9.3. Management Review

9.3.1. General

Senior Management shall review the organizations quality management system, at planned intervals in a biannually review cycle in July and December of each fiscal year.

This reporting review will ensure all senior managers are involved in the quality review and decision making process. This is a mandatory requirement to ensure senior management to self-appraise through active participation and due diligence of the quality management system framework and quality goals.

Management shall review the Quality Assurance Management System periodically to ensure its continued suitability, adequacy and effectiveness.

Such meetings shall include assessing opportunities for improvement, risks and the need for changes to the system or any corresponding section of the system.

The meetings shall be attended by the Managing Director, Quality and Safety Manager and those who represent their area of control and responsibility and any other appropriate staff;

a. Managing Director
b. Director Airport Operations
c. Director Air Navigation Services
d. Director Human Recourses
e. Director Finance
f. Director Engineering and maintenance
g. Quality and Safety Manager - – Management Representative for the QMS ISO 9001:2015 standard. Compliance: Quality, Safety, and Awareness.

9.3.2. Management review inputs

Management review is planned and carried out taking into consideration:

a. The status of actions from previous management reviews;
b. Changes in external and internal issues that are relevant to the quality management system;
c. Information on the performance and effectiveness of the quality management system, including trends in:
   - Customer satisfaction and feedback from relevant interested parties;
   - The extent to which quality objectives have been met;
   - Changes that could affect the QMS
   - Process performance and conformity of products and services;

- Nonconformities and corrective actions;
- Review the effectiveness of any corrective actions taken – Report/Actions
- Monitoring and measurement results;
- System audits and results – internal/external
- The performance of external providers;
- The adequacy of resources;
- The effectiveness of actions taken to address risks and opportunities
- Risks and opportunities that need to be addressed

9.3.3. Management review Outputs

The outputs of the management review include decisions and actions related to:

a. Improvement of the effectiveness of the quality management system and its processes.
b. Improvement of product related to customer requirements.
c. Any decisions or actions relating to possible changes to the Quality Management System.
d. Resources required.
e. Implement mitigating controls needed to address uncontrolled risks.
f. Prevent or reduce undesired effects and achieve continual improvement.

RAC retains documented information as evidence of the results of management reviews.

9.3.4. Identifying and Defining a Non-conformance

A non-conformance is the non-fulfilment of a requirement and needs to be addressed. Non-conformances shall be documented.

Non-conformances can be as a result of:-

a. A system non-conformance (NCR) where we have not fulfilled the customer's requirements and corrective action is needed.
b. Customer complaints, supplier error, discovery during internal/external audits.
c. Quality Assurance issues in the system itself, occurring during monitoring and inspection activities, or the discovery of a failure or absence of operational controls.
d. Identified and raised by employee communication or feedback.

10. IMPROVEMENT

10.1. General

RAC aims to continually improve the effectiveness of its systems, processes and procedures. This is achieved through analysis of information gained from carrying out monitoring and measurement of processes, as well as consultation with employees, consultants and other technical specialists.

10.1.1. Corrective Action

RAC shall evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere. Application of corrective actions and controls implemented to other similar processes and products, to eliminate the cause of nonconformity.

Corrective actions shall be taken for all identified or potential non-conformities.

RAC corrective action planning includes;

- Evaluation of the nonconforming issue.
- Actual cost to the organization.
- Performance of the organization and employees
- Investigation as to root cause and systemic issues
- Management review and monitoring

10.1.2. Preventative Action

Preventative action proposed or taken to stop something from occurring and is the most effective control method, as it is the process of mitigating potential nonconformities prior to an incident occurring.

Valley Industries will establish various strategies to prevent rather than correct;

- Monitoring – through audits, surveillance performance management development analysis.
- Reviewing – through audit reviews, review meetings.
- Risk Management – through applying principals and methodologies for risk assessment.
- Design– through eliminating potential nonconformities at the design stage as applicable.
- Controls – through effective preparation.
- Consultation – through active engagement of key stakeholders and awareness.
- Continual Improvement – engendered at all levels.

10.1.3. Continual Improvement

RAC continually improves the suitability, adequacy and effectiveness of the quality management system.

RAC considers the results of analysis and evaluations, and the outputs from the management review, to determine if there are needs or opportunities that are addressed as part of the continual improvement.

10.2. Continual improvement of the organization

The intention of this manual is to document our QMS, provide an overview of our methodology and its compatibility with the ISO 2015 standard. Refer to related QMS Procedures, Work Instructions, Forms, and related documents for detail.

If any part of the ISO Standard is not referenced in this QMS manual it was deemed to be not applicable to our organizations ability or responsibility to insure the conformity of our products and services and the enhancement of customer satisfaction.

Quality Manager's Core Responsibilities

- QMS manual
- QMS procedures
- QMS work Instructions
- QMS forms and electronic data
- QMS Internal Audits
- QMS Reviews
- Coordinating and facilitating external audits