



# **PECKSGREY NIGERIAN LIMITED**

## **Quality Management System**

### **REFERENCES**

The following references were applied to the preparation of the management system

#### **2.1 ISO STANDARDS**

- ISO 9001 Quality management systems – Requirements
- ISO 9004 Quality management systems – Guidelines for performance improvements
- ISO 9000 Quality management systems – Fundamentals and Vocabulary
- ISO 19011 Guidelines for quality and/or environmental management systems auditing

### 3.0 DEFINITIONS AND ABBREVIATIONS

#### 3.1 DEFINITIONS

The Quality Management System applies the terms and definitions given in the ISO 9000 family of standards. The section below also gives some additional specific definitions.

**Customer owned property:** any type of equipment, accessories or information (manuals, drawings) that belong to a customer

**Customer supplied product:** any type of service or material supplied to be utilised in the manufacture, modification, construction, commissioning or repair of customer owned property

**Product:** the end item result of meeting all Cost Time Resource (CTR) requirements (including, goods, plant and services)

**Scope:** sum of the products and services to be provided by the project

**Technical Assurance:** the establishment, through convincing evidence, that technical activities (projects, studies and all contributing work) have been conducted to the required technical standards, have met their business objectives and that appropriate use has been made of expertise, processes and tools in the execution of these activities.

#### 3.2 ABBREVIATIONS

HSE	Health ,Safety and Environment
ORP	Opportunity Realisation Process
PS	Project Specifications

### 4.0 MANAGEMENT SYSTEM

Pecksgrey Nigeria Limited office aspires to deliver world class projects to her numerous client in the area of Engineering and Procurement. To help the Projects team strive towards this goal, and improve performance, the management team have decided to develop and implement a Quality Management System, and are firmly committed to the success of this objective.

The combined project teams are expected to join with this commitment and work together to achieve it.

The eight quality management principles are harnessed and applied towards these aims

- Customer focus
- Leadership
- Involvement of people
- Process approach
- System approach to management
- Continual improvement
- Factual approach to decision making
- Mutually beneficial supplier relationships

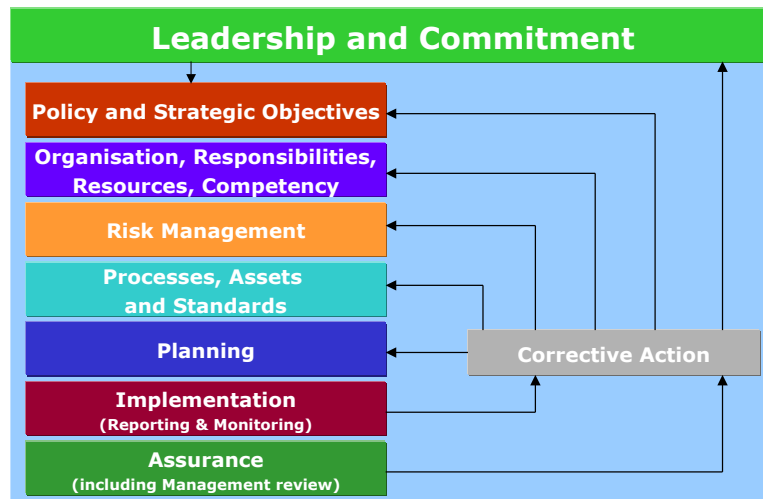
#### 4.1 GENERAL REQUIREMENTS

Pecksgrey Nigeria Limited had established, documented and are implementing the Quality Management System in accordance with the requirements of ISO 9001: 2000, though the system extends to activities beyond the basic requirements.

Compliance with the requirements of this management system is mandatory in order to achieve a common and consistent approach to quality and integrity assurance.

The working elements of the Pecksgrey Nigeria Limited Quality Management System are also structured as indicated below.

The attributes of leadership and commitment are applied systematically to the tasks that individuals carry out, so that risk and opportunity may be effectively managed.



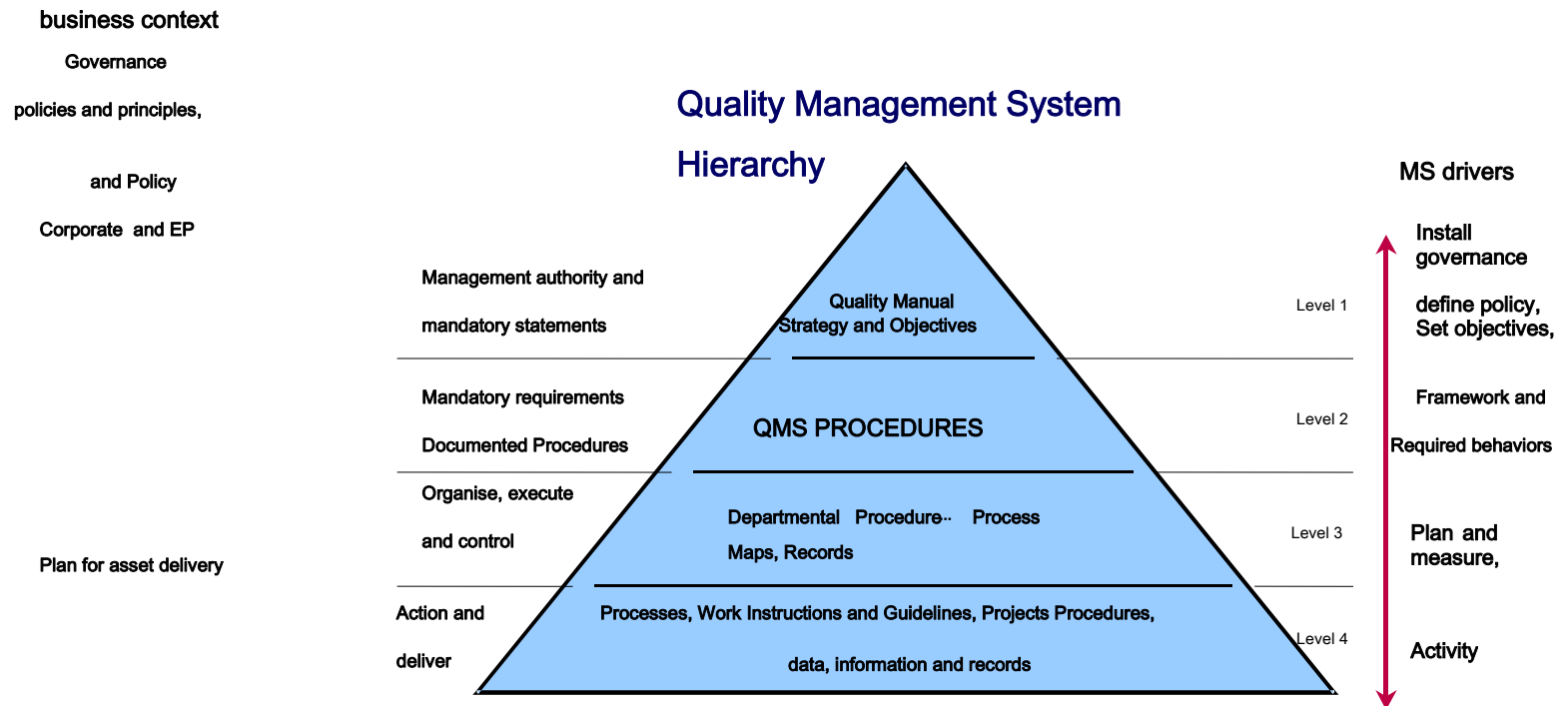
The system is maintained and its effectiveness is continuously monitored against defined and established policy and objectives.

This is achieved through general feedback, audit and review results, analysis of data such as corrective action and preventative action and lessons learnt, and management review.

Pecksgrey Nigeria Limited has:

- Identified the processes it needs for effective business management and the management of quality throughout the organisation
- Determined the sequence and interaction of these processes
- Determined the criteria and methods needed to ensure that the operation and control of the processes is effective
- Ensured the continuing availability of resources and information necessary to support the operation and monitoring of these processes
- Established systems to monitor, measure, and analyse these processes
- Implemented the actions necessary to achieve planned results and the continual improvement of these processes

The Pecksgrey Nigeria Limited Quality Management System Documentation Hierarchy is depicted in the graphic illustration below.



List of Quality Management System Procedures is attached in Section 9.2 (Attachment-2)

## 4.2 DOCUMENTATION REQUIREMENTS

### 4.2.1 General

The management system documentation includes:

- A statement of quality policy
- Defined quality objectives
- The quality manual
- Documented procedures, instructions and guides, as required
- Documents needed for the effective planning, operation, and control of processes
- Management system quality records

### 4.2.2 Quality Management system manual

The manual has been prepared to describe Pecksgrey Nigeria Limited management system, and place its context with the organization requirements. The scope of the system is given in section one of the manual, with each section of the manual defining the relevant activities and the documented procedure requirements with direct reference to the requirements in ISO 9001:2000.

### 4.2.3 Control of documents

The management system documents are controlled according to the information, documentation and records procedure. The procedure defines the process for:

- Approving documents for adequacy prior to issue
- Reviewing and updating as necessary and reapproving documents
- Ensuring that relevant versions of applicable documents are available at points of use

- Ensuring that documents remain legible and identifiable
- Ensuring that documents of external origin are identified and their distribution controlled
- Preventing the unintended use of obsolete documents and to apply suitable identification to them when they are retained

#### **4.2.3 Control of information and records**

Pecksgrey Nigeria Limited generated a documented procedure, Control of Records Procedure QMS 202 to define the controls needed to :

- approve documents prior to issue
- review and update as necessary and to reapprove
- ensure that changes and current revision status of document are identified
- ensure that relevant versions of applicable documents are available at points of use
- ensure that documents remain legible and readily identifiable, and that documents of external origin are identified and their distribution is controlled
- to prevent the unintended use of obsolete documents and identify such documents if they are retained for any reason
- Records are legible and remain legible ,readily identifiable and retrievable
- Identification, storage protection, retrieval, retention time and disposition of records

Generally the system provides evidence of conformity to requirements, and help demonstrate the effective workings of the management system.

Documents may be in electronic or non electronic form , and printing of any electronic document without the proper distribution will not be considered legible or controlled .It will only be considered for information only unless authorized by the Document Control Group.

### **5.0 MANAGEMENT RESPONSIBILITY**

#### **5.1 MANAGEMENT COMMITMENT**

Pecksgrey Nigeria Limited management is committed to the development and implementation of the quality management system and it's continual improvement, and is dedicated to providing clear vision, leadership, and strategic direction to the whole of the organisation.

The company management is committed to the client core values of honesty, integrity, and respect for people, and also firmly believe in the vital importance of trust, openness, teamwork and professionalism, and pride in what we do.

The management team is been driven by the three key behaviours of leadership, accountability and teamwork, as necessary human attributes and see them as both fundamental and essential to the achievement of effective project delivery.

The key behaviours underpin the organization management system, and their application are key drivers to its mechanisms and workings.

To ensure the effectiveness of the quality management system, the system is continuously monitored and is being continually improved, the management team is committed to

- Communicate the importance of meeting customer, stakeholder and statutory and regulatory requirements throughout the organisation
- establish quality policy and quality objectives
- Conduct regular management review and team feedback
- Ensure the availability of adequate resources

## 5.2 CUSTOMER FOCUS

Pecksgrey Nigeria Limited will identify customer need, and requirements, and strive to exceed customer expectations.

Top Management sees customer satisfaction as the bridge to achieving continued business and organisational success.

## 5.3 QUALITY POLICY

### **Quality Policy**

**It is our guiding principle to provide our external and internal customers with high quality service that consistently meet or exceed expectations.**

The quality policy is communicated, understood by the staff of the organisation and linked to consistent quality objectives.

The policy will be regularly reviewed for continuing suitability to ensure that it continues to be appropriate and in line with business needs.

## 5.4 PLANNING

### 5.4.1 Quality objectives

Objectives are established at functional level in the organisation.

The objectives are set against requirements, are measurable, and consistent with quality policy, and are reviewed against business and performance goals.

#### QUALITY – OBJECTIVES

**We continuously strive to meet our Policy by commitment through a dedication to the following:**

- **Understanding the needs of our clients:**
- **Satisfying and exceeding clients needs with reliable solutions, based**
- **on applicable international standards:**
- **Training employees continuously to ensure our people are**
- **empowered to meet clients needs; and**
- **Improving our quality control processes to enhance service reliability, cost competitiveness and customer satisfaction.**

### 5.4.2 Management system planning

Planning is carried out to meet the defined objectives, and the policy requirements set out in section 5.3.

Planning activities are also carried out when changes to the management system are made to ensure that the integrity of the system is maintained.

## 5.5 RESPONSIBILITY, AUTHORITY, AND COMMUNICATION

### 5.5.1 Responsibility and Authority

Responsibilities and authorities are defined and communicated throughout the company organization chart (attachment #1).

Responsibility and authority are the foundations of accountability, though to be held accountable, individuals must have the required responsibility to undertake work tasks and the necessary level of authority to effectively execute it.

Organisational chart(s) are used to illustrate the function and interrelation of people in the organization, and role descriptions define individual jobs, responsibilities and authorities.

Role definition documents are approved by line management and subject to periodic review. They are communicated and made available to all personnel.

#### **5.5.2 Management Representative**

The management system representative as appointed by the Managing Director is the Quality Assurance Manager who has the responsibility and authority to

- Ensure that the processes needed for the management system are established, implemented and maintained
- Report on the performance of the management system and the need for the improvement to the management team
- Promote the awareness of customer requirements throughout the organisation
- Liaise with all other parties regarding the management system
- Execute Quality Planning

#### **5.5.3 Internal communication**

Effective communication is critical to efficient working and is regarded by company as an important business asset.

Communication methods and processes are established throughout the organisation, e.g. management briefings, project briefings, team briefs, discipline and interface meetings, etc.

Communication regarding the effectiveness of the management system will involve the following

- Normal business communications
- Management review
- Project kick-off
- Weekly reports
- Regular planned meetings
- Briefings and presentations
- Close-out
- Lessons Learnt Report

### **5.6 MANAGEMENT REVIEW**

#### **5.6.1 General**

The Management System is reviewed every six months as a minimum or upon the request of the Management Representative, to consider its continuing suitability, adequacy and effectiveness.

Opportunities for improvement are identified, and any changes, including those that may be needed to revise quality policy and objectives.

#### **5.6.2 Review input**

Input to management review will include relevant information on the

- Results of audits
- Customer feedback
- Process performance and product conformity
- Status of corrective action and preventive action
- Follow-up actions from previous management reviews

- Changes that may affect the quality management system
- Recommendations for improvements
- Look ahead
- Other points...

### 5.6.3 Review output

Output from the management review will include any decisions and actions related to the

- Improvement of the effectiveness of the management system and its processes
- Improvement of product related to customer requirements
- Resource needs/revised audit schedules

## 6.0 RESOURCE MANAGEMENT

### 6.1 PROVISION OF RESOURCES

Review meetings are held, attended by the business and project leadership teams, at which time the business resource planning is reviewed.

The organisation provides the resources needed to

- Implement, maintain and continually improve the effectiveness of the management system
- Meet customer requirements and enhance customer satisfaction

### 6.2 HUMAN RESOURCES

#### 6.2.1 General

Pecksgrey Nigeria Limited people bring high levels of commitment to their work, and are competent on the basis of their education, credentials, skills and experience. Qualification and training combined to produce the expertise required to carry out individual roles.

Pecksgrey Nigeria Limited also utilises flexible arrangements with various service providers in regard to staffing requirements and resources.

#### 6.2.2 Competence, awareness, and training

The organisation determines the required competence for people performing their work. These are defined in role profiles and/or job descriptions.

Training requirements are considered against need, and training is provided wherever necessary. The effectiveness of the competence, awareness and training activities is evaluated and reviewed.

All personnel are made aware of the relevance and importance of their work activities in relation to the quality objectives and the need to satisfy the customer.

Records of education, training, skills and experience are maintained and are fully accessible, and are provided human resources department.

### 6.3 INFRASTRUCTURE

The relevant management and leadership teams determine, provide and maintain the required infrastructure to meet objectives, product and service requirements. These requirements are reviewed at the business/project review meetings.

Relevant infrastructure is provided which includes

- Site and field, buildings, workspace facilities and associated utilities
- Process equipment(hardware and software)
- Support services, including transport and communication



- Asset management

## **6.4 WORK ENVIRONMENT**

A conducive environment is central to effective business working, and the organisation establishes and manages the work environment in order to meet requirements, and to provide for the wellbeing of all the staff.

## **7.0 PRODUCT REALISATION**

### **7.1 PLANNING OF PRODUCT REALIZATION**

Product of the Pecksgrey Nigeria Limited is the service provided for the Projects based on their requirements and it's clearly identified by the name, this is a full cycle of processes that are demonstrated in this manual. The organisation plans and develops the processes needed to serve the client's /customers which are consistent with the requirements of the other processes of the quality management system.

In planning the product realization the organization would determine the following as appropriate:

- Quality objectives which is defined in section 5.4.1 of this manual in addition to the specific requirements of the Procurement and Engineering design for a certain project
- Processes, resources and documentation required
- Verification, validation, monitoring, inspection and test requirements
- Records required to demonstrate conformity to requirements and the criteria for acceptance and delivery
- Records needed to provide the evidence that the realization process and resultant product meet the requirements
- The processes are further defined in the project specific quality plan and relevant project procedures.

### **7.2 CUSTOMER RELATED PROCESSES**

#### **7.2.1 Determination of requirements related to the project**

Pecksgrey Nigeria Limited will determine via development, the project Basis, Project Specification etc

- Specified customer requirements
- Requirement related to delivery, handover and post-delivery
- Enquiries, external contracts including purchases, amendments, development and progress
- Customer feedback, including customer complaints Requirements not defined by the customer, but needed for the specified or intended use
- Statutory and regulatory requirements
- Additional necessary requirements as determined by the company

#### **7.2.2 Review of requirements related to the project**

Pecksgrey Nigeria Limited reviews requirements prior to commitment to ensure that

- Requirements are clearly defined
- Contracted or ordered requirements that may be different from original requirements are resolved and agreed
- The organization has the required ability to deliver Records of the review results and related activities and actions are tracked and maintained.

Where a documented statement of requirement is not provided by the customer, the organization shall confirm customer requirements before acceptance and the commencement of any work.

Where requirements are changed, the company amends relevant definition and documentation, and communicates and cascades the change to all relevant people, via the Change Management process.

#### **7.2.3 Customer communication**

Pecksgrey Nigeria Limited determines and implements effective arrangements for communicating with customers in relation to the above can be in the form of E-Mails , minutes of meetings, letters, faxes...etc.

### **7.3 DESIGN AND DEVELOPMENT**

#### **7.3.1 Design and development planning**

Pecksgrey Nigeria Limited plans and controls all aspects of the design and development of their projects, and determines the

- Design and development stages
- Required design review
- Verification and validation appropriate to each design and development stage
- Responsibilities and authorities for design and development
- Identification and management of all interfaces to ensure effective communication and clear assignment of responsibilities
- Updating of design planning output to progress

#### **7.3.2 Design and development inputs**

Inputs relating to projects and product requirements are determined and full records are maintained. Inputs are reviewed for adequacy, completeness and clarity, and include:

- Functional and performance requirements
- Statutory and regulatory requirements
- Information derived from previous similar designs
- Any other requirements essential for design and development
- Constructability

#### **7.3.3 Design and development outputs**

Outputs are provided in a form that enables verification against the relevant inputs, and are approved prior to release and distribution. Outputs will:

- Meet the input requirements for design and development
- Provide information appropriate for purchasing, production and for service provision
- Contain or reference the relevant acceptance criteria
- Specify the characteristics of the product that are essential for safe and proper use

#### **7.3.4 Design and development review**

At suitable stages, the company undertakes systematic design review in accordance with planned arrangements.

Reviews are conducted to

- Evaluate the results of design and development to establish if they meet the specified requirements
- Identify problems and propose the necessary solutions and actions

Reviews include the representatives of the disciplines and functions concerned with the design and development stage(s) under review.

Records of the results of the reviews, and any required actions are documented, tracked and maintained as part of the verification process.

#### **7.3.5 Design and development verification**

Verification is planned and carried out to ensure that the design and development outputs have met the input requirements.

Records of the results of the verification process and any necessary actions are maintained.

#### **7.3.6 Design and development validation**

Validation is planned and performed to ensure that the resulting product is capable of meeting the requirements for the specified application or intended use, where this is known. Wherever practicable, validation is carried out prior to the delivery or implementation.

Records of the results of validation process and any necessary actions are maintained.

#### **7.3.7 Control of project, design and development changes**

All project, design and development changes are identified and recorded by Pecksgrey Nigeria Limited.

Proposed project and business changes are reviewed for their impact on the overall design. They are verified and validated and approved, as appropriate, before implementation as required by the change management process

The following features are carefully considered in relation to the impact of the change

- Scope
- Cost
- Schedule
- Contract (all sections)
- HSE and Quality requirements
- Design
- Company reputation
- Resources
- Risk
- Production and operation profile
- Information, documentation, and records
- Software

The review of design and development changes includes an evaluation of the effect of the changes on constituent parts and product already delivered.

Records are maintained to retain the results of the change review and any necessary actions as defined in the afore mentioned procedure.

### **7.4 PURCHASING AND PROCUREMENT**

#### **7.4.1 Purchasing process**

Pecksgrey Nigeria Limited purchasing and procurement processes are employed to ensure that purchased products, goods and services conform to the specified purchase requirements.

These activities are also carried out in accordance with client Supply Chain Management policies and procedures (where applicable).

Controls are applied on the supplier and the purchased product depending on the effect that the purchased product has on subsequent product realization or the final product.

Suppliers are evaluated and selected, on their ability to supply product in accordance with the organization and/or customer requirements.

Criteria for selection, evaluation and re-evaluation are established Ref: Procedures and requirements in procurement.

The resulting records of supplier evaluation and assessment and any necessary actions are maintained.

#### 7.4.2 Purchasing information

Purchasing information describes the product to be purchased, including where appropriate the

- Requirements for the approval of product, procedures, processes and equipment
- Requirements for the qualification of personnel
- Quality management system requirements.
- Inspection and Release

Purchase requirements and documentation are reviewed for adequacy before dispatch to the supplier.

### 7.5 PRODUCTION AND SERVICE PROVISION

#### 7.5.1 Control of production and service provision

The production of engineering design and service provision is planned and carried out by the organization under controlled conditions, including as applicable the

- Availability of information including, standards and specifications, that describe the characteristics of the product
- Availability of work instructions, as necessary
- Use of suitable equipment
- Availability and use of monitoring and measuring devices
- Implementation of monitoring and measurement
- Implementation of release, delivery and post-delivery activities

#### 7.5.2 Validation of processes for production and services provision

Pecksgrey Nigeria Limited processes for production and services provision is validated through the input from final design and engineering where deficiencies were discovered only after the project(s) has been handled .

This can be achieved through

- lessons learnt ,
- reviewing the criteria for future designs
- defining the criteria for review and approval
- revalidation
- training of people
- processing methods

#### 7.5.3 Identification and traceability

Pecksgrey Nigeria Limited identifies any identification and traceability requirements associated with the engineering design, and specifies the requirements to apply throughout any realisation process.

Product status will be identified with respect to monitoring and measurement requirements, wherever appropriate.

Where traceability is a requirement, the organization specifies to maintain, control and record the unique identification of any particular product.

#### 7.5.4 Customer property

Pecksgrey Nigeria Limited exercises the utmost care with customer property under the company control or use. This normally includes items such as drawings, data or other deliverables, but may also include operational hardware.

Any customer property provided for use, or incorporation, is identified, verified, protected and safeguarded.

If any customer property is lost, damaged or otherwise found to be unsuitable for use, this information is reported to the customer and full records maintained.

The company is aware that customer property may include intellectual property and as such has a non disclosure policy in place.

Control features are established for verification, storage, maintenance and control.

#### **7.5.5 Preservation of products and hardware**

Pecksgrey Nigeria Limited ensures the preservation of the conformity of any products and hardware during internal processing and delivery to the intended destination. This requirement is stipulated in any instructions to suppliers.

This activity includes identification, handling, packaging, storage and protection. Preservation also applies to the constituent parts of any product.

### **CONTROL OF MONITORING AND MEASURING DEVICES**

The monitoring and measuring devices / equipment are used to measure products / services and processes to provide evidence of conformity to specified requirements.

The Procedure for Control of Monitoring and Measuring Devices shall include:

- To determine monitoring and measuring requirements for the QMS and identify devices / equipment needed.
- To calibrate / verify devices at specified intervals or prior to use against measurement standards traceable to National / International Standards. Where no such standards exist, the basis of calibration / verification shall be recorded.
- To adjust or re-adjust devices as necessary.
- The calibration / verification status shall be identified on the device / equipment and / or related documents.
- Devices / equipment shall be protected from any damage and deterioration including safeguard from adjustment that would invalidate the measurement result.
- When equipment / devices are found to be non-conforming, the validity of the previous results shall be assured and required action shall be taken on the equipment and any affected product.
- Computer software used in monitoring and measurement shall be verified for its ability to be used for intended application prior to initial use and reconfirmed as necessary.
- Records of the results of the calibration and verification shall be maintained.

### **8.0 MEASUREMENT , ANALYSIS AND IMPROVEMENT**

#### **8.1 GENERAL**

Pecksgrey Nigeria Limited plans and implements the monitoring, measurement, analysis and improvement processes needed to

- Demonstrate conformity of product and service
- Ensure conformity of the management system
- Continually improve the effectiveness of the management system

These includes the determination of the applicable methods, including any statistical techniques, and the extent of their use.

## **8.2 MONITORING AND MEASUREMENT**

### **8.2.1 Customer satisfaction**

Pecksgrey Enrgy views customer satisfaction as paramount, and as one of the key measures of performance of the management system, the company carefully monitors any information relating to the customer's perception of meeting customer requirements.

The methods for obtaining and using this information are defined in the customer related and management responsibility processes.

### **8.2.2 Audit (including internal audit)**

The company carries out audits at planned intervals, and according to business need, to determine whether management systems

Conform to the planned arrangements, to the requirements of ISO 9001: 2000, and to the management system requirements established.

- Are effectively implemented and maintained
- Allow for continuous improvement opportunities

Audit programs are planned, take account of the status and importance of the processes and areas to be audited, and reference previous audit results.

Audit criteria, scope, frequency, methods, responsibilities and requirements for planning, selection, conduct, reporting results, and records, are defined in the Company Audit procedure.

The responsible leaders in the area(s) audited are required to ensure that agreed timely actions are taken to eliminate any nonconformances and their causes, and make any improvements.

Follow-up activities include the tracking and verification of action taken, the reporting of verification results, and effective closeout.

### **8.2.3 Monitoring and measurement of processes**

Pecksgrey Nigeria Limited uses suitable methods for monitoring and, where applicable, measurement of the management system processes. The applied methods are intended to demonstrate whether the managed processes achieve the planned results.

If planned results are not achieved, corrective action is taken, as appropriate, to ensure conformity.

### **8.2.4 Monitoring and measurement of product**

The organization monitors and measures the characteristics of the product to verify that requirements have been met. Activities are carried out at appropriate stages of the realization process in accordance with the planned arrangements.

Evidence of conformity to acceptance criteria is maintained. Records indicate the people involved with any authorisation for release.

Product release and service delivery does not take place until the planned arrangements have been satisfactorily completed; unless otherwise approved by a relevant authority and, where applicable, the customer.

## **8.3 CONTROL OF NONCONFORMANCES**

Pecksgrey Nigeria Limited ensures that product, that does not conform to requirements is identified and controlled to prevent unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconformance are defined in the control of non-conformance procedure.

Pecksgrey Nigeria Limited controls non-conformance by one or more of the following

- Action to eliminate the detected non-conformance
- Authorizing use, release or acceptance under concession by a relevant authority and where applicable the customer
- Action to preclude the original intended use or application

- Records of non-conformance and any subsequent action including concessions are maintained and form part of the analysis process.
- Any corrected non-conforming product is subject to re-verification to demonstrate that it then conforms.
- When non-conformance is detected after delivery or in-use, suitable action is taken after consideration of the effects, or potential effects, of the non-conformance.

## **8.4 ANALYSIS OF DATA**

Pecksgrey Nigeria Limited determines, collects and analyses all appropriate data to demonstrate the suitability and effectiveness of the management system, and to assess wherever improvement can be made.

Data includes that made as a result of monitoring and measurement, and from other relevant sources.

Data analysis gives the organization information relating to

- Customer satisfaction
- Conformity to requirements
- Characteristics and trends of processes and products including opportunities for preventive action
- Suppliers

## **8.5 IMPROVEMENT**

### **8.5.1 Continual improvement**

Pecksgrey Nigeria Limited strives at all times to continually improve the effectiveness of the management system through

- Quality policy
- Quality objectives
- Audit results
- Analysis of data
- Corrective and preventive actions
- Management review

### **8.5.2 Corrective action**

Pecksgrey Nigeria Limited takes action to eliminate the cause of nonconformities and prevent recurrence. Corrective action taken is appropriate to the effects of the nonconformities.

The Organization corrective and preventive action procedure defines the requirements for

- Reviewing non-conformance (including customer complaints)
- Determining the causes of non-conformances
- Evaluating the need for action to ensure that non-conformances do not recur
- Determining and implementing the action needed
- Resolve the non-conformance
- Records of the results of action taken
- Reviewing corrective action taken
- Resources of information that are needed in order to avoid recurrence contain, but not limited to:
- Customer complaint,

- Nonconformity reports,
- Internal audit reports,
- Outputs from management review,
- Outputs from data analysis,
- Outputs from satisfaction survey,
- Relevant quality system records,
- The organization's people
- Process measurements and
- Results of self assessments

#### 8.5.3 Preventive action

Pecksgrey Nigeria Limited determines action to eliminate the causes of potential non-conformances and prevent their occurrence. Preventive actions taken are considered appropriate to the effects of the potential problems.

The corrective and preventive action procedure defines the requirements for

- Determining potential non-conformances and their causes
- Evaluating the need for action to prevent occurrence of non-conformances
- Determining and implementing action needed
- Records of results of action taken
- Reviewing preventive action taken
- Lessons learnt process