

**FIBRAL®**

***Organisation manual***

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RESPONS. : *Managing Director*    SIGN. : .

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## 1.1 MISSION

As the most important goal, the board of directors is formulating the following mission :

The company has as statutory goal : the purchase, sale, handling, industrial manufacturing, in Belgium as well as abroad of all kind of fibres, yarns, by-products and generally speaking all textile products, as well natural as synthetic.

More precisely, the company has the objective in holding continuously and managing stocks in order to respond on the spot to possible inquiries of its clients.

The company aims at a prompt delivery from stock, on request of the clients, because of the conviction that producers aren't any more investing in stocks but only in production, taking into account the relative shortage of private finance, the high cost of it, and on the other hand their objective to only produce and manufacture.

The company shall guarantee the supplier (sub contractor), as well a sufficient volume, as a regular off take.

The company endeavours to get favourable prices by purchasing big volumes.

Besides this target, the company assists the sub contractor in case of market-saturation to accept to take surplus-stocks.

The company has as target to accept, beside first quality goods, wastes from the supplier and to channel them for recycling and re-manufacturing having at its disposal the necessary machinery to do it.

In order to reach these goals, the company shall use all economic, financial, administrative and qualitative tools that will be managed in the best way.

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**ORGANISATION - 1 TARGET**

RESPONS. : *Managing Director* SIGN. : .

1.2 TARGETS FOR TOTAL QUALITY CONTROL (TQC)

In accordance with the mission, the Management is formulating following goals for Total Quality Control.

With the client :

To offer products the quality of which still is in accordance with the requirements defined by the customer, taking into account the price he is willing to pay for it. In this way, we are establishing a confident relationship, counting on them for further orders. The quality of the goods sold is ensured by quality control on different stages.

In case of dispute or claims about the quality of the product, we are in the position, via integrated systems, to find the cause of the discrepancies and to take corrective actions accordingly.

With the sub contractor :

As we have at our disposal a quality-system, of which the sub contractor is informed about, the latter will take the necessary care of the deliveries, otherwise he takes the risk that the goods will be rejected. The goods delivered should fulfil our requirements.

The sub contractor shall be submitted to a system of assessment as well for the delivered product as service.

With the organisation :

Total Quality Control from the stage of delivery of the goods through the sub contractor till the stage of delivery to the customer, with build-in controls and internal audits, involves a reassurance amongst the managers and collaborators. The sense of responsibility at different echelons is encouraged. Incidental mistakes in the execution of a job can easily be traced and consequently corrected.

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**ORGANISATION - 1 TARGET**

RESPONS. : *Managing Director* SIGN. : .

1.3 TARGETS FOR THE QUALITY SYSTEM

In the frame of the targets of Total Quality Control, the managing director is formulating following objectives in order to obtain a certified Quality System:

With the client :

We create an additional confidence with the customer by applying rigorous and reliable Quality System which will be certified, if needed, by a accredited organisation.

With the sub contractor :

As ourselves we have to fulfil certain criteria regarding quality, clear requirements will be requested from the sub contractor, the more we shall use a stronger purchase policy.

With the organisation :

Standardisation of the system and way of working, encourages the respect of an imposed discipline, in such a way that mistakes can be minimised, and encourages the sense of duty of collaborators. Duties as well as imposed jobs will be executed knowing the benefit of it.

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**ORGANISATION - 1 TARGET**

RESPONS. : *Managing Director* SIGN. : .

1.4 DECLARATION OF THE MANAGING DIRECTOR

In order that all our collaborators and clients should be advised of the mission of our organisation and the involved general quality-targets, the managing director is indicating the importance of it through following declaration :

*' To all collaborators as well as honourable client:*

*Since several years, we still have aimed at satisfying our clients and suppliers. This by means of offering to the client an as cheap as possible but good product, and guaranteeing the supplier a regular take-off at a reasonable price. Since years we try to optimise the link between client and supplier and to spend the necessary care to the system developed by us. Thanks to the appliance of an international certified standard, as ISO-9002, we find a way in making our quality-system public.*

*I, Managing Director, shall as Quality Manager, guarantee that the necessary actions will be taken to improve the organisation as well as the product sold.*

*To achieve this goal, I shall formulate every year concrete quality-targets and control the practical implementation of it.*

*I stay, at any time, at the disposal of the clients ,collaborators and sub contractors for any criticism.'*

*L.Defrancq*

*Managing Director*



## 2.1 INTRODUCTION

In order to fulfil the goals mentioned in previous chapter some strategies are used on following area:

### Commercial strategy

The strategy consists in gathering all information on the offering as well as selling side, to evaluate and to take the necessary commercial steps.

For some countries, this information can easily be obtained through our presence during years on the market. These countries are then also worked up directly from our headquarters.

For countries where we don't have enough experience or where the necessary information is difficult to be gathered, or in case we feel that we have to consider the local habits, we are in touch with local agents who still inform us about inquiries and offers.

We refer to the chapter 11 'Culture' .

### Financial strategy

The purchases are mostly done on a cash basis, using financial discounts.

Credit terms, on the other hand are given to the clients, in case they are credit-insured.

We are handling a lot of financial tools as private, straight-loans, drawing-credit, stock-credit, monetary hedging, etc.

### Administrative strategy

The clients and sub contractors are managed through a sophisticated computer system. All administrative tasks are, if possible, done by computer. For some special tasks, appeal is done on sister-companies, who are more specialised in one or another area.

### Quality strategy

By the way of building up an organisation and systems, that are still improving, we aim at offering the client a product to satisfy him. This strategy is more specifically treated in chapter 2.2.

## 2.2 TRANSLATION INTO DEDUCTED QUALITY TARGETS.

The mission and the general quality targets, resumed in the declaration of the managing director, show the Quality-management of a specific strategic period.

This strategic Quality-project, as a part of the general strategy of the company, is yearly translated in a concrete action-plan.

This translation is organised through a 'DENIMG' CYCLE :  
(PLANNING, DO, CONTROL, ACT.)

### STEP 1 - PLAN

- o Target : defining the quality target.
- o Means : Strategy Meetings.
- o Frequency : Every year in March.
- o Executor : Steering- group (TQC).

### STEP 2 - DO

- o Target : Out-working of the quality-targets in concrete action-plans.
- o Executor : Members of the Steering-group as responsible for the actions.

### STEP 3 - CONTROL & STEP 4 - ACTION

- o Target : Observation of the realisation of the action plan, correction and re-planning.
- o Means : Co-ordinating meetings.
- o Frequency : Every three months.
- o Executor : Steering-group (TQC).

Of each Co-ordinating Meeting, a report is established and spread amongst the members of the Steering-group (TQC).

## 2.3 QUALITY MANAGEMENT

In order to realise the formulated quality-targets, the managing board has promulgated general managing directives. These directives should be considered as general rules when executing all actions in the frame of Total Quality Control.

- 1° Maintain order & cleanness in the stores and offices.
- 2° Mistakes and shortcomings should be communicated spontaneously.
- 3° Taking initiatives in order to steady the improvement of the organisation.
- 4° No smoking in the stores.
- 5° During the office-time, care should be given that there is still a presence in the offices.
- 6° Quick reception of the clients, avoiding to keep clients waiting.
- 7° Close the doors of the stores and offices at closing hour.
- 8° No parking on the loading and discharge area.
- 9° Keep the working-stock in good condition.
- 10° Consult regularly the organisation-manual and the manual for procedures and instructions that should be strictly enforced.
- 11° Trying to get from clients their own opinion about our service & quality system in order to improve them both.
- 12° There is a zero tolerance for alcohol.

3.1 ORGANISATION-STRUCTURE
----------------------------

- o Departments :
  - Department first quality or similar goods (1A)
  - Department second choice, substandard, regenerated goods.
  - Department Transformation and Production.
  
- o Total number of employees 9
  - total managers : 3
  - total employees : 3
  - total working-men : 3
  
- o Organisation chart and Function- & Job-description.

SEE APPENDIX OF THE ORGANISATION MANUAL.

3.2 STEERING-GROUP
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In order to co-ordinate the quality-actions a Steering-group has been set up, composed as follows:

Members	:	Managing Director	Defrancq Ludovic
	:	Marketing & Sales Manager	Defrancq Stéphane
President	:	Managing Director.	
Secretary	:	Marketing & Sales Manager	

Our products consist of a scale of synthetic or artificial textile-fibres (inc. tows & tops), as well as natural fibres. Those fibres can be sorted in two different groups:

- 1° First Quality, also named standard fibres, or goods that are not clearly named as substandard or wastes. These goods are accompanied by certificates (Quality Certificate or Certificate of conformity)

Our product name FIBRAL has been registered on 12/03/99 under number 0650790

- 2° Second choice, substandard, regenerated goods and wastes, as well as goods that aren't accompanied by a certificate, and bought in such a way. This group of fibres are sold claimless without any guarantee.

These goods are used in the textile-industry. The destination of our products can be split in two markets :

1. Spinning-mills :

- Cotton spinning-mills, classic and open-end.
- Wool-spinners.
- Spinning-mills for carpet yarns, worsted and semi-worsted
- Spinning-mills that aren't mentioned above as : Fancy-yarns, etc.

2. The Non-woven sector :

- For carpets and floor- and wall covering.
- For automotive.
- For industrial applications.
- For apparel-industry ( inter-lining)
- For Hygienic purposes.
- For geo-applications.  
etc.

3. The Fibre fill sector :

**ORGANISATION - 4 PRODUCT**

RESPONS. : *Managing Director* SIGN. : .

The range of products consists of :

- SYNTHETIC STAPLE FIBRES
  - POLYESTER
  - ACRYLIC
  - POLYPROPYLENE
  - POLYAMIDE (NYLON 6 or 66)
- ARTIFICIAL STAPLE FIBRES
  - VISCOSE
- NATURAL STAPLE FIBRES
  - FLAX

Our products still are sold on basis of an identified and to the client shown sample, with eventual available technical specifications, or on basis of a previous trial delivery. Products not explicitly sold as first quality are claimless without any guarantee regarding the quality.

**ORGANISATION - 5 PROCESS**

RESPONS. : *Managing Director* SIGN. : .

1. Description:

The working-process consists of following activities that are more detailed in Procedure 4.8.

All goods that are coming in are subject to a severe control that is resumed as follows:

1. Weighing of all trucks on an electronic weigh-bridge, mentioning the gross-weight, net-weight with date and hour and number-plate of the truck.
2. Visual control of each bale when discharging the goods, regarding their state (tears and cleanness), as well as sampling of the goods.
3. All figures of the delivery are put in the computer, as:

Name of sub contractor, number of bales, price, date of delivery, weight of each bale (gross, net, commercial weight), together with a number for identification and lot number).

Description of the quality: code, fineness, cut, and eventually brightness and colour, as well, mentioning if first quality or not (substandard).

In this way a trace of these goods can be found on an easy and quick way. Registration in computer files of the assessment of sub contractors.

4. Storage of the goods indicating each parcel with a lot number.
5. A sample is taken from the parcel delivered, and delivered to the Quality manager, in order to qualify the delivered goods as complying with what has been bought. This sample is deposited in a sample-room, that is managed by computer. (2500 cages are provided)  
In case discrepancies in quality are noticed, the sub contractor is at once informed about this matter. A complaint-form with questionnaire is sent (reason of non-conformity, corrective action, etc.) In case of obvious non-conformity the delivery is rejected or déclassé or re-graded for alternative applications.

**ORGANISATION - 5 PROCESS**

RESPONS. : *Managing Director* SIGN. : .

In case of contest, after analysis in our own Lab, the samples are sent to an external lab (university lab or other).

We run files about all previous information.

Acting in this way, we are confident about the quality of the stock.

6. For each sale, a quality- and lot number is assigned. This lot number figures on all packing lists. The bales are prepared for shipment, and the bale numbers are compared with computer listings that are delivered to the invoicing department. A final inspection is executed. The shipped goods, whose packing is inspected a last time, is weighed again. On client's request, technical specs can be provided.

We may conclude that we can retrace the history of each bale delivered, that the goods have been inspected and approved in several stages and that in case of dispute, we are in possession of the necessary elements to take the needed corrective actions.



2. Master Quality plan:

QUALITY PLANNING

PROCESS-STEPS PROCEDURE	STANDARD CONTROLS
----------------------------	-------------------

**Sales**

- |                               |   |         |
|-------------------------------|---|---------|
| 1. Evaluation of the inquiry. |   |         |
| 2. Establishment of an offer. |   |         |
| 3. Contract Review.           | Control on concordance  | P 4.3   |
| 4. Fulfilment of the order.   | and correctness.<br>Control of clients special<br>Instructions. | I.4.8.7 |
| 5. Invoicing.                 |   |         |

**Purchase**

- |  |                        |         |
|--|------------------------|---------|
| 1. Tenders of sub contractors or inquiries.    |                        |         |
| 2. Evaluation of the tender.                   |                        |         |
| 3. Sub contractor Assessment.                  | Control of Capability  | P 4.5.4 |
| 4. Purchase.(Instructions)                     | Control on concordance | P 5.1/2 |
| 5. Evaluation of performance. and correctness. |                        | P 4.5.4 |
| 6. Claims.                                     |                        |         |
| 7. Payment.                                    |                        |         |

**Process**

- |   |                            |                       |
|---|----------------------------|-----------------------|
| 1. Control of incoming goods.           | Control on concordance     | P 4.8                 |
| 2. Control of processes of Warehousing. |                            | I 4.8.1/<br>2/3/4/6/7 |
| 3. Control of out coming goods          | Control on clients special |                       |
| 4. Control of processes of Maintenance. | Instructions.              | I.4.8.7               |

The company disposes of a new built complex consisting of:

## 1. WAREHOUSES

The stores are built in line side by side. (5000 m<sup>2</sup>)  
Each store has its own gate, electrical equipment and is separated of the others with a fully closed wall.  
All walls and floors are in concrete  
The floor is polished in order to avoid development of dust and to facilitate cleaning. In this way no damage is caused at the packing by hitches when handling the bales.

The whole construction is in 100% concrete fire-proof, in order to get the cheapest fire-insurance.

These stores are indicated on a plan exposed in the entrance at the office-side, as follows:

Depot Q & R

Depot S

The way between the different stores is made out of asphalt reinforced with quartz, with again the purpose to optimise the manipulation of the goods and to reduce all damage (No broken stones, mud, etc.)

At the outside, a performing lighting and guarding-camera's ensure a safe area.

## 2. SAMPLING ROOM

The sampling room is equipped with stocking-rack divided into 2500 compartments.

All panels have a number. These numbers are controlled by a computer. These compartments are used to stock samples together with their individual counter.

With the number of the compartment all additional data can be withdrawn.

Two kinds of samples are hold:

1. Reference-samples showing the quality of the item (Article-number).
2. Shipping-samples drawn from deliveries done by sub contractors, during the inspection of incoming goods.

**ORGANISATION - 6 EQUIPMENT**

RESPONS. : *Managing Director* SIGN. : .

3. OFFICES

The offices are also new built and consist of :

- Separated entrance for visitors and truck-drivers.
- Offices, meeting-room, one reception-room, kitchen, laboratory, etc.

4. EQUIPMENT.

To handle the goods, the company has the disposal of :

- A load-bridge for loading and unloading closed wagons or containers.
- Three lift-trucks with a capacity of 1.500 kg each, with hydraulic arms.
- A cleaning-machine for the maintenance of the warehouse.
- The office-appliance is of the newest technology and consist of :

Central computer in network with 6 workstations.

Individual printers.(6).

Individual terminals (5).

Fax

Email

Copier

Computerised phone-central with modem

Internet connection (broadband)

There is a complete production line for cutting, blending fibres with a packing unit (150T)

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**ORGANISATION - 7 KNOW-HOW**

RESPONS. : *Managing Director* SIGN. : .

The company has a family character. Since generations, the active family has been involved in the textile-branch and more particularly in the flax that is a regional industry. Knowledge of the fibre has been told from father to son. In former times it was flax, and by now more synthetic and artificial fibres. This kind of experience is difficult to be learned at school.

Actual Managing Director of the company has grown in this middle and has obtained two university titles : in the Applied Economic Science (A.E.S.) and as Commercial Engineer. Knowledge of the language is necessary in international companionship: Dutch, French, English, German are spoken fluently, and at a lower extent Italian. Terms of probation have been done in Banking.

The succession is assured by his son , now Sales & Marketing Manager, university graduate with more than ten year experience in the textile business.

The company has been founded since 1977 as a limited company. and has grown steadily.

Appeal has been done on personnel speaking and writing easily Dutch, French, and English. Some collaborators have knowledge of Italian and Spanish.

Our Sales & Marketing Manager is also graduated in S.A.E. He is active in sales, prospects and Marketing-research, and is active on internet domains.

One of the collaborators is specialised in soft- and hardware and has realised specific programs.

Information is obtained from abroad by local agents. Fairs are regularly visited.

Professional journals are consulted and as well clients as suppliers are informing us about new products.

We appeal to external quality-consultants in order to improve the quality of the organisation.

We may conclude that we have at our disposal the necessary know-how to satisfy the quality-requirements of the customer.

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**ORGANISATION - 7 KNOW-HOW**  
RESPONS. : *Managing Director*    SIGN. : .

**ORGANISATION - 8 MOTIVATION & COLLABORATION**

RESPONS. : *Managing Director* SIGN. : .

Considering our familial and decentralised structure, as well as the small group of collaborators, the relationship to each other is confident and gracious. Everybody is concerned about one and the same purpose to work together with more efficiency.

The collaborators are still motivated to an active collaboration with TQC by means of:

- By showing the benefit of Total Quality Control against clients, sub contractors or own organisation. We refer for this to chapter 2 - Strategy.
- Dictate and taking initiative that are submitted to the critic of each member of the organisation.
- Showing the soundness of specific imposed tasks and promoting reflection.

All collaborators are working closely together in order that, when missing one member the task are done by the other.

If one of the collaborators is encountering problems of any kind, he should inform the Managing Director of it.

We refer for the mutual relationship to the organisation-matrix in the annex of the organisation manual.

To execute specific tasks we appeal on sister-companies. The offered services can vary from storage, services, consulting on revenue tax and finance.

To find a way out in quality problems, and to co-ordinate effectively all actions in the whole organisation following tools are handled:

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**ORGANISATION - 8 MOTIVATION & COLLABORATION**

RESPONS. : *Managing Director* SIGN. : .

<u>MEANS OF COMMUNICATION</u>	<u>FREQUENCY</u>	<u>WHO</u>
Strategy meeting	yearly	Steering-group TQC Collaborators
Co-ordinating meetings	every 3 months	Steering-group TQC Collaborators
Informal meetings 'brainstorming'	ad hoc	Collaborators
Kaizen meetings	every 6 months ad hoc	Steering-group TQC collaborators

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**ORGANISATION - 9 CULTURE**

RESPONS. : *Managing Director* SIGN. : .

We endeavour to offer our clients good products that satisfy them and that fulfil their requirements. We try to deliver standard goods the client is trusting.

Besides, we still try to improve the service, by setting up a reliable organisation. With service we understand to deliver, up to the measure of our capabilities, according to client's requirements. A prompt delivery can be done because of the big buffer-stocks we are holding.

We also are requesting carriers who guarantee quick deliveries. We have informed them about their obligation to achieve defined quality-requirements.

Granting payment-conditions involves creating a climate of confidence amongst clients.

Specific demand of our customers can be satisfied promptly by using a sophisticated Marketing Computer Program (BMS). We are quite advanced in soft-ware.

When clients find some difficulties in processing the material, we assist them with our know-how and if the problem cannot be solved goods are taken back.

Clients' remarks are still welcome, so we can discuss about during special meetings for Quality improvement.

Given the international environment where we are active, we need to conceive a clear image of client's conduct-pattern.

The reactions and expectations of clients will differ from country to country, in function of their culture. Following values could be of most significance : only price, only service, only continuity in deliveries, only quality, only purchases through countrymen,, etc.

For these reasons we generally work through local agents that represent us and collaborate closely with us in such a way that we still are well informed.

We realise that the clients will still more take decisions upon criterion as quality of the product and organisation, and that working accordingly a quality-standard will contribute to create a climate of confidence.

We have a strict attitude and try in several areas to develop methods for improvement.



**ORGANISATION - 10 ENVIRONMENT**RESPONS. : *Managing Director* SIGN. : .

In order to adapt the organisation to an ever changing environment, the board of Directors is, when defining the strategy, taking into account following external factors:

FACTOR	MEANS	EXECUTOR
Economy	Information about a/o. antidumping' duties, Import duties, Import-licenses, Blockade due to every possible reason, Monetary environment by: Newspapers & technical Journals, Internet	Managing Director
Competition	Gathering client's information Trade-fairs, Technical Journal Statistics, Internet	Managing Director Sales & Mark.Man.
Clients & Suppliers	Prospects, client-questionnaire about used products and quantity Official Departments, Public Organisations Consulates Internet	Managing Director Sales & Mark.Man.
Technology	Fairs, Technical Journals. Information among clients & suppliers Prospectuses. Internet Hard- & Soft up dates Internet	Managing Director Sales & Mark.Man.  Computer Man.
Environment & Society	Research for out-lets for wastes Private recycling units	- Managing Director Sales & Mark.Man.
Quality	T.Q.C., Procedures & Instructions. Journals, Internet	Quality Manager

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**ORGANISATION - 11 SYSTEMS**

RESPONS. : *Managing Director* SIGN. : .

9.1 UP BUILDING OF A QUALITY SYSTEM.

The Quality-system inspired on former ISO-9002 norms, formally fasten down in the Quality Manual, is built as follows:

PART I ORGANISATION MANUAL

PART II PROCEDURE & INSTRUCTION MANUAL

9.2 DEFINITION OF PROCEDURES AND INSTRUCTIONS.

PROCEDURE

This is a method, a way to be followed to achieve a well defined result, namely TQC.

This method describes how the tasks should be performed in a chronological way, where mostly several functionaries or departments are involved.

INSTRUCTION

This is a well defined stage of a procedure where a well defined instruction is given. Here, mostly only one functionary is involved.

### 9.3 IDENTIFICATION OF PROCEDURES EN INSTRUCTIONS.

All procedures and instructions are provided with an IDENTIFICATION LABEL with :

- o Date of edition (EDIT), Date of revision (RE-ED.) / Edition (ED) / Page. X/Y.
- o Procedure/instruction number with title.  
build up as follows : A.B.Z  
A = Number that refers to the concerned paragraph of the former ISO-9002 standard (= way of conformity  
B = Reference number in case of splitting up in partial-procedures  
For instruction an additional number Z is added, being the reference-number in the involved procedure.
- o Responsible functionary and signature

### 9.4 SURVEY OF THE QUALITY SYSTEM.

In order to give the client an insight in the Quality-system we describe hereafter the general procedures and indicate the instruction that should be followed.

The organisation manual can be delivered on simple request and in pre-contract-stage, as a not controlled copy.

The procedure and instruction manual can be consulted in our offices when establishing the contract.

**PROCEDURE 4.1 - MANAGEMENT RESPONSIBILITY**

**GOAL.**

The purpose of this procedure is to define the Quality-policy and to control the implementation of the formulated targets and to evaluate the Quality-system.

**WHEN ?**

The strategy is defined in the Strategy-meetings, every year in the month **March**.

The follow-up of the action-plan is done every six months in the co-ordination-meetings.

**WHO ?**

- o Steering-group (TQC)
- o Collaborators.

**USED RECORDS**

- o Report of the Strategy-meetings
- o Report of Co-ordination-meetings
- o Forms for Quality-projects.
- o Reports of internal and external quality-audits.
- o 'Kaizen'-reports.
- o Data files about assessment of sub contractors & out-print.

**HOW ?**

The definition of the strategy and the implementation of it occurs on basis of the **DEMING-CYCLE** (= PDCA-cycle). In this way, action can be taken in good time and in an ever changing situation, and the management will be in position to endeavour a permanent improvement ('Kaizen')

- o **STEP 1 - PLAN**  
To define the quality-strategy and to establish an action-plan in function of an analysis about the strengths & weaknesses of the organisation.
- o **STEP 2 - DO**  
A detailed elaboration and implementation of the action-plan and registration on forms 'Quality-projects'.
- o **STEP 3 - CONTROL**  
Control of the progress of the action-plan, the approval of new quality-actions and discussion about the executed quality-audits. Control of the corrective actions.
- o **STEP 4 - ACTION**  
Correction or new planning of the action-plan.

**PROCEDURE 4.2 - MANAGEMENT OF QUALITY-SYSTEMS**

**GOAL.**

The purpose of this procedure is to establish a documented quality system in the Quality Manual, to implement it, and to modify it

**WHEN ?**

The procedure should be implemented as a result of procedure 4.1, 4.13.1, 4,13.2, 4.16 and the external audits carried out by clients or the Organisation for Certification.

**WHO ?**

- o Responsibles of the chapters of part 1 - Organisation Manual.
- o Responsibles of the procedures and instructions.
- o Steering-group TQC.
- o Collaborators.

**USED RECORDS .**

- o Quality Manual.
- o Register of documents.
- o Projects of chapters about organisation, procedures and instructions.
- o Forms for Quality-projects. (4.1)
- o 'Kaizen'-reports.
- o Divergence-forms for internal quality-audits.
- o Checklist Internal Audits.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - **PLAN** REDACTION OF THE QUALITY-MANUAL.
- o STEP 2 - **DO** MANAGEMENT OF THE QUALITY-MANUAL.
- o STEP 3 - **CONTROL** ON EFFICIENCY AND EFFECTIVENESS.
- o STEP 4 - **ACTION** CORRECTION OR RE-PLANNING.

**PROCEDURE 4.3 - CONTRACT REVIEW**

**GOAL.**

The purpose of this procedure is to handle the inquiries from clients, to establish tenders and to review contracts, in order to satisfy the requirements and expectations of clients.

**WHEN ?**

This procedure is established with inquiries of clients,, with offers from suppliers and when there is a final agreement.

**WHO ?**

- o Sales & Marketing Manager.
- o Managing Director.

**USED RECORDS .**

- o Quotations.
- o Sampling.
- o Form for inquiries.
- o Sales-contracts.
- o 'BMS' -program.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - EVALUATION OF THE INQUIRY.
- o STEP 2 - ESTABLISHMENT OF AN OFFER.
- o STEP 3 - CONTRACT REVIEW.
- o STEP 4 - FULFILMENT OF THE ORDER.
- o STEP 5 - INVOICING.

**PROCEDURE 4.4 - DOCUMENT CONTROL**

**GOAL.**

The purpose of this procedure is to establish and approve new documents, to review existing and to remove obsolete documents and to ensure availability.

**WHEN ?**

Following documents are subject to this procedure:

- o Quality-documents except the Quality Manual (Procedure 4.2).
- o Commercial documents.
- o Documents of Purchase.
- o Logistic-documents.
- o Documents of Personnel-management.

**WHO ?**

- o Responsible for documents.
- o Steering-group TQC.
- o Users of documents.

**USED RECORDS.**

Register of documents , classified in groups and with master list.

- o Title of the document.
- o Date of issue.
- o Date of revision.
- o Edition-number.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - DRAFT OF DOCUMENTS.
- o STEP 2 - APPROVAL OF NEW DOCUMENTS.
- o STEP 3 - AMENDMENT OF DOCUMENTS.
- o STEP 4 - DISTRIBUTION OF DOCUMENTS.
- o STEP 5 - DESTRUCTION OF OBSOLETE DOCUMENTS.

**ORGANISATION - 11 SYSTEMS**

RESPONS. : *Managing Director* SIGN. : .

**PROCEDURE 4.5.1 - PURCHASE OF GOODS**

**GOAL.**

The purpose of this procedure is to evaluate the sub contractor's tenders of products, to order them and to control the fulfilment of it.

**WHEN ?**

All purchases of commercial products are subject to this procedure.

Assessment of sub contractors, prior the order, and evaluation of their capability and performance in executing the order, are controlled via Procedure 4.5.4 - Assessment of sub contractors.

**WHO ?**

- o Managing Director.
- o Quality Manager.
- o Sales & Marketing Manager.

**USED RECORDS.**

- o List of assessed and selected sub contractors of goods.
- o Tenders or inquiries.
- o Purchase-orders.
- o Incoming invoices.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - TENDERS OF SUB CONTRACTORS OR INQUIRIES.
- o STEP 2 - EVALUATION OF THE TENDER.
- o STEP 3 - ASSESSMENT OF THE SUB CONTRACTOR.
- o STEP 4 - PURCHASE.
- o STEP 5 - EVALUATION OF PERFORMANCE.
- o STEP 6 - CLAIMS.
- o STEP 7 - PAYMENT.



**ORGANISATION - 11 SYSTEMS**

RESPONS. : *Managing Director* SIGN. : .

**PROCEDURE 4.5.2 - PURCHASE OF SERVICES**

**GOAL.**

The purpose of this procedure is to evaluate the tenders of sub contractors (of services), to give them instructions and to control their execution.

**WHEN ?**

All purchases of services, almost transport, are subject to this procedure. The assessment of sub contractors, prior the instructions and evaluation of their capability and performance in executing the order is controlled via Procedure 4.5.4 - Assessment of sub contractors.

**WHO ?**

- o Managing Director.
- o Quality Manager.
- o Sales & Marketing Manager.

**USED RECORDS .**

- o List of assessed and selected sub contractors of services.
- o Tenders or inquiries.
- o Transport-instructions.
- o Incoming invoices.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - TENDERS OF SUB CONTRACTORS OR INQUIRIES.
- o STEP 2 - EVALUATION OF THE TENDER.
- o STEP 3 - ASSESSMENT OF THE SUB CONTRACTOR.
- o STEP 4 - TRANSPORT-INSTRUCTIONS.
- o STEP 5 - EVALUATION OF PERFORMANCE.
- o STEP 6 - CLAIMS.
- o STEP 7 - PAYMENT.

**PROCEDURE 4.5.3 - PURCHASE OF EQUIPMENT**

**GOAL.**

The purpose of this procedure is to evaluate the tenders of sub contractors (of equipment), to place an order and to control the fulfilment of it.

**WHEN ?**

All purchases of equipment, almost transport, are subject to this procedure. The assessment of sub contractors, prior the instructions and evaluation of their capability and performance in executing the order is controlled in this procedure.

**WHO ?**

- o Managing Director.
- o Board of directors.

**USED RECORDS .**

- o Tenders or inquiries.
- o Estimate.
- o Documentation.
- o Incoming Invoices.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - TENDERS OF SUB CONTRACTORS OR INQUIRIES.
- o STEP 2 - EVALUATION OF THE TENDER.
- o STEP 3 - ASSESSMENT OF THE SUB CONTRACTOR.
- o STEP 4 - ORDER.
- o STEP 5 - EVALUATION OF PERFORMANCE.
- o STEP 6 - CLAIMS.
- o STEP 7 - PAYMENT.

**PROCEDURE 4.5.4 - ASSESSMENT OF SUB CONTRACTORS**

**GOAL.**

The purpose of this procedure is to ensure the assessment of sub contractors (of goods & services) regarding their capability and performance, and to record the results for further control & action.

**WHEN ?**

All critical sub contractors of goods and services are subject to this procedure.

These sub contractors are classified by the Steering-group TQC. This selection is based on the Quality-aspects of the involved purchase.

**WHO ?**

- o Quality Manager.
- o Steering-group TQC.

**USED RECORDS**

- o List of selected sub contractors of goods and services.
- o Data and files about the assessment of sub contractors, as well as out-prints.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - DEFINING THE TYPE AND EXTENT OF THE ASSESSMENT OF SUB CONTRACTORS REGARDING THEIR CAPABILITY AND PERFORMANCE.
- o STEP 2 - IMPLEMENTATION OF THE ASSESSMENT.
- o STEP 3 - CONTROL OF QUALITY-SCORES.
- o STEP 4 - CORRECTION OR RE-PLANNING.

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**ORGANISATION - 11 SYSTEMS**  
RESPONS. : *Managing Director* SIGN. : .

**PROCEDURE 4.6 - PRODUCTS FURNISHED BY CLIENTS**

THIS PROCEDURE DOES ACTUALLY NOT APPLY.

**PROCEDURE 4.7 - IDENTIFICATION & TRACEABILITY**

**GOAL.**

The purpose of this procedure is to record the identification, or if contractually requested, the traceability of the products, and this during all stages of the process.

**WHEN ?**

This procedure is operative for:

- o Goods (products).
- o Services.

**WHO ?**

- o The whole organisation, everybody on his hierarchic stage.

**USED RECORDS.**

- o PC-Programs BMS.
- o Inventory files, Bale-stock-lists.
- o Data-files.
- o Invoice-Collection notes-sales contract-purchase order-packing list-Checklist Warehousing-Checklist Expedition-sample book.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

This procedure is conceived as a master-list mentioning following records:

- o Subject of identification & traceability.
- o Way of identification (via identification records on documents and data-files.
- o Way of traceability (via unique identification on individual products or parcels.
- o Registration of the identification & traceability.

**ORGANISATION - 11 SYSTEMS**

RESPONS. : *Managing Director* SIGN. : .

**PROCEDURE 4.8 - PROCESS CONTROL**

**GOAL.**

The purpose of this procedure is to record the processes which directly affect quality and to ensure that these processes are carried out under controlled conditions.

**WHEN ?**

The procedure is operative when goods are handled (handling) and in the maintenance of installation equipment.

**WHO ?**

- o Steering-group TQC.
- o Administrative Manager.
- o Secretary.
- o Responsible of Distribution & Warehousing.

**USED RECORDS .**

- o Documented work instructions:
  - o Unloading & stacking.
  - o Sampling.
  - o Localisation of stored goods.
  - o Preparing of goods.
  - o Loading of goods.
  - o Periodic tasks.
  - o Client's special instructions.
  - o Missing labels.
- o Data-files INVENTORY , 'BMS'.
- o All documents related to the logistic process; Purchase-order, Certificate of Conformity, Transport Instruction, Packing-list, Way-bill (CMR) or similar, weigh-note, identification-labels, checklist-warehousing, Bale-stock-list, General Inventory-list, Sales-contracts, Invoices, Collection-note, Planning-board.

**HOW ? PROCEDURE-STEPS / CONTENT**

- o STEP 1 - CONTROL OF PROCESSES OF INCOMING GOODS.  
Purchase-order, Delivery, Landing, Storage, Receipt, Registration.
- o STEP 2 - CONTROL OF PROCESSES OF WAREHOUSING.  
Localisation, Stacking, General Inventory.
- o STEP 3 - CONTROL OF PROCESSES OF OUTGOING GOODS.  
Examination of the sales contracts, Transport-instructions, Preparing of goods, Collection, Invoicing.
- o STEP 4 - CONTROL OF PROCESSES FOR MAINTENANCE OF INSTALLATION EQUIPMENT USED IN STEP 1 2 & 3.  
Cleaning warehouses and maintenance equipment.

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**ORGANISATION - 11 SYSTEMS**

RESPONS. : *Managing Director* SIGN. : .

**PROCEDURE 4.9 - INSPECTION**

**GOAL.**

The purpose of this procedure is to guarantee that the products are complying with the requirements regarding quality, this during all processes of incoming and outgoing goods, of warehousing and maintenance of equipment.

**WHEN ?**

This procedure is operative during the whole flow of goods, starting from receipt till delivery of them to the client, and during the maintenance of equipment.

**WHO ?**

- o Quality Manager.
- o Responsible Distribution & Warehousing.
- o Administrative Manager.
- o Appointed collaborator.

**USED RECORDS .**

- o Data-files 'BMS'.
- o Checklist Warehousing.
- o Checklist Expedition.
- o Checklist Maintenance Warehousing.
- o Checklist Maintenance Quality Manager.
- o Data-files 'INVENTORY'.
- o Inventory files
- o Bale-stock-list.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - INSPECTION OF INCOMING GOODS.
  - On product level : Visual control-Sampling & Analysis-Control on description, Certificate, weight & number of bales.
  - On service level : Control of freight bill, visual control.
- o STEP 2 - INTERMEDIATE INSPECTION OF GOODS.
  - Visual control and counting.
- o STEP 3 - FINAL INSPECTION OF GOODS.
  - Control of description, state of rejected goods.
  - Preparation of the goods.
- o STEP 4 - INSPECTION OF EQUIPMENT.
  - Periodic tasks. (Maintenance)



**PROCEDURE 4.10 - INSPECTION, MEASURING & TEST EQUIPMENT**

**GOAL.**

The purpose of this procedure is to guarantee the control and calibration of the used inspection, measurement and trial-systems.

**WHEN ?**

This procedure is operative for all inspection, measurement and trial systems, that are recorded in the calibration-plan. This procedure is also applicable when there are doubts about the exact working of the measure-instruments.

**WHO ?**

- o Quality Manager (for calibrations).
- o Managing Director (for purchase).
- o Board of Directors (for purchase).

**USED RECORDS .**

- o Technical documentation.
- o Certificate of conformity.
- o Calibration-plan.
- o Calibration-cards.
- o Calibration-reports of a certified Inspection organisation.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - PURCHASE
- o STEP 2 - REDACTION OF THE CALIBRATION-PROGRAM.
- o STEP 3 - REDACTION OF THE CALIBRATION-PLAN.
- o STEP 4 - REDACTION OF THE CALIBRATION-CARDS.
- o STEP 5 - IMPLEMENTATION OF THE CALIBRATIONS

**PROCEDURE 4.11 - INSPECTION AND TEST STATUS**

**GOAL.**

The purpose of this procedure is to identify the inspection and test status of products and services, in such a way that it is obvious which goods or services are conforming and which are non conforming.

**WHEN ?**

This procedure is operative in the application of the inspection-plan accordingly Procedure 4.9.

**WHO ?**

- o The concerned responsible mentioned in Procedure 4.9.

**USED RECORDS .**

- o Orange labels (mentioning 'non conforming' in case of non conforming goods.
- o Data-files : 'BMS'(with default-code) INVENTORY.(General Stock-list)
- o Inspection-forms:  
Checklist Warehousing, Checklist Expedition, Bale-stock-list, Checklist preventive maintenance Warehousing & Quality manager.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

The procedure is conceived as a description of the way the inspection and test status is identified:

- o Markings.
- o Inspection-records.
- o Separate mentions.
- o Stamps.

**PROCEDURE 4.12 - CONTROL OF NON CONFORMING PRODUCTS & SERVICES**

**GOAL.**

The purpose of this procedure is to control non conforming products (services) in such a way to prevent that these products should be delivered to the client.

**WHEN ?**

This procedure is operative on all products that have been marked as non conforming during the receiving- , in-process and final inspection and on services with shortcomings. The products and services are identified accordingly procedure 4.11.

This procedure is also applicable on preventive maintenance.

**WHO ?**

o The concerned function.

**USED RECORDS .**

- o Checklist Warehousing.
- o Data-files : BMS, INVENTORY with default- code.
- o General Stock-list and Bale-stock-lists.
- o Orange labels.
- o Checklist Expedition.
- o Checklist preventive maintenance Warehousing.
- o Checklist preventive maintenance Quality Manager.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

The procedure is conceived as a master list mentioning following records:

- o Nature of the non conformity.
- o Description of the way of settlement:
  - o Required corrective action.
  - o Personnel to be informed about  
(functionary or client if contractually required)
- o Responsible for the settlement.
- o Registration of the implemented corrective action.

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**ORGANISATION - 11 SYSTEMS**

RESPONS. : *Managing Director* SIGN. : .

**PROCEDURE 4.13.1 - CUSTOMER COMPLAINT REVIEW**

**GOAL.**

The purpose of this procedure is to record the claims received from customers, to manage them individually, and to apply controls to ensure that corrective actions and preventive actions are taken.

**WHEN ?**

The procedure is operative for every received claim from the customer, irrespective of the used communication channel.

**WHO ?**

- o The concerned responsible to handle the claims.
- o The Quality Manager.

**USED RECORDS.**

- o Complaint-form.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - RECORDING THE COMPLAINTS.
- o STEP 2 - HANDLING OF THE COMPLAINTS
- o STEP 3 - CONTROL ON EFFECTIVENESS.

**PROCEDURE 4.13.2 - CORRECTIVE ACTION**

**GOAL.**

The purpose of this procedure is to ensure that the required corrective actions are determined, are initiated and are controlled on :

- 1° Non conforming products/services and recorded via the inspection procedure 4.9.
- 2° Complaints registered via Procedure 4.13.1.
- 3° Weaknesses in -the quality-organisation.

**WHEN ?**

The procedure starts:

- o Every 6 months for 1° & 2° (frequency can be changed in function of the results).
- o Ad hoc for 3° by the Steering-group TQC.

**WHO ?**

- o Members of the Steering-group TQC.
- o Collaborators.

**USED RECORDS .**

- o Inspection-forms and -files. (1°) = Input.
- o Complaint-forms (2°). = Input.
- o Reports of the Strategy-meeting and the Co-ordination-meetings. (3°) = Input.
- o Kaizen-reports. = Output.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - **PLAN** DETERMINING THE CORRECTIVE ACTION.
- o STEP 2 - **DO** REDACTION & IMPLEMENTATION.
- o STEP 3 - **CONTROL** ON EFFECTIVENESS AND EFFICIENCY.
- o STEP 4 - **ACTION** CORRECTION OR RE-PLANNING.

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**ORGANISATION - 11 SYSTEMS**

RESPONS. : *Managing Director* SIGN. : .

**PROCEDURE 4.14 - HANDLING, STORAGE, PACKAGING, DELIVERY**

The whole procedure is defined in procedure 4.8 PROCESS CONTROL.

**PROCEDURE 4.15 - QUALITY RECORDS**

**GOAL.**

The purpose of this procedure is to ensure the registration, the up-date and the filing of Quality-records, in such a way to satisfy client's requirements via objective knowledge of facts.

**WHEN ?**

The procedure is operative for Quality-records, registered on documents or computer data-files that are described in this procedure.

**WHO ?**

- o Responsible of the procedure or instruction.
- o Steering-group TQC.
- o Users of documents or computer data-files.

**USED RECORDS .**

- o Concerned documents and computer data-files.
- o Concerned files.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

This procedure is conceived as a master list where following information is recorded:

- o Quality-records.
- o Document or computer-data-files.
- o Responsible for recording.
- o Responsible for archiving.
- o Environment for files.
- o Retention times.

**INSTRUCTIONS TO BE APPLIED**

Making Back-ups of data-files is subject to :

Instruction 4.15.1 HOW TO MAKE BACK-UPS.

Archiving is managed accordingly:

Instruction 4.15.2 MANAGEMENT OF FILES.

**PROCEDURE 4.16 - INTERNAL QUALITY AUDITS**

**GOAL.**

The purpose of this procedure is to establish the planning, the implementation and the control of internal audits in order to ensure a continuous improvement of the quality-system.

**WHEN ?**

The procedures and instructions of the quality-system are subject to audit at least once a year.  
This audit occurs accordingly the Audit-plan.

**WHO ?**

- o Auditor (named in the Audit-plan).
- o Responsible for the Procedure or Instruction and concerned collaborators.
- o Steering-group TQC.

**USED RECORDS .**

- o Audit plan (as annex of the last Co-ordination Meeting).
- o Deficiency-records.
- o Concerned procedures and instructions.
- o Documents as well as data-files used in the Quality-system.

**HOW?**

**PROCEDURE-STEPS / CONTENT**

- o STEP 1 - **PLAN** REDACTION & APPROVAL OF THE AUDITPLAN.
- o STEP 2 - **DO** EXECUTION OF THE AUDITS.
- o STEP 3 - **CONTROL** ON EFFICIENCY AND EFFECTIVENESS.
- o STEP 4 - **ACTION** CORRECTION OR RE-PLANNING.



**ORGANISATION - 11 SYSTEMS**

RESPONS. : *Managing Director* SIGN. : .

**PROCEDURE 4.17 - RECRUITING & TRAINING**

**GOAL.**

The purpose of this procedure is to organise the recruitment, the introduction of new collaborators and their required task-training and to ensure that collaborators receive a permanent training.

**WHEN ?**

This procedure is operative when recruiting new cadre-personnel, employees and workers. The training is applied within each recruitment or task-amendment.

The permanent training is started in procedure 4.1, Functioning-talks or on specific request of a collaborator.

**WHO ?**

- Candidates.
- Concerned authority.
- Managing Director.
- Named coach.
- Internal or external auditors.

**USED RECORDS .**

- Function and task description.
- Letter of application.
- List with internal and external training's.
- Functioning-report.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

- STEP 1 - INVESTIGATION REGARDING NEEDS AND ACCEPTABILITY.
- STEP 2 - PRE-INVESTIGATION.
- STEP 3 - SELECTION.
- STEP 4 - INTRODUCTION.
- STEP 5 - TRAINING IN THE FUNCTION.
- STEP 6 - CONSTANT TRAINING.

**PROCEDURE 4.18 - STATISTICAL TECHNIQUES**

**GOAL.**

the purpose of this procedure is to establish the suitable statistical techniques and to determine the area of application.

**WHEN ?**

The application of indicated statistical techniques is operative as an aid when defining the required corrective actions and when verifying the acceptability of products.

**WHO ?**

- o Steering-group TQC (for description).
- o Quality Manager (for redaction of instructions).

**USED RECORDS.**

- o Kaizen-reports.
- o Packing-list, Checklist Warehousing, Weigh-note.

**HOW ?**

**PROCEDURE-STEPS / CONTENT**

The procedure is conceived as a master list mentioning following records:

- o Statistical techniques.
- o Area of application.

The Quality manager is responsible for looking for new and suitable statistical techniques, via literature and study. After this investigation, the concerned techniques are subject to the approval of the Steering-group TQC. After approval, the Quality Manager shall decide if written instructions are necessary. The Quality Manager is responsible for training the concerned collaborators in these techniques.

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RESPONS. : *Managing Director* SIGN. : .

**PROCEDURE 4.19 - SERVICING**

THIS PROCEDURE DOES ACTUALLY NOT APPLY.

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<b>ORGANISATION - 3 STRUCTURE ANNEX FUNCTION &amp; TASK-DESCRIPTION</b>			
RESPONS. : <i>Managing Director</i>	SIGN. :	.	

FUNCTIONARY :	Defrancq Ludovic
---------------	------------------

FUNCTION-TITLE : Managing Director & Quality Manager.

MATRIX-FUNCTION :

1. General Management.
2. Purchase.
4. Quality Control.
6. Sales.
8. Finance.
11. Recruitment & Schooling.
12. Preventive Maintenance.

REPORT TO : Board of Directors.

SUPERVISION ON : FIBRAL N.V.

#### FUNCTION-CONTENT

##### 1. General Management.

- o To define the company's policy on financial, commercial, administrative and quality stage.
- o Recruitment of personnel
- o To determine the salary of employees.
- o To define the investment-policy.
- o Execution of statutory defined mandate.

##### 2. Purchase.

- o To indicate the sub contractors when purchasing raw-materials.
- o Follow-up of the offers of suppliers.
- o Execution of a critical analysis on tenders.
- o To indicate transport-companies and purchase services.
- o To define the purchase-policy in function of market situation (actual and future).
- o To undersign purchase-orders.
- o To verify the inventory, twice a year.

FUNCTION-CONTENT (CONTINUED)

4. Quality Control.

- o To inspect the offered samples of the sub contractor and to register them.
- o To evaluate the quality of client's requested products.
- o To execute an entrance-inspection on the delivered goods and registration of findings by means of an assessment of sub contractors.
- o To treat claims.
- o Supervision of the Quality manual.
- o To control the strict appliance of the Quality-system.
- o To co-ordinate all Quality-actions.
- o President of the Steering-group TQC.
- o Registration of all Quality data in data-files.
- o To inspect goods and examine services with exclusive right to reject.
- o To carry out the audit-plan for Procedure 4.16.

6. Sales.

- o Follow up of inquiries of clients.
- o To establish the price-quotations.
- o To send samples on client's request and to ensure the registration of it.
- o To sign the sales-contracts.
- o To discuss with clients or agents.

8. Finance.

- o To observe the cash and to handle the financial tools.
- o To manage the books.
- o To judge of client's solvency.
- o To observe the financial markets.

FUNCTION-CONTENT (CONTINUED)

11. Recruitment & schooling.

- o To investigate the needs.
- o To investigate if financially realisable.
- o To start the preliminary investigation.
- o To start the recruitment.
- o Training.
- o To hold a functioning-talk.

12. Preventive Maintenance.

- o To draw a checklist for preventive maintenance.
- o To execute the checklist for the Quality Manager.
- o To decide on corrective actions.

SIGNATURE OF THE FUNCTIONARY :

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**ORGANISATION - 3 STRUCTURE - ANNEX FUNCTION-& TASK-DESCRIPTION**  
RESPONS. : *Managing Director* SIGN. : .

FUNCTIONARY : Defrancq Stéphane

FUNCTION-TITLE : Sales & Marketing Manager.

MATRIX-FUNCTION : 2. Purchase.  
4. Quality control.  
6. Sales.  
11. Recruitment & Schooling.

REPORT TO :

SUPERVISION ON :

Managing Director.(2,4,6,11) Secretary. (2)  
Administrative Manager.(6)  
Responsible Distribution  
& Warehousing (4)

FUNCTION-CONTENT :

2. Purchase.

- o To indicate the suppliers when purchasing raw-materials.
- o Follow up of the offers of suppliers.
- o Execution of a critical analysis on tenders.
- o To visit fairs and suppliers.
- o To look for new suppliers.

4. Quality Control.

- o To inspect the offered samples of the supplier and to register them.
- o To evaluate the quality of client's requested products.
- o To treat claims.
- o Secretary of the Steering-group TQC.
- o Audit of the Quality-plan according the Audit-plan.

6. Sales.

- o Follow up of inquiries of clients.
- o To establish the price-quotations.
- o To send samples on client's request and to ensure the registration of it.
- o To discuss with clients or agents.
- o To observe new market-trends.
- o To look for new markets.

FUNCTION-CONTENT (CONTINUED)

11. Recruitment & Schooling.

- o Training in Marketing.
- o To assist in commercial talks.

13. Production.

- O The designation of lots for the production.
- o Control of the quality of the feed stock.
- o Monitoring of production up to the complete processing.
- o Assign an item number.
- o Efficiency Calculation.
- o Costing.
- o Sampling of the product manufactured and testing in compliance with the standard sample.
- o Jurisdiction to disapprove.

SIGNATURE OF THE FUNCTIONARY:



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<b>ORGANISATION - 3 STRUCTURE ANNEX FUNCTION &amp; TASK-</b>			
<b>DESCRIPTION</b>	RESPONS. : <i>Managing Director</i>	SIGN. :	.

FUNCTIONARY :	Van Driessche Françoise
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FUNCTION-TITLE : manager

MATRIX-FUNCTION : 1.General Management

REPORT TO : Board of Directors

SUPERVISION ON : FIBRAL N.V.

FUNCTION-CONTENT :

9. General Management

- o To define the company's policy on financial, commercial, administrative and quality stage.
- o To define the investment-policy.
- o Execution of statutory defined mandate.

SIGNATURE OF THE FUNCTIONARY :

DATE EDIT. : 9/2/93	DATE RE-ED. : 08/01/13	ED : 05	P1/1
<b>ORGANISATION - 3 STRUCTURE ANNEX FUNCTION &amp; TASK-</b>			
<b>DESCRIPTION</b>	RESPONS. : <i>Managing Director</i>	SIGN. :	.

FUNCTIONARY :	Defrancq Vincent
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FUNCTION-TITLE :                      Soft-ware Manager.

MATRIX-FUNCTION :                     9. Computer & Software.  
  11. Recruitment & Schooling.

REPORT TO :                             SUPERVISION ON :

                  Managing Director   -

FUNCTION-CONTENT :

9. Computer & Software.

- o To advise the choice regarding hard- and software.
- o Analysis and estimate about the working-methods, in order to consider the way for further automation.
- o To elaborate the programs.
- o To control trial runs.
- o To detect deficiencies and software-errors and to do repairs.
- o To install and up-grade the Hard-ware.
- o To demonstrate the new employed Hard-ware.

11. Recruitment & Schooling.

- o Training in soft- and hard-ware.
- o To procure the manuals about Soft-ware.
- o To demonstrate the new employed Soft-ware.

SIGNATURE OF THE FUNCTIONARY :

DATE EDIT. : 9/2/93      DATE RE-ED. : 08/01/13      ED : 12 P1/2  
**ORGANISATION - 3 STRUCTURE - ANNEX FUNCTION-& TASK-DESCRIPTION**  
RESPONS. : *Managing Director*      SIGN. : .

FUNCTIONARY. : Dupont Sharon

FUNCTION-TITLE : Responsible Secretary

MATRIX-FUNCTION :

- 2. Purchases.
- 3. Reception goods.
- 4. Quality control.
- 6. Sales.
- 7. Delivery Expedition(Forwarding).
- 10. Administration.

REPORT TO : SUPERVISION ON :

Managing Director.(2,4,6,7)	Secretary (3,7)
Sales & Marketing (2,3,4,6,7,10)	
Administrative Manager (10)	Responsible Distribution & Warehousing (3,7)

FUNCTION-CONTENT :

2. Purchases.

- o Follow-up of purchase contracts including all part-processes from purchase to delivery.
- o Follow-up of shipments.

3. Reception goods.

- o Control of freight-documents.
- o To take samples and follow-up of them via PC.
- o Control of weights.
- o To arrange the freight
- o Control of invoices of purchase and packing lists
- o Input of data of delivered goods in computer.
- o To establish the stock list
- o Issue of code and data-labels
- o To manage the planning-board.

4. Quality Control.

- o Control of the package at unloading and forwarding of goods, inspection of the goods and services. Registration of the results, without authority to reject.
- o Sampling.

FUNCTION-CONTENT (CONTINUED) :

6. Sales.

- o Follow up of sales-contracts. and write off contracts.(call on)

7. Delivery & expedition.

- o Follow up of the sales-contracts and planning the delivery of goods.
- o To check the freight documents.
- o To arrange the dispatch of out-going goods.
- o Checking of the weighing.
- o To write the stock down by out print of the packing-lists.
- o To review client's special instructions.
- o To manage the planning-board.

10. Administration.

- o Review of the agreed credit limits on customers.
- o To establish the packing lists.
- o To invoice the outgoing goods.
- o To establish the administrative documents imposed by public authorities, as a/o VAT, Statistics, etc.
- o To support the Administrative Manager.
- o To support the Sales & Marketing Manager.
- o Booking and checking of the purchase-invoices.
- o Keeping the files.
- o To pick up and connect the phone trough.
- o Mailing.
- o Care of the secretaryship.
- o Reception of clients and suppliers

13. Production.

- o Production Monitoring
- o Assign an item number for the manufactured product.
- o Input and output files of stock.

SIGNATURE OF THE FUNCTIONARY :

DATE EDIT. : 9/2/93    DATE RE-ED. : 08/11/13    ED : 10    P1/1  
**ORGANISATION - 3 STRUCTURE - ANNEX FUNCTION-& TASK-DESCRIPTION**  
RESPONS. : *Managing Director*    SIGN. : .

FUNCTIONARY : Vandamme Herlindis

FUNCTION-TITLE : Secretary.

MATRIX-FUNCTION :

- 3. Reception Goods.
- 7. Delivery Expedition (Forwarding) .
- 10. Administration..

REPORT TO :

SUPERVISION ON :

Managing Director.(7)

Responsible Distribution  
& Warehousing (3,7)

Administrative Manager.(10)

Sales & Marketing Manager.(3,7,10)

Responsible Secretary. (3,7,10)

FUNCTION-CONTENT :

3. Reception of goods.

- o To support the responsible Secretary:
- o To arrange the freight.
- o To control the Purchase-invoices and packing lists
- o Input of delivered goods in computer-files and control of the packing-lists.
- o To establish stock-lists by computer.
- o To establish the code and data-stickers for Warehousing.
- o Receipt of samples taken from deliveries.
- o To manage the planning-board.

7. Delivery & Expedition.

- o To support the Responsible Secretary.

10. Administration.

- o To support the Responsible Secretary.

SIGNATURE OF THE FUNCTIONARY :

DATE EDIT. : 9/2/93 DATE RE-ED. : 08/01/13 ED : 11 P1/2  
**ORGANISATION - 3 STRUCTURE - ANNEX FUNCTION-& TASK-DESCRIPTION**  
RESPONS. : *Managing Director* SIGN. :

FUNCTIONARY : Baert Danny

FUNCTION-TITLE : Responsible Distribution & Warehousing.

MATRIX-FUNCTION :

3. Reception goods.
4. Quality Control.
5. Storage & warehousing.
7. Delivery Expedition (Forwarding).
11. Recruitment & Schooling.
12. Preventive Maintenance.
13. Production.

REPORT TO :

SUPERVISION ON :

Managing Director. (4,11,12) Workers (3,5,7)  
Administrative Manager. (11)  
Secretary. (3,4,5,7,12,13)  
Sales & Marketing Manager. (3,4,7,12,13)

FUNCTION-CONTENT :

3. Reception goods.

- o Unloading of goods.
- o To indicate the locations where goods are stored.
- o To control the number of delivered bales.

4. Quality Control.

- o To control the package at receipt and shipping-time, to inspect the goods and services and registration of findings, without authority to reject.
- o To take samples.
- o To inspect if the goods are well covered on trucks.
- o To instruct the carrier to clean his conveyance. (flat, container, etc.), should they be dirty.

5. Storage and Warehousing.

- o To stack the goods.
- o To put definitive identification on the piled lot (after that this lot has been put in computer-stock-file).
- o To ensure order and cleanness in the store.

FUNCTION-CONTENT (CONTINUED) :

- o To maintain the equipment.
- o To open and close the stores.

7. Delivery and expedition.

- o To prepare the goods for dispatch.
- o To control and inspect the outgoing goods with computer listings.
- o To mark the goods with stickers.
- o To load the goods.
- o To repair the eventual defective packaging.

11. Recruiting & Schooling.

- o Training in warehousing (to pile up, to drive lift-engine, etc.)

12. Preventive maintenance.

- o To execute the checklist of preventive maintenance.
- o Registration of all shortcomings.
- o To purchase maintenance-products.

13. Production.

- o Follow up of production and responsible for the entire production process.

SIGNATURE OF THE FUNCTIONARY :

DATE EDIT. : 9/2/93	DATE RE-ED. : 08/01/13	ED : 15	P1/2
<b>ORGANISATION - 3 STRUCTURE - ANNEX FUNCTION TASK-DESCRIPTION</b>			
RESPONS. : <i>Managing Director</i>	SIGN. :	.	

FUNCTIONARY : Delaere David

FUNCTION-TITLE : Workman.

MATRIX-FUNCTION :

- 3. Reception goods.
- 5. Storage & warehousing.
- 7. Delivery Expedition (Forwarding).
- 13. Production.

REPORT TO :

SUPERVISION ON :

Responsible Distribution & -  
Warehousing. (3,5,7,13)

FUNCTION-CONTENT :

3. Reception goods.

- o unloading of goods.
- o To support the Responsible Distribution & Warehousing.

5. Storage and Warehousing.

- o To stack the goods.
- o To clean the warehouse.
- o To support the Responsible Distribution & Warehousing.
- o Maintenance of equipment.

7. Delivery & Expedition.

- o To prepare the goods for dispatch.
- o To take off any label of the suppliers
- o To mark the goods with stickers by mean of listings.
- o To load the goods.
- o To repair the eventual defective packaging.
- o To support the Responsible Distribution & Warehousing.



DATE EDIT. : 9/2/93	DATE RE-ED. : 08/01/13	ED : 15	P2/2
<b>ORGANISATION - 3 STRUCTURE - ANNEX FUNCTION TASK-DESCRIPTION</b>			
RESPONS. : <i>Managing Director</i>	SIGN. :	.	

FUNCTION-CONTENT (CONTINUED) :

10. Production.

- o Responsible for the orders received from the Responsible of Distribution & Warehousing.

SIGNATURE OF THE FUNCTIONARY :

DATE EDIT. : 9/2/93 DATE RE-ED.:08/01/13 ED.: 10 P 1/2  
**ORGANISATION - 3 STRUCTURE - ANNEX - ORGANISATION-MATRIX**  
 RESPONS. : *Managing Director* SIGN. : .

	<i>Manag.Dir.&amp; Quality Manager</i>	<i>Software Manager</i>	<i>Sales &amp; Market.Man.</i>	<i>Admin. Manager</i>	<i>Respons. Secret.</i>	<i>Respons.Distrib. &amp; Warehousing</i>	<i>Workers</i>
1.GENERAL MANAGEMENT	♣						
2.PURCHASE	♣		♦		▲		
3.RECEPTION GOODS				♣	♦	▲	⊕
4.QUALITY CONTROL	♣		♦			▲	
5.STORAGE & WAREHOUSING						♣	⊕
6.SALES	♣		♦	▲			
7.DELIVERY & FORWARDING				♣	♦	▲	⊕
8.FINANCE	♣						
9.COMPUTER & SOFT-WARE		♣					
10.ADMINISTRATION				♣	♦		
11.RECRUITING & SCHOOLING	♣	⊕	⊕	⊕	⊕	⊕	
12.PREVENTIVE MAINTENANCE	♣					♦	
⊕ 13. PRODUCTION			♣		▲	▲	⊕

DATE EDIT.	:	9/2/93	DATE	RE-ED.:	08/01/13	ED.:	10 P 2/2	
<b>ORGANISATION</b>	-	<b>3</b>	<b>STRUCTURE</b>	-	<b>ANNEX</b>	-	<b>ORGANISATION-MATRIX</b>	
RESPONS.	:	<i>Managing Director</i>					SIGN.	:

Final responsible with full competency to take decisions	:	♣
Responsible with limited competence to take decisions	:	♦
Responsible for his own tasks	:	♠
Responsible for his own tasks without competence to take decisions	:	⊕

DATE EDIT. : 9/2/93      DATE RE-ED. : 08/01/13      ED : 12 P1/1  
**ORGANISATION - 3 STRUCTURE - ANNEX FUNCTION-& TASK-DESCRIPTION**  
RESPONS. : *Managing Director*      SIGN. : .

FUNCTIONARY. :              Slabinck Stefaan

FUNCTION-TITLE :              Administrative Manager.

MATRIX-FUNCTION :

10. Administration.

11. Recruitment & Schooling.

REPORT TO :

SUPERVISION ON :

Managing Director.(10,11)

Secretary (10)

FUNCTION-CONTENT :

10. Administration.

- o Finance
- o Social administration
- o To plan the holidays
- o Pay attention to the well running  
Of the whole organisation.

11. Recruiting & Schooling.

- o Training in administration.

SIGNATURE OF THE FUNCTIONARY :

DATE EDIT. : 9/2/93      DATE RE-ED. : 08/01/13      ED : 15      P1/2  
**ORGANISATION - 3 STRUCTURE - ANNEX FUNCTION TASK-DESCRIPTION**  
RESPONS. : *Managing Director*      SIGN. : .

FUNCTIONARY : Dumon Patrick

FUNCTION-TITLE      Workman.

MATRIX-FUNCTION :

- 3. Reception goods.
- 5. Storage & warehousing.
- 7. Delivery Expedition (Forwarding).
- 13. Production.

REPORT TO :      SUPERVISION ON :

Responsible Distribution &      -  
Warehousing.      (3,5,7,13)

FUNCTION-CONTENT :

3. Reception goods.

- o unloading of goods.
- o To support the Responsible Distribution & Warehousing.

5. Storage and Warehousing.

- o To stack the goods.
- o To clean the warehouse.
- o To support the Responsible Distribution & Warehousing.
- o Maintenance of equipment.

7. Delivery & Expedition.

- o To prepare the goods for dispatch.
- o To take off the labels of suppliers.
- o To mark the goods with stickers by mean of listings.
- o To load the goods.
- o To repair the eventual defective packaging.
- o To support the Responsible Distribution & Warehousing.

DATE EDIT. : 9/2/93	DATE RE-ED. : 08/01/13	ED : 15	P2/2
<b>ORGANISATION - 3 STRUCTURE - ANNEX FUNCTION TASK-DESCRIPTION</b>			
RESPONS. : <i>Managing Director</i>	SIGN. :	.	

FUNCTION-TITLE (CONTINUED)

10. Production.

- o Aid worker in presence of chief worker.

SIGNATURE OF THE FUNCTIONARY :