Oxebridge Q001

Quality Management System Requirements

Ver. 1.2

To be used for implementation and audits on or after 20 April 2020.

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Revision History

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| 1.1  | 15 March 2020               | Updated Appendix B to correct improper clause callouts.  
                                  | Arranged pages to allow for proper page number alignment when printed.  
                                  | Minor typographical changes throughout.  
                                  | Clause 8.5.4: added “shelf life controls for perishable items.”  
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1.0 Purpose

The Oxebridge Q001 (pronounced “Q Thousand and One”) standard is intended to be used by organizations seeking to implement a formal, documented quality management system that complies with ISO 9001 Quality Management Systems – Requirements. Each organization will have its own rationale for doing so, including to meet customer requirements or to develop a quality system that allows for continual improvement; this standard is agnostic on such reasons, and attempts to satisfy all users, regardless of their rationale.

The Oxebridge Q001 standard was developed to provide an entirely alternate re-imagining of the ISO 9001 standard to:

   a) improve comprehension of the requirements;
   b) reduce repetition of requirements;
   c) clarify commonly misunderstood requirements;
   d) add key requirements into the standard, such as risk management, opportunity management, and preventive action management;
   e) improve sub-clause numbering and structure;
   f) improve the ability of service providers to utilize the standard;
   g) simplify internal and external auditing against the standard.

The Oxebridge Q001 standard only adopts ISO 9001’s top-level clause number structure. It utilizes none of the original ISO 9001 language, and is therefore clear of any copyright or trademark infringement claims by ISO.

Compliance to Oxebridge Q001 should result in near-total compliance to ISO 9001:2015. The Oxebridge website (www.oxebridge.com) provides a crosswalk table which identifies potential gaps which will need to be closed to ensure the resulting system fully complies with ISO 9001. Readers will have to purchase a licensed copy of ISO 9001:2015 in order to ensure full compliance; go to www.iso.ch to buy the official standard.

Where “Notes” are indicated these do not include requirements, but instead provide clarifying language intended to help the reader. Where the Standard calls out required documents, these are highlighted in green; requirements for records are highlighted in purple.

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2.0 References


3.0 Terms and Definitions

3.1 Uncertainty: a deficiency of information related to the understanding or knowledge of an event, its consequence, or likelihood. [Adapted from ISO Guide 73:2009 Risk Management - Vocabulary.]

3.2 Risk: a negative effect of uncertainty. [Oxebridge definition.]

3.3 Opportunity: a positive effect of uncertainty. [Oxebridge definition.]
4.0 Quality Management System Scope

4.1 Identifying Stakeholders

The organization shall maintain a record of internal and external stakeholders who are affected by, or have an effect on, the organization’s products, services and/or quality management system.

External stakeholders shall include customers and suppliers at a minimum.

Internal stakeholders shall include employees and top management at a minimum.

NOTE 1: Additional stakeholders may include regulatory bodies, product end-users, distributors, subcontractors, partners, owners, dealers, sales representatives, competitors, etc.

NOTE 2: “Top management” is typically a subset of “employees,” since top management will have additional concerns and requirements under 4.2.

4.2 Identifying Stakeholders’ Concerns and Requirements

The organization shall maintain a record of the concerns and requirements of the stakeholders identified in 4.1.

NOTE: “Concerns” would be issues not deemed mandatory by the stakeholder, but nevertheless important; “requirements” would be issues deemed mandatory by the stakeholder.

4.3 Quality Management System Processes

4.3.1 Internal Processes

The organization shall determine the processes within the scope of the quality management system. For each process, the organization shall prepare a documented process definition which defines:

a) the process owner(s);
b) a general description of the process flow and how it interacts with other processes;
c) process quality objectives, which shall be text statements defining the intended purpose of the process; and
   d) process metrics, which shall be the data collected and measured in order to determine if the process quality objective is being met.

NOTE 1: “Process metrics” are sometimes referred to as “key performance indicators.”

The process owner(s) shall then oversee the collection of process data and measurement of the process metrics. Based on this process measurement data, top management shall establish goals for the process quality objectives. When a process does not meet a goal, top management shall either adjust the goal or record a plan for improving the process so the goals can be met.

NOTE 2: The corrective action system (see 10.2) can be used as a means of recording process improvement plans.

Changes to internal processes shall be performed in accordance with the change management requirements of 6.2.
4.3.2 Outsourced Processes

Outsourced processes shall be performed by suppliers subject to the requirements of 8.4. The organization shall develop additional controls to be implemented to ensure each outsourced process meets requirements, and define these controls in a documented procedure.

NOTE: “Outsourced processes” are those activities which, from the customer’s perspective, the organization would be responsible for, but for which the organization has chosen to be performed by a third party.

4.3.3 Process Design

When the organization seeks to implement a new internal quality management system process it shall record a process design plan that defines:

- a) the intent of the process;
- b) stakeholders;
- c) responsibilities and authorities;
- d) required resources;
- e) associated risks and opportunities;
- f) process quality objective(s) and associated metrics (see 4.3.1);
- g) control points (reviews, inspections, tests, gates, etc.);
- h) process control parameters; and
- i) supporting documents and records.

The process design plan shall be reviewed and approved by appropriate management before implementation of the process. Once implemented, the organization shall ensure the requirements of 4.3.1 are implemented for the new process.

NOTE: This Standard recognizes that most organizations will have processes in place before implementation of the Standard; therefore, the “process design” requirements will only apply when the organization implements a new process.

4.4 Quality Management System Scope

Based on the information gained from 4.1, 4.2 and 4.3, the organization shall document a scope statement that defines the locations, products, services and processes to be included in the quality management system.

The scope statement shall indicate a justification as to why any clause of this standard is to be excluded. Clauses shall only be excluded when the requirements of a clause are not applicable to the organization’s activities.

5.0 Quality Management System Leadership

5.1 Management Commitment

5.1.1 Demonstration of Management Commitment

Top management shall demonstrate its leadership of the quality management system by:

- a) documenting how it takes accountability for the effectiveness of the quality management system;
- b) providing evidence of participation in quality system planning activities;
- c) signing the quality policy;
d) providing evidence of participation in management reviews (see 9.3);
e) reviewing and analyzing cost of quality data (see 9.1.2);
f) communicating the quality culture (see 5.1.2); and
g) providing evidence of how it manages, leads and supports subordinate staff.

5.1.2 Quality Culture

Top management shall adopt and implement a culture of quality that focuses on satisfying the customer’s requirements. The definition of this culture and the plan for its implementation shall be documented.

5.2 Quality Policy

Top management shall develop, document and publish a quality policy that:

a) summarizes the organization’s culture of quality;
b) is easily understood; and
c) is relevant to the organization’s quality culture (5.1.2) and its products or services.

5.3 Responsibilities and Authorities

The organization shall document who it considers “top management” and thus who is responsible for the requirements of top management called out by this Standard. This shall include the senior-most manager(s) responsible for the organization, giving consideration of the scope limitations defined per 4.4.

Top management shall ensure that responsibilities relative to the quality management system are documented. Top management shall ensure that personnel have the necessary authority to carry out their responsibilities.

Documented responsibilities and authorities shall include:

a) who is responsible for collecting process performance data and reporting it to top management;
b) who is responsible for implementing procedures; and
c) who will act as point of contact for third parties when representing the quality management system.

NOTE 1: Identifying responsible persons by title is sufficient.

NOTE 2: Responsibilities and authorities may be documented within procedures.

6.0 Quality Management System Planning

6.1 Risk and Opportunity Management

6.1.1 Approach to Risk and Opportunity Management

The organization shall define its approach to managing risks and opportunities in a documented procedure.

The organization shall use the issues identified in 4.2 and determine which of these issues presents a risk, which of these issues presents an opportunity, or which of these issues presents both a risk and opportunity.

6.1.2 Risk Management

The organization shall list risks including:
a) issues identified per 6.1.1 as being risks;  
b) additional risks identified by management or staff at any time; and  
c) risks that arise from discussions, data analysis or any other reason during operation of the quality management system.

The list of risks shall be maintained as a record, and updated as appropriate.

The organization shall develop a documented procedure defining how it manages risks. This procedure shall define how risks are to be identified, assessed, and rated. The procedure shall define a risk rating used to decide when a risk is acceptable vs. unacceptable. The organization shall then develop risk mitigation plans for any risk rated as unacceptable. Risk mitigation plans shall be recorded, implemented, and verified after completion.

**NOTE 1:** The procedure required by 6.1.1 may be used to document this requirement.

**NOTE 2:** The corrective action system defined in 10.2 or the preventive action system defined in 10.3 may be used to manage risk mitigation plans.

### 6.1.3 Opportunity Management

The organization shall identify opportunities including:

a) issues identified per 6.1.1 as being opportunities;  
b) additional opportunities identified by management or staff at any time; and  
c) opportunities that arise from discussions, data analysis or any other reason during operation of the quality management system.

The list of opportunities shall be maintained as a record, and updated as appropriate.

The organization shall develop a documented procedure defining how it manages opportunities. This procedure shall define how opportunities are to be identified, assessed, and rated. The procedure shall define an opportunity rating used to decide when an opportunity is worth pursuing vs. not worth pursuing. The organization shall then develop an opportunity pursuit plan for any opportunity rated as worth pursuing. Opportunity pursuit plans shall be recorded, implemented, and verified after completion.

**NOTE 1:** The procedure required by 6.1.1 may be used to document this requirement.

**NOTE 2:** The preventive action system defined in 10.3 may be used to manage opportunity pursuit plans.

### 6.2 Change Management

Changes to the quality management system shall be carried out in accordance with a documented procedure. This procedure shall ensure that:

a) changes are formally requested;  
b) changes undergo review and approval by appropriate management;  
c) change plans are recorded and implemented;  
d) change plans include intended dates of implementation, if appropriate;  
e) once implemented, the change is evaluated to ensure it was effective and did not cause unexpected problems; and  
f) documents or records are created or updated, if necessary.
NOTE 1: Changes to the quality management system may include changes to processes, the scope of the quality management system, products or services offered, or other major organizational changes.

NOTE 2: Changes to documents are covered by the document control requirements defined in 7.5.

NOTE 3: Change plans may be processed through a corrective action request (see 10.2) or preventive action request (see 10.3.)

7.0 Quality Management System Support

7.1 Resources

7.1.1 Resource Provision

Top management shall promote a culture that allows staff to request resources related to the quality management system. Top management shall give proper consideration to such requests.

NOTE: Resources can be provided within the ability of the organization to do so, considering costs, implementation time, or other factors.

7.1.2 People

The organization shall provide employees, contractors, staff, temporary help, etc., necessary for the effective implementation of the quality management system processes, and/or to ensure quality of products and services.

7.1.3 Infrastructure

7.1.3.1 Provision of Infrastructure

The organization shall provide the infrastructure necessary for the quality management system processes, and/or to ensure quality of products and services. Infrastructure shall include, at a minimum:

a) facilities;
b) utilities;
c) equipment;
d) transportation resources; and
e) information technology (IT) resources.

7.1.3.2 Validation of Equipment

Equipment directly impacting on product quality shall be checked prior to regular use to ensure it functions properly and does not introduce nonconformities.

NOTE: The organization can decide on the level of effort to be used for validation of equipment.

7.1.3.3 Preventive Maintenance

For facilities and equipment with a significant effect on product quality, a preventive maintenance program shall be developed to reduce unplanned defects or downtime. This program shall be defined in a documented procedure. Records of preventive maintenance shall be maintained.

NOTE: The organization can decide what constitutes “significant effect on product quality,” and therefore the facilities and equipment subject to preventive maintenance.
7.1.3.4 Tooling

Tooling, jigs, fixtures and other support items shall be identified to distinguish them from product, if such confusion is likely. Such items shall be identified as to their intended product or service, unless they are intended for general... use. Such items shall be maintained to the extent required to ensure their ongoing suitability.

NOTE: The organization can decide if such tooling maintenance will include preventive maintenance or simple periodic repairs.

7.1.4 Work Environment

The organization shall provide and control the work environment necessary for the quality management system processes, and/or ensure quality of products and services. Controls for the work environment shall include physical, electronic and atmospheric conditions that would cause negative impact on quality if not properly managed.

NOTE: “Physical” conditions may include lighting, access control, physical accessibility; “electronic” conditions may include electromagnetic, power, automation, electrostatic discharge; “atmospheric” conditions may include temperature, humidity, air quality/purity.

7.1.5 Inspection and Testing Resources

7.1.5.1 Provision of Inspection and Testing Resources

Resources needed for the inspection or testing of products or services shall be provided. The organization shall ensure that these resources are suitable for the specific type of inspection and testing to be performed (e.g., of sufficient accuracy, suitable tolerances).

7.1.5.2 Calibrated Inspection and Testing Devices

For inspection and testing devices used to accept or reject products or services, these shall be calibrated or verified in accordance with a documented procedure.

NOTE 1: If a device cannot be calibrated, or if a product or service is inspected using something other than a traditional measurement device, then the requirements of 7.1.5.3 would apply.

This procedure shall define:

a) the calibration frequency for each device;
b) the calibration method for each device;
c) who will perform the calibration for each device (e.g., the organization or an approved supplier);
d) how devices will be uniquely identified to trace back to the calibration records;
e) how devices will be identified with their current calibration status, so that users know when they are overdue;
f) how such devices are to be maintained to ensure ongoing proper functioning and capability; and
g) how such devices are to be protected from mishandling, damage or deterioration that would invalidate the calibration.

Records of calibration shall be maintained.

NOTE 2: These requirements apply to calibrated measurement tools, but can also apply to software programs used to inspect or test product, as well as on-machine inspection probes.

NOTE 3: The organization may apply these requirements to process measurement tools if it chooses, but this is not mandatory. Special processes often require the use of calibrated process measurement devices, however; see 8.1.5.2.
Where the organization performs its own calibration, the methods used shall be defined in one or more documented procedures. When the organization chooses to outsource calibration, this shall be defined and managed as an outsourced process per 4.3.2.

NOTE 4: Third party calibration laboratories should be accredited to ISO 17025.

Calibration shall be performed against traceable standards so that there remains an unbroken chain of metrological traceability through to recognized national standards. If no such traceability is possible, the organization shall document its validation of the calibration method employed.

The organization shall record an impact study when a device is reported as being defective, nonconforming or otherwise out of tolerance. This study shall analyze the impact of the problem, whether or not any product or services were negatively affected, and what actions are to be taken, up to and including a recall.

NOTE 5: Service companies may elect to exclude this clause if no inspection or test devices are used.

7.1.5.3 Non-Calibrated Inspection and Testing Resources

When calibrated devices are not suitable for use in inspection or testing of a product or service, non-calibrated resources for inspection and testing shall be developed and provided.

NOTE: Such non-calibrated resources may include surveys, checklists, validated test methods, or software; typically these are used to inspect a service, but may also be applicable to some forms of products.

The organization shall ensure that these resources are suitable for the specific type of inspection and testing to be performed (e.g., of sufficient accuracy, suitable usability, etc.).

Non-calibrated inspection or testing resources shall be validated in accordance with a documented procedure. This procedure shall define:

a) the method of validating the resource so that it provides confident results;
b) the frequency and methods of any re-validation of the resource, if necessary;
c) indication of who will perform the validation (e.g., the organization or an approved supplier);
d) how such resources will be identified so that users clearly understand which resources to use; and
e) how such resources are maintained and updated to ensure ongoing usefulness.

Records of validation of such resources shall be maintained.

When the organization chooses to outsource validation of its non-calibrated inspection or testing resources, this shall be defined and managed as an outsourced process per 4.3.2.

7.1.6 Knowledge

The organization shall determine the knowledge necessary for the quality management system processes, and/or ensure the quality of products and services. The organization shall implement methods to reduce the loss of such knowledge when changes to staff occur.

NOTE: The set of quality management system documents and records may be used as one means of capturing such knowledge.
7.2 Competence & Training

The organization shall record the necessary competence of staff in terms of minimum education, training, and experience. The organization shall then provide training or other actions to ensure persons achieve that competence, when needed. Where management elects to waive a specific competence requirement for a person, the justification to do so shall be recorded.

The organization shall then provide additional training as required (e.g., on-the-job training, skills advancement, process improvement training, etc.). Training shall include applicable quality management system documentation for the position. The organization shall maintain a documented procedure defining its training program.

Records of training shall be maintained.

7.3 Awareness

Training shall also include initial orientation and periodic re-training on:

a) the quality policy (per 5.2);

b) the organizational quality culture (per 5.1.2);

c) each person’s relevant process quality objectives (per 4.3);

d) each person’s contribution to the quality management system; and

e) how to report quality management system problems and nonconformities.

The records of training required by 7.2 shall include this information, as well.

7.4 Communication

7.4.1 Internal Communication

The organization shall ensure that methods are implemented to allow internal communication in all directions (i.e. management to staff, staff to management, staff to staff, between processes, etc.). Top management shall ensure that no retaliation is taken against staff who report valid problems or nonconformities related to the organization’s quality management system, products or services. Top management shall periodically communicate the status and health of the quality management to staff, and invite suggestions or opportunities for improvement.

7.4.2 External Communication

The organization shall ensure that communication from customers and suppliers is properly routed, responded to, and any issues addressed as needed. This communication shall ensure that customer complaints are captured and processed per the requirements of 10.2.

7.5 Documents and Records

7.5.1 Development of Documents and Records

The organization shall develop documents and records to support the quality management system processes. This shall include documented procedures and records required by this Standard, as well as any required by the organization itself.
NOTE 1: “Documentation” refers to written information that explains the work to be done (e.g., manuals, procedures, work instructions, process maps, forms, etc.) “Record” refers to a document which then captures evidence of the work having been performed (e.g., completed logs, inspection sheets, etc.) The master “blank” version of a form is a document; when it is filled in by users, it becomes a record.

NOTE 2: This Standard recognizes that different organizations may fulfill requirements for documents or records differently; some organizations may utilize a record where the Standard requires a procedure, or vice-versa. At times a single tool may serve as both a document and a record simultaneously. Provided the method eventually fulfills the requirement, all such approaches are acceptable.

7.5.2 Control of Documents

The organization shall maintain a documented procedure which defines how documents are:

a) drafted;
b) reviewed;
c) approved;
d) published; and
e) revised.

All quality system documents which instruct shall be subject to this procedure.

Records of document approval and release shall be maintained.

Documents shall be subject to revision control. Where feasible, revised documents shall have a means of identifying the changes made to the document.

NOTE: The Standard recognizes that identifying changes may not be feasible for forms.

Obsolete documents kept for reference shall be identified as obsolete, to ensure they are not accidentally confused with current documents.

Documents of external origin shall be managed to ensure the proper revision is obtained and used, per requirements.

All documents shall be readily available where they are needed by staff.

7.5.3 Control of Records

The organization shall maintain a documented procedure which defines how records are:

a) created;
b) filed;
c) preserved, including backup and protection of electronic records;
d) retained, including minimum retention times; and
e) disposed of.

The organization shall flow down requirements for quality system record retention to any suppliers who hold such records for the organization; see 8.4.

7.5.4 Internal Compliance with Documents and Records

The organization shall ensure that its employees and staff comply with the requirements of its quality management system procedures and complete necessary quality system records as directed.
The organization’s employees and staff shall work to the latest revision of quality management system procedures unless otherwise directed by specific work requirements.

8.0 Operation

8.1 Operational Process Planning and Control

Before work commences, the organization shall ensure that operational processes are included in the defined quality management system processes (see 4.4), and that the process objectives, metrics and controls are adequate and implemented.

*NOTE:* “Operational processes” are those QMS processes directly responsible for the activities defined in Clause 8 of this standard.

If statistical process control is to be implemented, the methods shall be defined in a *documented procedure.* Statistical process control techniques shall be statistically valid and/or based on published and industry-accepted methods.

8.2 Capture and Review of Requirements

8.2.1 Capture of Requirements

The organization shall ensure all applicable requirements are captured before a decision to accept work is finalized. The capture of requirements shall be performed in accordance with a *documented procedure.*

The capture of customer requirements shall include:

a) requirements provided by the customer directly;

b) requirements not provided by the customer, but known to the organization as being applicable;

c) related statutory and regulatory requirements related to the product or service; and

d) information from any applicable prior work.

All such requirements shall be *recorded* prior to review.

8.2.2 Review of Requirements

The organization shall ensure all applicable requirements are reviewed before a decision to accept work is finalized. The review of requirements shall be performed in accordance with a *documented procedure.*

The review of customer requirements shall ensure the organization:

a) has the capability and capacity to perform the work;

b) can meet required quality levels or expectations; and

c) can satisfy any applicable statutory and regulatory requirements related to the product or service.

If the organization cannot meet all requirements, it shall then either negotiate with the customer to resolve any issues, or decline the work.

A *record* of the review of requirements shall be maintained, along with the final decision to accept or decline the work.
If the organization provides a preliminary proposal or quotation for the work, it shall review any subsequent orders received from the customer against the original proposal or quotation. If any differences are noted, the organization shall resolve these with the customer before beginning work.

8.2.3 Changes to Requirements

The organization shall maintain a documented procedure that defines how it shall address changes to requirements once work has begun. This shall address changes prompted by the customer as well as changes prompted by the organization itself. This shall also address how any work currently underway will be processed to address the change, if applicable.

Records of changes to requirements shall be maintained.

8.3 Design

8.3.1 Design Approach

The organization shall define its approach to design activities in a documented procedure. This procedure shall include a description of how the organization meets all the other requirements of clause 8.3. This shall address the design of products at a minimum, but may be applied to the design of services as deemed appropriate by the organization.

NOTE: “Design approaches” may include a particular design model, such as waterfall or agile.

8.3.2 Design Planning

The organization shall develop and document one or more design plans.

NOTE: In some cases, the procedure required by 8.3.1 above constitutes the design plan, and no other document is required; in other cases, the organization may choose to develop separate design plans for different products or customers.

The design plan shall define:

a) the design approach, if not already defined from the documentation in 8.3.1;
b) the responsibilities and authorities for the design activities;
c) how design requirements will be captured (8.3.3);
d) how designs will be produced (8.3.4);
e) the required design reviews (8.3.5);
f) the required verification (8.3.6) and validation (8.3.7) activities;
g) methods for requesting and controlling design changes (8.3.8);
h) the internal and external resources needed for the design activities;
i) any intended customer or third-party interactions for the design activities;
j) the requirements for subsequent manufacturing of the designed product or provision of the designed services;
k) the expected completion dates for the design-related activities or milestones; and
l) the specific records required.
8.3.3 Design Requirements

The organization shall determine the requirements for the intended product or service being designed. The organization shall consider:

- a) functional and performance requirements;
- b) information derived from prior designs;
- c) information derived from similar designs;
- d) applicable statutory and regulatory requirements; and
- e) standards, specifications or codes relevant to the design.

The requirements shall be clear and complete, and any conflicting design requirements shall be resolved.

The design requirements shall be recorded.

8.3.4 Designs

The output of the design activity shall be formal, documented and approved designs. The designs shall include, as appropriate:

- a) adequate definition of the product or service with the intent of ensuring it can be manufactured or delivered at a later date;
- b) applicable acceptance criteria, including acceptable tolerances, to allow for subsequent inspection and testing during production or service provision;
- c) raw materials to be used, including any certification requirements for such materials;
- d) specific suppliers to be used for raw materials or outsourced processes; and
- e) applicable tools, jigs, fixtures, production equipment and/or inspection equipment to be used.

Designs shall be subject to revision control and shall have records of initial review and approval.

NOTE 1: “Designs” may include drawings, models, schematics, procedures, specifications, lists, software code, etc., as applicable to the product or service under design.

NOTE 2: For electronic design outputs, such as 3D models, the model itself is understood as sufficient “documentation” provided all other applicable requirements of clause 8.3.4 are met, including revision control.

8.3.5 Design Reviews

In addition to the initial approval of designs discussed in 8.3.4, the organization shall arrange other design reviews as appropriate for the chosen design approach (8.3.1) and design plan(s) (8.3.2). When such additional reviews are performed records shall be maintained of the results of the review and any actions to be taken, including design improvements or revisions.

NOTE: Such design reviews may include preliminary design reviews or critical design reviews; these may include third parties such as the customer or regulatory bodies.

8.3.6 Design Verification

Design verification shall be performed to ensure the design satisfactorily addresses all design requirements as appropriate for the chosen design approach (8.3.1) and design plan(s) (8.3.2). Records of design verification shall be maintained.
NOTE: Design verification is typically a comparison of the design requirements against the resulting design itself; it is therefore typically a review of documents, records or software code.

8.3.7 Design Validation

Design validation shall be performed to ensure a product or service resulting from the design meets the design requirements, as appropriate for the chosen design approach (8.3.1) and design plan(s) (8.3.2). Where tests are used for design validation, these shall be done in accordance with documented test methods. Records of design validation shall be maintained.

NOTE: Design validation may be performed through measurement of a design prototype against the design criteria, first piece or first article inspections of designed product, witnessing of the designed service through trial runs, simulations, test runs, user polling, etc.

8.3.8 Design Changes

Changes to designs shall be reviewed and approved prior to implementation. Revised designs shall have their revision levels advanced to distinguish them from prior designs. Records of design changes and approvals shall be maintained. Design revision records shall include a suitable description of the nature of the changes.

8.4 Purchasing and Subcontracting

8.4.1 Evaluation and Approval of Suppliers

The organization shall evaluate and approve suppliers of materials, products and support services in accordance with a documented procedure. This shall include any subcontractors, including those used to support quality management system activities.

NOTE 1: Where the organization uses subcontract workers for its daily operations, these do not constitute “subcontractors” subject to this requirement.

Records shall be maintained of suppliers, the approval status and their scope of approval.

NOTE 2: “Scope of approval” should include what items, materials or services each supplier is approved to provide. The level of detail for this can be determined by the organization. This can be satisfied by either maintaining a list of suppliers and the items or services for which they are approved, or a list of items or services and the applicable approved suppliers for each.

In all cases, the organization shall retain final responsibility for products or services provided by suppliers or subcontractors.

8.4.2 Purchasing

The organization shall conduct purchasing of items and services in accordance with a documented procedure.

The organization shall only purchase from suppliers who have been evaluated and approved. Where the organization makes purchases for evaluation purposes, a temporary supplier approval condition shall be recorded. Temporary supplier approvals shall be updated when the evaluations are complete.

The organization shall provide the supplier with a purchase request for the items or services to be purchased. Such purchase requests shall include, at a minimum:

a) description of the items or services to be purchased;

b) any required delivery dates requested by the organization;

c) any applicable organizational requirements related to the item or service; and
d) any applicable statutory or regulatory requirements related to the item or service.

**Records** of purchases, including the purchase requests, shall be retained.

*NOTE: The “purchase request” may take the form of a purchase order, contract, online order or other documented request.*

### 8.4.3 Subcontracting

Where the organization subcontracts activities or services, this shall be done in accordance with a [documented procedure](#).

The organization shall use contracts or other records to define the required services to be provided by subcontractors and outsourced process providers. Such records shall clearly define any applicable requirements, limitations, and scope of work.

### 8.4.4 Verification of Received Items or Services

Purchased items or services shall be verified as conforming to requirements before used by the organization. Verification of received items and services shall be performed in accordance with a [documented procedure](#).

**Records** of the verification of received items or services shall be maintained.

### 8.4.5 Ongoing Evaluation of Suppliers

The organization shall perform ongoing evaluation of suppliers to monitor their performance in accordance with a [documented procedure](#). The level of evaluation and control over each supplier shall be determined based on the criticality of the supplier and/or the products or services provided. The organization shall advise the supplier when performance is found to be unacceptable, and work to resolve the issue with the supplier or disqualify them from future purchasing consideration.

**Records** of ongoing supplier evaluation and actions taken shall be maintained.

*NOTE: The verification activities defined in 8.4.4 may simultaneously satisfy this requirement provided the verification information is analyzed for overall supplier performance.*

### 8.5 Production and Service Provision

#### 8.5.1 Control of Production and Service Provision

#### 8.5.1.1 Production and Service Controls

The organization shall implement appropriate controls to ensure work is performed which meets requirements. Such controls shall include, as appropriate:

- a) **documentation** and/or records which define the work to be performed, product or service requirements, and inspection and test criteria;
- b) equipment required for the work, including inspection and testing devices;
- c) suitable equipment and facilities;
- d) description of the records to be completed during work;
- e) any specific training for the work; and/or
- f) tooling, devices or special methods to reduce human error.
Changes or revisions to work-specific instructions or documentation shall only be made by authorized personnel, and subject to formal document change rules, per 7.5.2.

8.5.1.2 Special Processes

Where any special process work or activity cannot be verified by the organization through normal inspection or testing, the organization shall implement additional controls, including as applicable:

   a) additional training of personnel responsible;
   b) additional documented work instructions;
   c) additional records of special process validation;
   d) validation of the equipment used;
   e) calibration of process equipment;
   f) additional inspection or testing methods;
   g) use of applicable industry standards or specifications; and/or
   h) special process accreditation.

8.5.2 Product Identification and Traceability

8.5.2.1 Product Identification

The organization shall identify product at all times to ensure it is not misplaced, commingled, or misidentified. This shall include the status of inspection and testing, as appropriate. Product shall be identified so that it cannot be mistaken for raw materials, tooling or equipment.

Product identification methods shall be defined in a documented procedure.

*NOTE: Nonconforming product must be identified per the requirements of 8.7.*

8.5.2.2 Product Traceability

If individual product serialization, traceability and/or batch identification is required, then the organization shall implement appropriate methods to ensure this. Where serial or batch numbers are used, the organization shall ensure these are not duplicated. Where necessary, any records related to the product shall reference the individual product serial numbers or batch number for which the records refer.

Product traceability methods shall be defined in a documented procedure.

8.5.2.3 Configuration Management

Where the organization produces or works with assemblies or complex parts that require configuration management controls, these controls shall be implemented so that sub-components and sub-assemblies are traceable to the final assembly, and all applicable paperwork is representative of the configuration.

Configuration management methods shall be defined in a documented procedure.

*NOTE: The level of complexity of configuration management may be determined by the organization.*
8.5.3 Control of Third-Party Property

The organization shall ensure proper handling, identification, protection, and preservation of property belonging to third parties, including customers or suppliers, when the organization has control over the property. This shall include both physical property and intellectual property, including third-party data.

When third-party property is lost, damaged, or compromised, the organization shall report this to the property’s owner and retain records of the issue.

The control of third-party property shall be performed in accordance with a documented procedure.

8.5.4 Preservation

The organization shall preserve product and raw materials to the extent necessary to ensure quality. Preservation activities shall include handling, packaging, contamination control, commingling control, shelf life controls for perishable items, internal storage, transmission or transportation, and protection.

Preservation activities shall be defined in a documented procedure.

8.5.5 Delivery

The organization shall deliver completed products or services in accordance with applicable requirements. These requirements shall include, as applicable:

   a) customer’s preferred or required delivery method;
   b) required packaging; and
   c) required documentation and/or records to accompany the product or service.

Where the organization performs delivery, the organization shall preserve the quality of product throughout transit until delivery.

Where appropriate, the organization shall define delivery activities in a documented procedure. Records of product service and delivery shall be maintained.

8.5.6 Post-Delivery Activities

The organization shall determine what post-delivery activities it is responsible for and perform them in accordance with all applicable requirements.

Where appropriate, the organization shall define post-delivery activities in one or more documented procedures.

Records of post-delivery activities shall be maintained when required.

NOTE: Post-delivery activities can include repair or rework, technical support services, maintenance, or any other activity required by the customer after delivery of the product or service.
8.6 Inspection and Testing

8.6.1 Inspection and Testing Requirements

The organization shall perform inspection and/or testing on products and services to ensure all requirements have been met before final delivery or service conclusion. Inspections and tests shall be performed in accordance with one or more documented procedures.

For all applicable inspection and test types listed in 8.6.2 through 8.6.6, records shall be maintained and shall include at a minimum:

a) the results of the inspections or tests; and
b) the person or persons conducting the inspections or tests.

Where sampling plans are used for inspection or testing, these shall be documented, and shall be statistically valid and/or based on published and industry-accepted standards.

The organization shall ensure that product that is not inspected or tested is not delivered unless under waiver by the customer or other relevant authority; such waivers shall be recorded.

Work may not proceed until the required inspections and tests are completed, and the results show that the requirements have been met. Where requirements have not been met, the controls for nonconforming product defined in 8.7 shall be invoked.

NOTE: The organization may decide on the level of inspection utilized throughout its processes.

8.6.2 Receiving Inspection

Where deemed appropriate to meet the requirements of 8.4.4, inspection or testing of received items or services shall be performed.

8.6.3 First Piece Inspection

Where deemed appropriate, a representative product or batch from the beginning of an operation shall be inspected or tested to ensure the operation is reliable for ongoing production. First piece inspection shall be repeated when significant changes to the production operation are made.

NOTE: The organization may decide when such changes are considered “significant.”

8.6.4 First Article Inspection

Where deemed appropriate or required by the customer, a first article inspection shall be performed utilizing a designated sample part or batch. First article inspection shall include activities necessary to ensure all applicable production steps, materials, certifications, suppliers, equipment and methods result in a product that meets all requirements, including physical characteristics.

NOTE: The level of detail for First Article Inspections (FAI) may be determined by the customer, by the organization, or by external FAI standards or software.
8.6.5 In-Process Inspection
Where deemed appropriate, inspections and/or tests of products being produced, or services being delivered, shall be performed to ensure quality.

8.6.6 Final Inspection
Final inspections and/or tests shall be performed to ensure products or services meet requirements before delivery or completion.

8.7 Control of Nonconforming Product or Service

8.7.1 General Control of Nonconforming Product or Service
The organization shall ensure that nonconforming product is not used or delivered, and/or that nonconforming service is not provided. The organization shall maintain a documented procedure on the controls for nonconforming product or service, which shall cover how the organization complies with 8.7.2 and 8.7.3.

8.7.2 Discovering and Recording Nonconforming Product or Service
The organization shall segregate nonconforming product, or cease nonconforming services, and subject them to review. The review shall include:

a) identification of the nonconforming product or service;
b) review of the nature of the nonconformity;
c) initial correction of the nonconformity;
d) determination of the cause(s) of the nonconformity;
e) disposition (see 8.7.3).

Records of the nonconforming product or service shall be maintained.

8.7.3 Dispositioning Nonconforming Product or Service
Possible dispositions of nonconforming product or service shall include, as appropriate:

a) scrap / discard product;
b) cancel service;
c) rework to bring the nonconforming product into conformity without altering the design;
d) repair, to bring the nonconforming product into conformity by altering the design;
e) providing alternate or improved service to address the nonconforming service;
f) return to supplier;
g) use-as-is;
h) regrade; or
i) other dispositions determined by the organization.

Records of the nonconformity dispositions shall be maintained.

Dispositions of repair or use-as-is shall be approved by the customer and/or design authority holder, with records of such approvals maintained.

Product subjected to rework or repair shall be re-inspected, with records of the reinspection maintained.
9.0 Performance Evaluation

9.1 Monitoring, Measurement, Analysis and Evaluation

9.1.1 Overall QMS Evaluation

The organization shall evaluate the performance and effectiveness of the quality management system in accordance with a documented procedure.

9.1.2 Analysis and Evaluation

The organization shall analyze and evaluate quality system data related to the following, at a minimum:

a) product / service quality;
b) cost of quality;
c) customer satisfaction;
d) process performance against the defined process quality objectives; and
e) the performance of suppliers and subcontractors.

NOTE: Alternative methods of calculating cost of quality, such as cost of poor quality, P-A-F models, ABC models, Crosby’s model, etc., are all acceptable means of satisfying this requirement.

9.2 Internal Audits

9.2.1 Purpose of Internal Audits

The organization shall conduct internal quality system audits to ensure the quality management system:

a) conforms to the organization’s requirements and procedures;
b) conforms to the requirements of this Standard;
c) is effectively implemented and maintained.

9.2.2 Conducting Internal Audits

Internal audits shall be performed in accordance with a documented procedure which shall cover how the organization meets all the requirements of clause 9.2.

The internal audit activity shall include planning of:

a) the frequency of audits;
b) the scope of audits;
c) the internal audit method(s) to be used;
d) records to be completed;
e) the internal auditors assigned to each audit.

NOTE: “Internal audit methods” may include process-based auditing, requirements-based auditing, departmental auditing, or any other method that can be shown to satisfy the requirements of this clause.

The organization shall schedule audits according to the results of prior audits, process performance issues, or other concerns, but the frequency of internal audits shall ensure that all quality management system processes
and/or clauses of this Standard are audited at least annually. The organization shall maintain a schedule of internal audits as a formal record.

Internal auditors shall be selected to ensure objectivity and the impartiality of the audits. Training of internal auditors shall be in accordance with requirements established by the organization per 7.2. Where internal audits are subcontracted to third parties, this shall be controlled as an outsourced process per 4.3.

9.2.3 Internal Audit Evidence

Auditors shall gather and capture objective evidence to support audit findings. Evidence shall be captured in a manner that is verifiable by third parties at a later date.

The findings of internal audits shall include:

a) evidence of conformity;
b) evidence of actual nonconformities (see 9.2.4);
c) evidence of potential nonconformities (see 9.2.4); and/or
d) opportunities for improvement made by the internal auditors.

9.2.4 Reporting Internal Audit Nonconformities

Where either actual or potential nonconformities are identified, these shall be reported in a manner that includes the following three details:

a) a clear description of the requirement (e.g., clause reference, procedure citation, etc.);
b) a clear description of the objective evidence reviewed or observed; and
c) a clear description of why the objective evidence shows the requirement was not met.

Actual nonconformities shall require corrective action per 10.2.

Potential nonconformities shall require preventive action per 10.3.

9.2.5 Internal Audit Reports

Records of internal audits shall be maintained. These records shall contain at a minimum:

a) the audit plan details per 9.2.2;
b) evidence reviewed per 9.2.3; and
c) descriptions of nonconformities per 9.2.4.

9.3 Management Review

9.3.1 Management Review Approach

Top management shall review the quality management system’s performance in accordance with a documented procedure. This procedure shall define:

a) the methods for management review;
b) the minimum frequency for management review;
c) the minimum personnel required to attend the management review; and
d) the topics to be reviewed at management review (see 9.3.2).
The management review shall be conducted at a minimum annually.

9.3.2 Management Review Requirements

At a minimum, the management review shall include a review of the following aspects:

- a) necessary changes and updates to stakeholders (per 4.1);
- b) necessary changes and updates to stakeholders’ issues (per 4.2);
- c) risks and related mitigation plans (per 6.1.2);
- d) opportunities and related pursuit plans (per 6.1.3);
- e) process performance metrics (per 4.3);
- f) customer satisfaction (per 9.1.2);
- g) cost of quality (per 9.1.2);
- h) performance of suppliers and subcontractors (per 8.4.1);
- i) training effectiveness and related needs (per 7.2);
- j) the adequacy of resources (per 7.1);
- k) trends related to corrective and preventive actions (per 10.2 and 10.3);
- l) internal and external audit results (per 9.2);
- m) status of incident investigations (per 10.4);
- n) the status of actions from previous management reviews;
- o) changes to the organization or the quality management system; and
- p) opportunities for improvement for the quality management system.

The organization shall maintain records which capture evidence of the review of the aspects listed above, and any decisions made as a result.

10.0 Improvement

10.1 Pursuing Continual Improvement

The organization shall pursue continual improvement of its products, services, and quality management system processes by:

- a) following up and updating the opportunities pursued as defined in 6.1.3; and
- b) implementing additional opportunities based on the analysis of data in 9.1.2 and management review results of 9.3.

10.2 Corrective Action

10.2.1 Requesting Corrective Action

The organization shall empower employees and staff to request corrective action on existing nonconformities related to:

- a) poor quality management system process performance and/or failure of a process to meet a goal;
- b) trends in product or service nonconformity;
- c) internal or external audit findings of nonconformity;
- d) customer complaints;
e) reductions in levels of customer satisfaction; and
f) any other reason determined appropriate by management.

10.2.2 Processing Corrective Action Requests

The method for processing corrective actions shall be defined in a documented procedure.

Each corrective action request shall:

a) be recorded;
b) be assigned to a subject matter expert or team for resolution;
c) have documented containment taken to correct the immediate nonconformity, if applicable to the issue;
d) have a root cause analysis conducted and documented by the subject matter expert or the team;
e) have a corrective action plan documented and implemented which seeks to resolve the root cause(s) and prevent the nonconformity from recurring;
f) be reviewed for effectiveness upon completion of the corrective action plan;
g) be re-issued or some other action taken when the corrective action plan is found deficient;
h) be closed when the corrective action plan is found sufficient; and
i) be escalated to higher management when the corrective action request is not responded to properly.

Records of corrective actions shall include the corrective action request itself, along with evidence of the completion of (a) through (h) above, and a log of corrective actions which allows for trend analysis.

10.3 Preventive Action

10.3.1 Requesting Preventive Action

The organization shall empower employees and staff to request preventive action on potential nonconformities related to the organization’s products, services or quality management system processes.

10.3.2 Processing Preventive Action Requests

The method for processing preventive actions shall be defined in a documented procedure.

NOTE: This may be a shared procedure with that required by 10.2 for corrective action.

Each preventive action request shall:

a) be recorded;
b) be assigned to a subject matter expert or team for resolution;
c) have a root cause analysis conducted and documented by the subject matter expert or the team, if deemed appropriate based on the nature of the request;
d) have a preventive action plan documented and implemented which seeks to prevent the nonconformity from occurring;
e) be reviewed for effectiveness upon completion of the preventive action plan;
f) be re-issued or some other action taken when the preventive action plan is found deficient;
g) be closed when the preventive action plan is found sufficient.
Records of preventive actions shall include the preventive action request itself, along with evidence of the completion of (a) through (g) above, and a log of preventive actions which allows for trend analysis.

NOTE: The preventive action log may be shared with that required by 10.2 for corrective action.

10.4 Incident Investigation

The organization shall investigate any incident involving defective or nonconforming products or services delivered to customers or released to the market, whether reported by the customer, media reports, or other third parties. At a minimum the investigation shall be performed according to the corrective action requirements of 10.2.

NOTE 1: Such “incidents” typically include reports of product defects, recalls, accidents, disasters, injuries, unsafe conditions, or other harmful occurrences.

Top management shall oversee the investigation and records shall be maintained.

NOTE 2: If the corrective action system is used to investigate an incident, the corrective action record itself is sufficient to satisfy this requirement.
Appendix A: Documented Procedures Called Out by Q001

The following table provides a summary of the documented procedures called out by this Standard. Note that the organization reserves the right to decide how to develop these procedures; in many cases, a single procedure may be used to cover multiple requirements. Where lines below share coloring, these are typically combined into a single procedure.

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# Appendix B: Records Called Out by Q001

The following table provides a summary of the records called out by this Standard.

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<td>List of stakeholders</td>
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<tr>
<td>Required</td>
<td>List of stakeholder concerns and requirements</td>
</tr>
<tr>
<td>As needed</td>
<td>Actions taken when process does not meet goal(s)</td>
</tr>
<tr>
<td>As needed</td>
<td>Process design plans (new processes only)</td>
</tr>
<tr>
<td>Required</td>
<td>Risk list</td>
</tr>
<tr>
<td>Required</td>
<td>Risk mitigation plans</td>
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<tr>
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<td>Opportunity list</td>
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<tr>
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<td>Opportunity pursuit plans</td>
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<tr>
<td>As needed</td>
<td>QMS change management plans</td>
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<tr>
<td>Required</td>
<td>Preventive maintenance records</td>
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<tr>
<td>Required</td>
<td>Calibration records</td>
</tr>
<tr>
<td>As needed</td>
<td>Out-of-calibration impact studies</td>
</tr>
<tr>
<td>As needed</td>
<td>Records of validation of non-calibrated resources</td>
</tr>
<tr>
<td>Required</td>
<td>Competency requirements for staff</td>
</tr>
<tr>
<td>As needed</td>
<td>Competency waivers</td>
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<tr>
<td>Required</td>
<td>Training records</td>
</tr>
<tr>
<td>As needed</td>
<td>Any other records required by the organization</td>
</tr>
<tr>
<td>Required</td>
<td>Records of document approval and release</td>
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<tr>
<td>As needed</td>
<td>Records needed for process control</td>
</tr>
<tr>
<td>Required</td>
<td>Records of requirements</td>
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<tr>
<td>Required</td>
<td>Records of review of requirements</td>
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<tr>
<td>As needed</td>
<td>Records of changes to requirements</td>
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<tr>
<td>Required</td>
<td>Design requirements</td>
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<td>Required</td>
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<td>Design verification records</td>
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<td>Design validation records</td>
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<td>Design change records</td>
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<td>Temporary supplier approval records</td>
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<td>Purchase records</td>
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<td>As needed</td>
<td>Subcontract agreements or contracts</td>
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<tr>
<td>Required</td>
<td>Records of verification of received items or services</td>
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<tr>
<td>Required</td>
<td>Ongoing supplier evaluation records</td>
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<tr>
<td>As needed</td>
<td>Production control records</td>
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<tr>
<td>As needed</td>
<td>Special process validation records</td>
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<tr>
<td>As needed</td>
<td>Records of lost, damaged or compromised third-party property</td>
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<td>Required</td>
<td>Records of product or service delivery</td>
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<tr>
<td>As needed</td>
<td>Records of post-delivery activities</td>
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<td>Inspection and test records</td>
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<tr>
<td>As needed</td>
<td>Waivers for inspection</td>
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<tr>
<td>Required</td>
<td>Records of nonconforming product or service</td>
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<td>Required</td>
<td>Records of nonconformity dispositions</td>
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<td>Required</td>
<td>Records of repair or use-as-is disposal approval</td>
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<td>Required</td>
<td>Records of reinspection for reworked or repaired product</td>
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<td>Required</td>
<td>Internal audit schedule</td>
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<td>Internal audit records</td>
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<td>Management review records</td>
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<td>Corrective action records</td>
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<td>Record</td>
<td>Oxebridge Q001 Callout</td>
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<td>Required Preventive action records</td>
<td>10.3.2 Processing Preventive Action Requests</td>
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<tr>
<td>As needed Incident investigation records</td>
<td>10.4 Incident Investigation</td>
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</table>
Oxebridge Quality Resources International is launching an exploratory mission into determining if Q001 certification is of interest to industries.

**Oxebridge will not provide certification services itself.** Instead, we are discussing the formation of a global accreditation program that will allow select individuals and bodies to issue Oxebridge Q001 certifications under strict conditions designed to eliminate conflicts of interest and ensure that only companies that satisfy Q001 get certified to Q001.

If you are interested in offering Oxebridge Q001 certification, contact Oxebridge today by writing to [OQR@oxebridge.com](mailto:OQR@oxebridge.com).

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[www.oxebridge.com](http://www.oxebridge.com)