

pustaka negeri sarawak I read. Innovate. excel

Quality Manual

Reviewed by:

Dayangku Hadzimah Awangku
Ahmad

30 September 2025

Approved by:

Laurena Aloh

30 September 2025

Table of Contents

1	Introduction	4
2	References	4
3	About Us	5
3.1	Organisational Context	6
3.2	Interested Parties	6
3.3	Quality Management System Scope	6
3.4	Exclusion	7
3.5	Quality Management System and Its Processes	7
4	Leadership	8
4.1	Leadership and Commitment	8
4.2	Customer Focus	8
4.3	Quality Policy	8
4.4	Quality Policy Statement	9
4.5	Role, Responsibilities and Authorities	9
5	Quality Management System Planning	9
5.1	Addressing Risks and Opportunities	9
5.2	Quality Objectives	10
5.3	Planning for Change	10
6	Support	10
6.1	Resources	10
6.2	People	10
6.3	Infrastructure	11
6.4	Operational Environment	11
6.5	Organisational Knowledge	11

6.6	Competence	12
6.7	Awareness	12
6.8	Communication	12
6.9	Documented Information	13
7	Product and Service Development	14
7.1	Operational Planning and Control	14
7.2	Customer Requirements	14
7.3	Control of Suppliers and External Providers	16
7.4	Product and Service Provision	16
7.5	Release of Products and Services	17
7.6	Control of Non-conforming Output	18
8	Performance Evaluation	18
8.1	Monitoring, Measurement, Analysis and Evaluation	18
8.2	Analysis and Evaluation	18
8.3	Internal Audit	19
8.4	Management Review	19
9	Improvement	20
9.1	Non-Conformity and Corrective Action	20
9.2	Continual Improvement	21

1 Introduction

This Quality Manual (QM) describes the quality management system (QMS) adopted and implemented at Negeri Sarawak (Pustaka). It is designed and developed to address and comply with the requirements specified in MS ISO 9001:2008 (International Standard). However, the QMS shall be relevant to the nature of organization and services, and to customer and applicable statutory and regulatory requirements. The QMS enables Pustaka:

- a) to demonstrate its ability to consistently provide service that meet customer and applicable statutory and regulatory requirements; and
- b) to address customer's needs and satisfaction through effective application of the system, including process for continual improvement and prevention of non-conformity.

In addition, QM serves to provide the customers and suppliers with sufficient information on Pustaka's quality policy and objectives and the way it is implemented in the quality management system. It helps Pustaka staff in understanding the organization's commitment to quality and their role in the total quality management system.

However, any introduction of new processes, changes in policies, management structure and issuance or withdrawal of legislation and/or standards that affect the business process of the organization may require amendment to the Quality Manual. Any changes made to this QM are subject to the requirements in accordance with the **Control of Documented Information** procedure.

2 References

In implementing the QMS, referral and regulatory documents being referred and used are as follows:

- a) ISO 9001:2015 Quality management systems - Requirements;
- b) Sarawak State Library Ordinance, 1999
- c) Sarawak State Library (Amendment) Ordinance, 2009;
- d) The State Public Service General Orders 1996;
- e) Treasury Instruction
- f) Statutory Bodies (Financial and Accounting Procedures) Ordinance 1995 and 2005 Amendments;
- g) Statutory Bodies (Conduct and Discipline) Ordinance 2004;
- h) SITRC Ordinance 1999 & 2005; and
- i) Other relevant and applicable written laws.

3 About Pustaka

Pustaka was formed under the Sarawak State Library Ordinance, 1999 and Sarawak State Library (Amendment) Ordinance, 2009 for the following purposes:

- a) to provide, maintain and preserve library resources and act as a centre for the storage and dissemination or transmission of knowledge, information and data on the State;
- b) to be a centre for reference, education and information or dissemination of information relevant to the economic, historical, social, cultural, political and other background development and achievements of the State;
- c) to acquire, maintain and preserve library resources and public records especially, but not limited to, those published in the State or of interest to the people of Sarawak, and any person with a legitimate interest in having access to such resources;
- d) to maintain and manage relevant databases on materials published within the State or pertaining to its history, progress, current development, and other information and data on the State, or which have been compiled, produced or kept by the Government or any governmental authority in Malaysia;
- e) to maintain and manage an efficient and effective information transmission and dissemination network, including the provision of electronic network system, and to establish an information technology system with linkages to other libraries or information resource centres, within Malaysia or abroad;
- f) to manage or administer the State Depository for the preservation of public records directed to be deposited therein pursuant to Part IV, and of materials, of whatever form, published in the State;
- g) to hold and participate in exhibition or display of its library resources and the information or data collected, maintained or held by the State Library;
- h) to hold seminars, courses and other similar events to promote the use of its library its library resources, or the information or data collected or maintained by the State Library or at its disposal;
- i) to promote or stimulate interest in reading, library works and to promote literary arts and the usage of modern technology in the transmission and dissemination of knowledge, information and data;
- j) to facilitate the dissemination of knowledge and information, the appreciation of the arts, culture, traditions, history and achievements of the State and its people;
- k) to adopt and maintain an efficient and effective communication system for the transmission and distribution of knowledge, information or data, or materials kept, deposited in or maintained by the State Library;

- l) to provide such services and facilities as the State Library is able to provide to the public, and to any public library or resource centre, and to provide training for library personnel; and;
- m) to undertake or carry out such functions and provide such services as the Council may from time to time assign or direct”.

3.1 Organisational Context

Pustaka has determined relevant external and internal issues and items that may become relevant to the company's purpose and strategic direction, and may affect our ability to achieve the intended results of the QMS. These issues are carefully laid out in the **Matrix of Internal and External Issues**.

3.2 Interested Parties

Pustaka recognises that it has a unique set of interested parties whose needs and expectations change and develop over time, and furthermore; that only a limited set of their respective needs and expectations are applicable to our operations or to our quality management system. Such needs and expectations broadly include those shown in the **Matrix of Interested Parties**.

To ensure that our products and processes continue to meet all relevant requirements, we identify and assess the potential impact of any relevant needs and expectations that may be elicited from the interested parties. Where appropriate, to ensure that our processes are aligned to deliver the requirements of our interested parties; we convert relevant needs and expectations into requirements which become inputs to our QMS and to our product and service designs.

3.3 Quality Management System Scope

Based on the analysis of the issues and requirements identified in Sections 4.1 and 4.2, Pustaka has established the scope of our quality management system in order to implement our objectives and our policies that are relevant to our context, products and any interested parties. This document describes our quality management system, delineates authorities, inter-relationships and responsibilities of process owners and personnel that operate within the system.

Although we recognise that ISO 9001:2015 does not require a quality manual, we have decided to produce and update our quality manual, as our employees, customers, suppliers and other stakeholders perceive it will add value to our operations. This document also demonstrates the relationship between our quality management system and the sequence and interaction of our key processes.

Pustaka's scope of implementation for ISO 9001:2015 is on the **Provision of Library and Depository Services** at the following physical addresses:

Pustaka Negeri Sarawak Jalan Pustaka Off Jalan Stadium 93050 Kuching Sarawak	Pustaka Negeri Sarawak, Miri Jalan Kipas, Miri City Fan 98000 Miri Sarawak	State Records Repository Jalan Cahaya Indah Off Jalan Sultan Tengah 93050 Kuching Sarawak
--	---	---

3.4 Exclusion

The following requirements that neither disrupt Pustaka's ability, nor absolve it from its responsibility to deliver services that meet customer and applicable regulatory requirements are excluded:

Clause or Sub-clauses	Title	Justification of Exclusion
7.1.5	Monitoring and measuring resources	There are monitoring and measuring resources used in Pustaka.
8.3	Design and development for products and services	There is no design and development of products and services in Pustaka.

3.5 Quality Management System and Its Processes

Pustaka has established, documented and implemented a QMS in accordance with the requirements of ISO 9001:2015. By adopting the process approach, we have determined and defined the key processes; their sequence and their interactions required for the attainment of the requirements of the International Standard. Refer to the **Process Map for the Provision of Library and Depository Services**. The effectiveness of each process and its subsequent output is measured and evaluated through regular internal audits, quality inspections and data analysis.

We use key performance indicators that are linked to our objectives to control and monitor our processes, as well as assessments to determine the risks and opportunities inherent to each process. We use trends and indicators relating to nonconformities, objectives and corrective action, as well as, monitoring and measurement results, audit results and customer satisfaction data, process performance and the conformity of our products.

4 Leadership

4.1 Leadership and Commitment

Pustaka's leadership is also responsible for implementing the QMS, which includes the development and deployment of the quality policy, the quality objectives, and product/project-specific plans that are customer focused. Top management provides the leadership and governance to all activities related to the lifecycle processes including defining the strategic direction, responsibility, authority, and communication to assure the safe and effective performance.

4.2 Customer Focus

Pustaka strives to identify current and future customer needs, to meet their requirements and to exceed their expectations. Top management ensures that the focus on improving customer satisfaction is maintained by setting and reviewing objectives related to customer satisfaction at management review meetings. Top management also ensures that customer requirements are understood and met. Customer requirements are understood, converted into internal requirements and communicated to appropriate personnel within Pustaka.

Customer complaints and other customer feedback are continually monitored and measured to identify opportunities for improvement. We continually look for ways to interact directly with our customers to ensure that we focus on their unique needs and expectations.

4.3 Quality Policy

Our quality policy acts as a compass by providing the direction and framework for establishing key corporate level performance measures, as well as related objectives and targets. The QMR has overall responsibility for defining, documenting, implementing and reviewing our quality policy in consultation with the management teams and other personnel, or their representatives. The policy is reviewed at least annually, as part of the management review.

The quality policy is communicated to all employees at all levels throughout our organisation via training, regular internal communications.

4.4 Quality Policy Statement

Pustaka Negeri Sarawak aims to establish a prominent information and depository services for Sarawak by providing high quality, innovative, efficient and effective services to our customers.

We pledge to fulfill the quality management system requirements based on ISO 9001:2015, applicable legal requirements, customer requirements, and requirements of our interested parties.

We are committed to continually improve the quality management system and its services.

We are committed to practice risk management, addressing internal and external issues to achieve our purposes and that of our stakeholders.

It is our policy to continuously enhance our customer satisfaction by adding values to fulfill the needs and expectations of our stakeholders.

4.5 Roles, Responsibilities and Authorities

Our organisational structure is defined in **Organisational Chart of Pustaka Negeri Sarawak**. The chart shows the interrelation of staff within Pustaka, whilst job descriptions define the responsibilities and authorities of each role. Job descriptions and the organisational structure are reviewed by the senior management based on the changing needs and expectations of the interested parties; risks and opportunities faced by Pustaka.

Members of senior management are ultimately responsible for the quality of Pustaka's products and services since they control the resources, systems and processes by which conforming work is accomplished. They are responsible for business planning, development and the communication of our policies, quality management system planning, the establishment and deployment of objectives, the provision of resources needed to implement and improve the quality management system and for undertaking management reviews.

5 Quality Management System Planning

5.1 Addressing Risks

The overall aim of risk management within Pustaka is to ensure that organisational capabilities and resources are employed in an efficient and effective manner to take advantage of opportunities and to mitigate risks. The senior management is responsible for incorporating risk based thinking in to our organisation's culture.

The scope of Pustaka's risk management process includes the assessment of the internal and external issues identified in Section 4.1, and the assessment of the needs and expectations of any interested parties identified in Section 4.2.

5.2 Quality Objectives

When setting objectives and targets, our organisation ensures that its objectives and targets are consistent with the needs and expectations of our interested parties and to our corporate policies. In addition, technological options, financial, operational and business requirements are considered. In order to determine whether or not our objectives and targets are being met, they are measured and reported as a set of key performance indicators. This allows progress to be monitored as metrics are gathered and data is analysed.

Pustaka sets quality objectives that are specified in the **Table of Quality Objectives**. All employees are responsible for fulfilment of the quality policies and subsequent objectives. Heads of Divisions are obliged to develop general objectives into objectives applicable to their departments and employees.

5.3 Planning for Change

The quality management system is planned and implemented in order to meet our corporate objectives and the requirements of ISO 9001:2015. The planning process involves establishing and communicating our policies, objectives and associated operational procedures.

This document constitutes our overall plan for establishing, maintaining and improving the quality management system. For each instance of management system planning, the output is documented and retained accordingly and changes are conducted in a controlled manner.

Whenever quality management system changes are planned, the senior management ensures that all personnel are made aware of any changes which affect their process, and that subsequent monitoring is undertaken to ensure that QMS changes are effectively implemented. Refer to Management of Change procedure.

6 Support

6.1 Resources

The resource requirements for the implementation, management, control and continual improvement of the quality management system, and activities necessary to enhance customer satisfaction, are defined in our quality procedures, work instructions, guidelines and this manual.

6.2 People

To ensure competence of our personnel, job descriptions have been prepared identifying the qualifications, experience and responsibilities that are required for each position that affects product and system conformity. Qualifications include desired requirements for education, skills and experience. Appropriate qualifications, along with the provision of any required training, provide the competence required for each position.

The Human Resource Manager maintains records of employee qualifications. If any differences between the employee's qualifications and the requirements for the job are found, training or other action is taken to provide the employee with the necessary competence. The results of training are then evaluated to determine if it was effective. All employees are made aware of the relevance and importance of their activities and how they contribute to the achievement of our policies and objectives.

Staff training records are maintained to demonstrate competency and experience. The Human Resource Manager maintains and reviews the training records to ensure completeness and to identify possible future training needs.

6.3 Infrastructure

The senior management of Pustaka is responsible for planning, providing and maintaining the resources needed to achieve product and process conformance, including buildings, workspace and associated utilities; hardware and software; and supporting services.

6.4 Operational Environment

Pustaka ensures that its premise complies with relevant health and safety regulations. The Safety Manager carries out regular compliance audits to ensure that appropriate standards are maintained. The senior management is committed to providing:

- a) a place of work that is safe, including all equipment and methods of work;
- b) training, instruction, information and supervision for employees;
- c) a means of safe handling, storage, use and transportation of equipment, materials and chemicals; and
- d) safe working environment with good lighting, ventilation, safe passageways, stairs and corridors.

6.5 Organisational Knowledge

To ensure that organisational knowledge is retained and transferred, organisational knowledge is recorded in documented information, and is embedded in our processes, products and services. Our organisational knowledge includes:

- a) documented information pertaining to a process, product or service;
- b) previous specifications and work instructions;
- c) the experience of skilled staff and their processes and operations; and
- d) knowledge of technologies and infrastructure relevant to us.

Sources of internal knowledge also include our intellectual property; knowledge gained from experience and coaching; lessons learned from failures and successes; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services.

Sources of external knowledge include other international standards; research papers; webinars from conferences; or knowledge gathered from customers, stakeholders or other external parties.

6.6 Competence

The senior management identifies emerging competency needs during management reviews. Emergent competency needs are converted into job descriptions for the type and number of positions that need to be filled through internal or external recruitment. Where required; competency training and monitoring is conducted in-house, although for more specialist skills, external courses are utilised. The effectiveness of training is evaluated and recorded.

6.7 Awareness

All employees are trained on the relevance and importance of their activities and how they contribute to the achievement of our policies and objectives. Pustaka operates a formal system to ensure that its staff is adequately trained to enable them to perform their assigned duties. Where required, awareness training and monitoring is conducted in-house, although for more specialist skills, external courses are utilised. The effectiveness of awareness training is evaluated and recorded.

6.8 Communication

Pustaka communicates information internally regarding our QMS and its effectiveness, through documented training, internal audit reports and continual improvement processes. All managers are responsible for establishing regular formal and informal communications as needed to convey to their employees the relevance and importance of their activities; typically this information is conveyed through team meetings and cross-functional improvement projects.

Communications regarding how employees contribute to the achievement of objectives are also conveyed and reinforced during employee performance reviews. Issues pertaining to our QMS that may be communicated internally include:

- a) day-to-day operations and general awareness;
- b) Quality policy;
- c) information on achieving objectives and targets; and
- d) risks and opportunities.

The senior management is responsible for communicating the corporate policies as well as the importance of meeting customer, statutory and regulatory requirements to employees within their respective departments. They ensure the quality policy is understood and applied to the daily work of the organisation through the establishment of measurable goals and objectives.

6.8.1 Internal Communication

Internal communication occurs on an on-going basis and is achieved through various mechanisms as appropriate:

- a) regular meetings and briefings;
- b) training sessions and training materials;
- c) display boards, memorandums, letters;
- d) website, intranet, internal e-mails;
- e) product and process performance data analysis and audit results;
- f) targets, objectives, scorecards, key performance indicators, management system manual and procedures;
- g) corrective action and non-conformance reports; and
- h) minutes of ad-hoc and scheduled meetings.

6.8.2 External Communication

Pustaka determines the need to communicate information externally to our interested parties regarding the effectiveness of our QMS. In most instances, external interested parties are the main driving force for our organisation to implement our QMS.

6.9 Documented Information

Pustaka ensures that its QMS includes the documented information that is required to be maintained and retained by ISO 9001:2015, and additionally, any documented information that demonstrates the effective operation of our QMS. Refer to the **Master List of Documented Information** and **Master List of Documented Information of External Origins**.

6.9.1 Creating and Updating

Pustaka ensures that its documented information is appropriately identified, described and made available in an appropriate format and on appropriate media. All documented information is reviewed and approved for suitability and adequacy.

6.9.2 Control of Documented Information

Documented information is retained to provide evidence of conformity to the requirements of ISO 9001:2015 standard, customer requirements and of the effective operation of our management system. Pustaka uses standard forms and templates that are accessible via a local area network. All quality management system documented information is controlled with the **Control of Documented Information** procedure which defines the process for:

- a) approving documents for adequacy prior to issue;
- b) reviewing and revising as necessary and re-approving documented information;
- c) ensuring that changes and current revision status of documented information are identified;
- d) ensuring that relevant versions of applicable documented information are available at points of use;
- e) ensuring that documented information remains legible and readily identifiable;
- f) ensuring that documented information of external origin is identified and its distribution controlled;
- g) preventing the unintended use of obsolete documented information; and
- h) ensuring that documented information of external origin is identified and their distribution controlled.

7 Products and Service Development

7.1 Operation Planning and Control

Pustaka establishes and implements documented plans and procedures that describe the processes and the controls required for the provision of services in awareness to the objectives, the potential for planned or unintended change, and the risks and opportunities. During this planning phase, the senior management identifies the following parameters:

- a) Objectives and requirements for the service;
- b) Verification, validation, monitoring, inspection and test requirements;
- c) Documented information to demonstrate conformity;
- d) Document information to demonstrate process effectiveness;
- e) Necessary resources; or outsourced processes and their controls;
- f) Criteria for process performance and product/service acceptance;
- g) Potential consequences and mitigation to change affecting input requirements;
- h) Resources necessary to support the ongoing operation of the service.

The output of planning activity includes documented plans, resource schedules, process, requirements and procedures.

7.2 Customer Requirements

7.2.1 Customer Communication

In accordance with our commitment to exceed our customer's expectations, Pustaka highlights effective customer communication as an essential element of delivering customer satisfaction. Appropriate handling of customer communication helps to reduce customer dissatisfaction and in many cases turn a dissatisfying scenario into a satisfying experience.

Customer communication occurs through the following formats, events and processes:

- a) brochures, specifications or technical data sheets relating to our products and services;
- b) enquiries, quotations and order forms, invoices and credit notes;
- c) confirmation of authorised orders and amended orders;
- d) e-mails, letters and general correspondence;
- e) customer feedback and complaints management process.

The Public Relation Officer is responsible for establishing methods of communication with our customers to ensure enquiries, contracts or order handling; including amendments, customer feedback and complaints are handled expeditiously and professionally.

7.2.2 Determining Requirements

Pustaka develops appropriate requirements to ensure that we satisfy the needs and expectations of our customers or relevant interested parties. Pustaka ensures that customer requirements are clearly articulated and that their requirements are captured and understood before the acceptance of an order. Customer requirements include the following:

- a) previous customer requirements
- b) statutory and regulatory requirements related to the product;
- c) other non-customer specified performance requirements; and
- d) any additional requirements determined by Pustaka.

7.2.3 Review of Requirements

Before to committing to the customer, Pustaka ensures and confirms its capacity to supply the required product or service. Pre-acceptance reviews are conducted to ensure that:

- a) product requirements are defined and are appropriate;
- b) any additional requirements determined by Pustaka are appropriate;
- c) contract or order requirements differing from those previously expressed are resolved;
- d) Pustaka has the ability to meet the defined requirements;
- e) documented information is retained and maintained showing the results of the review.

Customer requirements are confirmed before acceptance by the exchange of contracts, purchase orders via appropriate electronic or hard copy formats.

7.2.4 Changes in Requirements

Pustaka ensures that all relevant documented information; relating to changes in product or service requirements, is authorised and amended where necessary, and that all relevant personnel are made aware of the documented requirement changes.

7.3 Control of Suppliers and External Providers

The purchasing process is essential to our organisation's ability to provide our customers with products and services that meet their requirements. Pustaka ensures that all purchased products or services that are incorporated in to our final products; conform to our specified requirements.

Performance and capability are continually assessed through periodic second party audits, performance data analysis and inspection or verification of the supplied services.

The type and extent of control applied to our suppliers and the purchased service is dependent upon the effect that the outsourced service may have on our final service. The following considerations are taken in to account by:

- a) ensuring that we understand the capabilities and competencies;
- b) ensuring that we clearly communicate the roles and responsibilities;
- c) defining the quality requirements for the outsourced activity; and
- d) selecting and qualifying appropriate suppliers.

It is the responsibility of the relevant Heads of Divisions to evaluate and select suppliers based on their ability to supply services in accordance with specified requirements.

7.3.1 Purchasing Control

Purchased items are checked against the purchase order to confirm identity and quantity. In the event that items are rejected on receipt, a non-conformance report is raised and the supplier contacted to arrange replacement or credit. Pustaka has established and implemented a process of inspection to ensure that purchased products conform to purchase orders and product specifications.

7.3.2 Purchasing Information

Pustaka uses purchase orders to describe the service to be purchased. Designated staff creates purchase orders using Pustaka requisition system and ensure the adequacy of the the purchase orders prior to release. Each purchase order includes where appropriate:

7.4 Production and Service Provision

7.4.1 Control of Production and Service Provision

In order to control the planning, administrative support and implementation of work, Pustaka's policy is to describe the work methods, the controls applied and the records required. The process control activities are quality with many aspects that also relate to quality control. The following controlled conditions are applied where applicable:

- a) quality control checks are performed;
- b) evidence of completed inspections;
- c) detailed process work instructions and specifications for all products;

7.4.2 Identification and Traceability

In order to preserve the conformance of service provided to customer requirements during internal processing and delivery, Pustaka identifies the product throughout the product realisation process in accordance with the relevant procedures.

7.4.3 Third Party Property

Pustaka identifies, verifies, protects and maintains customer property provided for use. The relevant Heads of Divisions ensure that lost, damaged or unsuitable customer property is recorded and immediately reported to the customer. Customer property can also include customer-owned materials, tools and intellectual property.

7.4.4 Post-delivery Activities

Pustaka determines customer requirements before acceptance of an order. Customer requirements include the following:

- a) Previous customer requirements;
- b) Statutory and regulatory requirements related to the product;
- c) Any additional requirements determined by Pustaka.

7.4.5 Control of Changes

Changes to the design and development requirements are identified and recorded. Any changes are reviewed, verified, validated and approved. The review of design development changes includes evaluating the effects of those changes upon constituent products already delivered. All results relating to the review of changes are retained as documented information.

7.5 Release of Products and Services

The relevant Heads of Divisions have overall responsibility for planning and implementing the inspection and test activities needed to verify that product requirements are met at appropriate stages of the product realisation process. Services are not used until verified as fully compliant.

Documented information is retained to indicate the staff authorising the release of the service. Service delivery does not proceed until all compliances have been satisfactorily completed.

- Measurement and acceptance criteria that are necessary for service acceptance are retained as documented information; subsequent acceptance records form the production documentation evidence.

7.6 Control of Non-conforming Outputs

It is Pustaka's policy to detect, control and rectify any aspect of an output that does not conform as quickly and efficiently as possible. Where necessary, any service output that does not conform to requirements is properly identified and controlled to prevent unintended use. The nonconformity is analysed and the causes are investigated.

Improvement actions are implemented to ensure the non-conformance does not reoccur. Once the non-conforming outputs are corrected, the outputs are then verified for conformity against requirements. Documented information concerning the nature of any non-conformances, the resolving authority, and the resulting corrective actions is retained. Where necessary, details concerning any authorised concessions are documented as evidence of acceptance.

8 Performance Evaluation

8.1 Monitoring, Measurement, Analysis and Evaluation

Pustaka applies suitable methods for determining which aspects of the quality management system and its processes are to be monitored, measured and evaluated. The frequency and methods by which our processes are monitored, measured and evaluated is determined by:

- a) statutory and regulatory requirements;
- b) customer feedback and specification requirements;
- c) process and QMS requirements;
- d) process performance and audit results;
- e) level of risk and types of control measure; and
- f) trends in non-conformities or corrective actions;

All monitoring, measuring and evaluation outputs are documented and analyzed to determine process effectiveness and to ensure their effectiveness in achieving intolerance results, and to identify opportunities for improvement.

8.2 Analysis and Evaluation

The Heads of Divisions collect and analyse data using appropriate statistical techniques to determine the suitability and effectiveness of key quality management system processes to identify opportunities for improvement. This shall include data generated as a result of monitoring and measurement and from other relevant sources. They also shall identify the appropriate chart, diagram or graph to monitor the service parameter performance and update it to be analyzed regularly.

8.3 Internal Audit

Internal audits are conducted at planned intervals to determine whether our quality management system conforms to our planned arrangements and to the requirements of ISO 9001:2015 standard.

Our internal audit programme is based upon a strategy that considers the status and importance of each process that comprises our quality management system. The audit frequency is based upon process performance trends, results from previous audits, levels of customer satisfaction, rates of non-conformity and corrective action, etc. to ensure that Pustaka focuses on the aspects that affect product and process conformity the most.

8.4 Management Review

To ensure the continuing suitability, adequacy and effectiveness of our quality management system in meeting our strategies, our senior management conducts formal management review meetings at planned intervals.

8.4.1 Inputs

The primary inputs that are reviewed comprise data from conformance and performance measurements that are gathered at key quality data points from various processes. Subsequent recommendations for improvement are based on the evaluation of such measurements. Conformance is primarily assured through internal audits and demonstrated through a review of audit results and our demonstrated ability to detect, correct and to prevent problems. Performance is primarily assured through the deployment of corporate and operational level objectives, and through the review of our demonstrated ability to achieve desired results.

8.4.2 Outputs

The primary outputs of management review meetings are management actions that are taken to make changes or improvements to our quality management system. During management review meetings, the senior management will identify appropriate actions to be taken regarding the following issues:

- a) improvement of the effectiveness of the quality management system and its processes;
- b) improvement of product related to customer requirements;
- c) opportunities and risks; and
- d) resource needs.

The primary outputs of management review meetings are the actions necessary to make changes or improvements to our quality management system and the provision of resources needed to implement these actions. Responsibilities for required actions are assigned to members of the management review team. Any decisions made during the meeting, assigned actions and their due dates are recorded in the management review minutes.

9 Improvement

In order to determine and select opportunities for improvement or to implement any necessary actions to meet the requirements of customers and relevant interested parties, or to enhance customer satisfaction, Pustaka drives improvement via the analysis of data. The data inputs for the improvement process include:

- a) risk and opportunity evaluations;
- b) assessment of the changing needs and expectations of interested parties;
- c) the conformity of existing products and services;
- d) the effectiveness of our QMS;
- e) supplier's performance;
- f) levels of customer satisfaction, including complaints and feedback;
- g) internal and external audit results;
- h) corrective action and non-conformance rates;

Opportunities for improvement from analysis of data and trends are evaluated and implemented through the management review process and are prioritized with respect to their relevance for achieving our quality objectives. The overall effectiveness of continual improvement program is assessed through our management review process.

9.1 Non-conformity and Corrective Action

Pustaka takes action to eliminate the cause of non-conformities in order to prevent their recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered. Our corrective action process defines the requirements for:

- a) reviewing non-conformities, including customer complaints;
- b) determining the causes of product non-conformities and process deficiencies;
- c) evaluating the need for action to ensure that non-conformities do not recur;
- d) determining and implementing action needed; and
- e) recording and reviewing the results of actions taken.

Follow-up audits are conducted in accordance with the internal audit process to ensure that effective corrective action is taken and that the action is appropriate to the impact and nature of the problem encountered. In addition, the QMR summarises and analyses corrective action data to identify trends in order to assess the overall effectiveness of the corrective action system and to develop related recommendations for improvement. The resulting corrective actions are reviewed for effectiveness in order to determine if changes to the QMS are required, or whether any new risks or opportunities need to be considered during planning.

9.2 Continual Improvement

Pustaka continually improves the effectiveness of its quality management system through the effective application of the corporate policies, objectives, auditing and data analysis, corrective actions and management reviews. Customer satisfaction rating, internal audit data, process and product performance data, and the cost of poor quality or risk control are compared against objectives or key performance indicators to identify additional opportunities for improvement.

The overall effectiveness of continual improvement program, including corrective actions taken, as well as the overall progress towards achieving corporate level improvement objectives are evaluated through our management review process.