

ARFAD
Arfad International Industrial Company

Quality Control Policy & Procedures Manual

Illustrated technical and administrative manual for wooden products manufacturing

MANUAL MAP

14 sections from policy to forms

01 *General Quality Control Policy*	02 *Organizational Structure & Responsibilities*
03 *Pre-Production Technical Review & Verification*	04 *Incoming Material Inspection & Quality Control*
05 *In-Process Quality Control & Inspection*	06 *Final Product Inspection & Quality Approval*
07 *Packaging, Storage & Dispatch Control*	08 *Nonconformity & Corrective Action Management*
09 *Quality Documentation & Records Control*	10 *Quality Performance Evaluation & Continuous Improvement*
11 *Product Workflow & Interdepartmental Handover Control*	12 *Inspection & Test Plan (ITP) – Checkpoints*
13 *Approval Authority & Signature Matrix*	14 *Quality Control Forms & Records*

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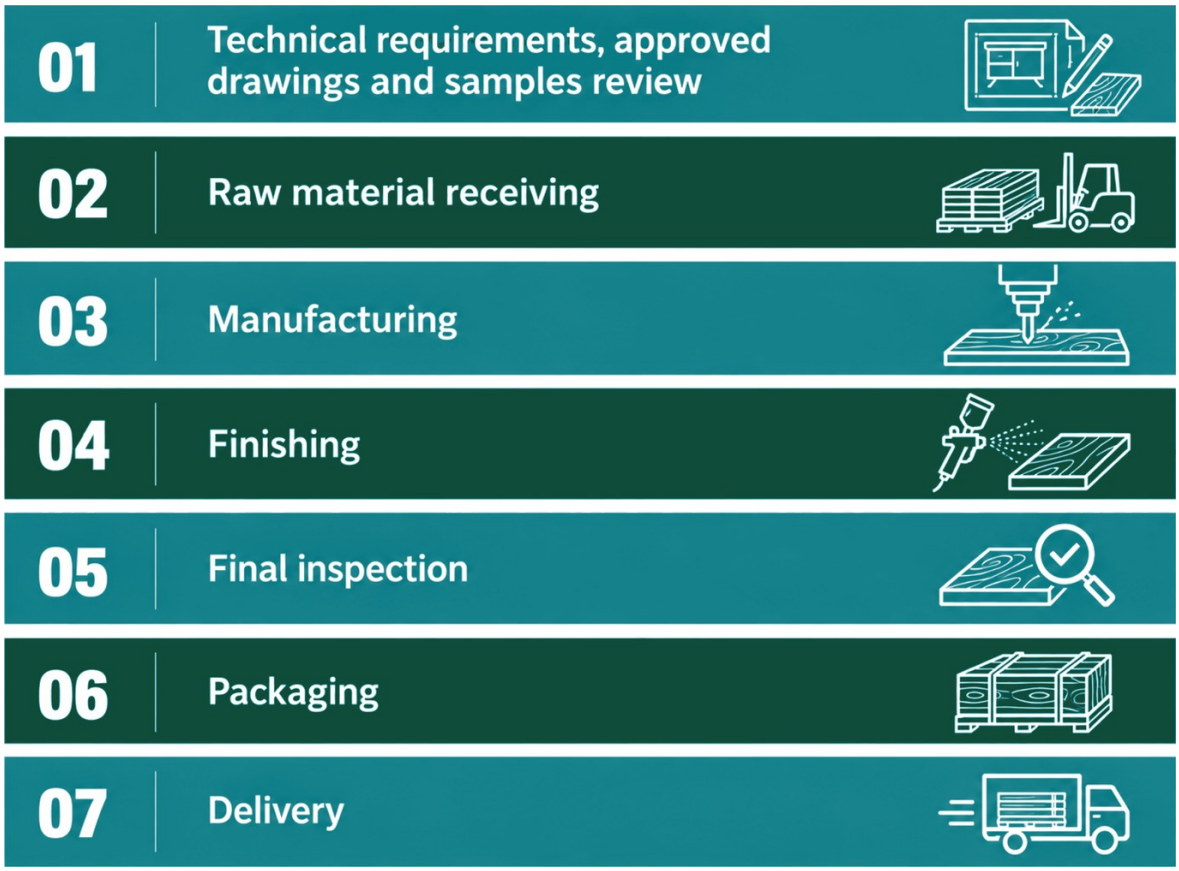
01

General Quality Control Policy

01 · POLICY

One quality system from drawing review to delivery

ARFAD commits to a comprehensive Quality Control system across all stages of wooden product manufacturing.



Conformity with technical specifications and client requirements

- Documented inspection and verification
- Clearly defined responsibilities
- Effective mechanisms for identifying and addressing nonconformities
- Product quality and continuous improvement of production processes

01 · OBJECTIVES

Seven objectives guide every inspection

Product Conformity

Approved drawings, technical specifications, samples and project-specific quality requirements.

Production Process Monitoring

Inspect throughout production; identify and rectify defects before subsequent operations.

Product Quality Enhancement

Dimensional accuracy, manufacturing precision, assembly quality, finishing standards and final appearance.

Reduction of Waste and Rework

Minimize defects, operational errors, material waste, rework costs and rejected products.

Quality Documentation

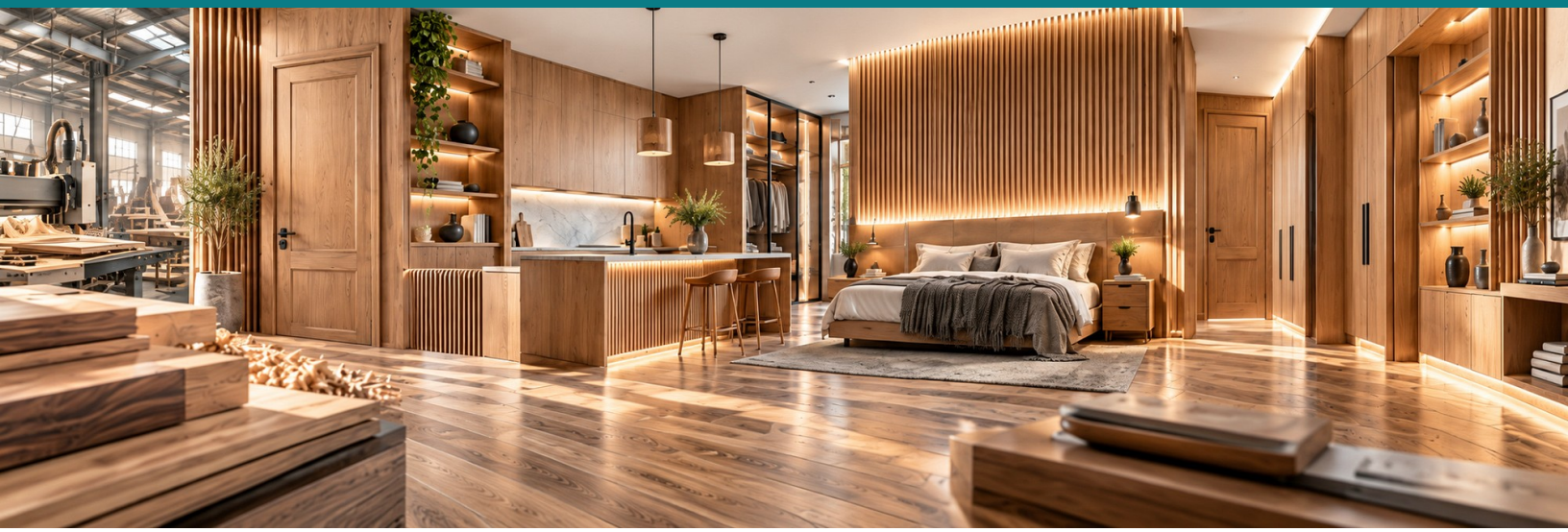
Standardized reports, records, observations and approvals for traceability.

Delivery Quality Assurance

Verify conformity and completed inspections before packaging and dispatch approval.

Continuous Improvement

Analyze results and nonconformities; implement corrective actions to prevent recurrence.



01 · SCOPE

The policy covers every wooden product and department

All woodworks, architectural joinery and custom-manufactured wooden products produced or processed at ARFAD Factory

- Internal and External Wooden Doors
- Architectural Joinery and Custom Woodworks
- Wall and Ceiling Cladding
- Cabinets, Vanities, and Built-in Furniture
- Decorative and Architectural Wooden Elements
- Interior and Exterior Woodworks
- Bespoke Wooden Products and Special Architectural Features

Full lifecycle

1	2	3	4	5	6	7
Technical review	Material inspection	Production	Finishing	Final quality inspection	Packaging	Dispatch

Departments involved

Technical Office · Procurement · Warehousing · Production · Quality Control · Project Management

01 · PRINCIPLES

Five principles keep defects from moving downstream

1

Defect Prevention

Error prevention through technical requirement reviews and verification of material and drawing readiness before production begins.

2

In-Process Inspection

Products are inspected at designated stages; nonconforming products do not proceed without corrective action and authorization.

3

Independence of Quality Decisions

QC personnel have technical authority to reject nonconforming products and withhold release; cases needing technical or administrative decisions are escalated to the Factory Manager per the approved authority structure.

4

Documentation and Traceability

Record inspection results, observations, and corrective actions, linked to projects and production orders.

5

Continuous Improvement

Periodically review results, identify recurring defects and root causes, improve manufacturing and inspection procedures.

No product ships without Quality Control approval

Release controls

- All relevant departments and personnel comply with this policy, its procedures and forms; adherence is part of assigned responsibilities.
- **Factory Management:** overall supervision of implementation and provision of resources.
- **Quality Control Department:** conducts inspections, verifies conformity, documents results, issues quality reports per approved procedures and delegated authorities.
- No product is released for delivery until all required final inspections are completed and QC approval is obtained, with records maintained.

ISO
9001
2015
Quality

ISO
45001
2018
Health & Safety

ISO
14001
2015
Environment

Management system references

STANDARD	MANAGEMENT SYSTEM
ISO 9001:2015	**Quality Management System**
ISO 45001:2018	**Occupational Health & Safety Management System**
ISO 14001:2015	**Environmental Management System**

ISO 9001:2015 Quality Management Systems is the primary reference for organizing quality processes, inspection activities, documentation, and continuous improvement. The company considers applicable requirements of its certified systems alongside project specifications, approved drawings, samples, and client requirements.

The policy, procedures and forms are reviewed and updated as needed to stay aligned with management system requirements and factory developments. Inspection records, NCRs and corrective action records are the essential tools for verifying conformity.

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02

Organizational Structure & Responsibilities

02 · ORGANIZATION

QC reports administratively to the Factory Manager, with technical independence

Clear execution, inspection and approval roles; effective manufacturing monitoring without overlap

Factory Manager

Administrative supervision · coordination · resources · operational constraints

↓ *Administrative reporting*

Quality Control Department

Technical independence · inspection · conformity verification · acceptance or rejection · release hold

DEPARTMENT	RESPONSIBILITY
Production	Execution; ensures work conformity during manufacturing.
Technical Office	Approved drawings, clarifications, technical solutions.
Procurement	Coordinating line.
Warehousing	Coordinating line.
Project Management	Client coordination; obtains approvals for modifications or deviations.

Coordination lines



- No department overrides a QC rejection unless causes are addressed and re-inspection is fulfilled, or formal documented acceptance is obtained from the authorized party where project requirements permit.
- QC must be notified before any change to materials, drawings, or methods that may affect conformity.
- Departments exchange and document technical modifications, observations, and decisions.

02 · DUTIES

Six roles, six clear sets of duties

1	**Factory Manager**	Oversee implementation; provide resources, manpower, equipment; monitor quality reports, nonconformities, corrective actions; coordinate departments; make administrative decisions without overriding technical approval requirements.
2	**Quality Control**	Prepare inspection plans and checkpoints; inspect raw materials; conduct in-process and final inspections; verify conformity with drawings, specifications, samples; issue NCRs, monitor corrective actions, re-inspect; approve conforming products before packaging and dispatch; maintain records linked to projects and production orders.
3	**Technical Office**	Review drawings, specifications, samples before manufacturing; issue approved manufacturing documents; review modifications and update documents; provide technical solutions for nonconformities; coordinate with Project Management on inquiries and approvals.
4	**Production**	Execute per approved drawings and instructions; self-inspect; make products available at checkpoints; rectify QC observations; prevent nonconforming products from proceeding.
5	**Procurement & Warehousing**	Procure per approved specifications; verify material certificates and supplier documentation; coordinate incoming inspection before release; segregate rejected materials; maintain storage conditions and receiving and issuance records.
6	**Project Management**	Communicate client and project requirements; follow up approvals of drawings, samples, modifications; coordinate priorities and schedules; monitor client quality observations; ensure project-specific quality and delivery compliance.

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03

Pre-Production Technical Review & Verification

03 · TECHNICAL READINESS

Errors are caught on paper before they reach the shop floor

Review requirements, documentation and approvals before manufacturing; minimize errors, modifications and rework

01 → Receive documents

02 → Review consistency

03 → Verify requirements

04 → Resolve queries / modifications

05 → Approve readiness

06 Issue production order

Document review

Technical Office with Project Management, before production orders.

- Approved Scope of Work
- Approved Shop Drawings
- Technical Specifications and Quality Requirements
- Bill of Quantities (BOQ) and Product Schedules
- Approved Materials, Finishes, and Samples
- Project-Specific Inspection and Testing Requirements

Technical verification

- Dimensions/details against drawings
- Material types, properties, compliance
- Colors, veneers, coatings, aesthetics against samples
- Hardware/component types and specifications
- Performance criteria, testing, certifications
- Feasibility with factory capabilities and approved methods

Readiness gate

- Current approved documents; clear material and finishing requirements.
- Approvals and samples complete; discrepancies, missing information and queries resolved; QC checkpoints identified.
- Technical Office verifies with Production and QC under established authorities.
- Technical Office routes queries via Project Management. Changes to specifications, dimensions, materials or finishes require technical approval, updated documents and prior notification to Production and QC.

Project / production-order records

Technical Document Review Checklists · Approved Drawings and Specifications · Material and Sample Approval Records · Technical Queries and Approved Responses · Document Revision and Modification Records · Manufacturing Readiness Verification Records

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04

Incoming Material Inspection & Quality Control

04 · RECEIVING

Warehouse receipt is not technical approval

Objective

Ensure quality and conformity of all raw materials and components through systematic receiving, inspection, and verification, preventing use of nonconforming materials.

Scope

Solid Wood and Engineered Wood; MDF, Plywood, Wood-Based Panels; Wood Veneers and Surface Materials; Paints, Coatings, Adhesives, Chemicals; Hardware, Fittings, Assembly Accessories; any other materials used in manufacturing or finishing.

Receiving flow · Warehousing with Procurement and QC

1. Verify materials against Purchase Orders and delivery documents.
2. Check types, quantities, dimensions, identification details.
3. Review material certificates and technical documentation, where applicable.
4. Visual inspection for transport damage.
5. Notify QC for required technical inspections before release for use.
6. Record receiving and inspection results in approved records.

STATUS	REQUIRED ACTION
Accepted	Approve materials and release them for production use.
Pending Inspection	Hold materials until inspection and verification are completed.
Rejected	Segregate materials, prevent their use, and initiate appropriate action.



Control: Initial acceptance by Warehousing does not constitute technical approval for use in production.

Nonconforming findings are documented by QC; Procurement and Warehousing are notified to initiate return to supplier, replacement, rectification, or other approved measures.

Rejected materials are not used unless a documented technical decision authorizes it, subject to project requirements and approval by the authorized party where necessary.

04 · INSPECTION CHECKLISTS

Each material family has its own inspection checklist

Solid Wood and Engineered Wood: Verify species, grade, and conformity with specifications; inspect dimensions, thicknesses, tolerances, cracks, warping, bowing, and damage; verify moisture content when required using suitable equipment; confirm integrity and suitability.

Wood-Based Panels and Veneers: Verify thicknesses, dimensions, and types; inspect surface quality, flatness, and edges; verify veneers conform to approved species, color, and grain pattern; identify damage, delamination, or defects.

Paints, Coatings, Adhesives: Verify types and conformity; review expiration dates and batch numbers; check packaging integrity and storage conditions; review Technical Data Sheets (TDS), application instructions, and Safety Data Sheets (SDS).

Hardware, Fittings, Components: Verify types, models, dimensions, and finishes; inspect physical condition and visible defects; verify quantities and completeness of components and accessories; review conformity certificates or test reports required by specifications.

Storage and preservation (Warehousing)

1. Store in designated areas suited to material characteristics and factory and supplier requirements.
2. Protect timber and panels from moisture, water, damage, and deformation.
3. Maintain temperature and ventilation for paints and chemicals.
4. Organize for identification and traceability.
5. Clearly segregate accepted, rejected, and pending-inspection materials.
6. Apply stock rotation and monitor expiration dates where necessary.

Approved materials are preserved during storage and handling until released for production.

04 · AUTHORITIES

Who approves what in incoming material control

ACTIVITY	RESPONSIBLE DEPARTMENT	APPROVAL AUTHORITY
Material Procurement	Procurement	Authorized Procurement Approval
Physical Receiving & Quantity Verification	Warehousing	Warehouse Supervisor
Technical Material Inspection	Quality Control	QC Inspector / Authorized QC Personnel
Material Acceptance or Rejection	Quality Control	Authorized QC Personnel
Technical Clarifications & Substitutions	Technical Office	Authorized Technical Approver / Client, where required
Nonconforming Material Disposition	QC / Technical Office / Procurement	Authorized Technical Approver, with required client approval where applicable
Material Release for Production	Warehousing	Following documented QC Acceptance
Administrative Escalation	Factory Manager	Factory Manager

DEPARTMENT ROLES IN INCOMING MATERIAL CONTROL



Procurement

Supplier compliance & documentation



Warehousing

Receiving, identification, segregation & storage



Quality Control

Inspection, acceptance or rejection



Technical Office

Specifications, clarifications & deviations



Factory Manager

Administrative supervision & escalation

04 · AUTHORITIES

Records and control requirements

KEY RECORDS & CONTROL REQUIREMENTS

Traceability

- Supplier name and PO number
- Material description and quantities
- Link materials to projects, production orders and batch numbers

Inspection Records

- Receiving and inspection dates
- Technical reference or specifications
- Results and acceptance or rejection status
- Observations, actions, and inspector and approver name and signature

Material Status

- Accepted
- Pending Inspection
- Rejected
- Pending and Rejected kept segregated and labelled

Deviation Control

- Technical review
- Designated-authority approval, including client or consultant where required
- Corrective actions

CONTROL POINT: No material shall be released for production without documented QC acceptance.

No material is released unless inspection is complete and status documented by authorized QC personnel. Pending and Rejected materials stay segregated or controlled. Deviations from approved specifications require technical review and designated-authority approval, including client or consultant where required. All records follow document control procedures.

04 · AUTHORITIES

Department responsibilities and workflow

Procurement	Purchases comply with specifications; obtain certificates, data sheets, supplier documentation; coordinate with suppliers on rejected materials; arrange replacement, return, corrective measures.
Warehousing	Receive and verify quantities; check physical condition and report damage; notify QC; identify and segregate by status; release to Production only after QC acceptance; maintain receiving, storage, issuance records.
Quality Control	Conduct inspections per specifications; verify conformity, dimensions, condition, documentation; record results and classify Accepted, Pending Inspection, Rejected; issue NCRs; authorize technical acceptance or rejection; re-inspect after corrective actions.
Technical Office	Provide approved specifications and drawings; clarify discrepancies; evaluate substitutions or deviations; coordinate client or consultant approvals.
Factory Manager	Supervise procedures; ensure coordination; provide resources; approve administrative and operational actions within delegated authority without overriding QC acceptance.

MATERIAL CONTROL WORKFLOW

01 Receive
Verify against PO and delivery documents; notify QC

02 Inspect
Check quantity, condition and specification

03 Decide
Accept, Pending or Reject (NCR if required)

04 Record
Document results and records

05 Release
Release to production only after QC acceptance

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05

In-Process Quality Control & Inspection

05 · MANUFACTURING CONTROL

Defects are found early so rework stays small

Apply QC procedures through all stages of manufacturing: systematic in-process inspections against approved drawings, specifications, and samples; identify and rectify defects early; minimize rework and waste; block nonconforming products from advancing without corrective action.

Eight stages · inspection gate after each stage

1. Material preparation → inspection gate
2. Cutting, shaping, machining → inspection gate
3. Assembly and initial fitting → inspection gate
4. Wood veneering and surface application → inspection gate
5. Sanding and surface preparation → inspection gate
6. Painting, coating, final finishing → inspection gate
7. Hardware and component installation → inspection gate
8. Final assembly and preparation for final inspection → inspection gate

Checkpoints are set per product type; not every stage applies to every product.

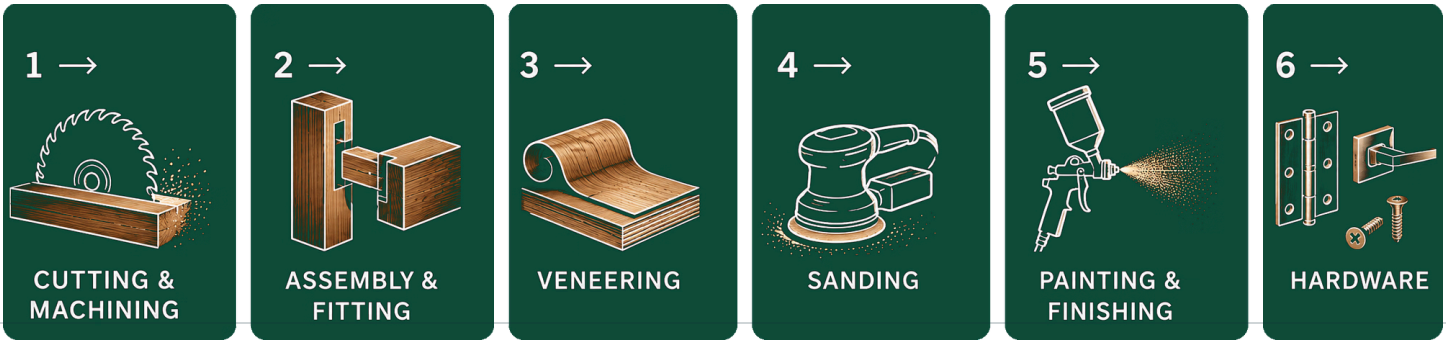
Production readiness · verified before manufacturing starts

Approved production orders, drawings, specifications available.
Raw materials and components approved by QC available.
Dimensions, technical details, finishing requirements clearly identified.
Machinery, equipment, and measuring instruments ready.
Quality requirements and inspection checkpoints communicated to Production.
Technical modifications affecting manufacturing approved.

Production verifies operational readiness in coordination with the Technical Office and QC.

Six inspection sets across the manufacturing stages

MANUFACTURING STAGE	INSPECTION CRITERIA
Cutting and Machining	Dimensions and thicknesses against drawings; cutting accuracy, straightness, angles, and edges; no machining damage; permissible tolerances.
Initial Assembly and Fitting	Assembly accuracy and final dimensions; joints, fixing points, and adhesive quality; alignment, squareness, and structural stability; no gaps or dimensional discrepancies.
Veneering and Surface Application	Species, color, and grain direction against samples; bonding quality and flatness; no bubbles, delamination, or cracks; joints and aesthetic details per drawings and samples.
Sanding and Surface Preparation	Smoothness and readiness for finishing; scratches and defects rectified; edges, corners, and profiles; surfaces clean and free of dust and contaminants before painting.
Painting and Finishing	Colors and gloss levels against samples; approved coating materials and systems; coating uniformity and coverage; no runs, bubbles, color variations, or defects; drying and curing requirements met before handling or assembly.
Hardware and Components	Comply with approved specifications; installation positions and fixing accuracy; fixing integrity, operation, and movement; surfaces and finishes not damaged during installation.



05 · HOLD POINTS

Hold Points stop the line until QC says go

Monitoring Points / mandatory Hold Points follow the approved inspection plan

No bypass without authorized inspection and approval. Complete current-stage inspection before progression. Production presents ready work; QC verifies and approves. Observations require corrective action and re-inspection.

Defect handling

1. Identify affected products/components; suspend processing where necessary.
2. Record observation; notify Production personnel and QC.
3. Evaluate defect nature and conformity impact.
4. Determine repair, rework or rejection.
5. Production implements approved action.
6. Re-inspect to verify resolution.
7. Document results/actions before continuation authorization.

Issue an NCR where approved procedures require formal documentation.

PRODUCTION STAGE	INSPECTION CHECKPOINT	EXECUTION RESPONSIBILITY	VERIFICATION RESPONSIBILITY
Material Preparation	Material and document conformity	Production	Quality Control
Cutting and Machining	Dimensions and machining accuracy	Production	Quality Control
Initial Assembly	Assembly and joint quality	Production	Quality Control
Veneering and Surface Application	Bonding, appearance, and detailing	Production	Quality Control
Sanding	Surface quality and preparation	Production	Quality Control
Painting and Finishing	Color and finishing quality	Production	Quality Control
Hardware Installation	Conformity and installation integrity	Production	Quality Control
Final Assembly	Product completeness and readiness for final inspection	Production	Quality Control

05 · RESPONSIBILITIES

Production executes, QC verifies, nobody grades their own work

- **Production:** execute per approved drawings and specifications; self-inspect; present products at checkpoints; rectify observations and defects; ensure Hold Points are not bypassed without QC approval.
- **Quality Control:** inspect per approved plan; verify dimensions, materials, assembly, finishes; record results; reject nonconforming work and prevent progression; verify corrective actions and re-inspect; approve clearance of mandatory Hold Points per designated authorities.
- **Technical Office:** provide approved drawings and documentation; clarifications and solutions; review and approve modifications within authority limits; update manufacturing documents and notify departments.
- **Factory Manager:** oversee implementation; coordinate Production, Technical Office, QC; provide resources; monitor recurring nonconformities and corrective actions; make administrative decisions without overriding technical approvals.

Documentation of in-process inspections

1

Identification

project name and production order number; description of inspected product or batch.

2

Inspection

manufacturing stage and inspection type; inspection date; technical references and specifications.

3

Results

results and conformity status; observations and corrective actions.

4

Authorization

name and signature of inspector and approving authority.

Approved forms record these details. Records are linked to production orders and projects for traceability.

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06

Final Product Inspection & Quality Approval

06 · FINAL INSPECTION

Final inspection is the last gate before packaging

Verify drawings, specifications, samples and client requirements; complete manufacturing/finishing, resolve nonconformities and prevent nonconforming release

Production prepares and presents; QC inspects

1. Manufacturing, assembly and finishing complete.
2. In-process inspections and mandatory Hold Points complete.
3. Production observations and nonconformities rectified.
4. Approved drawings, specifications and samples available.
5. All hardware/components within manufacturing scope installed.
6. Product cleaned for accurate visual and technical inspection.

Five inspection procedures

1

Dimensional

Final lengths, widths, thicknesses, angles and details against drawings; tolerances, openings, gaps and fixing points.

2

Manufacturing and Assembly

Joints, assembly, alignment, squareness, stability and fixing of wooden elements/components; no gaps, separation or defects.

3

Surface and Finishing

Colors, gloss, textures against samples; coating/veneer uniformity; no scratches, cracks, bubbles or runs; color consistency, grain direction, joints, architectural details, edges, corners and profiles.

4

Hardware and Components

Material/specification conformity, positions, fixing integrity, operation, movement, adjustment and functional performance where applicable; no installation damage.

5

Visual Inspection and Final Appearance

Clean, residue-free overall finish; no visible damage, scratches or defects; all required parts and product-specific requirements complete.

06 · INSPECTION OUTCOMES

Four outcomes decide whether a product moves on

Acceptance and rejection criteria follow approved drawings, specifications, samples, and project-specific requirements.

No product with defects or deviations affecting compliance is accepted without necessary technical actions and required approvals.

INSPECTION STATUS	CLASSIFICATION	REQUIRED ACTION
Conforming	Accepted	Approve the product for packaging and dispatch.
Conforming with Observations Requiring Rectification	Rectification Required	Rectify observations and conduct re-inspection before approval.
Nonconforming	Rejected	Withhold product release and initiate appropriate action.
Pending Verification	Pending Verification	Withhold approval until outstanding requirements or technical clarifications are completed.

Observation management: seven-step flowchart

1. Record observations; identify affected products or components.
2. Notify Production of required rectifications.
3. Evaluate nonconformity and impact on quality and functionality.
4. Determine action: repair, rework, replacement, or rejection.
5. Implement approved corrective measures.
6. Re-inspect after rectification.
7. Document re-inspection results and close all observations before final approval.

An NCR is issued where formal documentation is required.

Release rules

No product transfers to packaging and dispatch until final inspection is complete, conformity verified, and QC approval obtained. Document and trace release approval, identifying covered products or quantities. Fulfil additional client or consultant inspection and approval before dispatch and release. QC approval is mandatory before packaging and dispatch; it does not replace later inspections of packaging integrity, storage, and loading.

06 · AUTHORITIES AND RECORDS

Final inspection roles, matrix and records

ACTIVITY	APPROVAL AUTHORITY	RESPONSIBLE DEPARTMENT
Product Preparation for Final Inspection	Production Supervisor	Production
Final Product Inspection	Authorized QC Personnel	Quality Control
Technical Conformity Verification	Authorized QC Personnel	Quality Control
Technical Clarifications and Solutions	Authorized Technical Approver	Technical Office
Rectification of Observations and Defects	Production Supervisor, Subject to QC Verification	Production
Re-inspection and Closure of Observations	Authorized QC Personnel	Quality Control
Final Product Approval	Authorized QC Personnel	Quality Control
Authorization for Transfer to Packaging	Authorized QC Personnel	Quality Control
Administrative Escalation	Factory Manager	Factory Manager

06 · AUTHORITIES AND RECORDS

Final inspection duties by role

Production

- complete manufacturing and finishing
- self-inspect before presenting
- prepare products
- implement corrective actions
- prevent rejected products moving to packaging or dispatch without approval

Quality Control

- conduct final inspections vs drawings, specifications, samples
- verify in-process inspections
- record results
- determine acceptance or rejection
- monitor rectification and re-inspect
- issue final QC approval
- maintain records

Technical Office

- approved references
- clarifications on discrepancies
- evaluate technical solutions
- coordinate client or consultant approvals

Factory Manager

- oversee procedures
- monitor resolution of observations affecting quality and delivery schedules
- ensure coordination
- provide resources
- administrative decisions without overriding technical authorities

Records

- project name and production order number
- product description, identification number, or inspected quantity
- final inspection date
- technical references, drawings, samples
- results and conformity criteria
- observations and nonconformities
- corrective actions and re-inspection results
- final approval status
- name and signature of inspector and approving authority

Linked to projects and production orders for traceability.

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07

Packaging, Storage & Dispatch Control

07 · PRESERVATION

Approved quality is protected until delivery

Preserve integrity after QC approval; maintain traceability, matching quantities and delivery documents; block unapproved or incomplete products

1 → Receive approved products from Production

2 → Verify QC approval before packaging

3 → Prepare packaging and protection

4 Protect, label and identify

5 → Store finished products

6 → Review quantities and documentation

7 → Inspect products and vehicles before loading

8 Supervise loading; issue dispatch/delivery documents

Packaging and protection

1. Suitable materials protect surfaces, edges and corners from scratches/impacts.
2. Protect finishes from friction, moisture, dust and contamination.
3. Reinforce and secure large or sensitive products.
4. Avoid materials reacting with coatings or affecting finishes.
5. Fully dry and cure coatings before packaging.
6. Protect protruding hardware and components.
7. Meet project/client packaging requirements.

Methods follow product characteristics; no single method applies to every product.

Identification and labeling · where applicable

- PROJECT NAME/NUMBER
- PRODUCTION ORDER
- DESCRIPTION AND PRODUCT ID
- INSTALLATION LOCATION/AREA
- QUANTITY PER PACKAGE
- SPECIAL HANDLING/STORAGE INSTRUCTIONS
- ADDITIONAL PROJECT IDENTIFIERS

Match production, final inspection and dispatch records.

07 · DISPATCH CHECKS

Storage, dispatch readiness and loading checks

Finished product storage

1. Clearly identified areas for products ready for dispatch.
2. Protect from water, moisture, direct sunlight.
3. Prevent bending, warping, stacking damage.
4. Use supports, pallets, racks, or protective structures.
5. Segregate approved products from pending-inspection or nonconforming.
6. Maintain labels and accessibility.
7. Periodic visual inspections when necessary.

The storage department maintains integrity until release for dispatch.

Dispatch readiness before loading

- Final inspection approval from QC available.
- Packaging and protection complete.
- Products and quantities conform to approved dispatch list.
- Clear labels and product numbers.
- No visible damage or new observations after packaging.
- Vehicle suitable and ready.
- Dispatch and delivery documents available.

If damage, discrepancies, or shortages are found, suspend affected-product dispatch until rectified and conformity verified.

Loading and transportation inspection

Vehicle

Clean; free of damaging conditions; suitable loading space and arrangement; protective and securing equipment; protection against weather and moisture.

Loading control

Handling equipment suited to size and weight; no dragging or damaging contact; secure arrangement; separators, supports, securing devices; no damage during loading.

Post-loading

Verify quantities vs dispatch list; confirm packaging integrity and load securing; record observations; approve loading completion before departure.

07 · DISPATCH AUTHORITY

Damage handling, roles, matrix and dispatch records

Identify affected packages → suspend dispatch if needed → document and notify QC → assess conformity impact → repack, repair, replace or reject → re-inspect as required → document correction and approve dispatch. Lost QC status through damage/modification requires re-verification.

ACTIVITY	APPROVAL AUTHORITY	RESPONSIBLE DEPARTMENT
Transfer of Products Ready for Packaging	Production Supervisor, Following QC Approval	Production
Product Packaging and Protection	Packaging Supervisor	Packaging & Warehousing
Product Numbering and Identification Labeling	Packaging & Warehouse Supervisor	Packaging & Warehousing
Packaging Quality Inspection	Authorized QC Personnel	Quality Control
Finished Product Storage	Warehouse Supervisor	Warehousing
Preparation of Packing and Dispatch Lists	Authorized Warehouse Personnel	Packaging & Warehousing
Review of Project Delivery Requirements	Project Manager or Authorized Representative	Project Management
Verification of Product Dispatch Readiness	Authorized QC Personnel	Quality Control
Loading Operations and Quantity Verification	Loading & Warehouse Supervisor	Packaging & Warehousing
Approval of Quality Requirements Before Dispatch	Authorized QC Personnel	Quality Control
Administrative Authorization for Shipment Release	Authorized Administrative Personnel	Factory Management
Administrative Escalation	Factory Manager	Factory Manager

Role duties

Production transfers complete approved products, rectifies manufacturing observations and coordinates re-inspection. Packaging & Warehousing protects, labels, stores, lists quantities, verifies documents and supervises loading/transfer. Quality Control verifies prior approval, packaging, condition and compliance; records observations and re-inspects. Project Management sets delivery requirements, locations, quantities, schedules and receiving documents; follows site observations. Factory Manager provides resources, coordinates readiness, resolves constraints and prevents approval bypass.

Project / order / shipment records

Final Inspection Report and QC Approval · Packing List · Dispatched Product and Quantity List · Packaging and Dispatch Inspection Record · Factory Material Gate Pass · Delivery Note · Loading Damage or Observation Records · Receiving-party Delivery Acknowledgment Records where available.

Final inspection, packaging, quantity/document verification and approvals precede departure. QC confirms compliance; authorized administration releases shipment. Fulfil client/consultant conditions. Dispatch is not final client acceptance; contractual, project and approved handover conditions remain applicable.

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08

Nonconformity & Corrective Action Management

08 · CLASSIFICATION AND REPORTING

Three classes of nonconformity, three required responses

Standardize identification, documentation and resolution; prevent nonconforming use/delivery and recurring defects through root causes, per ISO 9001:2015.

Scope includes incoming materials/components; manufacturing, assembly, finishing; in-process/final inspection; packaging, storage, handling, dispatch; defects after delivery; client/consultant observations; deviations from drawings, specifications, samples or procedures.

CLASSIFICATION	DESCRIPTION	REQUIRED ACTION
Major Nonconformity	A defect affecting product functionality, safety, or essential technical requirements.	Suspend affected operations, evaluate the nonconformity, and implement the approved action.
Minor Nonconformity	A limited defect that does not significantly affect functionality but fails to meet approved quality requirements.	Rectify the defect and conduct re-inspection before approval.
Quality Observation	An observation or indication requiring monitoring or improvement without necessarily constituting a confirmed nonconformity.	Record the observation and take appropriate action where necessary.

Reporting procedure

1. Identify affected material, product or process.
2. Suspend use/progression where necessary.
3. Notify Production personnel and QC.
4. Record description, location and affected quantity.
5. Use photographs, measurements and references where needed.
6. Identify unmet requirement/technical reference.
7. Issue NCR when formal documentation is required.
8. Assign follow-up and rectification responsibility.

Minor classification never authorizes acceptance or exemption. Rectify or obtain formal authorized approval. Prevent unintended use/delivery during evaluation.

08 · DISPOSITION AND CLOSURE

NCR content, five dispositions and root cause analysis

Non-Conformance Report (NCR)

Used for nonconformities needing formal resolution through closure. NCRs carry sequential reference numbers for tracking and linkage to project and production records. Fields: reference number and issuance date; project name and production order number; affected material or product; stage identified; nonconformity description and technical reference; affected quantities or components; classification and impact level; immediate containment action; proposed disposition or rectification; responsible department; re-inspection and verification results; status and closure date; names and signatures of reviewers and approvers.

Five dispositions

QC, with the Technical Office and Production where necessary, evaluates nonconformities and determines disposition.

1. **First – Repair:** rectify to an acceptable condition for intended use; subject to technical verification and approvals where repair does not fully restore original conformity.
2. **Second – Rework:** reprocess or remanufacture to achieve full conformity.
3. **Third – Replacement:** when repair or rework cannot achieve compliance.
4. **Fourth – Acceptance Under Approved Concession:** formal documented approval from the authorized party, including client or consultant where required, without compromising safety or mandatory regulations.
5. **Fifth – Final Rejection:** prevent use or delivery when conformity or required acceptance cannot be obtained.

Root Cause Analysis (RCA)

Conducted for recurring or major nonconformities.

Potential causes

Incomplete or unclear technical documentation; nonconforming materials; manufacturing or operational errors; failure to comply with procedures; inadequate in-process inspection; insufficient training or competence; equipment or measuring instrument issues; ineffective coordination between departments.

Corrective actions

May include revising work procedures; improving checkpoints or acceptance criteria; training or requalifying personnel; modifying operating or maintenance methods; enhancing drawing and document review; improving supplier and incoming material control; other measures to prevent recurrence. Responsible person, target completion date, and effectiveness verification method are defined.

Closure: six-step flowchart

1. Complete the approved rectification or disposition.
2. Submit for re-inspection where required.
3. Verify compliance or approved acceptance conditions.
4. Review supporting evidence and records.
5. Document verification and close through authorized QC personnel.
6. Monitor effectiveness of corrective actions as applicable.

An NCR is not closed until disposition is complete and verified; affected products are not released until acceptance conditions are met and approval documented.

08 · RESPONSIBILITIES

Nonconformity roles, matrix, records and review

ACTIVITY	APPROVAL AUTHORITY	RESPONSIBLE DEPARTMENT
Identification and Recording of Nonconformities	Authorized QC Personnel	Quality Control / Identifying Department
NCR Issuance	Authorized QC Personnel	Quality Control
Segregation of Nonconforming Products or Materials	Authorized QC Personnel	Production / Warehousing
Nonconformity Evaluation	Authorized Technical Approver	Quality Control / Technical Office
Determination of Technical Disposition	Authorized Technical Approver, with Client Approval where Required	Technical Office / Quality Control
Repair or Rework Implementation	Production Supervisor, in accordance with Approved Disposition	Production
Resolution of Incoming Material Nonconformities	Authorized Technical Approver, Subject to QC Verification	Procurement / Warehousing
Root Cause Analysis	Relevant Department Manager, in Coordination with QC	Department Responsible for the Nonconformity
Corrective Action Plan Approval	Factory Manager or Authorized Delegate	Relevant Department / Quality Control
Re-inspection and Conformity Verification	Authorized QC Personnel	Quality Control
NCR Closure	Authorized QC Personnel	Quality Control
Administrative Escalation	Factory Manager	Factory Manager

Department duties

Quality Control identifies/documents, tracks NCRs and affected status, coordinates evaluation, verifies correction, closes and reports recurrence. Production reports, suspends where needed, implements approved repair/rework/replacement, joins RCA and submits re-inspection. Technical Office evaluates impact, determines solutions with QC, updates references and routes external approvals through Project Management. Procurement & Warehousing segregates, coordinates suppliers, records returns/replacements and follows supplier actions. Project Management coordinates external decisions/client observations and delivery/site impacts. Factory Manager monitors major/recurring cases, resources and coordinates causes; no technical-acceptance override.

Controlled records · linked to project, order and product

NCRs; inspection results/observations; photos/measurements; technical evaluations/decisions; repair/rework/replacement; re-inspection; RCA; Corrective Action Plans/follow-up; approvals/concessions; closure.

Periodic QC review → Factory Manager

Counts/classification; high-frequency stages; recurring defects/root causes; repair/rework/rejection rates; rectification/closure time; action effectiveness. Findings support administrative and operational decisions.

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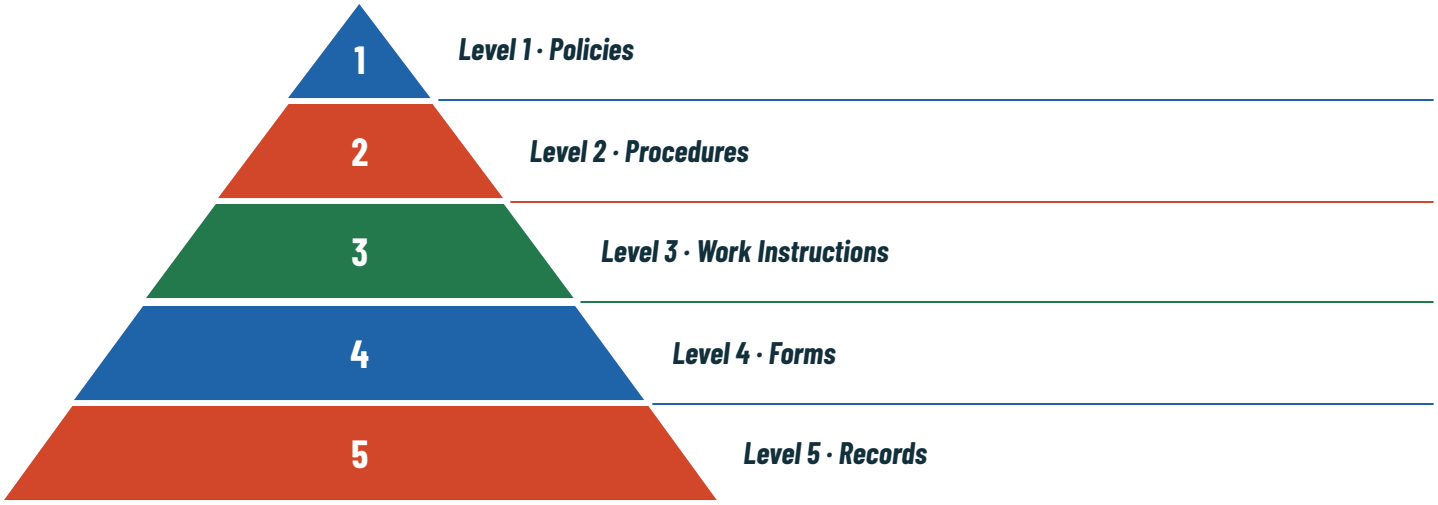
09

Quality Documentation & Records Control

09 · DOCUMENT ARCHITECTURE

A five-level document hierarchy with unique codes

Prepare, review, approve, maintain and update documents/records; use only current approved revisions. Accuracy, traceability and evidence of conformity under ISO 9001:2015.



DOCUMENT TYPE	PURPOSE
Policies	Define overall quality commitments and principles.
Procedures	Describe quality process implementation methods and responsibilities.
Work Instructions	Define detailed work and inspection instructions.
Forms	Provide standardized templates for recording information and inspection results.
Records	Maintain documented evidence of performed activities and their results.

DOCUMENT TYPE	PROPOSED CODE
Quality Control Policy & Procedures	QMS-QC-001
Individual Procedures	QC-PR-001
Work Instructions	QC-WI-001
Quality Control Forms	QC-F-001
Quality Records	QC-R-001

Integrated without duplication/contradiction; additional references must not conflict with approved numbering.

Scope: policy/procedures; project quality/inspection plans; drawings/specifications; incoming, in-process/final records; NCR/corrective actions; material/sample/product approvals; tests/certificates; calibration; packaging/dispatch/delivery; audits/performance reviews; other QMS documents.

Controlled fields: company/logo, title, reference, revision, issue/effective dates, department, preparation/review/approval, page numbers and Approved/Draft/Obsolete status.

09 · APPROVAL AND REVISION

Documents are approved before use and revisions are tracked

Six-stage approval flow

1. **Preparation:** responsible department prepares the document or form.
2. **Technical Review:** technical accuracy and compliance.
3. **Operational Review:** practical applicability and clear responsibilities.
4. **Approval:** authorized personnel per the authority matrix.
5. **Issuance and Distribution:** available to relevant departments.
6. **Archiving:** previous revisions retained per document control procedures.

No new or revised document is implemented as controlled before review and approval.

Revision and change control

- Record revision number, date, description of changes, approving authority.
- Use sequential revision numbers; document significant changes.
- Assess impact on related procedures and forms; notify departments.
- Withdraw superseded documents from points of use.
- Retain obsolete documents in archives where necessary, clearly identified.

Obsolete or unapproved documents are not used for manufacturing or inspection.

Quality records management (seven rules)

1. Record clearly, accurately, verifiably.
2. Use approved forms valid at the time.
3. Record inspection dates, personnel, verification results.
4. Records complete before approval.
5. Protect against loss, damage, unauthorized modification.
6. Retrievable and linked to projects and production orders.
7. Document corrections with traceability of changes and personnel.

Records reflect activities and inspections actually performed and are never created to imply inspections or approvals that did not take place.

09 · FILES AND RETENTION

Project quality files, retention and external documents

Project Quality Documentation File

One physical or electronic file per project; traceability from document review through manufacturing, dispatch, and delivery. Contents as applicable: project information and technical references; Project Quality Plan and Inspection Plan; drawing and specification review records; material and sample approvals; incoming material inspection reports; in-process inspection records; final inspection reports and product approvals; NCRs and corrective action records; test reports and certificates of conformity; packaging, dispatch, delivery records; additional client or consultant approvals.

Retention and archiving

Designated storage locations or folders, organized by project, document type, date; protect against loss, damage, unauthorized access, with periodic backups of electronic records; define access, editing, deletion permissions; retain for periods set by company procedures, contracts, or legal requirements, whichever is longer; dispose after retention expiry per approved procedures and authorities. Records tied to ongoing claims, disputes, or contractual obligations are not deleted until all retention requirements are fulfilled.

Control of external documents (client, consultant, supplier)

Register received documents and identify sources; verify revision numbers and approval status; make current approved revisions available; prevent use of obsolete or unapproved drawings and specifications; document received modifications and instructions; maintain correspondence and approvals on changes affecting manufacturing.

The Technical Office controls technical references used in manufacturing, in coordination with Project Management.

Review triggers for the document system

Changes to management system requirements or standards; modifications to manufacturing methods; new products or processes; recurring nonconformities; internal or external audit findings; client observations or project requirements; organizational changes. Revisions are documented and approved before implementation and departments are informed.

1 Review trigger

2 Revise documents

3 Document and approve

4 Inform departments

09 · RESPONSIBILITIES

Document control roles and approval matrix

ACTIVITY	APPROVAL AUTHORITY	RESPONSIBLE DEPARTMENT
Preparation of Quality Control Policy & Procedures	Director of Operations or Authorized Authority	Quality Control / Factory Management
Preparation of Inspection Forms	Factory Manager or Authorized Delegate	Quality Control
Review of Technical Documents	Authorized Technical Approver	Technical Office
Approval of Drawings and Specifications	Authorized Technical Authority / Client, where required	Technical Office / Project Management
Document Numbering and Revision Registration	Authorized Document Control Personnel	Document Controller
Issuance and Distribution of Approved Documents	Authorized Document Issuing Authority	Document Controller
Updating Inspection Records	Authorized QC Personnel	Quality Control
Maintenance of Production Records	Production Engineer	Production Department
Organization of Project Quality Files	Authorized QC Personnel, in Coordination with Project Management	Quality Control / Project Management
Document and Record Archiving	Document Controller	Relevant Department / Document Controller
Cancellation or Replacement of Documents	Document Approving Authority or Authorized Delegate	Issuing Department / Document Controller
Administrative Escalation	Factory Manager	Factory Manager

Department duties

- Quality Control prepares/updates forms and reports, verifies completeness, organizes project/order records, monitors approved revisions, maintains NCR/actions and coordinates updates.
- Technical Office manages drawings/specifications, revisions and approvals; supplies current documents and prevents obsolete use.
- Production uses approved references, completes production/self-inspection records, reports unclear/outdated documents and keeps latest workstation copies; Production Engineer maintains records.
- Project Management coordinates client/consultant documents, revisions, correspondence and quality-file submissions.
- Document Controller registers numbers/revisions, monitors approval/distribution, maintains Master Document Register, withdraws/archives obsolete copies and organizes retrieval; may be designated personnel.
- Factory Manager supervises, approves within delegation, resources archiving, monitors compliance and resolves accuracy/traceability deficiencies.

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Quality Performance Evaluation & Continuous Improvement

10 · QUALITY INDICATORS

Eight KPIs measure how well the QC system works

Measure efficiency, analyze results/nonconformities and identify improvements; enhance quality, reduce defects/waste/rework, improve efficiency and customer satisfaction per ISO 9001:2015.

PERFORMANCE INDICATOR	MEASUREMENT PURPOSE	MEASUREMENT METHOD
First-Pass Acceptance Rate	Measure manufacturing quality without rework	$\frac{\text{Products accepted at first inspection}}{\text{Total products inspected}} \times 100$
Nonconformity Rate	Measure the frequency of nonconformities	Number of nonconformities relative to production volume or inspections
Rework Rate	Measure the volume of work requiring reprocessing	$\frac{\text{Volume of reworked products}}{\text{Total production volume}} \times 100$
Product Rejection Rate	Measure the percentage of permanently rejected products	$\frac{\text{Rejected products}}{\text{Total products inspected}} \times 100$
NCR Closure Time	Measure the efficiency of nonconformity resolution	Average time between NCR issuance and closure
Incoming Material Acceptance Rate	Evaluate incoming material quality	$\frac{\text{Accepted material quantity}}{\text{Total inspected material quantity}} \times 100$
Client Observation Rate	Measure observations related to product quality	Number of recorded observations during a defined period
Quality Record Completion Rate	Measure compliance with inspection documentation requirements	$\frac{\text{Completed records}}{\text{Total required records}} \times 100$

Scope and targets

Pre-manufacturing review; incoming/suppliers; in-process; final approval; packaging/storage/dispatch; NCR/actions; personnel/inspection efficiency; client acceptance; audits; system effectiveness. Set periodic targets from operations and available data; review/update against results.

QC data collection with relevant departments

Incoming, in-process and final reports; NCRs; repair/rework; pre-dispatch reports; client/consultant observations; internal/external audits; corrective actions/effectiveness. Periodically analyze trends, recurrence and improvement needs.

10 · EVALUATION CONTROLS

Audits, suppliers, training, calibration and client feedback

Supplier and incoming material evaluation

Procurement with QC: compliance with specifications; acceptance/rejection rates; frequency of nonconformities; responsiveness to observations; completeness of certificates/documentation; effectiveness of supplier corrective actions. Results support procurement decisions.

Internal quality audits · periodic

Compliance with procedures/work instructions; completeness of inspection/approval records; implementation of checkpoints and Hold Points; control of nonconforming materials/products; implementation of corrective actions; use of current approved documents/forms; coordination effectiveness among departments. Findings document observations, required actions and responsible personnel. Auditors are impartial and, wherever practicable, do not audit their own activities.

Personnel competency and training

Factory Management with departments: interpretation of drawings/specifications; quality requirements/acceptance criteria; machinery/equipment operation; measuring/inspection instruments; manufacturing, assembly/finishing techniques; defect identification/recurrence prevention; nonconformity/corrective action procedures; completing inspection forms/records. Training records are kept; effectiveness evaluated where necessary.

Client feedback and satisfaction

Observations on quality; rejections/repair requests; recurring observations on materials/finishes; response time; effectiveness of actions; opportunities to improve manufacturing, inspection/delivery. Project Management, QC and Technical Office coordinate.

Measuring equipment calibration

1. Identify equipment needing periodic calibration or verification.
2. Maintain an equipment register with identification and calibration status.
3. Set calibration intervals by characteristics and operational needs.
4. Calibrate or verify through qualified personnel or organizations.
5. Maintain calibration certificates and records.
6. Prevent use of defective or unverified instruments.
7. Evaluate validity of earlier measurements when equipment proves unsuitable.

Instruments must suit the accuracy required by technical specifications.

10 · IMPROVEMENT OWNERSHIP

Four improvement areas and the roles that drive them

Factory Management adopts continuous improvement through performance analysis

Production Process Improvement

Develop manufacturing, assembly and finishing; reduce errors/waste/rework; improve sequencing/checkpoints; efficient equipment/resources.

QC Procedure Development

Update checklists/criteria; improve measurement/verification, documentation/traceability and high-risk-stage monitoring.

Interdepartmental Coordination

Better technical exchange; fewer document discrepancies/delays; better drawing/material approvals; clear roles/authorities.

Technical Competency Development

Identify training; develop workers/technicians; apply project lessons; quality culture and shared responsibility.

Roles

Quality Control

Collect/analyze KPIs; periodic reports; action-effectiveness monitoring; audits; improvements; calibration records; recommendations to Factory Manager.

Production Engineer

Monitor indicators, analyze defects, implement improvements; coordinate waste/rework reduction with QC; monitor instructions; supply data.

Technical Office

Review drawing/specification issues; propose improvements; develop error-reducing documents; join RCA; update approved references.

Procurement

Monitor suppliers, resolve material nonconformities, follow supplier actions and provide evaluation data.

Project Management

Collect/resolve client observations; supply requirements and acceptance results; follow improvements.

Factory Manager

Oversee evaluation; review KPIs/audits; approve plans within authority; resource and monitor compliance; escalate significant issues to Senior Management.

10 · REVIEW AND REPORTING

Performance matrix, monthly report and management review

ACTIVITY	APPROVAL AUTHORITY	RESPONSIBLE DEPARTMENT
Establishment of Quality Performance Indicators	Factory Manager	Quality Control
Quality Data Collection and Analysis	Authorized QC Personnel	Quality Control
Monitoring Production Quality Indicators	Production Engineer	Production Department
Supplier Performance Evaluation	Authorized Procurement Personnel, in Coordination with QC	Procurement / Quality Control
Preparation and Implementation of Internal Audit Plan	Authorized Authority within the Quality Management System	Internal Auditor / Assigned Department
Follow-up on Audit Findings	Factory Manager	Quality Control / Relevant Departments
Identification of Training Requirements	Factory Manager	Department Heads / Human Resources
Monitoring Measuring Equipment Calibration	Authorized QC Personnel	Quality Control / Equipment-Owning Departments
Analysis of Client Observations	Project Manager, in Coordination with QC	Project Management / Quality Control
Preparation of Improvement Plans	Factory Manager	Relevant Departments / Quality Control
Approval of Operational Improvements	Factory Manager or Authorized Delegate	Relevant Department
Overall Quality Performance Review	Factory Manager	Quality Control
Escalation to Senior Management	Director of Operations	Factory Manager

Recommended monthly report · QC → Factory Manager

In-process/final results; KPIs against targets; new/closed/open NCRs; recurring defects/causes; repair/rework/rejection; material/supplier evaluation; client observations; corrective actions/plans; training/technical needs; approval recommendations. Discuss with departments; set priorities, owners and dates.

Management review · nine inputs aligned with ISO 9001:2015

Objectives/KPIs; internal/external audits; NCR/actions; supplier/process performance; client satisfaction; resource/competency/instrument adequacy; past improvement effectiveness; technical/operational QMS changes; development opportunities/future needs.

Document decisions, owners, dates and follow-up. ARFAD continually measures, analyzes, eliminates root causes and applies lessons; shared quality responsibility retains clear execution, inspection and approval roles for client confidence and technical/contract compliance.

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Product Workflow & Interdepartmental Handover Control

11 · PRODUCT WORKFLOW

Nine stages move a product from document review to delivery

Regulate department transfers; define handover, receiving, inspection and approval for traceability and compliance.

STAGE	ACTIVITY	RESPONSIBLE DEPARTMENT
01	Review and Approval of Manufacturing Documents	Technical Office
02	Issuance of Approved Materials to Production	Warehousing
03	Material Receiving and Commencement of Manufacturing	Production Engineer
04	In-Process Inspection and Hold Points	Quality Control
05	Product Handover for Final Inspection	Production Engineer
06	Final Inspection and Product Approval	Quality Control
07	Packaging, Labeling, and Storage	Packaging & Warehousing
08	Verification of Product Readiness for Dispatch	Quality Control
09	Loading and Delivery	Warehousing & Dispatch

ACTIVITY	HANDOVER RESPONSIBILITY	RECEIVING RESPONSIBILITY	QC APPROVAL
Material Issuance to Production	Warehouse Personnel	Production Engineer	Material Acceptance Before Issuance
Transfer Between Manufacturing Stages	Production Engineer	Next Stage Responsible Personnel	At Designated Inspection Checkpoints
Handover for Final Inspection	Production Engineer	Quality Control Personnel	Mandatory
Handover for Packaging	Production Engineer	Packaging Personnel	Mandatory Before Packaging
Handover for Dispatch	Warehouse Personnel	Dispatch Personnel	Mandatory Before Dispatch

Transfer controls

Approved forms/documents; sender identifies products, quantities and work status; receiver verifies condition/quantity and acknowledges; QC verifies checkpoints/Hold Points. No nonconforming transfer without rectification/re-inspection or approved technical authorization. Production Engineer monitors movement; QC issues technical approvals.

Handover record

Project/order; product/quantity; sending and receiving stages/departments; status/results; dates; names/signatures; mandatory-checkpoint QC approval.

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Inspection & Test Plan (ITP)

12 · ITP CHECKPOINTS

The ITP defines every checkpoint, Hold Point and approval

Define inspection/testing stages, monitoring and mandatory Hold Points; acceptance criteria, responsibilities and approvals ensure drawing/specification conformity.

QC prepares with Technical Office and Production Engineer

Include stages; inspection/test type; references/acceptance criteria; timing/Hold Points; execution, inspection and approval departments; forms/records. Approve under designated authorities/project requirements.

CHECKPOINT TYPE	CODE	REQUIRED ACTION
Inspection Point	I – Inspection	Perform inspection and record results.
Monitoring Point	M – Monitoring	Monitor the process and verify compliance with requirements.
Hold Point	H – Hold Point	Prevent progression to the next stage until QC approval is obtained.
Witness Point	W – Witness Point	Allow the designated party to witness the inspection in accordance with the ITP.

Types depend on product characteristics, specifications and client requirements; not all apply to every process.

STAGE	MAIN INSPECTION REQUIREMENTS	INSPECTION RESPONSIBILITY	RECORD
Document Review	Drawings, specifications, and approvals	Technical Office / Quality Control	Technical Review
Material Receiving	Material type, dimensions, condition, and conformity	Quality Control	Material Inspection
Cutting & Machining	Dimensions, tolerances, and machining quality	Quality Control	In-Process Inspection
Assembly	Joints, dimensions, and alignment	Quality Control	In-Process Inspection
Surface Preparation	Surface quality, veneering, and sanding	Quality Control	In-Process Inspection
Painting & Finishing	Color, appearance, and finishing quality	Quality Control	Finishing Inspection
Final Assembly	Components, hardware, and functionality	Quality Control	Final Inspection
Packaging & Dispatch	Protection, identification, and quantities	Quality Control	Packing & Dispatch

12 · INSPECTION REQUESTS

Inspection request flow, acceptance criteria and ITP responsibilities

1. Production Engineer verifies complete, ready work.
2. Notify QC through an inspection request.
3. Authorized QC inspects against approved ITP and criteria.
4. Record results/observations in approved form.
5. Conforming work receives stage approval and proceeds.
6. Nonconforming work requires rectification and re-inspection before approval.

Project Management coordinates client/consultant witnessing or approval.

ACTIVITY	EXECUTION RESPONSIBILITY	APPROVAL AUTHORITY
ITP Preparation	Quality Control	Factory Manager or Authorized Delegate
Definition of Technical Acceptance Criteria	Technical Office	Authorized Technical Approver
Preparation of Work for Inspection	Production Engineer	Production Engineer
Inspection and Recording of Results	Quality Control	Authorized QC Personnel
Rectification of Observations	Production Engineer	Subject to QC Verification
Hold Point Release Approval	Quality Control	Authorized QC Personnel
Coordination of Client Inspections	Project Management	Client / Consultant, Where Required
ITP Revision	Quality Control / Technical Office	Authorized Authority, Including Client Approval Where Required

Acceptance and rejection criteria

Approved shop drawings/specifications; samples, materials and finishes; permissible tolerances/performance; applicable technical standards and project tests. Deviations require technical review and formal authorized approval, including client/consultant where required.

Inspection records · project, order and stage linkage

Project/order numbers; product/stage; technical reference/criteria; results/observations; date; authorized QC name/signature; approval status or re-inspection requirements.

Mandatory Hold Points require inspection and documented approval before progression.

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Approval Authority & Signature Matrix

13 · APPROVAL LEVELS

Five approval levels give every activity clear accountability

Define responsibilities and authorities for preparation, review, inspection, approval, receiving, and handover across the product lifecycle; document approvals, and meet QC requirements before progression between stages.

APPROVAL LEVEL	RESPONSIBILITY
Prepared By	Personnel preparing documents or work for inspection.
Reviewed By	Verifies completeness of information and requirements.
Inspected By	Authorized QC personnel verifying conformity.
Approved By	Personnel authorized to grant technical or administrative approval by activity type.
Handed Over / Received By	Documents transfer of materials or products between departments.

ACTIVITY	PREPARATION / EXECUTION · REVIEW / INSPECTION	APPROVAL AUTHORITY
Manufacturing Document Review	Technical Office · Quality Control, where required	Authorized Technical Approver
Production Order Issuance	Production Engineer · Technical Office	Factory Manager or Authorized Delegate
Raw Material Receiving	Warehouse Personnel · Quality Control	Authorized QC Personnel for Technical Acceptance
Material Issuance to Production	Warehouse Personnel · Production Engineer	Subject to QC Acceptance and Material Issuance Procedures
In-Process Inspections	Production Engineer · Quality Control	Authorized QC Personnel at Hold Points
Nonconformity Rectification	Production Engineer / Relevant Department · Quality Control / Technical Office	Authorized Authority According to Disposition
Final Product Inspection	Production Engineer · Quality Control	Authorized QC Personnel
Product Handover for Packaging	Production Engineer · Packaging Personnel	Following Quality Control Approval
Packaging & Dispatch Readiness Inspection	Packaging & Warehousing · Quality Control	Authorized QC Personnel
Shipment Release Authorization	Warehousing & Dispatch · Quality Control / Project Management, as required	Authorized Administrative Personnel
Approval of Procedures & Forms	Responsible Department · Factory Manager	Director of Operations or Authorized Delegate, in accordance with delegated authorities
Approval of Technical Modifications	Technical Office · Project Management / Quality Control	Authorized Technical Authority and Client, where required

13 · SIGNATURE CONTROLS

Signature controls and the separation of Production and QC

Six signature and approval controls

1. Names and job titles of those who prepare, review, inspect, approve are identified in forms.
2. QC inspection results are approved only by authorized personnel.
3. Handover and receiving are documented through signatures at designated transfer points.
4. Mandatory Hold Points are not bypassed without QC approval.
5. Deviations from technical specifications are approved only by the required authorities.
6. Physical signatures or electronic approvals are accepted per the factory's approved documentation system.

Segregation of responsibilities

- **Production Engineer:** work execution, monitoring manufacturing stages, preparing products for inspection, handing them over.
- **Quality Control Personnel:** conformity verification, documenting inspection results, approving products.
- **Technical Office:** technical references, clarifications, approved modifications.
- **Factory Manager:** administrative supervision, coordination, resource allocation, approvals within delegated authority.

The Production Engineer's signature confirming work completion does not replace Quality Control approval.

Signatures and approval records are maintained and linked to the relevant project, production order, and products. Approved forms document inspection, receiving, handover, and product release, including dates, responsible personnel, and approval status.

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Quality Control Forms & Records

14 · MASTER FORMS REGISTER

Fifteen standard forms cover the entire product lifecycle

Standardize inspection, receiving, handover and approval documentation; clear signatures and full traceability through dispatch.

CODE	FORM TITLE	PURPOSE
QC-F01	Project Quality Plan	Project-specific Quality Plan
QC-F02	Technical Review Checklist	Pre-production technical document review
QC-F03	Material Receiving Inspection	Incoming raw material inspection and receiving
QC-F04	Material Issue & Receiving	Material issuance and receiving for production
QC-F05	In-Process QC Inspection	Inspection during manufacturing stages
QC-F06	Painting & Finishing Inspection	Painting and finishing quality inspection
QC-F07	Final Product Inspection	Final product quality inspection
QC-F08	Non-Conformance Report	Documentation of nonconformities
QC-F09	Corrective Action Report	Documentation of corrective actions
QC-F10	Interdepartmental Handover	Product handover and receiving between departments
QC-F11	Packing & Dispatch Inspection	Packaging and dispatch quality inspection
QC-F12	Product Release Authorization	Authorization for product release
QC-F13	QC Inspection Register	Quality inspection tracking register
QC-F14	Equipment Calibration Register	Measuring equipment calibration register
QC-F15	Inspection & Test Plan (ITP)	Inspection and testing plan

14 · FORM IDENTIFICATION AND CONTROL

Every form carries the same identification and signature block

Standard form information

IDENTITY	Official ARFAD logo and company name; form title, reference code and revision
TRACEABILITY	Project name, production order, product description and quantities
ACTIVITY	Inspection, receiving or handover date; results and observations
AUTHORIZATION	Conformity/approval status; responsible personnel names and signatures

Preparation and approval responsibilities

ACTIVITY	EXECUTION RESPONSIBILITY	APPROVAL AUTHORITY
Preparation of Quality Control Forms	Quality Control Department	Factory Manager
Review of Technical Information	Technical Office	Authorized Technical Approver
Completion of Production Information	Production Engineer	Production Engineer
Inspection and Recording of Results	Quality Control	Authorized QC Personnel
Completion of Handover and Receiving Information	Relevant Departments	Responsible Handover and Receiving Personnel
Form Revision and Version Control	Quality Control / Document Control	Authorized Authority in accordance with Document Control Procedures

Issuance and control

- Review and approve before issuance; clear revision numbers and effective dates.
- Keep approved versions in the Document Control system.
- Use only current approved inspection, receiving, handover and approval forms.
- Keep completed records in relevant Project Quality Files.
- No modification or obsolete-revision use outside Document Control procedures and required approvals.