

This is an **example** of how a company could prepare a quality manual for the Quality System Assessment (QSA) Program. This example uses the specified product requirements of ARC 1030C. This quality manual may not address all of the QSA Program requirements. This example is not the only format in which to prepare a quality manual. Your company may find a format that is more effective and/or efficient.

When implementing a quality management system based on the QSA Program, the content of the quality manual must reflect the QSA Program requirements, though it does not need to match the format. A company must create a quality manual that describes its processes and procedures.

Some important points to remember:

1. A quality manual must describe the company's processes and procedures as they relate to the QSA Program.
2. Say "what" you do and "how" you do it. It is not sufficient to simply state that you do something.
3. Use what you already have in place as long as it meets the QSA Program requirements.
4. If a portion of your existing procedure is outside the scope of the QSA Program, then it should be stated. (Example: the SOP for dentition identifies (1) the method for performing dentition and (2) how carcasses 30 months and older are identified. #2 is relevant to ARC 1030C. #1 is outside the scope. The reference to this SOP would include the statement "The method for performing dentition is outside the scope of this program and is therefore not auditable.")
5. The QSA Program requires at least 4 documented procedures. It is easiest to reference the documented procedures within the quality manual and include them as attachments. When attached, the documented procedures can be revised as necessary without having to reissue the entire quality manual. If the documented procedures are included within the body of the quality manual, then the entire manual must be reissued when the procedures are revised.
6. It is best to include the plant's name and the document name and revision status on every page.
7. Include the plant's physical location and the program contact's information either within the letter requesting service or in the quality manual.
8. Products that are produced under the QSA Program should not be included within the scope. Instead, they should be outlined in the letter requesting service for the Program. This facilitates any additions or deletions to the product list without having to revise the quality manual.

R&R Packing
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QUALITY SYSTEM ASSESSMENT (QSA) PROGRAM
QUALITY MANUAL

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Purpose:

The purpose of this Quality Manual is to establish, document, implement, and maintain a quality management system which ensures the products conform to the USDA, Agricultural Marketing Service, Audit, Review and Compliance (ARC) Branch *ARC 1002 Procedure, Quality System Assessment (QSA) Program*, dated March 4, 2004.

Scope:

R&R Packing slaughters, fabricates, processes, and ships fresh & frozen beef and beef products to wholesale and retail clients.

R&R Packing uses documented procedures, SOP's, HACCP Plans and this QSA Program Quality Manual to conform to the specified product requirements and the QSA Program requirements. If a requirement is not met by an existing procedure, a new procedure will be developed to bring the program into conformance.

Conforming product must meet the specified product requirements as well as the QSA Program requirements.

The products produced under the QSA Program are outlined in R&R's Request for Service letter. If R&R changes the products produced under the QSA Program, then the revisions will be reflected in a new letter that is submitted to the ARC Branch.

Specified Product Requirements:

The specified product requirements for this QSA Program are those outlined in ARC 1030C Procedure. These requirements are obtained from the ARC Branch Web site and are attached for reference (**Attachment A**).

QSA Program Requirements:

1.2.3 & 1.2.4 - Control of Documents and Records:

All documents within the QSA Program are controlled by R&R. The Quality Manager is responsible for ensuring that only approved documents and forms are used by the facility personnel. All controlled documents contain the current version in the footer of the document or form unless the document or form is run daily by the computer. The QSA Quality Manual will be kept in the Quality Manager office with applicable versions kept in each manager's office. Only current versions of documents and forms are used as determined by the Master Document List (**Attachment B**).

Records will be stored in the Quality Manager's office in file cabinets to prevent loss, damage or alteration. Records will be legible and easily accessible whether hard copy or electronic.

All records and documents will be retained for a minimum of 1 year from creation.

2 – Management Responsibility:

The chart shows the lines of authority for the company. Following is a listing of personnel assigned managerial positions within the company and their duties.

Jim Bob: General Manager of R&R. The General Manager is responsible for ensuring that all specified product requirements are established and managerial employees have defined responsibilities. The General Manager communicates within the company to ensure that QSA Program, specific product requirements and company responsibilities are understood. The General Manager, along with the Quality Manager, has the authority to act on behalf of the company at all locations where activities are conducted.

Sally Joe: Quality Manager of R&R. The Quality Manager ensures that the day to day implementation of the QSA program is met. The Quality Manager is the management representative who has the authority to act on behalf of the company at all locations where program activities are conducted. The Quality Manager has the responsibility and authority for ensuring that processes needed for the QMS are established, implemented, and maintained. The Quality Manager and staff will maintain the records needed to show that the QSA program is implemented and maintained. The Quality Manager is also responsible for training all personnel involved in the QSA Program.

Jose Hemenize: Slaughter Manager of R&R. The slaughter manager is responsible for implementing specific program requirements and ensuring that the requirements are understood and followed from the slaughter to the fabrication.

Martha Brown: Fabrication Manager of R&R. The fabrication manager is responsible for implementing specific program requirements and ensuring that the requirements are understood and followed from the fabrication to shipping.

Sylvester Stallone: Shipping/Receiving Manager of R&R. The shipping/receiving manager is responsible for implementing specific program requirements and ensuring that the requirements are understood and followed during shipping of product or any products received into the facility.

3 – Human Resources:

Responsible managers and employees chosen to perform tasks associated with the QSA program will have the necessary education, training, skill, and/or experience. All personnel doing QSA program work or specific product requirement work will be trained. A training record (**TR Form**) will be maintained which shows the scope of the training, date of training and personnel trained. R&R has a SOP procedure in place for qualifying personnel for different jobs within the facility (**Training Procedure – Attachment C**). This procedure defines the competence for personnel performing work, the criteria for training and evaluating the effectiveness of the training.

4.2 - Receiving Procedure:

R&R does receive product into the facility.

All products received for and used in the QSA Program must meet the following requirements:

1. Be obtained from an eligible supplier as listed on the ARC Branch website: <http://www.ams.usda.gov/lsg/arc/bev.htm>; and
2. Be accompanied with the appropriate documentation that contains the statement “Product Meets BEV Program Requirements for Canada”.

The Shipping/Receiving Manager is responsible for posting a current list in the shipping/receiving office. The shipping/receiving personnel are responsible for reviewing the list daily to ensure only product from eligible suppliers with the appropriate paperwork is received for the QSA Program.

All product received is recorded on the receiving log (**Rec. Log**). Once the product is entered into the system the quality control records and/or computer records is able to show the tracking and disposition of the product.

Product that does not meet the above requirements is identified as non-conforming product and is listed as such on the receiving log. Non-conforming product is identified and handled in accordance with **SOP RECEIVING (Attachment D)** and is traced through the facility to show its disposition. Non-conforming product is not labeled or documented as being in conformance with any specified product requirement.

4.3 - Identification and Traceability:

R&R has an SOP in place to identify, handle, and trace product slaughtered in the facility and product received from outside sources.

Product received into the facility is identified, handled, and traced in accordance with **SOP RECEIVING**.

Product slaughtered in the facility is identified, handled, and traced in accordance with **SOP SLAUGHTER (Attachment E)**.

Product fabricated in the facility is identified, handled, and traced in accordance with **SOP FABRICATION (Attachment F)**.

These SOPs identify and track the products through the respective processes of the facility. The traceable methods are unique and identification transfers through all phases of product transformation.

Conforming finished products are identified with specific product codes. The Bill of Lading for conforming product contains the statement "Product Meets BEV Program Requirements for Canada" if the product is intended for export or the statement is requested by the customer.

4.4 – Preservation of Product:

All products for the QSA Program are maintained in such a manner as to preserve them through handling, packaging, storage and shipping.

4.5 - Control of Monitoring and Measuring Devices:

Currently, the QSA Program does not require measuring devices to verify conformance to the specified product requirements. If the program does require measuring devices, then R&R will develop an SOP to ensure valid results.

The QSA Program does require monitoring devices, such as quality control reviews, to verify conformance to the specified product requirements. These devices are in the form of records and are maintained by the Quality Manager.

5.2.1 - Customer Satisfaction:

R&R monitors customers to ensure that customer satisfaction is obtained for the QSA Program. R&R has a customer hotline. R&R documents emails, complaints, or surveys in order to measure R&R's ability to supply conforming product. R&R maintains records relating to customer perception (**Customer Record**).

5.2.3 - Monitoring and Measurement of Processes:

R&R has both daily and weekly managerial staff meetings. These meetings are used to monitor the effectiveness of the QSA Program as applicable. The meetings are used to determine the ability of the R&R processes to meet the product requirements.

Managers are responsible for monitoring the processes within their respective areas to ensure that the processes are effective in meeting the product requirements.

The Quality Manager and staff are responsible for monitoring the processes throughout R&R to ensure that the processes are effective in meeting the product requirements.

The monitoring records as outlined in the applicable SOP are completed to show conformance to the product requirements. These records are maintained by the Quality Manager.

When product requirements are not achieved, R&R implements correction and corrective action to ensure continuing conformance of the product. Non-conforming raw materials and finished product that is determined to not be in conformance are handled in accordance with Section 5.3 Control of Non-Conforming Product within the QMS.

5.2.4 - Monitoring and Measurement of Product:

R&R uses SOP, HACCP procedures, work instructions, and guidance documents to ensure that the product meets the product requirements.

The slaughter department and coolers use **SOP SLAUGHTER** for identifying that all product requirements are met. At appropriate stages of the slaughter process, quality control maintains records to show conformance of the products. These records are identified within **SOP SLAUGHTER**. Each record contains the name of the person authorizing conformance.

The fabrication department uses **SOP FABRICATION** for ensuring that all product requirements are met. At appropriate states of the fabrication process, quality control maintains records to show conformance of the products. These records are identified within the **SOP FABRICATION**. Each record contains the name of the person authorizing conformance.

The shipping/receiving department uses **SOP RECEIVING** for ensuring that all products received and used in the QSA Program meet the product requirements. At appropriate states of the receiving process, quality control maintains records to show conformance of the products. These records are identified within the **SOP RECEIVING**. Each record contains the name of the person authorizing conformance.

The Shipping/Receiving Manager is responsible for approving the release of the finished product to the customer. Finished product is accompanied with a Bill of Lading and Load Manifest signed by the Shipping/Receiving Manager or his/her designee. The Bill of Lading for conforming product contains the statement "Product Meets BEV Program Requirements for Canada" if the product is intended for export or the statement is requested by the customer.

5.3 - Control of Non-conforming Product within the QMS:

Any finished product that was produced for the QSA Program but is determined to be non-conforming is identified with a Purple Quality Control HOLD Tag applied. Quality Control records on the **NC RECORD** the product, the reason for non-conformance, and the disposition of the product. This product is not used in the QSA Program.

Due to the nature of the program, R&R does not attempt to bring non-conforming finished product back into conformance. If finished product is determined to be non-conforming product after delivery is made, R&R will notify the receiver and request that all affected product be sent back to R&R.

Non-conforming raw materials are identified in accordance with the applicable SOP. All non-conforming carcasses are segregated in accordance with **SOP SEGREGATION**. Non-conforming products that are received from outside sources are segregated in accordance with **SOP RECEIVING**.

Non-conforming raw materials are not used in the QSA Program. Non-conforming finished product receives a product code that begins with 8XXXXX. This code ensures that the computer system allows only approved product to be included on any bill of lading that contains the statement "Product Meets BEV Program Requirements for Canada

5.4.1 – Continual Improvement:

R&R continually strives to improve its' processes and procedures. R&R uses staff meeting, quality control records, customer feedback, internal audit results, and corrective and preventative action to improve the Quality Management System.

When it is determined that changes to the QSA are required, R&R will train all affected employees on the changes and will implement the changes only after training has occurred.

5.4.2 & 5.4.3 – Corrective and Preventative Action:

R&R takes appropriate corrective actions to address any non-conformances identified. If non-conformances occur, the cause is determined and corrective actions are implemented to prevent a recurrence. Corrective actions are documented on the **CA FORM**. Additionally, R&R takes appropriate actions to correct non-conforming finished product, when necessary.

When appropriate, R&R determines and implements preventative actions to eliminate the causes of potential non-conformances in order to prevent their occurrence. R&R documents preventative actions on the **PA FORM**.

MASTER CONTROL DOCUMENT LIST

Quality Manual	04 16 04
Training Procedure	04 16 04
Training Form	04 16 04
SOP Receiving	04 16 04
Rec. Log	04 16 04
SOP Slaughter	04 16 04
<i>Include all monitoring records required by this SOP</i>	
SOP Fabrication	04 16 04
<i>Include all monitoring records required by this SOP</i>	
Bill of Lading	01 10 00
Load Manifest	Computer Generated
NC Record	10 29 03
CA Form	02 19 03
PA Form	02 19 03

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Training Procedure

Insert your company's training procedure as applicable to the QSA Program.

This documented procedure must define the methods for:

- 1. Determining the necessary competence for personnel performing work affecting the product quality;*
- 2. Determining the criteria for training;*
- 3. Evaluating the effectiveness of the training; and*
- 4. Ensuring that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objective.*

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SOP Receiving

Insert your company's receiving procedure as applicable to the QSA Program.

NOTE: In this example, R&R has addressed the documented procedure requirements of Clause 4.2 directly within their Quality Manual. However, they also have a receiving procedure that details how the product is identified, handled, and traced.

EXAMPLE