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|  | **Quality Manual** | Effective Date: 22/9/2020 |

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**Quality Manual:**

ACMA’s top management has established and documented the Quality Management System in accordance with ISO 9001:2015.

**1.0 Scope of ACMA Quality Management System:**

Designing and Provision of Services like Workshops, Conferences,  Training Programs, Cluster Program, Certification Program and ACMA Awards,  Coordinating Delegations and Facilitating Business Contacts, Organizing Joint Participation at Exhibitions, Publishing Auto Industry related Information, Providing Library Services, Providing Support in implementing Technical Projects and Contributing to Development of Standards.

**Exclusion**: Clause 7.1.5 - Control of Monitoring & Measuring Equipment has been excluded.

**Justification**: This is as ACMA Services do not require the use of any monitoring & measuring equipment in its Service Delivery Processes.

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| **Title: Distribution List** | Effective Date: 22.09.2020 |

# **1.1 Distribution List**

# The Quality Manual shall be made available to all employees online.

A Master Copy duly approved and signed by the *Director General, ACMA* shall be maintained by MR.

 A copy of Process Manual duly approved and signed by CEO - Business Dev and Strategic Partnership*/ CEO – Skilling & Training* shall be maintained at all offices of ACMA. However the formats would be in e-version only for their reference.

The distribution list is as follows :

##  **S.No. Designation Copy No.**

1 Director General 01

 2 MR (Master Copy) 02

 3 Certification Body 03

 (Retained with MR)

 4 Regional Office 04,05,06

5 ACMA Center for Technology 07

 For others in HO and other offices, the Electronic Version (read-only) shall be used *or for reference, Printed version can be referred to.*

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|  | **Quality Manual** | Document/Clause No.: QM-01/1.2 |
| Revision No.: 01 |
| **Title: Amendment Record Sheet** | Effective Date: 22.09.2020 |

# **1.2 Amendment Record Sheet**

The record of amendments is as follows:

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| --- | --- | --- | --- | --- | --- |
| Sl. No | Document No. | Description of Change | Issue/Revision No(New) | Effective Date | Approved by |
| 1 | QM | Complete QMS documents changed and reviewed as per new ISO 9001:2015 | 00 | 28.02.2018 | DG |
| 2 | QM | Changes made as per DCR raised for the following:Change in organization structure; change in designations of DED & HCP; change of committees to CFTs etc | 01 | 22.09.2020 | DG |
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|  | **Quality Manual** | Document/Clause No.: QM-01/1.3 |
| Revision No.: 01 |
| **Title: Abbreviations** | Effective Date: 22.09.2020 |

**1.3 Abbreviations:**

# ACMA Automotive Component Manufacturers Association of India

ACT ACMA Centre for Technology

Admin Administration

AGM Annual General Meeting

*CFT Cross Functional Team*

DG Director General

EC Executive Committee

ECO. AFFR. Economic Affairs

ED Executive Director

F Format

G Guidelines

H.O. Head Office

HOD Head of the Department

~~HCP Head – Cluster Program~~

HR Human Resources

INTL International

ISO 9001 Wherever Mentioned It Means ISO 9001:2015

LAN Local Area Network

MD Membership Department

MR Management Representative

NO. Number

P President

PC Principal Counsellor

PM Process Manual

QM Quality Manual

QMS Quality Management System

R.C. Regional Chairperson

R.O. Regional Offices

R.S. Regional Secretary

S.D. Senior Director

MSME Micro, Small and Medium Enterprises

VP Vice President

WI Work Instruction

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|  | **Quality Manual** | Document/Clause No.: QM-01/2.1 |
| Revision No.: 01 |
| **Title: Profile of Organisation** | Effective Date: 22.09.2020 |

**2.0 Organization**

**2.1 Profile of Organisation**

Automotive Component Manufacturers Association of India (ACMA)

ACMA AND ITS SERVICES

ORIGIN

The Association was incorporated under section 25 of the Companies Act in October 1959, in Mumbai (then Bombay), under the name of **The All-India Automobile and Ancillary Industries Association (AIA & AIA)**. In November 1982, the Association’s name changed to **Automotive Component Manufacturers Association of India** (**ACMA**) since automobile companies in the Association branched out to form a separate Body to pursue their interests.

With this change, the focus of ACMA was directed primarily towards the Indian automotive component industry. The founders of AIA & AIA had initially intended the Association to play the role of a pressure group at a time when the Indian automotive industry was in its infancy and was influenced by protectionist government policies.

In later years, as the auto component industry grew and progressed, the Association adopted functions which made it a catalyst for the development of the Indian auto component industry. ACMA has since been serving the industry for over five decades.

ACMA is the chief spokesman of the auto component industry and is recognised among the most dynamic Industry Associations in India.

**OFFICE NETWORK**

ACMA is headquartered (Secretariat) in New Delhi and has regional offices in Chennai, Jamshedpur and Pune. Other Zonal Offices are in Mumbai, Bangalore, Ahmedabad and Rudrapur, which are controlled by respective region. The Regional Office for the North is operating from the H.O.

**STRUCTURE**

An Executive Committee comprising elected members steer the Association’s activities. The Committee is headed by the President of the Association and assisted by the Vice-President/ Regional Chairpersons, Elected Members and Co-opted members. The tenure of the Executive Committee is one year.

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| Revision No.: 01 |
| **Title: Profile of the Organisation** | Effective Date: 22*.09.2018* |

Committee Members provide inputs on membership needs and expectations. The Committee takes policy decisions and guides the working of the Association.

All administrative and executive functions are overseen by the Secretary & Director General who implements the decisions of the Committee.

The top management at ACMA is defined as follows:

* At the Policy and Strategy Level: President/ Vice President and Director General
* At Executive level: Director General and *CEO - Business Dev and Strategic Partnership* ~~Deputy Executive Director -Operations~~

Wherever the manual refers to the Top Management hereafter, it is assumed to refer to the President/ Vice President and Director General (at Policy & Strategy level) and Director General and *CEO - Business Dev and Strategic Partnership* ~~Deputy Executive Director -Operations~~ (at Executive level).

**SERVICES**

Services by ACMA include Automotive Intelligence, Research and Information, International and Domestic Trade Promotion, Technical Consulting, Public Policy Advocacy, Industry Brand Promotion & Recognition, Networking Services etc.

Various ~~Sub-Committees~~ *CFTs* oversee ACMA’s services, each ~~Sub-Committees~~ *CFT* is headed by a Chairperson.

Each Regional office defines and follows a work-plan, under the guidance of the respective Regional Chairperson.

ACMA’s website – www.acma.in provides reports, circulars, business enquiries and information on the Association’s activities and contact details of all its offices.

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|  | **Quality Manual** | Document/Clause No.: QM-01/2.2 |
| Revision No.: 01 |
| **Title: Organisation Structure** | Effective Date: 22.09.2020 |

**2.2 Organisation Structure:**







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|  | **Quality Manual** | Document/Clause No.: QM-01/2.2 |
| Revision No.: 01 |
| **Title: Organisation Structure** | Effective Date: 22.09.2020 |







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|  | **Quality Manual** | Document/Clause No.: QM-01/3.0 |
| Revision No.: 01 |
| **Title: Issue and Control of Quality Manual** | Effective Date: 22.09.2020 |

**3.0 Issue and Control of Quality Manual:**

The Quality Manual of ACMA is organised in several sections. Each of the section is uniquely identified by a title and number which is indicated in the header and footer of each page.

Vision, Mission and Quality Policy of ACMA shall be approved by President /Vice President and Director General of ACMA. Quality Objectives and other sections of the Quality Manual shall be approved by the Director General .

The approval of the Quality Manual shall be indicated on all the pages by DG’s signature.

The Management Representative (MR) shall issue the controlled copies of the Quality Manual as per the Distribution List.

Any changes to the QM are carried out only with the approval of the Director General. Suggestions for changes to Quality Manual shall be received by the MR as per the change mechanism explained in the Procedure for Control of documents.

As and when the changes are made to the manual, the revision status shall be updated as per Procedure for Control of Documents (clause 4.2.3).

All employees of ACMA are required to comply with the requirements of the Quality Management System as detailed in the documented Quality Management System.

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|  | **Quality Manual** | Document/Clause No.: QM-01/4.0 |
| Revision No.: 01 |
| **Title: Quality Management System** | Effective Date: 22.09.2020 |

**4.0 *CONTEXT OF THE ORGANIZATION***

**4.1 Understanding the organization and its context**

ACMA has conducted a detailed context analysis (Doc No. QM-01/CA-00) based on all relevant external and internal factors that have bearing on its services. The impact of the context factors have been analysed against each service function and the possible action that needs to be taken has been identified to make the quality management system more effective. The actions so determined have been incorporated in the work processes.

The context analysis shall be reviewed once every year before the Management review and all aspects of the changed aspects would be reviewed for impact and recommended actions. The context analysis and its outcomes shall be presented in the management review.

**4.2 Stakeholder analysis**

ACMA has identified all the relevant stakeholders related to its quality management and conducted a detailed stakeholder needs analysis (Doc No. QM-01/SA-00) that includes both their direct needs as s as well as other expectations. The following stakeholder categories have been included in the analysis:

Members (customers)

EC members

Other trade associations

Staff

Suppliers and partners

The status /required actions for each stakeholder need has been mapped and where required actions initiated to bridge the gaps.

The stakeholder analysis shall be reviewed once every year before the Management review and all aspects of the changed aspects would be reviewed for impact and recommended actions. The stakeholder analysis and its outcomes shall be presented in the management review.

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|  | **Quality Manual** | Document/ Clause No.: QM-01/4.3 |
| Revision No.: 01 |
| **Title: Quality Manual** | Effective Date: 22.09.2020 |

**4.3 Scope of the QMS**

ACMA has established and documented a Quality Management System that complies with all the requirements of the ISO 9001:2015 Standard. ACMA implements, maintains and strives to continuously improve the effectiveness of the QMS.

ACMA has established the scope of the QMS by:

1. Identifying all the services and related products provided by ACMA
2. Considering the outputs of the context and stakeholder analyses

List of Services (Scope) covered by ISO are defined in section **QM/2.1**

ACMA has established and maintains a Quality Manual that describes the Quality Management System which is applicable to all the services\*

All requirements of ISO 9001:2015 are applicable to ACMA except clause 7.1.5.2 (Measurement traceability) that is excluded as ACMA Services doesn’t require the use of any hardware measuring Equipment. The requirements for design and development (Clause 8.3) are also normally not applicable and shall be applied in the event ACMA decides to start a completely new service line or completely re-engineers its existing service. All other minor process changes would be covered through clauses that govern management of changes 6.3 - planning of changes, 8.2.4 - Changes to requirements for products and services, 8.5.6 – Control of changes to products and service provisions, 7.5.3.2 – control of changes to documents, and (5.3 e).

ACMA has established wherever necessary appropriate documented procedures and Process documents. These procedures/processes are referred in the relevant sections of the QM.

The Quality Management System documentation of ACMA includes:

a) Documented statements of the Quality Policy and Quality Objectives

b) Quality Manual

c) Documented procedures as required by ISO 9001:2015 Standard

d) Documents needed by ACMA to ensure the effective planning, operation and control of its processes, and

e) Records of processes identified by ACMA as ISO 9001:2015 Standard.

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|  | **Quality Manual** | Document/ Clause No.: QM-01/4.3 |
| Revision No.: 01 |
| **Title: Quality Manual** | Effective Date: 22.09.2020 |

The Quality Management System of ACMA can be described broadly as follows :

**Customer satisfaction**

**Internal / External context**

**Improvement**

**Performance evaluation**

**Planning**

ACMA LEADERSHIP

**Stakeholder Needs**

**ACMA services**

**Support and operations**

The Quality Management System documentation is maintained in hard copy and electronic form.

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|  | **Quality Manual** | Document/ Clause No.: QM-01/4.4 |
| Revision No.: 01 |
| **Title: Documentation** **Requirements** | Effective Date: 22.09.2020 |

**4.4 QMS Processes**

The Quality Management System documentation has been developed, taking into consideration ACMA activities, the complexity of processes and their interactions and the competence of the personnel.

The List of Procedures and Processes, are given at **Annexure B** of QM.

The process management system covers the following activities

1. determining the processes for the QMS needed for the quality management system and their application throughout ACMA. The application of the processes of QMS has been determined keeping in view the requirements specified in the ISO 9001:2015 Standard.
2. determination of the sequence and interaction of these processes.
3. Determining and addressing the risks and opportunities for each process and applying the necessary controls to mitigate the risks
4. determination of the criteria and methods needed to ensure that both the operation and control of these processes are effective,
5. ensuring the availability of resources and information necessary to support the operation and monitoring of these processes,
6. monitoring, measuring where applicable and analysing these processes based on performance indicators
7. implementing actions necessary to achieve planned results and continual improvement of these processes and implement any changes based on process evaluations

These processes are being managed by ACMA in accordance with the requirements specified in ISO 9001:2015 Standard.

Where ACMA chooses to outsource any process that affects product conformity with the specified requirements, ACMA has ensured control over such processes. The outsourced

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|  | **Quality Manual** | Document/ Clause No.:QM-01/4.4 |
| Revision No.: 01 |
| **Title: Documentation Requirements** | Effective Date: 22.09.2020 |

processes/activities are indicated in the Process Manual and also indicated in the section **QM/Annexure A**.

The Control of such outsourced processes has been defined under respective Procedure/Process.

A description of the interaction of the processes of QMS is given in each process.

**Reference**: Procedure for Control of Records : [PM / 02](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_02%20procedure_control_records.doc)

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|  | **Quality Manual** | Document/ Clause No.: QM-01/5.0 & QM/5.1 |
| Revision No.: 01 |
| **Title: Leadership** | Effective Date: 22.09.2020 |

**5.0 Leadership**

**5.1 Leadership and commitment**

**5.1.1 General**

ACMA’s top management is committed to the development and implementation of the Quality Management System and continually improving its effectiveness. To achieve this, the top management has initiated several steps. The steps include:

1. Involvement in the establishment of the QMS, reviewing the results of context analysis, stakeholder analysis, setting quality policy and objectives commensurate with these and advising the operations emanating from these, and reviewing the effectiveness of their outcomes
2. Ensuring that all processes are documented and reflect the actual operations linked to organizational objectives of ACMA
3. Communicating the importance of meeting customer requirements as well as statutory and regulatory requirements, within the organization through regular interactions and meetings at both the National and Regional Levels. Further, ACMA also communicates this importance of meeting customer requirements, within the organization through LAN messaging system/ by posting it electronically. All the applicable statutory and regulatory requirements are compiled and circulated to all staff for reference.
4. Establishing the Quality Policy that clearly emphasizes the need for meeting the customers’ requirements, continually improving the effectiveness of QMS and Enhancing ACMA’s Capabilities and Competence as per emerging industry needs and expectations.
5. Establishing the Quality Objectives that are deployed into the process as planned results which are monitored and reviewed.

#

1. Conducting Management Review. ACMA has established a defined method for conducting Management Review Meeting, chaired by Director General, ACMA wherein QMS gets discussed with participation of employees.
2. Ensuring the availability of resources through planned budgeting and recruitment of Manpower and competency development.

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|  | **Quality Manual** | Document/Clause No.: QM-01/5.1.2 |
| Revision No.: 01 |
| **Title: Customer Focus** | Effective Date: 22.09.2020 |

**5.1.2 Customer Focus:**

ACMA’s Top management has established a process for determining and reviewing the Customer Requirements, Perceptions and Feedback. These requirements are documented in the agenda and the Minutes of the EC Meetings.

Top Management ensures that the activities relating to managing quality of services and customer satisfaction are fully integrated in the work processes and these are monitored in routine. All employees have been sensitized through induction trainings and regular meetings of giving the utmost importance to meeting customer requirements and to make improvements wherever risks and concerns are identified. To this end, all personnel are supported by providing necessary resources, training, information, responsibility and authority which are regularly reviewed for improvements.

*DG* advises RS/Team Leaders by communicating these requirements by circulation of the Minutes of the EC Meeting and posting it electronically.

The RS/Team Leaders discuss the work priorities with their respective Chairpersons and draw plans for implementation. The *DG* /DED/*HCP*  reviews the progress in implementing these work priorities with the Team Leaders/RS in the staff meetings. The progress made along with proposals for changes if required, is put up to the EC members in the next meeting.

The President / Vice President will advise suitable actions to be taken by ACMA with the approval of the EC members. The *DG* and Team Leaders periodically communicates the need and importance of meeting these requirements with all the Team members in their respective areas.

The *DG* /DEDs/ *HCP/RS* determine, analyze and monitor the perceptions of the customers through a feedback form *(in writing*) */ through Oral Feedbacks taken during various interactions with customers*. This process is used by ACMA to validate whether the members/ *Customers* requirements have been met with an aim of enhancing their satisfaction.

**Reference**:

Process for reviewing Customers’ requirements, perceptions and feedback: [PM / 15](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_15%20Determ%20%26%20Rev%20of%20Cus.%20Requirmnts.doc)

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|  | **Quality Manual** | Document/Clause No.: QM-01/5.2 |
| Revision No.: 01 |
| **Title: Quality Policy** | Effective Date: 22.09.2020 |

**5.2 Quality Policy**

ACMA’s top management has established and documented its policy for quality. This is given in the Quality Manual. While establishing the Quality Policy, the President / Vice President and *DG* have ensured that the same is appropriate to the purpose of ACMA. The Quality Policy statement includes an explicit commitment to comply with requirements and continually improve the effectiveness of the Quality Management System.

The Quality Policy Statement is used by ACMA as a basis for setting the direction and the aims to be achieved. Towards this, ACMA derives and establishes the Quality Objectives from the Quality Policy. The Quality Objectives are reviewed and approved by the *DG* in the Management Review Meeting in the form of process monitoring and measurement data on the processes of QMS.

This Quality Policy statement is communicated to all its employees electronically and through copies of the quality manual. Further, the intent of Quality Policy is explained to the employees during periodic interactions, meetings and orientation programs.

*The Quality Policy gets reviewed from time to time, for continuing suitability.*

**Quality Policy**

ACMA is committed to provide leadership and quality services to its customers. This would be achieved by:-

* Evolving & delivering innovative services through consensus and in partnership with members/other stake holders
* Contributing to the developmental needs of the customers in the backdrop of changing external environment
* Enhancing ACMA’s capabilities and competence portfolio commensurate with emerging Industry needs and expectations

ACMA is committed to comply with the requirements of the Quality Management System and to continually improve its effectiveness through employee involvement

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|  | **Quality Manual** | Document/Clause No.: QM-01/5.3  |
| Revision No.: 01 |
| **Title: Planning - Quality Objectives and System Planning** | Effective Date: 22.09.2020 |

**5.3 Organizational roles, responsibilities and authorities**

**Responsibility & Authority**

ACMA’s top management has defined the responsibilities and authorities of all the personnel working in ACMA and these are documented in the office note titled Work Allocation. Copies of this office note have been issued to all the employees of ACMA. Further, it has also been placed on the LAN Messaging for reference and use.

The Division heads have been assigned the additional responsibility of ensuring that the process performance outcomes are regularly captured, collated, analysed and reviewed to identify any weaknesses and to improve them when identified. Division heads are also responsible to maintain the customer’s need orientation throughout operations and that changes, whenever made are based on suitable justifications and will ensure that process outcomes are maintained or improved and do not disturb other processes or outcomes.

MR and all Division Heads are responsible to report on the performance of the QMS.

Apart from the "Work Allocation", the responsibilities and authorities of the President, Vice President, Regional Chairpersons, ~~Sub-Committees~~ *CFTs* Chairpersons, DG, Team Leaders and Regional Secretaries are defined as follows:

#### **President**

1. To review the Vision and Mission statement of ACMA
2. To review & approve the Quality Policy, in tune with Vision and Mission statement
3. To plan and approve the Budgets
4. To establish and lay down the operating policies of the Association
5. To conduct the ACMA EC Meetings and approve the minutes of the EC Meetings
6. To establish Work Priorities in consultation with the EC
7. To provide broad guidelines for the secretariat operations, keeping in view the established convention and norms.
8. To represent the Associations at high level meetings with Government
9. To represent the Association in International Delegation/ Missions
10. To recommend to the EC names of persons from the membership who should be co-opted or invited to the EC.

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| **Title: Responsibility & Authority** | Effective Date: 22.09.2020 |

#### **Vice President**

(a) To assist President in his responsibilities as mentioned above

#### **Regional Chairpersons**

1. To establish and review the Regional work-plans in consultation with the President/ Vice President & Regional Secretaries.
2. To plan and recommend Regional Budgets and resources to President and Finance Committee Chairman
3. To provide broad guidelines for the Regional Secretariat operations keeping in view established norms and conventions.
4. To represent the Association in all meetings and interactions with Regional/State Govts.
5. To represent the Association in any international visit/interaction/delegation arranged by the Regions or to delegate a suitable representative.
6. To recommend applications for membership received from companies based in their Regions

##### ~~Sub-Committees~~ CFTs Chairpersons

* 1. To establish and review the work plan of the Committee/Panel
	2. To guide the secretariat in the effective implementation of the ~~Sub-Committees~~ *CFTs* /Panel work and activities like Seminars, Fairs, Conferences and other events.
	3. To plan and recommend budgets / resources
	4. To assist the President/Vice President in all meetings with Government and its agencies on matters relevant to the concerned Panel/ ~~Sub-Committees~~ *CFTs*.
	5. To represent the Association in international visit / delegation pertaining to subjects falling within the preview of the ~~Sub-Committees~~ *CFTs* /Panel.

##### Director General (DG)

##### To assist President and Vice President in their responsibilities

1. To assist President / Vice President in the preparation of all notes and papers for various meetings and interactions
2. To suggest to President / Vice President specific work areas and guide on Associations’ Strategy
3. To implement the decision taken by the EC and Past President Committee.

##### To head and direct the internal administration & staff of the ACMA Secretariat

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##### To establish the Quality Objectives

##### To review and approve the Quality Manual

##### To review and approve the mandatory procedures in Process Manual

1. To chair Management Review Meetings

##### To identify and finalise Continual Improvement Projects (CIPs)

##### To approve Budgets within delegated powers for providing resources necessary for conducting the Associations’ work

*CEO - Business Dev and Strategic Partnership* ~~Deputy Executive Director -Operations~~ **/**~~Head Cluster Program~~ *CEO – Skilling & Training*

##### To approve respective processes in process Manual

1. To Participate in Management Review Meetings

##### To approve Budgets within delegated powers for providing resources necessary for conducting the Associations’ work

1. To review the work plan made by RS/Team Leaders in respective areas based on Work Priorities
2. To liaison with the office bearers as required

##### Team Leaders / Principal Counselor/ Counselors/ Experts

* 1. To implement the processes for which they are responsible
	2. To liaison with the office bearers as required
	3. To communicate the importance of meeting customer requirements in their respective work areas.
	4. To implement appropriate corrective and preventive actions
	5. To assist MR in the implementation of the QMS
	6. To implement Continuous Improvement Projects, as identified
	7. To implement the established Policy and achieve Quality Objectives

##### Regional Secretary (RS)

1. To head the staff & administration of the concerned ACMA Regional Office and report to the DG / *CEO - Business Dev and Strategic Partnership* ~~Deputy Executive Director -Operations~~
2. To implement the processes for which they are responsible

##### To approve Budgets within delegated powers for providing resources necessary for conducting the Associations’ work

1. To liaison with Office bearers, as required
2. To communicate the importance of meeting customer requirements in their respective work areas.
3. To implement appropriate corrective and preventive actions
4. To assist MR in the implementation of the QMS
5. To implement Continuous Improvement Projects as identified
6. To implement the established Policy and achieve the Quality Objectives

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Note: The RS are also responsible for assisting the DG in additional activities as assigned by him from time to time. Currently the RS – North is stationed in Delhi – HQ.

**Management Representative:**

ACMA’s top management has appointed a Management Representative through an Executive order. The MR, in addition to other responsibilities, has the following responsibility and authority:

1. To ensure that Procedures and Processes needed for the Quality Management System are established, implemented and maintained.
2. To report to top management on the performance of the QMS and any need for improvement, and
3. To ensure promotion of awareness of customer requirements throughout ACMA

The responsibility of the MR also includes liaising with the external parties on matters relating to the Quality Management System.

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**6 Planning for the quality management system**

**6.1 Actions to address risks and opportunities**

When planning for the quality management system, ACMA considers the relevant external & internal issues shown in the context analysis as well as the requirements of all the identified interested parties and determines the risks and opportunities that need to be addressed to give assurance that the QMS can enhance customer satisfaction; prevent, or reduce, undesired effects and achieve improvement.

The context analysis conducted by ACMA also includes organizational risks (Threats) and opportunities. Further the relevant and significant risks associated in achieving the outcomes for each process has been identified which is included in the process document together with the mitigation controls. These are referred in the corresponding column of each process description.

**Preventive Action**

Based on the trends analysis, process performance results, audit results and cause analysis of non-conformities raised, the concerned process owner shall determine the risk factors and the specific actions to be taken to mitigate the risk and/ or eliminate the cause of the problem., ensuring that the actions identified are appropriate to the magnitude of the problem and the risks levels.

The results of the risk analysis includes identification of the significant risks and the mitigation measures together with the concerned function responsible for managing the risk.The outcome of the risk mitigation measures would be assessed for effectiveness from the process measures.

The Risk Analysis (Doc No. QM-01/RA-00) has been prepared using the scoring method and threshold limits after identifying the likelihood of the risk and the impact thereof. This defines that if the likelihood is 5 and the impact is 1 the risk is 5 (5x1) points which has very minimal impact. In this process we have considered the risk addressable only if the total exceeds 8 points.

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**6.2 Quality objectives and planning**

ACMA’s top management ensures that

1. the planning of the Quality Management System has been carried out in order to meet the requirements in QM/4.4, as well as the Quality Objectives

**Quality Objectives:**

ACMA ensures that quality objectives, including those needed to meet requirements for product/service are established at relevant functions and levels within ACMA.

**Quality Objectives**

1. To continuously enhance Service Delivery levels and thereby improve Customer Satisfaction
2. To offer new and innovative knowledge and Skill enhancement programs/ events
3. To establish a Center of Excellence for Auto Component Industry
4. To maintain high level of participation, engagement in Policy and relevant Standards related activities
5. To enhance engagement of Indian Auto Component manufacturers for sustaining and creating business opportunities through Trade Fairs, seminars, events, clusters, Missions etc.
6. To enhance and develop competent resources
7. Adherence to timelines defined in processes

For each of the above, the measurable indicators are given in respective Processes.

The above indicators are fulfilled thru defined processes, work plan and measurable indicators wherever applicable.

The objectives are periodically monitored by the concerned Division/Function. Documented information related to the established objectives and their monitoring data are retained as evidence. Metrics, along with current status and goals for each objective, are recorded and taken up in the management review process.

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**6.3 Planning of changes**

ACMA’s top management ensures that the integrity of the Quality Management System shall be maintained when changes to the Quality Management System are planned and implemented.

As the Quality management system is dynamic in nature, changes are made as and when necessary. These could be triggered from external changes or from internal considerations for improvement of operations. Whenever any change is envisaged these are carried out in a planned manner ensuring tha the conformity to the expected output is not adversely impacted.

ACMA has established a Change Request Form (PF/DOC/03) that requires the proposer to record the following information:

* Brief description of changes proposed
* Any additional resources required for implementing the change
* Who will be responsible for the implementation of changed requirement
* Whether this change will impact any other document or plan

The Change request shall be examined by MR and approved by DG ACMA

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**7. Support**

**7.1 Resources**

**7.1.1 General**

ACMA determines and provides the necessary physical and digital infrastructure, competent persons, and environment needed for the operation and control of all the processes towards achieving the conformity of services relevant to establishment, implementation, maintenance and continual improvement of QMS.

The internal context analysis helps in assessing the resource constraints, based on which decision is taken on services that need to be procured or outsourced.

 **Reference**:

* Process for Annual Budgets: [PM / 09](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_09%20annual%20budget.doc)
* Process for Building Competencies: [PM / 11](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_11%20Building%20Competencies.doc)
* Process for Vendor Empanelment & Development: [PM / 18](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_18%20Purchase.doc)

**7.1.2 People**

The workforce planning is carried out as part of the business planning to ensure that adequate number of people with required competencies as per the assigned roles are available. Where required, such as in the functions of counselling and ACMA Awards, external people resources are engaged to supplement the regular resources. Engagement of external resources is carried out based on the type and scale of the programme and after evaluation of the competencies required.

**Reference:**

* Process for Building Competencies PM/11
* Guidelines for Selection of Assessors. [PM\_44\_G7](file:///C%3A%5CUsers%5CAnupam%20Kaul%5CDropbox%5CConsulting%5CACMA%5C9k15%20Counseling%5Cformats%5CPM_44_G7_Guidelines%20for%20selection%20of%20assessor.doc)
* Format for Counselor Competency Matrix. [PM\_46\_F14](file:///C%3A%5CUsers%5CAnupam%20Kaul%5CDropbox%5CConsulting%5CACMA%5C9k15%20Counseling%5Cformats%5CPM_46_F14_Counselor%20Competency%20Matrix.xlsx)

**7.1.3 Infrastructure**

ACMA determines, provides and maintains the infrastructure needed to achieve conformity to product /service requirements. The infrastructure that is provided and maintained includes, as applicable

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1. Building with adequate power backup, adequate work space and other utilities like, air conditioning etc., available in the work premises.
2. Appropriate process equipment at HO and ROs, including computers/Laptops, Printers, Fax, Photocopier, Franking Machine is maintained in a condition that ensures proper functioning and conformance to the specified requirements. This is done by outside agencies, against annual maintenance contracts, and

c) Supporting services such as communication facilities, transport, information systems etc.

**Reference:**

* + - Process for upkeep of Office Hardware Equipments - PM/12
		- Process for Annual Budget – PM/09

**7.1.4 Environment for the operation of processes**

ACMA determines and manages the work environment needed to manage the process operations and to achieve conformity to service requirements. ACMA has identified comfortable office ambient conditions such as adequate office space, work stations, adequate lighting and air conditioning that facilitate smooth operations Additionally the HR Division ensures that employees are not over-burdened or stresses due to work pressures. The Service rules are liberally established to ensure a healthy work life balance.

Accordingly, ACMA has established suitable methods for office maintenance that are defined in the Work Instructions to manage these conditions.

**References :**

* + - Work Instructions for House-keeping : PM/WI/02
		- Process for Annual Budget - PM/09

**7.1.5 Monitoring and Measuring resources**

ACMA has developed relevant check lists, Feedback forms/Membership Survey Questionnaire needed to ensure valid and reliable results when monitoring and measuring different parameters to verify the conformity of services to the requirements. These have been developed to suit the nature of information being collected and measured.

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**Reference**

* + - Process for Determination & Review of Customer Requirements, Perception & Feedback PM 15

**7.1.5.2 Measurement traceability**

ACMA Services do not require any traceability of Monitoring and Measuring Equipment hence, this clause has been excluded from scope of ACMA’s QMS.

**7.1.6 Organizational Knowledge**

ACMA has determined and continually updates the knowledge required for smooth and effective functioning of its different activities to ensure conformity of the services to its clients. ACMA also enriches its knowledge by participating in conferences/seminars and also through national & international standards available in the relevant areas. The necessary knowledge and information required for day to day operations have been captured and is maintained in the form of Process & Procedure Manual that serves as reference and is available to all employees.

In addition all presentations, articles, old versions of ACMA News and other publications prepared in-house or delivered during seminars / conferences organized by ACMA are captured and preserved in the intranet as a resource for future reference and use of employees.

ACMA’s website contains all the information for the ready knowledge of its members. The web-site is being continuously up-dated.

ACMA’s employees update their knowledge of external developments by participating in conference, seminars, trade fairs and exhibitions and meetings with the various client groups, visiting delegations, etc.

**7.2 Competence**

It is ensured by ACMA that all personnel affecting Service quality are competent on the basis of appropriate education, training, skills and experience. Where necessary, personnel would be trained to ensure conformity to service quality.

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**Competence, & Training**

ACMA being a service organisation, and that too an industry association believes in harnessing the potential of its people. Accordingly, it has established defined methods for determining and managing the requirements regarding competence of its human resources. The established procedure requires;

1. determination of the necessary competence for personnel performing work affecting service/product quality.
2. providing training or take other actions to satisfy these needs.
3. evaluating the effectiveness of the actions taken.
4. maintaining appropriate records of education, training, skills and experience

**Reference**:

* Process for Building Competencies- [PM/11](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_11%20Building%20Competencies.doc)

**7.3 Awareness**

The organization creates awareness among all its employees regarding ACMA’s quality policy; relevant quality objectives; their contribution to the effectiveness of the QMS especially with regard to meeting service commitments and meeting customer expectations, and also the implications/consequences in case they deviate from the requirements of QMS. Awareness sessions are regularly held in meetings and discussions organized by the management representatives and other office heads at locations other than ACMA head-quarters.

**7.4 Communication**

ACMA has established an Internal communication process to ensure that appropriate communication take place to ensure smooth operations. This process describes the topics covered in the Internal Communication, the responsibility for such communication, frequency and mode of communication. The process established clearly defined channels of communication between the Regions and HO and role played by the ROs in internal communication.

**Reference**: Process for Internal Communication: [PM / 07](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_07%20Internal%20Commn.doc)

ACMA refers different processes for external communication.

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**7.5 Documented information**

**7.5.1 General**

The Quality Management System documentation of ACMA includes:

a) Documented statements of the Quality Policy and Quality Objectives

b) Quality Manual

c) Documented procedures determined and established by ACMA

d) Process Documents established by ACMA to ensure the effective planning, operation and control of its processes

e) Documented information required by ISO 9001:2015

e) Records of retained information identified by ACMA

The Quality Management System documentation is maintained in hard copy and electronic form.

The Quality Management System documentation has been developed, taking into consideration ACMA’s activities, process risks, stakeholder needs, process interactions and the competence of the personnel.

**7.5.2 Creating and updating documents**

All documents are appropriately identified and described by providing title, date, author, document number and is available in an appropriate format (e.g. language, software version, graphics, etc.) and on appropriate media (e.g. paper, electronic). All documented information is reviewed and approved for suitability and adequacy before issue.

**7.5.3 Control of documented information**

All the documents established and implemented within the Quality Management System are controlled.

ACMA has established a documented procedure for controlling all the documents used within QMS. These controls include :

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1. ensuring that relevant versions of applicable documents including documents of external origin are distributed and accessed by the designated users, are easily retrieved and being used
2. ensuring that documents are securely stored and preserved in suitable media, and are legible and identifiable
3. ensuring that changes and the current revision status of documents are identified
4. ensuring that the documents are retained for periods till they are relevant and likely to be recalled
5. ensuring that in case documents need to permanently removed, they are destroyed in a manner that the information cannot be used in an unauthorized manner
6. preventing the unintended use of obsolete documents, and application of suitable identification to them if they are retained for any purpose.

ACMA maintains records to provide evidence of conformity to requirements and effective operation of the quality management system. *Records shall be kept in hard / Soft Copy, must be readily identifiable and retrievable and in case of hard copy must also be legible.*

**Reference**: Procedure for Control of Documents : [PM / 01](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_01%20procedure_control_docs.doc)

 Procedure for Control of Records : [PM / 02](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_02%20procedure_control_records.doc)

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**8. Operation**

**8.1 Operational planning and control**

As provided in various sections of this Quality Manual, ACMA has planned, implemented and controlled the processes needed to meet the requirements for the provision of services, and to implement the necessary actions by determining the requirements for the services, the resources needed, establishing criteria both for the processes and the acceptance of services, and implementing control of the processes in accordance with the criteria. Relevant documented information are maintained and retained.

Planning of product/service realization has been done taking into account the risks and the objectives and includes

a) determining the various service standards and delivery requirements

b) establishing process measures as criteria for their effectiveness

c) determining the resources required for process operations ﻿

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

e) determining, maintaining and retaining records as evidence of process compliance and meeting of service commitments

The output of this planning is in the form of Process Documents developed to meet the standards / service norms for each product/service.

**8.2 Requirements for products and services**

**8.2.1 Customer communication**

ACMA has determined following arrangements for communicating with its customers/members.

**a) Product Information**

ACMA has established a website [www.acma.in](http://www.acma.in), where periodically all product/service related information are posted by respective Coordinators or the Systems Administrator. The website provides information on different areas which are identified by a suitable subject name to the

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interested user/ visitor. The interested users/ visitor are required to register with ACMA for accessing and viewing the information.

Further, through periodic circulation of event-related circulars, brochures, letters, ACMA keeps the members & customers informed with the forthcoming events etc. The members & customers can also access the library at the Head office for any information.

**b) Enquiry Handling**

ACMA has provided a forum page on the website to enable interested users/registered members to post any enquiry. These enquiries are reviewed at regular intervals for taking necessary action.

All enquiries received in mail are marked/forwarded to the concerned personnel for taking necessary action. For all event related marketing, the contact number of coordinators are given, to enable interested participants/ companies make necessary enquiries.

ACMA has established a documented process for handling all business enquiries.

**c) Handling Customer Complaints**

ACMA has established a documented procedure for handling Non-Confirming Products and Customer Complaints (formal expression of dissatisfaction by a customer, needs to be received at ACMA office for taking corrective action)

#### **Reference:**

#### Procedure for Non-confirming Products & Customer Complaints: PM/04

#### Process for reviewing customers’ requirements, perceptions & Feedback: [PM/15](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_15%20Determ%20%26%20Rev%20of%20Cus.%20Requirmnts.doc)

##### Process for handling Business enquiries: [PM/16](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_16%20Handling%20Business%20enquiries.doc)

* Process for uploading Information on Members’ page on the website:  [PM/31](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_31%20Uploading%20info%20on%20website%28members%20section%29.doc)
* Process for Pre-Budget Memorandum: PM/32

**8.2.2 Determination of requirements related to products and services**

As ACMA provides pre-determined services as an industry association, there are no requirements directly specified by the customers. The nature of the services provided are specified in ACMA’s Memorandum of Association and those published on ACMA’s website. The

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requirements have been determined based on their expectations captured as part of the Stakeholder analysis and external context analysis.The services are improved from time to time based on the Feedback & information received through the Membership survey / questionnaire from ACMA members who are the principal customers / service recipients.

The service output requirements including timelines have been provided in the relevant process documents covering service delivery.

There are no statutory requirements for the service delivery other than the stipualations of Indian Societies Act for holding of AGM and publication of accounts for the knowledge of members. The process for organizing AGM ensures that ACMA meets all the statutory requirements in this regard.

**Reference:**

* Process for reviewing Customer’s requirement, perception and feedback: [PM /15](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_15%20Determ%20%26%20Rev%20of%20Cus.%20Requirmnts.doc)
* Process for organizing AGM :PM/14
* Relevant Process documents related to service delivery

**8.2.3 Review of requirements related to the products and services**

Majority of ACMA’s services are continuous in nature supplied to its members such as industry news and developments, policy advocacy, events, trade fairs, cluster based counseling, ACMA awards. The service outputs, standards, delivery commitments for these have been established after detailed internal reviews over the years.

In respect of services such as trade fairs, members specific needs and requirements are captured and reviewed, and accepted only after confirming from the event organizer that the requirements shall be met. Where the customer does not provide a documented statement of requirements, ACMA confirms these requirements prior to acceptance.

For cluster based services, the specific gap analysis at the participant units determines the nature of counseling services and improvement methodologies that would be applied in addition to the Cluster Roadmap. These are confirmed with the unit management before project initiation and included in the Contract with the cluster company.

ACMA has documented defined methods for obtaining feedback from participants for all Training Programs, Missions, Seminars, Conferences, Cluster Programs, ACMA Awards and Publications.

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**References**:

* Process for Elections & AGM: PM/13 & PM/14
* Process for reviewing Customer’s Requirement, Perception and Feedback: PM /15
* Process for Seminars, Conferences, Workshops & Joint Programs: PM/22
* Process for Trade-Fairs & Exhibitions: PM/25
* Process for Library: PM/26
* Process for Outbound Missions: PM/27
* Process for Publications: PM/30
* Process for Pre-Budget Memorandum: PM/32
* Process for ACMA Awards: PM/44
* Process for Clusters: PM/46

**8.2.4 Changes to requirements for products and services**

Product/ Service requirements are liable to change and when any change occurs, either because of customers’ needs or because of ACMA’s needs, then the same is reviewed before acceptance and all the relevant documents are identified, amended and relevant personnel including the customer where applicable are made aware of the changed requirements.

ACMA reviews all any new or changed requirements relating to the product/service offered / required to/by its customers. This review is conducted prior to making a commitment to offer the product/service to the customer.

The review is carried out to ensure that:

1. All the product/service requirements are clearly defined.
2. Any requirements differing from those previously expressed by the customer are resolved and
3. ACMA has the ability to meet the requirements defined.

ACMA maintains records of the results of all the reviews and actions arising from such review.

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**8.3 Design and development of products and services**

**8.3.1 General**

ACMA develops and organizes Workshops, Seminars, Conferences, Exhibitions and Missions (both Domestic and International), ACMA Awards, Cluster *Programs*. ACMA has developed,

established and documented Processes for organizing them. These Processes are implemented by people who are skilled in planning and organizing such programs.

**8.3.2 Design and Development Planning**

Most services provided at present by ACMA fall within the purview of the various processes, that are already a part of the Quality Management System. However, the feedback of users, customers etc. may require the following:

1. making modification in the program structure/ design of the different services
2. making a new service module using a different mix of currently available services
3. Designing a completely new service design not covered by any existing process.

The need for any service as per (a), (b), (c), above is usually expressed through feedback received or interaction at meetings/staff discussions.

Once the need is established, the program coordinator would take the following action:

1. In case of the service falling under categories (a) or (b), the program coordinator would draft out modified program structure/ design using the previous program and get the approval from the DG/ ~~DED/HCP~~ *CEO - Business Dev and Strategic Partnership* **/** *CEO – Skilling & Training*
2. In case of service falling under category (c), the program coordinator would first prepare an approach paper outlining the objectives of the service, the background, the broad methodology and duration, if it can be identified. This approach paper would be discussed with the DG/ ~~DED/HCP~~ *CEO - Business Dev and Strategic Partnership* **/** *CEO – Skilling & Training*
3. for finalisation. After the new project is approved, the program coordinator would work out detailed activity-wise schedule, time frames, work allocation, budgets, etc. for implementation in consultation with the DG/ DED/HCP. Any new process, if required, would also be written if none of the existing activity processes would adequately cover the new activity.
4. For design of new training program, a process PM-45 (Process for preparing Course Design) has been established.

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**8.3.3 Design & Development Inputs**

The inputs relating to Workshops, Seminars, Conferences, Exhibitions, TradeFairs, Missions, Clusters, Awards etc. as identified by ACMA include delivery time, accuracy, completeness, appropriate information, competence, responsiveness etc. The applicable statutory and regulatory requirements like visa regulations, forex regulations are also identified by the respective program coordinator. These inputs are defined and documented in the List of applicable statutory and regulatory requirements and the product specification requirements including process risks to address potential failures. These inputs are reviewed for adequacy by the program coordinator and DG/ ~~DED/HCP~~ *CEO - Business Dev and Strategic Partnership* **/** *CEO – Skilling & Training*/RS. The review is to ensure that the requirements are complete, unambiguous and not in conflict with each other.

**8.3.4 Design and Development Controls**

At defined stages in the development of the program, the coordinator with DG/~~DED/HCP~~ *CEO - Business Dev and Strategic Partnership/ & CEO- Skilling & Training* /RS carry out reviews to evaluate the ability of the program developed to meet the requirements and to identify any problems that require suitable corrective actions. The recording of such reviews along with necessary action to be taken are maintained.

Verification of outputs like Circulars, Letters, Work allocations, Work instructions, Formats, Program sheets, Feedback forms, Reports, Catalogues, Brochures, Layouts, Mission Folders, Process documentation etc. are carried out by the program coordinators and other nominated persons. The record of the results and necessary action are also maintained.

The validation of the program, developed and executed cannot be completed prior to the delivery or implementation of the process. Therefore, the validation is carried out by a feedback taken from the participants of the program under actual operating conditions. The feedback is analyzed and suitable corrective action should be taken in the subsequent program.

Records arising from such verifications and validation are maintained in the respective programme files.

**8.3.5 Design and Development outputs**

The outputs derived at different stages of development of Training Programs, Workshops, Seminars, Missions, etc. are in the form of Circulars, Letters, Work allocations, Work instructions, Formats, Program sheets, Feedback forms, Reports, Catalogues, Brochures, Layouts, Mission Folders, Process documentation, etc.

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The outputs are documented in a form that will enable the program coordinator and others in implementing the processes to take appropriate decision on their release for use and dispatch. The process documents contains the acceptance criteria.

**8.3.6 Design and Development changes**

The program coordinator will also review Things Gone Right (TGR) & Things Gone Wrong (TGW) at the end of the program for changes, if required, in subsequent programs to be developed by ACMA. The Program Coordinator will initiate and incorporate any changes to the Program under development, as and when necessary. These changes will be reviewed, verified and validated, as appropriate. Before implementation of the changes, the program coordinator will obtain the necessary approvals. During the review of any changes, the impact of the change on the program execution will also be analyzed. Records of the results of review of the changes and any necessary action are maintained by ACMA.

**References:**

* Process for reviewing customers’ requirement, perception & feedback: PM/15
* Process for Conferences / Seminars / Workshops: PM/22
* Process for Organizing Exhibitions & Trade Fairs: PM/25
* Process for Outbound Missions: PM/27
* Process for Inbound Missions: PM/28
* Process for Mission – Domestic: PM/29
* Process for ACMA Awards: PM/44
* Process for Course Design: PM/45
* Process for Clusters: PM/46
* Work Instruction for Product Specification Requirements: PM/WI/04

**8.4 Control of externally provided products and services**

**8.4.1 General**

There are no products or services that are directly provided by external providers to ACMA customers. All products or services are either procured for incorporation in ACMA’s service deliverables or used by ACMA for its internal process management.

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The list of products and services procured from external providers is given in the Process for Vendor Empanelment and Development PM/18.

ACMA ensures that all purchased products conform to specified purchase requirements. The type and extent of control exercised by ACMA on the suppliers and the purchased product is dependent upon the effect of the purchased product on the subsequent product realization or the final product/service.

**Reference**:

* Process for Vendor Development & Empanelment: [PM/18](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_18%20Purchase.doc)

**8.4.2 Type and extent of control of external provision**

ACMA evaluates and selects/ empanel suppliers based on their ability to supply product/service in accordance with ACMA's requirements. Criteria for selection, evaluation and re-evaluation has been established. Records of the results of evaluations and any necessary actions arising from the evaluation are maintained.

ACMA has captured inspection/ verification of all purchased product/services to verify its conformance to specified purchase requirements, in respective processes where vendor supplied products and services are involved.

**Reference**:

* Process for Vendor Development & Empanelment: [PM/18](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_18%20Purchase.doc)
* Process for Programs, Seminars, training Programs & Joint Events: PM/22
* Process for Outbound Missions: PM/27
* Process for Organising Exhibitions & Trade fairs: PM/25

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**8.4.3 Information for external providers**

Purchasing information given in the purchase order/ over Email describes the:

1. The product or process to be provided
2. requirements and methods for approval of product and services and where required formal approval by ACMA’s officials before acceptance or incorporation into the service,
3. requirements for competence and qualification of personnel as applicable,
4. the names and designation of ACMA’s personnel with whom the external provider will maintain contact after approval
5. the nature of verification methods that will be deployed for vendor qualification, evaluation and for the product / service procured

ACMA has established suitable methods that ensures the adequacy of specified purchase requirements prior to their communication to the supplier.

**Reference**

* Process for Vendor Development & Empanelment: PM/18
* Process for Payment to Suppliers: PM/19

**8.5 Production and service provision**

**8.5.1 Control of production and services provisions**

ACMA plans and carries out all service provisioning under controlled conditions.

The controlled conditions include:

1. availability of information that describes the characteristics of the service and the outputs / results. These are described in each process document.
2. availability and implementation of appropriate monitoring and measuring tools and methods. These are described in each process document.
3. the use of suitable infrastructure and environment for the operation of processes including the use of equipment such as computers / servers etc and facilities (refer sections 7.1.3 and 7.1.4 of this Quality Manual)

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1. the placement of competent and experienced persons for the process operations. In services such as statutory functions, counselling and ACMA awards, the persons shall be qualified before deployment
2. Periodic confirmation / validation that the service outputs are meeting the contractual commitments. This is particularly applicable in cluster-based counseling where MRMs are conducted to evaluate progress and results. In case of events and exhibitions, feedback / questionnaires are used to validate the services provided and capture shortcomings for future improvements
3. availability of documented work instructions/guidelines/checklists as necessary to preclude chances of human error
4. implementation of release, delivery and post-delivery activities as described in each process document

**References**: Process Manual

* Process for Budgeting for Projects & Events: PM/10
* Process for EC Election: PM/13
* Process for AGM: PM/14
* Process for making Payment to Suppliers: PM/19
* Membership Subscription Billing: PM/21
* Process for Organising Seminars, Conferences,Workshop & Joint Events: PM/22
* Process for EC Meetings: PM/23
* Process for publishing & printing EC Booklet: PM/24
* Process for organising Exhibitions & Trade Fairs: PM/25
* Process for Library Management: PM/26
* Process for Organising Outbound Missions: PM/27
* Inbound Missions (International): PM/28
* Missions Domestic: PM/29
* Process for Bringing out Publications: PM/30
* Process for Membership Management: PM/33
* Process for Dispatch: PM/34
* Process for Printing: PM/41
* Process for ACMA awards: PM/44
* Process for preparing Course Design: PM/45
* Process for Clusters: PM/46
* Process for Course Presentation: PM/47
* Process for Standards: PM/48

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**8.5.2 Identification and Traceability**

Majority of ACMA’s services are intangible in nature and do not carry any identification.

Traceability is a requirement applicable in the context of tracking payments received from the customers and is documented in respective processes. Traceability of the payments is ensured in the following manner :

1. by writing the name of the Company, Program title, date
2. by the name of the authorised signatory/ company on the cheque received

Configuration management for the information systems and website management is in place for identification and traceability.

**Reference**

* Payment to suppliers: PM/19

**8.5.3 Property belonging to customers or external providers**

ACMA receives advertising material which is treated as customer property. ACMA exercises due care with respect to all advertisement material and catalogues received for display in exhibitions, during receipt, its custody and return. Personal records and intellectual property is also regarded as customer property.

As part of this care, ACMA has defined instructions for the identification, verification, protection and safe keeping of all advertisement material and catalogues received for display in exhibitions provided by its customers for use and incorporation into the product/service. If any of the advertising material and catalogues received for display in exhibitions is lost, damaged or otherwise found to be unsuitable for use, then the same is reported to customers and records shall be maintained.

Clause of Customer Property has been merged with relevant processes i.e. Process for Standard Publications, Trade Fairs & Exhibitions, Missions, Events & Seminars, Awards, Clusters etc.

**Reference**

* Process for Seminars, Training Program, Workshop, *Joint Events*: PM/22
* Process for Exhibitions & Tradefairs: PM/25
* Process for Missions Outward: PM/27
* Process for Bringing out Publications: PM/30
* Process for ACMA Awards: PM/44
* Process for Clusters Development: PM/46

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**8.5.4 Preservation**

During Internal Processing, ACMA preserves all documents/ products i.e. cheques, stationery, training material, bags, publications, reports, etc. which are a tangible part of the services offered to our customers. Same has been documented in relevant processes only.

**Reference:**

* + Process for Payment to Suppliers: PM/19
	+ Process for Orgainsing Events, Seminar, Workshop, Training Program: PM/22
	+ Process for Publications: PM/30
	+ Process for Printing: PM/41
	+ Process for ACMA Awards: PM/44
	+ Process for Clusters: PM/46

**8.5.5 Post- delivery activities**

ACMA does not have any post delivery activities, other than capturing customer feedback which is captured in the respective processes

**8.5.6 Control of Changes**

All changes in the quality management systems/ process operations are captured through the Document Change Request Form.

The change proposer is required to indicate the details of changes proposed including:

1. A description of the changes proposed
2. Any additional resources required for implementing the change
3. Who will be responsible for the implementation of changed requirement
4. lease mention if this change will impact any other document or plan:

The proposals shall be reviewed by the approving authority for any clarifications or additional changes, and accepted in writing

**Reference:**

Document Change Request Form.

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**8.6 Release of products and services**

ACMA monitors and measures the characteristics of the service outcomes to verify that the requirements are met. This is carried out at appropriate stages in relevant process documents.

Evidence of conformity with the acceptance criteria is indicated through checks and approvals recorded on the records such as Proposals, Plans, Budgets, Minutes, File Notings, Email approvals etc.

**Reference:**

* All relevant process documents
* Work Instruction for Product Specification Requirement: WI-04

**8.7 Control of nonconforming process outputs, products and services**

Majority of ACMA’s services are provided in intangible form and therefore cannot be evaluated before delivery. Accordingly whenever any non-conforming situation is encountered, the first attempt is to make an immediate or early correction. Where a customer is impacted due to the non conforming service, the correction is made under the knowledge of the customer and where essential his concurrence / acknowledgment is taken.

For non conforming products such as printed material, ACMA has established a Procedure for Non Confromig Products and Customer Complaints to ensure that product which does not conform to specified requirements is identified and controlled to prevent its unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconforming products are defined.

ACMA deals with identified nonconforming product, in any of the following methods:

1. The HODs /RS/Team Leaders decide on the appropriate actions to be taken to eliminate use of non-conforming products.
2. The HODs / RS/ Team Leaders authorize any concessions on the use/release or acceptance of the non-conforming products.
3. By taking actions to preclude the use of non-conforming products.

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Where the non-conforming products are corrected then these will be subject to re- verification to demonstrate conformity to the specified requirements.

When the non-conformance is detected after the delivery or use has started then the concerned HODs/ RS/Team Leaders shall discuss with the DG / ~~DED/HCP~~ *CEO - Business Dev and Strategic Partnership* **/** *CEO – Skilling & Training*and determine the action to be taken that are appropriate to the effects or potential effects of the non-conformity.

The process for handling Customer Complaints has been merged with Process for Non-Confirming Products.

The records of the nature of non-conformities and any subsequent actions taken on the non-conformances identified are maintained.

**Reference:**

* Procedure for Control of Non-Conforming Products & Customer Complaints: [PM/04](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_04%20procedure_cntrl_non_confmng_prod.doc)

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**9 Performance Evaluation**

**9.1 Monitoring, measurement, analysis and evaluation**

**9.1.1 General**

ACMA has determined the process measures and service outcomes that needs to be monitored, measured, analysed and evaluated to ensure valid results for each process. The stages of monitoring and measurement, the parameters to be monitored / measured and the person responsible for monitoring / measurement are described in the process documents. The results of the monitoring and measurements are collated to analyze process performance.

The performance and the effectiveness of the quality management system is evaluated based on the analysis of this information.

**9.1.2 Customer Satisfaction**

ACMA monitors customer perception to gauge the performance of various processes. The method of obtaining and using this information has been determined, defined and documented as a process (PM/15).

The Customer Satisfaction would also be done internally through the feedback collected from various sources such as Training Programs ; Conferences / Seminars ; Workshops ; Interaction of President / Vice President with Members ; Feedback of Executive, National & Regional Committees.

In order to make this process more effective, ACMA shall outsource the activity of gathering customer perception by external agencies, as and when required.

ACMA also uses techniques like opinion survey, compliments, grievance to gauge customer satisfaction.

**9.1.3 Analysis and evaluation**

ACMA determines, collects and analyses appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the effectiveness of the quality management system are required to be made. This includes data generated as a result of monitoring and measurement and from other relevant sources.

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The analysis of data is carried out to determine

a) conformity to services requirements

b) the degree of customer satisfaction

c) compliance to and deviations from plans, procedures and processes as captured during process monitoring and internal audits

d) the effectiveness of the mitigating actions taken to address the process risks

e) the performance of external providers, where applicable

f) the overall performance and effectiveness of the quality management system as determined from the above information and the need for improvements

The Data and information collected from the process owners is collected from process owners and summarized at MR level and gets discussed at Annual Management Review Meeting.

At ACMA the data and information evaluation has been merged with Process for Management Review Meeting.

**Reference:**

* Process for Management Review Meeting: PM/08

**9.2 Internal Audit**

ACMA conducts internal audits at planned intervals to determine whether the Quality Management System

1. conforms to the planned arrangements,
2. requirements of ISO 9001 Standard.
3. Conforms to requirements established by ACMA
4. is effectively implemented and maintained.

An audit program is developed taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods are defined. Selection of auditors and conduct of audits is carried out in such a manner that ensures objectivity and impartiality of the audit process.

Auditors do not audit their own work areas.

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The responsibilities and requirements for planning and conducting audits, and for reporting results and maintaining records are defined in a documented procedure (PM/03).

The Management responsible for the area audited ensures that actions are taken without undue delay to eliminate detected non-conformities and their causes. Follow-up activities, the verification of the actions taken and the reporting of verification results are also defined in the procedure.

A summary of the internal audit report is also placed in the Management Review meeting. A summary of opportunities for improvement will be prepared and placed in the Management Review Meeting by the MR.

**Reference:**

* Procedure for Internal Audit: [PM/03](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_03%20procedure_internal%20audit.doc)
* Procedure for Control of Non-conforming Products and Customer Complaints: PM/04
* Procedure for Corrective & Preventive Actions: PM/05
* Process for Conducting Management Reviews: PM/08

**9.3 Management review**

**9.3.1 General**

The DG of ACMA reviews its QMS, at least once in a year, to assess its continuing suitability, adequacy and effectiveness. This review also includes assessing opportunities for improvement and the need for proposing changes to the Quality Management System, including the Quality Policy and Quality Objectives.

Records of these reviews are also maintained in the form of Minutes of the Meeting.

**9.3.2 Review Input**

The inputs to Management Review includes information on;

1. Results of Internal and External audits, in the form of summary of audit reports
2. Customer’s perceptions / feedback, in the form of feedback analysis
3. the extent to which quality objectives have been fulfilled
4. Process performance in the form of process monitoring and measurement data for different processes and product conformity

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1. Trends of monitoring and measurement results
2. Trends of non- conformities and corrective actions
3. Performance of external providers
4. Requirements for resources
5. Process risk analysis and effectiveness of mitigating actions taken
6. Follow-up actions from previous Management Reviews
7. Changes that could affect the quality management system
8. Changes in the internal and external contexts, and
9. Recommendations for improvement.

And any other as deemed fit and appropriate by the Director General (DG), ACMA.

**9.3.3 Review Output**

The output from the management review includes all decisions and actions related to;

a) Improvement of the effectiveness of the quality management system and its processes,

1. Improvement of product related to customer requirements, and

c) Resource needs

**Reference**:

* Process for Management Review: [PM / 08](file:///C%3A%5CUsers%5Csb.ACMAHO%5CDropbox%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CISO-FINAL%20PROCESS%5CPM_08%20Mgmt%20Review%20Meeting.doc)

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**10**  **Improvement**

**10.1 Continual Improvement**

ACMA continually evaluates the effectiveness of the Quality Management System in delivering conforming services and enhancing customer satisfaction through the use of the Quality Policy, Quality Objectives, Audit Results, Analysis of Data, Corrective actions and Management Reviews.

The evaluation assists by identifying opportunities for improvements in service standards, process effectiveness measures, process indicators and targets which are upgraded from time-to-time. Process improvements and elimination of undesired effects are also made based on continuous monitoring internal/external audits, Feedbacks, Complaints etc.

**Reference:**

* Process for Management Review Meeting: PM/08

**10.2 Nonconformity and corrective action**

**Corrective Action**

ACMA takes all necessary action to eliminate the causes of non-conformities in order to prevent *its* recurrence. It is ensured that Corrective actions taken are appropriate to the effects of the non-conformities encountered.

A documented procedure has been established that defines the requirements for reviewing Non-Conformities (including customer complaints)

 Actual/ Potential Non-conformities identified, during process supervision/ Internal Audits, Complaints/ Feedback/ Management Review etc. shall be examined about their severity and frequency of their occurrence. These NCs shall be analyzed and a systematic Root Cause Analysis shall be undertaken and remedial actions suggested.

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The remedial actions can be any one of the following or a combination of one or two suggestions:

* More Training to staff
* Change in work practice
* Modifying the Work Instructions/Checklists
* Modification in the Process
* Providing additional resources etc.

**Follow –up for effectiveness**

Each HOD keeps separate records of Corrective Actions and forwards a copy of the same to MR. MR shall present the status of the Corrective Actions for all the processes in the Management Review Meeting for Review and Improvement.

**Reference:**

* Procedure for Corrective & Preventive Action: PM/05

**Annexure-A**

**List of Outsourced Process/ Activities**

1. Hotel arrangements
2. Photography\*
3. Printing
4. Transport
5. Audio Visual Equipment
6. Stand Design & Layout
7. Freight Forwarding
8. Interpreter/ Hostesses
9. Ticketing & Visas
10. Training\*
11. Photocopying\*
12. Hardware maintenance
13. Airtel *(Lease line & Broadband)* / Tata Indicom *(Datacards)*/ Website
14. Courier
15. Customer Perception Monitoring\*\*

\* partly outsourced

\*\* approach to be adopted for carrying out customer perception monitoring shall be decided on a year to year basis by the steering committee.

**Annexure-B**

**List of Procedures and Processes**

# Description Reference No.

# **Mandatory Procedures**

1. Procedure for Control of Documents PM/01
2. Procedure for Control of Records PM/02
3. Procedure for Internal Audit PM/03
4. Procedure for Non-conforming Products &

 Customer Complaints PM/04

1. Procedure for Corrective & Preventive Action PM/05

 ~~Procedure for Preventive Actions PM/06~~

## **Processes**

1. Process for Internal Communication PM/07
2. Process for Conducting Management Reviews PM/08
3. Process for preparing Annual Budget PM/09
4. Process for Budgeting for Projects & Events PM/10
5. Process for Building Competencies PM/11
6. Process for Up-keep of Office Hardware System PM/12
7. Statutory Requirement - Process for EC Election PM/13
8. Statutory Requirement - Process for AGM PM/14
9. Process for Determination & Review of Customers

Requirement, Perceptions and Feedback PM/15

1. Process for Handling Business Enquiries PM/16

~~Process for Handling Customer Complaints PM/17~~

1. Process for Vendor Empanelment & Development PM/18
2. Process for making Payment to Suppliers PM/19

~~Procedure for Verification of Products PM/20~~

1. Process for Membership Subscription Billing PM/21
2. Process for Organising Seminars, Conferences,

Workshops, Training Programs & Joint Events PM/22

1. Process for Executive Committee Meetings [PM/23](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2023-Process%20for%20Executive%20Committee%20Meetings.doc)
2. Process for Printing E C Booklet [PM/24](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2024-Process%20for%20Publishing%20EC%20Booklet.doc)
3. Process for Organising Exhibitions & Trade Fairs [PM/25](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2025-Process%20for%20Organising%20Exhibitions%20and%20TradeFairs.doc)
4. Process for Library Management [PM/26](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2026-Process%20for%20Library%20Management.doc)
5. *Process for Organising Outbound Missions* *(Intl.)*  [PM/27](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2027-Process%20for%20Organising%20Outbound%20Missions.docx)
6. *Process for Organising Inbound Missions (Intl.)* [PM/28](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2028-Process%20for%20Organising%20Inbound%20Overseas%20Missions.docx)
7. *Process for Organising Domestic Missions & Plant Visits* [PM/29](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2029-Process%20for%20Organising%20Domestic%20Mission.doc)
8. Process for *bringing-out Publications* [PM/30](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2030-Process%20for%20Bringing%20out%20Publications.doc)
9. Process for Uploading Information on the Members’

page of the Website [PM/31](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2031%20-%20Process%20for%20Uploading%20information%20on%20members%20page%20of%20Website.doc)

1. Process for Pre-Budget Memorandum [PM/32](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2032-Process%20for%20Pre-Budget%20Memorandum.doc)
2. Process for Membership Management [PM/33](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2033%20Process%20for%20Membership%20matters.doc)
3. Process for Dispatch [PM/34](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2034-Process%20for%20Dispatch.doc)

~~Members Mailing List PM/35~~

~~Procedure for Identification & Traceability PM/36~~

~~Process for Handling Customer Property PM/37~~

~~Process for Monitoring Customer Perceptions PM/38~~

~~Process for Analysis of Data PM/39~~

~~Process for Continual Improvement PM/40~~

1. Process for *undertaking Printing-Jobs* [PM/41](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM%2041%20Process%20for%20Undertaking%20Printing%20Jobs.doc)

P~~rocess for Publishing Auto News PM/42~~

~~Process for Cessation of Membership PM/43~~

1. Process for ACMA awards [PM/44](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM_44_ACT-Process%20for%20ACMA%20Awards.doc)

~~Process for preparing Course Design-Existing & New~~ [~~PM/45~~](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM_45_ACT-Process%20for%20Course%20Des..doc)

1. Process for Clusters *Development*  [PM/46](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM_46%20-%20Process%20for%20Cluster.doc)

~~Process for Course Presentation~~ [~~PM/47~~](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM_47%20ACT%20-%20Course%20Presentation.doc)

1. Process for Standards [PM/48](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CPM_48%20ACT%20-%20Process%20for%20Standards.doc)

# **Work Instructions:**

~~Work Instruction for Filing WI/01~~

1. Work Instruction for Housekeeping [WI/02](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CWI-Housekeeping.doc)

~~Work Instruction for Preservation of Product WI/03~~

1. Work Instruction for Product Specification requirement [WI/04](file:///D%3A%5CSeema%5CEC%5CMy%20Documents%5CISO%5CSB%5CACMA%5CACMA%20Procedures-%20Final%20Draft%20200213%5CWI-Preservation%20of%20Product%20Specification%20Requirement.doc)