CHUKA UNIVERSITY COLLEGE

ISO 9001:2008
QUALITY MANAGEMENT SYSTEM (QMS) MANUAL (CUC/QMS/QM/01)

DOCUMENT REVIEW SHEET

	Name & Signature	Position	Date
Prepared by		**ISO Core Team**	
Reviewed by	**Prof. D. K. Isutsa**	**QMR**	
Approved by	**Prof. E. N. Njoka**	**Principal**	

PREAMBLE

This is a Quality Manual (QM) for Chuka University College (CUC). It describes the Quality Management System to ensure that CUC provides quality products and services to its customers.

The reproduction or distribution in part or as a whole of this manual is only permitted with express authority of the Quality Management Representative (QMR) or the Principal.

This Quality Manual is intended for use within CUC. However, it may be given to any person(s) as interested party(ies) to explain CUC institution and processes to such person(s), on grounds of mutual trust. Such a document shall be deemed uncontrolled.

Amendment Record

This Quality Manual shall be reviewed regularly to ensure relevance to the systems and processes that it defines.

A record of contextual additions and/or deletions shall be given in Table 1 below:

Table 1. Amendment record

Amendment Date	Issues No. and Revision No.	Page No.	Context	Name of identifier	Revised by QMR	Approved By PRINCIPAL

CONTENTS

LIST OF TABLES

DISTRIBUTION OF THE QUALITY MANUAL

This Quality Manual is available on the CUC intranet server, and on the **CUC website (www.cuc.ac.ke).**

All printed copies of this Quality Manual shall be deemed "Uncontrolled", unless stamped "Controlled" and distributed to the following:

- Principal
- Deputy Principals
- Registrars
- Deans
- Directors
- Quality Management Representative (QMR)/Assistant QMRs
- Chair of Departments
- Heads of Sections
- ISO Steering Committee (Champions)
- ISO Internal Auditors

INSTITUTIONAL PROFILE

Chuka University College (CUC), a constituent College of Egerton University, is located in Chuka Municipality in Meru South District, Tharaka-Nithi County. The College is situated approximately 186 km from Nairobi and 320 km from Egerton University, Njoro, along the Nairobi-Embu-Meru highway.

The University College is the successor of Egerton University Eastern Campus College, Chuka. Eastern Campus College of Egerton University was founded on 27th September, 2004 by Egerton University Council to give people in eastern region and Kenya at large access to high quality and affordable University education. This was after the local community donated 550 acres of land and facilities essential for current and future expansion of the institution. One of the major facilities donated was Chuka Polytechnic founded in 1956.

On 23rd August, 2007, Eastern Campus College was upgraded to a constituent college of Egerton University and gazetted through a Legal Notice Number 161. After the elevation, the name changed to Chuka University College. On 10th December, 2007, His Excellency President Mwai Kibaki visited and officially inaugurated the College. The first CUC Council was appointed on 12th September, 2008 by the President.

The University College is located on the slopes of the snow-capped Mt. Kenya at an attitude of approximately 2,000 m above sea level and has a cool climate with temperatures ranging from 16°C to 24°C and an average rainfall of about 1,000 mm per annum. This climate offers excellent learning and working environment.

SLOGAN/MOTTO

Knowledge is Wealth (*Sapientia divitia est*) Akili ni Mali

PHILOSOPHY

Education and training for social cohesion, human and economic development.

VISION

To be a Premier University for the provision of quality education, training and research for sustainable national and global development.

MISSION

To generate, preserve and share knowledge for effective leadership in higher education, training, research and outreach through nurturing an intellectual culture that integrates theory with practice and innovation.

CORE VALUES

- Passion for excellence and devotion to duty
- Integrity, transparency and accountability
- Social fairness
- Professionalism
- Timeliness
- Prudent use of resources
- Corporate citizenship
- Customer focus
- Teamwork
- Confidentiality

MANDATE

The Mandates of CUC as provided for in the Legal Notice No. 161 of 2007 are:

- Provision of university education, knowledge and skills to citizens of Kenya.
- Participation in the discovery, transmission, preservation and enhancement of knowledge and stimulation of economic, social, cultural, scientific and technological development of Kenya.
- Provision of university education, conferment of degrees and award of diplomas and certificates in order to contribute to manpower development.
- Conducting of examinations for such academic awards as may be provided in the statutes pertaining to the University College.
- Making of proposals for new campuses, faculties, schools, institutes, departments, resource and research centres, degree programmes and courses of study

1. SCOPE

This Manual specifies requirements for the Quality Management System as implemented by CUC in compliance with ISO 9001:2008 Standard. The implementation of a Quality Management System based on ISO 9001:2008 Standard is a demonstration of CUC's ability to consistently provide products that meet customer requirements and applicable statutory and regulatory requirements.

The Scope for ISO 9001:2008 certification for CUC's Quality Management System covers the Main Campus, located 3 km from Chuka Town, 180 km north of Nairobi, along the Embu-Meru Highway, of P. O. Box 109-60400, Chuka.

The Manual describes the fundamental roles, responsibilities and necessary procedures for ensuring that quality requirements are determined and met with the aim of enhancing customer satisfaction.

The maintenance of effective control through formal reporting structures and written procedures are also covered in this Quality Manual.

Exclusion: CUC's activities cover all the requirements of the Standard, hence there are no exclusions made from the ISO 9001:2008 Standard for the Institution.

2. REFERENCES

- ISO 9001:2008 Quality Management Systems – Requirements
- ISO 9000:2005 Quality Management Systems – Fundamentals & Vocabulary
- ISO 19011: 2002 Guidelines for Quality/Environmental Management Systems Auditing
- CUC Strategic Plan (20012 – 2017)
- Current CUC Performance Contract
- Legal Notice Number 161 of 2007
- Relevant Acts
- CUC Customer Service Charter (2012)
- Government Circulars
- Code of Conduct and Ethics for Public Universities (2003)
- Collective Bargaining Agreements (UASU, UNTESU and KUDHEIHA)
- Current Work Plans

3. DEFINITIONS AND ABBREVIATIONS

3.1.Definitions

a) **Core processes**: These are the main value adding operations within CUC.
b) **Core team:** Refers to the ISO Steering Committee or champions.
c) **Customer**: This is a recipient of a product offered by CUC.

d) **HOD**: Refers to the head of department who is accountable for certain products of CUC. In this context, Department broadly refers to Office, Division, Directorate, Institute, School, or Section of CUC.
e) **Product**: An output of a process. Where the term "product(s)" is used in this Manual, it can also mean "service(s)".
f) **Outsourced process**: This is a process that CUC needs for its quality management system and which CUC chooses to have performed by an external party.
g) **Product**: Refers to services, processes, procedures and activities undertaken by CUC.
h) **Support processes**: These are operations that assist the functioning of the core processes.
i) **Training**: Refers to induction or orientation of an employee in his/her duties, roles and responsibilities for and within CUC.

3.2. Abbreviations

AQMR	Assistant Quality Management Representative
COD	Chair of Department
CUC	Chuka University College
GOP	General Operating Procedure
HOD	Head of Department
HRM	Human Resource Management
ICT	Information and Communication Technology
ISO	International Organization for Standardization
MR	Management Responsibility
MRM	Management Review Meetings
QMR	Quality Management Representative
QMS	Quality Management System
SOP	Standard Operating Procedure

4. QUALITY MANAGEMENT SYSTEM

4.1 General Requirements

Chuka University College operates and maintains a Quality Management System in accordance with the requirements of ISO 9001:2008 Standard. Through its application CUC shall ensure that both the operation and control of relevant processes is effective by ensuring the availability of resources and information needed to support the QMS.

CUC shall monitor, measure and analyse relevant processes and take action(s) to achieve planned results and the continual improvement of the effectiveness of the QMS**.**

In implementing the Quality Management System, CUC:

a) Has determined the processes needed for the Quality Management System and their application throughout the Institution;

b) Has determined the sequence and interaction of these processes;

c) Has determined criteria and methods required to ensure the effective operation and control of these processes for various sections;

d) Is ensuring the availability of resources and information necessary to support the operation and monitoring of these processes in the form of work instructions;

e) Is monitoring, measuring where applicable, and analysing these processes, and

f) Is implementing actions necessary to achieve planned results and continual improvement.

Where CUC out-sources any process that affects product conformity to requirements, CUC controls such processes. Control of such outsourced processes has been defined and documented in relevant departmental operational manuals as necessary. The controls include service contracts, service agreements and memorandum of understanding, among others.

The outsourced processes include:

1. Repairs and maintenance
2. Consultancy services
3. Printing
4. Waste management
5. Statutory audits

4.2 Documentation Requirements

4.2.1 General

The QMS documentation for CUC includes:

i) Quality Manual.
ii) Quality Policy and Quality objectives.
iii) Procedures and records as required by the ISO 9001:2008 International Standard.
iv) Procedures and records as required by CUC.

4.2.2 Quality Manual

This Quality Manual has been developed and distributed among the HODs and all relevant staff members. It is maintained, reviewed and continually improved by the Quality Management Representative (QMR), in liaison with the ISO Core Team. It details the following:

a. The scope of the QMS, including details of and justification for any exclusion. See Clause 1.
b. Reference to the documented procedures established for the QMS. See Appendix 3 for the list of QMS procedures established for CUC.
c. A description of the interaction between the processes of the QMS. Refer to Appendix 1.

4.2.3 Control of Documents

Documents required by the QMS are controlled by CUC General Operating Procedure Ref: CUC/GOP/CD/01, which documents the system established to define the controls needed to ensure that:

(a) Authorised personnel review, update and approve new documents for adequacy prior to distribution and use.
(b) Changes and the current revision status are identified.
(c) Up-to-date documents are available at all work locations.
(d) Documents remain legible and readily identifiable.
(e) Documents of external origin determined by the CUC to be necessary for the planning and operation of the QMS are identified and their distribution controlled.
(f) Obsolete documents are suitably identified and appropriately discarded to prevent unintended use.

The QMR shall be responsible for the issuance and control of the QMS documents, including an original copy of the ISO 9001:2008 Standard. The QMR shall maintain records of the documents of external origin within the Institution.

Each document shall be uniquely identified and its distribution shall be controlled. All printed copies shall be stamped "Controlled" and any copies not labelled as such shall be considered "Uncontrolled".

Procedures and/or work instructions are approved by authorised personnel and their distribution is controlled.

The Principal/CEO shall approve the Quality Policy, Quality Manual and QMS procedures. The QMR and respective HODs shall approve departmental procedures and work instructions. Controlled documents will include, but will not be limited to the Procedures Manual, Quality Manual and Quality Policy. Documents of external origin shall be controlled at departmental level with the QMR being notified by respective HODS of the documents of external origin in their respective departments. All these will be controlled through the Document Control Schedule or through the External Documents Control Schedule.

Uncontrolled copies are issued only to outside organizations such as customers and suppliers. These copies are current when issued but the holders do not receive subsequent amendments. The copies are marked/stamped "Uncontrolled".

The QMR shall control the soft copies of the Quality documents.

4.2.4 Control of Records

Chuka University College shall establish and maintain records to provide evidence of conformity to requirements and of the effective operation of the QMS.

All records maintained by CUC shall be legible, readily identifiable and retrievable. CUC general operating procedure ref CUC/GOP/CR/02 documents the system established to define the controls needed for the identification, storage, protection, retrieval, retention and disposition of records.

Records that demonstrate conformity to specified requirements have been established for the various processes that directly or indirectly impact on product realization.

All records are kept legible and identifiable to each type of process or activity involved.

Records shall be kept in a way, which allows for easy retrieval and analysis of trends where applicable. Storage methods ensure that records are kept safe from deterioration or damage and to prevent loss.

5 MANAGEMENT RESPONSIBILITY

Continued process improvement is enabled through the Quality Policy, Quality Objectives, planned Management Review Meetings (MRM) and the provision of resources towards the Quality Management System.

5.1 Management Commitment

The Top Management of CUC is committed to implementing and developing the Quality Management System to continually improving its effectiveness. This commitment is assured through the Quality Policy located in clause 5.3 of this Quality Manual.

The CUC shall ensure that the Quality Policy is understood, implemented, and maintained at all levels of the Institution through distribution of printed Quality Policy statement and sensitizations, and is reviewed during Management Review Meetings. In addition, quality objectives shall be communicated and deployed throughout the University College via individual performance objectives/targets established and reviewed during employee performance reviews/appraisals.

The Top Management of CUC shall ensure availability of resources required for the implementation and maintenance of the QMS.

The Top Management is committed to the development, implementation and continual improvement in the effectiveness of the Quality Management System. The commitment of CUC is evidenced by communicating to the employees of CUC, the importance of meeting customer requirement as well as regulatory and statutory requirements.

5.2 Customer Focus

The Management of CUC shall ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction. This shall be achieved by operating an effective, documented QMS based on the ISO 9001:2008 Standard.

The CUC Management's primary concern is the provision of quality products to its customers. In accomplishing this goal, the Management is dedicated to satisfying and exceeding the customer's expectation and requirements through:

a) Setting up processes to determine customer requirements and monitoring customer satisfaction through customer satisfaction surveys, establishing and reviewing service delivery charters.
b) Reviewing of products offered by CUC with a view of improving their quality.

5.3 Quality Policy

A Quality Policy shall be communicated to the entire CUC fraternity. Communication of the CUC's Quality Policy shall be achieved through, but not limited to visual display at strategic areas, awareness sessions and team meetings. The Quality Policy shall be continually reviewed by Management to ensure continued suitability.

CUC QUALITY POLICY STATEMENT

Chuka University College is committed to provision of quality education, training and outreach services through teaching, research, innovation and extension for sustainable national and global development. The University College shall nurture an intellectual culture that integrates theory with practice to produce graduates with relevant knowledge, skills and responsible citizenry.

In this regard, Chuka University College will be guided by passion for excellence, integrity, transparency, professionalism, devotion to duty and good corporate governance.

Chuka University College shall appraise and review its quality objectives, programmes, products, services and performance to continually improve the effectiveness of the Quality Management System based on ISO 9001:2008 Standard.

Professor Erastus N. Njoka, Ph.D.
PRINCIPAL/CEO

30th March, 2012

5.4 Planning

Through strategic planning process and budgeting, CUC shall carry out quality planning in a practical and focused manner which defines the methods, means and resources needed to achieve specific objectives. This process is controlled through documented procedures.
(CUC/SOP/DAFP/02; CUC/SOP/FIND/24)

5.4.1 Quality Objectives

At relevant functions and levels within the University College, Management shall in liaison with the relevant stakeholders set out Quality Objectives which are measurable and consistent with the Quality Policy.

These Quality Objectives are documented and established by the respective HODs and staff members. Implementation of the Quality Objectives is monitored by the HODs and also reviewed during the Management Review Meetings.

In addition to the Quality Objectives, Work Plans shall be established and documented at relevant departments within the organization. These Quality Objectives and Work Plans shall be measurable and consistent with the Quality Policy including the commitment to continual improvement. Respective HODs shall be responsible for establishing the set targets/objectives for their departments and implementing them. The status of these targets/objectives shall be reviewed by the Department and Management on a quarterly and yearly basis.

The broad objectives for Chuka University College are as follows:

1. **To provide quality higher education and training for skilled human resource.**
2. **To participate in research, innovation, consultancy, dissemination of knowledge, skills and competence development for industrial and socio-economic development.**
3. **To engage in priority areas of community outreach to provide extension services to solve problems in the society and industry.**
4. **To mobilise CUC fraternity to address HIV/AIDS pandemic as a national disaster.**
5. **To improve governance, leadership and management of University College affairs.**
6. **To attract, train and retain highly motivated staff.**
7. **To guarantee quality of processes, products, and services.**

5.4.2 Quality Management System Planning

Heads of Departments shall ensure that:

a) The planning of the QMS is done through the daily operational activities. This planning is considered to be a fundamental element of all aspects of our relationships with customers, to meet the requirements of ISO 9001:2008 Standard as well as the Quality Objectives with the view to providing the best possible products and services.

b) The University College Management shall ensure that the planning of the QMSis carried out in accordance with the requirements of the ISO 9001:2008 Standard, and that the integrity of the QMS is maintained when changes are planned and implemented. Such changes can result from:

- Modification of the institutional structure
- Personnel turnover
- Introduction of new technology
- Need for improvements in the system's efficiency

Such changes that could affect the QMS are identified as part of the input for MRM. The QMS planning process considers the ISO 9001:2008 Standard requirements including the actions needed for continually improving the processes of the system. The measurement, analysis and review processes needed for achieving the enhanced effectiveness of the QMS have been identified and linked as a set of mutually supporting activities as stated in sections 8.1 and 8.5.1 of this Quality Manual.

5.5 Responsibility, Authority and Communication

5.5.1 Responsibility and Authority

Chuka University College organizational structure has been established to show the interrelationships of positions in the University College. Responsibilities and authorities for each of the positions have been defined and communicated through job descriptions within the University College. Job descriptions and the organisational structure shall be reviewed and approved by Top Management for adequacy.

See Appendix 2: CUC Organogram
Refer to: Job Descriptions/Schedule of Duties/Staff Files in the Registrar (Administration and Planning) Department

5.5.2 Quality Management Representative

The University College shall appoint a member of the Management to serve as the QMR, who shall have the duties and responsibilities as enumerated below:

(a) Ensuring the establishment, implementation and maintenance of the QMS processes.

(b) Reporting to the Management on the QMS performance with a view of its improvement.

(c) Ensuring promotion of awareness of customer requirements throughout CUC.

(d) Communicating and liaising with external parties on all matters relating to the QMS.

5.5.3 Internal Communication

The required communication channels shall be established within CUC. This broadly comprises: Memos, SMS, E-Mails, Suggestion Boxes, Posting of Notices, regarding policies and related information at strategic points, Planned Departmental Meetings, Staff Meetings, Seminars and Workshops, among others.

Departmental Meetings shall be regularly held to enable the Management and staff articulate their views on the effectiveness of the QMS.

5.6 Management Review Meetings

5.6.1. General

The QMS is reviewed during Management Review Meetings (MRM) to ensure continued suitability, adequacy and effectiveness. Management Review Meetings will be held twice a year, at minimum under the auspices of the Principal or his appointed delegate. The participants shall be Heads of Departments and other respective staff members as required to report on the performance of the QMS.

Records from the MRM shall be maintained in the Management Review File.

5.6.2. Review Input

The members of the review team shall receive the Management Review Meetings inputs in advance. The Management Review Meetings inputs form the agenda and shall include:

- Results of Audits.
- Customer feedback
- Process performance and product conformity
- Status of preventive and corrective actions
- Follow-up actions from previous Management Review Meetings
- Changes that could affect the QMS
- Recommendations for improvement

5.6.3. Review Output

The QMR shall document and maintain the Management Review Meetings outputs, which shall include deliberations and actions on the issues related to resource requirements, improvements of the effectiveness of the QMS and its processes and improvements of products related to customer requirements.

6. RESOURCE MANAGEMENT

6.1 Provision of Resources

Resource management is aimed at identifying the required and available resources, their timely as well as correct allocation for implementation, maintenance and continual improvement of the effectiveness of the QMS.

6.2 Human Resources

6.2.1 General

The Management of CUC shall ensure that its workforce is competent to perform its functions and duties on the basis of education, training, skills and experience.

Competencies shall be identified at various levels in CUC and these shall offer guidelines for employment of new staff.

6.2.2 Competence, Awareness and Training

CUC has established processes for:

(a) Determining the necessary competence for personnel performing work affecting conformity to product requirements;
(b) Providing training or taking remedial actions to achieve the necessary competence;
(c) Evaluating the effectiveness of the actions taken, where applicable;
(d) Ensuring that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives;
(e) Maintaining appropriate records of education, training, skills and experience.

Recruitment, performance determination/job evaluation, staff development and training are conducted as per the documented procedures.
(CUC/SOP/DAFP/02)

Before any recruitment is done, a job description and specification, including full competence criteria on which recruitment is based, is developed. All new staff shall be taken through induction and orientation programmes.

The details of such induction and orientation programmes shall be documented and records maintained.

(*Refer to Staff Induction Procedure in CUC/SOP/DAFP/02*)
Training needs assessment and staff performance appraisals shall be conducted regularly to identify competence gaps. The effectiveness of any actions taken to satisfy competency requirements shall be evaluated appropriately and the appropriate records shall be maintained.
(Refer to Training Needs Assessment Procedure in CUC/SOP/DAFP/2)

General creation of awareness of the relevance and importance of various activities and their contribution to the achievement of quality objectives shall be carried out through but not limited to meetings and sharing of job evaluation reports.

The Administration and Planning Department shall be responsible for ensuring that all the specified staff records, including those of education, training, skills and experience, are obtained and maintained.
(Refer to Staff Registry Procedure in CUC/SOP/RADP/4)

6.3 Infrastructure

In order to achieve conformity to product requirements, necessary infrastructural requirements shall be determined, provided and maintained. These include:

- Buildings, workspace and associated utilities,
- Process equipment (hardware and software)
- Supporting services (transport, communication, information systems etc).

Chuka University College shall put in place and maintain infrastructure that supports the realization of its mandate. Through the Administration, Finance and Planning (AFP) Department, CUC in conjunction with other development partners shall put up facilities to enhance product realisation.

The University College Management shall ensure and maintain adequate provision of infrastructure, transport communication and information management systems.
(Refer to CUC Master Plan)

6.4 Work Environment

Chuka University College shall determine and manage the work environment needed to achieve conformity to product requirements.

The work environment shall be determined through regulatory and statutory requirements as well as meetings and committees in various departments. Resources required shall be approved by the Principal in consultation with the relevant committees. On a regular basis, CUC shall conduct a work environment survey to determine areas of improvement.
(Refer to Work Environment Survey Procedure in CUC/SOP/RADP/4)

7 PRODUCT REALIZATION

7.1 Planning of Product Realisation

Chuka University College shall plan and develop processes needed for product realization. The planning of product realization shall be consistent with the requirements of other processes of the QMS. In planning of the product realisation, CUC shall determine the following:

- Quality objectives and requirements of the product processes, documents and the necessary resources.
- Established processes and documents and provision of resources specific to the product.
- The necessary verification, validation, monitoring, measurement, inspection and test activities and the criteria of product acceptance.
- Records needed to provide evidence that the realisation processes and resulting product meet requirements.

Planning of product/service realization activities is carried out in accordance with an established CUC Quality Management System.

The output of quality planning includes documented resource requirements and processes.

7.2. Customer Related Processes

7.2.1. Determination of Requirements Related to Product

In addition to satisfying customer requirements, CUC through QMS shall ensure that both statutory and regulatory requirements related to the product are determined and agreed upon at the relevant department.

In determining the requirements related to product, CUC will consider the following:

- Requirements not stated by the customer but necessary for specified or intended use, where known.

- Requirements specified by the customer, including the requirements necessary for delivery and post-delivery activities.

- Statutory and regulatory requirements applicable to the product, which include:
  - State Corporations Act (2009),
  - the Exchequer and Audit Act (2003),
  - Procurement and Disposal Act (2005) and Regulations (2006),

- Procurement and Disposal Regulations (2006),
- Public Officer Ethics Act (2003), and
- Other relevant Acts.

- Any other requirement considered necessary by CUC.

7.2.2 Review of Requirements Related to Product

CUC shall review the requirements related to the product and ensure that customer requirements are adequately determined, understood and that CUC understands what is expected and can judge the ability to meet requirements.

Where applicable, amendments to the existing syllabi, contracts, agreements and orders are acceptable, provided that the changes are agreed upon with the customer before supply of the service in question. Such changes are only implemented if they are in line with CUC, customer and applicable statutory and regulatory requirements.

Records of the result of the review and actions arising from the review will be maintained.

Where the customer provides no documented statement of requirement, the customer requirements will be confirmed by CUC before acceptance.

Where product requirements are changed, CUC will ensure that the relevant documents are amended and that the relevant personnel are made aware of the changed requirements.
(Refer to: Admissions, Registration and Timetabling Procedures in CUC/SOP/RACA/5; CUC/SOP/EXTT/12)

7.2.3 Customer Communication

Chuka University College recognises effective customer communication as an essential element of customer satisfaction.

Product information shall be available at the registry, in the Library, on the website and on public notice boards in any of the following forms: catalogue, brochures, and service charters. Information about existing and new product lines shall be disseminated through CUC mailing list and mass media.

The Customer Care Desk and Public Complaints Committee shall handle customer enquiries and complaints which shall then form the basis for continual improvement of products as described in the Quality Policy.

Public and customer complaints registers shall also be installed at strategic locations within the University College.

The University College shall put up suggestion boxes at strategic positions in the University College to capture customer queries and enquiries.

7.3 Design and Development

7.3.1 Design and development planning

The University College shall plan and control the design and development of products that include academic programmes and curricula.

During the design and development stage, CUC shall determine:

a) The design and development stages of each product provided
b) The review, verification and validation processes that are appropriate to each design, and
c) The responsibilities and authorities for design and development.

The University College shall manage the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility. Planning output shall be updated, as appropriate, as the design and development progresses.

7.3.2 Design and development inputs

The University College shall determine the inputs relating to products and appropriate records shall be maintained. These inputs shall include:

a) Functional and performance requirements of the programmes and projects,
b) Applicable statutory and regulatory requirements,
c) Where applicable, information derived from previous similar designs,
d) Other requirements essential for the design and development.

The inputs shall be reviewed for adequacy. Requirements shall be complete, unambiguous and not in conflict with each other.

7.3.3 Design and development outputs

The outputs of design and development of the programmes shall be provided in a form that enables verification against the design and development inputs. The same shall be approved by the relevant committee prior to their release.

The design and development outputs achieve the following:

a) meet the input requirements for design and development,
b) provide appropriate information for purchasing, production and service provision,

c) contain or reference product acceptance criteria, and
d) Specify the characteristics of the product that are essential for its safe and proper use.

7.3.4 Design and development review

At suitable stages, CUC shall carry out reviews of design and development processes in accordance with planned arrangements to:

a) Evaluate the ability of the resultant product to meet customer, statutory and other requirements, and
b) Identify any problems and propose necessary actions.

Participants in such reviews include representatives and stakeholders of functions concerned with the design and development stage(s) being reviewed. Appropriate records of the results of the reviews and any necessary actions shall be maintained.

7.3.5 Design and development verification

The University College shall verify products in accordance with planned arrangements. This is to ensure that the design and development of these products have met the input requirements.

Appropriate records of the results of the verification and any necessary actions shall be maintained.

7.3.6 Design and development validation

Design and development validation shall be performed in accordance with planned arrangement. This shall ensure that the resulting outputs are capable of meeting the requirements for the specified application or intended use where known. Wherever practicable, validation shall be completed prior to the delivery or implementation of the product(s).

Records of the results of validation and any necessary actions shall be maintained.

7.3.7 Control of design and development changes

Any changes to the design and development of products shall be identified. The changes shall be reviewed, verified and validated, as appropriate, and approved by relevant committees before implementation. The review of design and development changes includes evaluation of the effect of the changes on constituent parts and product already delivered. Appropriate records of the results of the review of changes and any necessary actions shall be maintained.

7.4 Purchasing

7.4.1 Purchasing process

The University College shall establish and maintain a documented purchasing procedure which shall ensure that products purchased meet specified requirements.
The products shall be purchased from reputable suppliers.
Suppliers shall be evaluated in accordance to CUC established criteria. As applicable, suppliers shall be selected from reputable organizations that appear on the list of prequalified suppliers. The list shall be reviewed annually.

The records of the results of the evaluation and necessary actions arising from the evaluation shall be maintained.

(Refer to Procurement Procedure in CUC/SOP/PROD/25)

7.4.2 Purchasing information

The necessary purchasing information shall be contained in the relevant purchase order documents. The purchase order documents shall be checked for adequacy of specified purchase requirements by the Head of Procurement and any other authorized officer.

7.4.3 Verification of purchased products

Purchased products shall be verified on receipt at the CUC premises by the Inspection and Acceptance Committee and/or authorised agent. The verification is done to ensure that the products meet the specifications of all defined requirements.

Where there is need for CUC or its customer to perform verification at the supplier's premises, CUC shall state the intended verification arrangements and method of product release.

(Refer to Procurement Procedure – CUC/SOP/PROD/25)

7.5 Product and Service Provision

7.5.1 Control of production and service provision

Service provision processes are identified, planned and carried out under controlled conditions. Such controlled conditions shall include:

(a) Availability of information describing the characteristics of the product
(b) Availability of work instructions, as necessary
(c) Use of suitable equipment
(d) Availability and use of monitoring and measuring equipment

(e) Implementation of monitoring and measurement
(f) Implementation of product release, delivery and post-delivery activities

7.5.2 Validation of Processes for Production and Service Provision

The University College shall validate the processes for service provision where the resulting output cannot be verified by subsequent monitoring and measurement. This validation shall include any processes where deficiencies become apparent only after the product has been delivered or used.

Therefore, the University College shall identify all the special processes whose deficiencies become apparent only after delivery or use.

Systems shall be in place to ensure that such processes are validated to demonstrate their ability to achieve planned results as follows:

(a) Defined criteria for review and approval of processes,

(b) Approval of equipment and qualifications of personnel,

(c) Use of specific methods and procedures,

(d) Establishment of requirements for record keeping,

(e) Determination of criteria for revalidating the process capability.

7.5.3 Identification and traceability

The University College shall identify its product throughout product realization as outlined in the University Catalogue. Traceability shall be made possible through the records retained in the CUC and delivery records.

7.5.4 Customer property

Chuka University College shall exercise care of customer property in its custody to prevent it from damage or loss or unauthorised access. In case of loss/damage or unsuitability for use, this shall be noted, recorded and reported to the customer. Other confidential customer property such as customer information shall be kept safely by but not limited to: locked areas or password-protected areas if it is in soft form.

7.5.5 Preservation of product

Through specific responsibilities as defined in the relevant procedures, products shall be handled with care by the various employees to ensure prevention of damage and maintenance of quality of the product.

The University College shall organize and shelf information materials according to specified systems for ease of storage, retrieval, and preservation.

7.6 Control of Monitoring and Measuring Equipment

The University College shall determine the monitoring and measurement to be undertaken and the equipment needed to provide evidence of conformity of product to determined requirements.

The University College shall establish processes to ensure that monitoring and measurement are carried out in a manner that is consistent with the monitoring and measurement requirements. Such processes include servicing and maintenance of monitoring and measurement equipment in respective departments.

Where necessary to ensure valid results, the above mentioned measuring and monitoring equipment shall be:

a) Verified at specified intervals, or prior to use and records maintained. This shall be achieved by the respective outsourced service provider who services equipment within the University College.

b) Adjusted or re-adjusted as necessary,
c) Identified to determine its calibration status,

d) Safeguarded from adjustments that invalidate the measurement results

e) Protected from damage and deterioration during handling, maintenance and storage.

The University College shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. The University College shall take appropriate action on the equipment and any product affected.

The University College shall select and identify the relevant service providers to undertake the servicing of the equipment within the institution.

Records of the results of calibration and verification shall be maintained.

When used in the monitoring and measurement of specified requirements, the University College shall determine and confirm the ability of the computer software to satisfy the intended application prior to initial use.

8 MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General

The University College shall put in place structures to enable it plan and implement the monitoring, measurement, analysis and improvement processes needed to:

(a) Demonstrate conformity to product requirements

(b) Ensure conformity of the QMS

(c) Continually improve the effectiveness of the QMS

Applicable methods for the monitoring, measurement and analysis and the extent of their use, shall be determined by the departments concerned with the operations.

8.2 Monitoring and Measurement

8.2.1 Customer satisfaction

The University College shall monitor customer satisfaction by undertaking periodic evaluations to determine the level of CUC's ability to meet customer requirements.
Refer to Administration & Planning Procedures in CUC/SOP/RADP/04; Quality Assurance Departmental Procedures in CUC/SOP/QAPC/11

8.2.2 Internal Quality Management System audit

The University College shall conduct Quality Management Audits at least twice a year to determine whether the quality management system is:

(a) In conformity with the planned requirements of the ISO 9001:2008 Standard.

(b) In conformity with the QMS requirements established by the CUC.

(c) Effectively being implemented and maintained.

Audit programme shall be planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods shall be defined. Conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work.

The HODs responsible for the area being audited shall ensure that any necessary corrections and corrective actions are taken without undue delay to eliminate detected or potential non-conformities and their causes. Follow up activities shall include the verification of the actions taken and reporting of the verification results.

Records of audits and their results shall be maintained.
(Refer to Internal QMS Audit Procedure in CUC/GOP/IA/03)

8.2.3 Monitoring and measurement of processes

The University College's monitoring and measurement of processes shall be undertaken through departmental meetings and task teams where performances on the various objectives shall be reviewed and new ones set if necessary.

Performance appraisals shall also be used to evaluate the performance of staff and processes.

Conformity to the QMS shall be monitored through Internal QMS audits. Where planned results are not achieved, correction and corrective action shall be undertaken.

The necessary records generated by this undertaking shall be maintained.

8.2.4 Monitoring and measurement of product

Monitoring and measurement of the product being offered shall be undertaken through monitoring of information related to the performance of the product.

The Management of CUC shall ensure that product and service delivery to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise authorised by a relevant authority and, where applicable, by the customer

Records shall be maintained to show evidence of conformity with the acceptance criteria and authority for release of the products.

8.3 Control of Non-Conforming Products

The University College Management shall document a procedure to deal with non-conforming products. The procedure shall elaborates ways of dealing with non-conforming products by taking action to eliminate the detected non-conformity, by controlling the use of the non-conforming product and by segregating the product so that it is not used inadvertently.

In case any nonconforming products/service is released under concession such authorization will be given by the Principal, Head of Department and where applicable in consultation with the customer. Records shall be maintained to cover the nature of non-conformity and any subsequent actions taken including any concessions obtained. Any corrected non-conformity will be subjected to re-verification. CUC shall take action appropriate to the effects of the non-conformity when non-conforming product is detected after delivery or use has started.
(Refer to Non-Conforming Product Procedure in CUC/GOP/CN/04)

8.4 Analysis of Data

CUC shall determine, collect and analyse appropriate data to demonstrate the suitability and effectiveness of the QMS and to evaluate where continual improvement can be made.

The analysis of data shall provide information relating to:

1) Customer satisfaction
2) Conformity to product requirements
3) Characteristics and trends of processes and products
4) Corrective and preventive actions
5) Suppliers

8.5 Improvement

8.5.1 Continual improvement

The University College shall continually improve the effectiveness of the QMS through the use of the Quality Policy, Quality Objectives, audit results, analysis of data, corrective and preventive actions, and management reviews.

8.5.2 Corrective Action

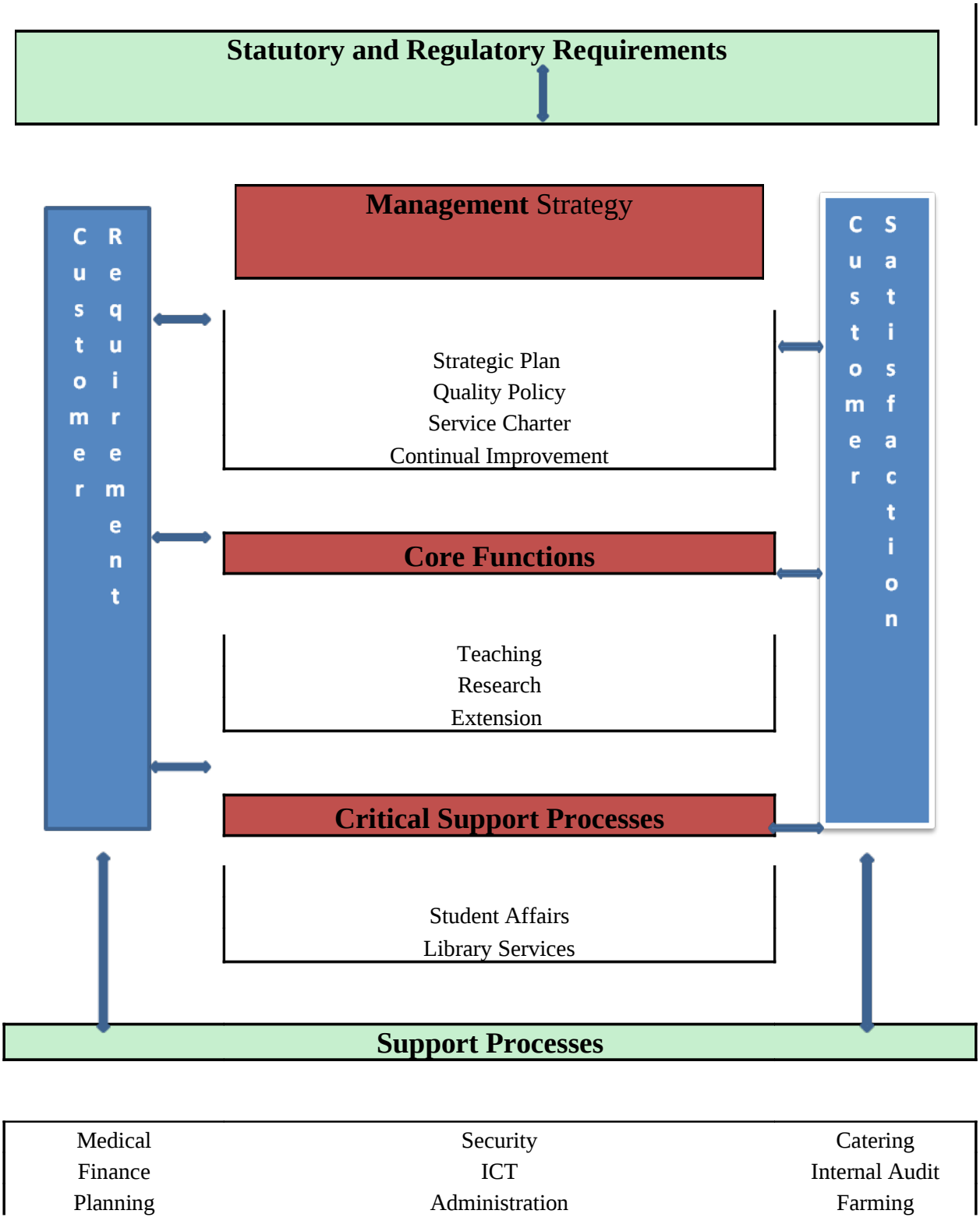
The University College shall take appropriate corrective actions to eliminate the cause(s) of non-conformities to prevent recurrence. The documented procedure established by CUC covers: areas on review and identification of non-conformities, evaluating and implementing the action needed and recording the correction taken.
(Refer to Corrective Action Procedure in CUC/GOP/CA/05)

8.5.3 Preventive Action

The University College shall determine appropriate action to eliminate the causes of potential non-conformities to prevent their occurrence.

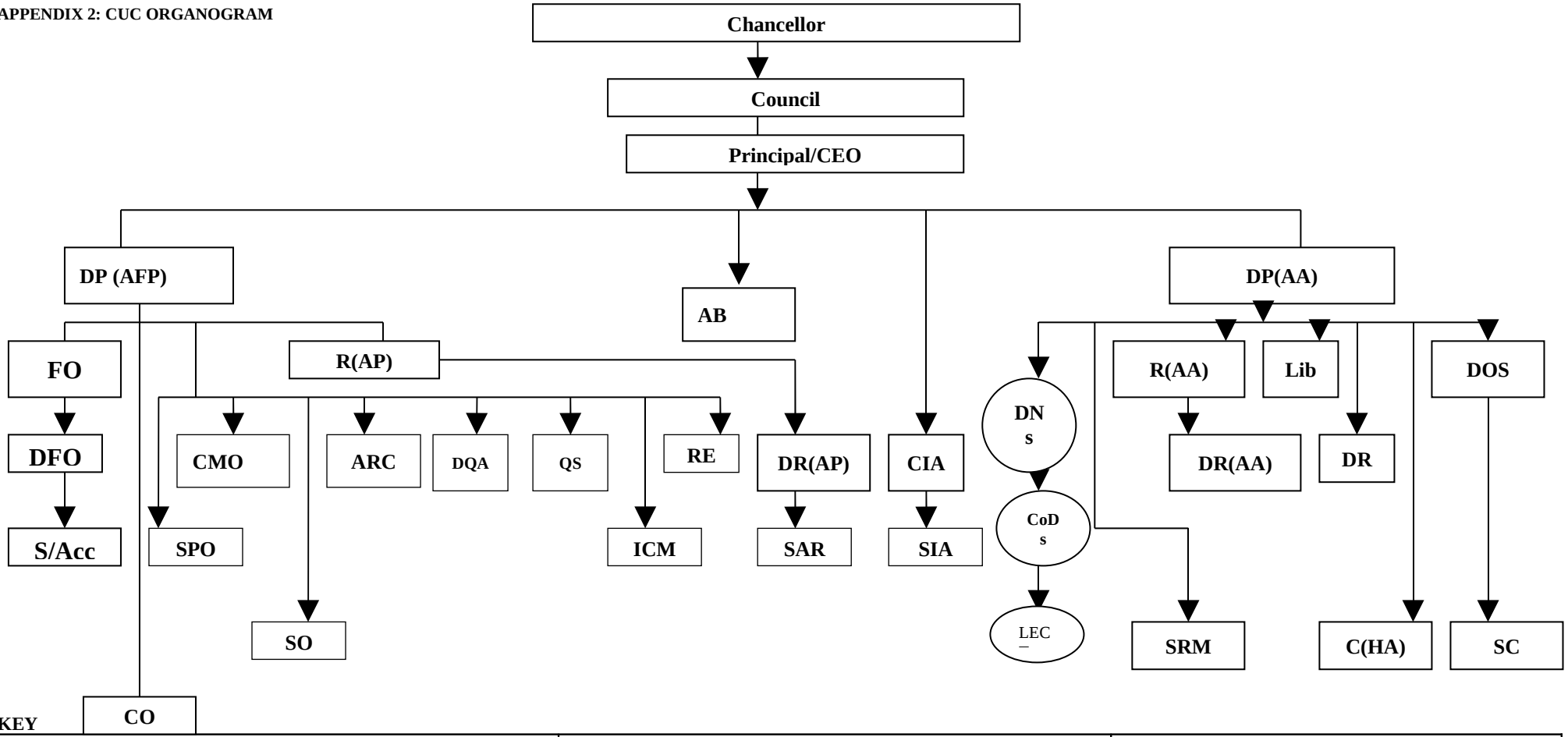
The documented procedure established by CUC shall cover areas on determining potential non-conformities and their causes, evaluating and implementing the action needed, recording the results of action taken and reviewing the effectiveness of the preventive action taken.
(Refer to Preventive Action Procedure in CUC/GOP/PA/06)

APPENDIX 1: CHUKA UNIVERSITY COLLEGE PROCESS MAP



Registry	Human Resources	Transport
Procurement	Accommodation	Estates

APPENDIX 2: CUC ORGANOGRAM



KEY

P/CEO Principal/Chief Executive Officer	**DNs** Deans of Faculties and Schools	**SAR** Senior Assistant Registrar
DP(AP) Deputy Principal (Administration, Finance and Planning)	**CODs** Chairman of Departments	**SIA** Senior Internal Auditor
DP(AA) Deputy Principal (Academic Affairs)	**LEC** Lecturers	**SO** Security Officer
R(AP) Registrar (Administration and Planning)	**CIA** Chief Internal Auditor	**SRM** Sports and Recreation Managers
R(AA) Registrar (Academic Affairs)	**DR(AP)** Deputy Registrar (Administration & Planning)	**C(HA)** Custodian/Head of Accommodation
EM Estates Manager	**DR(AA)** Deputy Registrar (Academic Affairs)	**SC** Student Counselor
CIA Chief Internal Auditor	**DR** Director (Research & Extension)	**CO** Catering Officer
LIB Librarian	**S/Acc** Senior Accountant	**AB** Academic Board
DOS Dean of Students	**SPO** Senior Procurement Officer	**QS** Quantity Surveyor
DFO Deputy Finance Officer	**DQA** Director (Quality Assurance)	**DIRs** Directors
CMO Chief Medical officer	**ICM** ICT Manager	**RE** Resident Engineer

APPENDIX 3: LIST OF QUALITY MANAGEMENT SYSTEM DOCUMENTS REQUIRED BY ISO 9001 WITHIN CHUKA UNIVERSITY COLLEGE

SN	DOCUMENT	Ref. Code
1	Quality Manual	CUC/QMS/QM/01
2	Control of Documents	CUC/GOP/CD/01
3	Control of Records	CUC/GOP/CR/02
4	Internal QMS Audits	CUC/GOP/IA/03
5	Control of Non-conforming Product	CUC/GOP/CN/04
6	Corrective Action	CUC/GOP/CA/05
7	Preventive Action	CUC/GOP/PA/06

APPENDIX 4: QUALITY GLOSSARY

Assurance

- Providing an optimal degree of confidence to Internal and External Customers regarding establishing and maintaining in the organization, practices, processes, functions and systems for accomplishing organizational effectiveness.

- Establishing and maintaining an optimal degree of confidence in the organizational practices, processes, functions and systems for accomplishing organizational effectiveness.

Corrective Action

An action intended to eliminate the cause of a detected non-conformity. Corrective action is taken to prevent recurrence. Correction relates to containment whereas corrective action relates to the root cause.

Continuous Improvement (CI)

Continuous Improvement (CI): Adopting new activities and eliminating those which are found to add little or no value. The goal is to increase effectiveness by reducing inefficiencies, frustrations, and waste (rework, time, effort, material, etc).

Defect

A defect is any type of undesired result, a failure to meet one of the expected criteria of your customers, a defective unit may have one or more defects.
A defect is a failure to conform to requirements' whether or not those requirements have been articulated or specified.

Gap Analysis

Gap analysis is done to map the gap which exit between implied & specified customer requirements and existing process.

Inspection Plan

What is an inspection plan?

1. Check machine tool for accuracy
2. Select the critical and important dimensions to inspect
3. Select the measuring instruments
4. Construct SPC charts for all dimensions

The general purposes of a Plan are these: To identify the goal(s) to be achieved; to specify the best route (methods, processes) for arriving at the goal(s); to catalogue resources (tools, time) needed to pursue the chosen route; to assign responsibilities for controlling and consuming those resources; and to secure agreement by relevant stakeholders. (This is not an exclusive list!)

Management
Management is a rational social phenomenon based on planning, organising, directing, coordinating, staffing, and control principles. It aims a facilitating individuals and people to establish their organizations and projects for accomplishing their objectives and the organization's purposes efficiently and effectively, it could be a process, system or behaviour. It can be applied to people, things, ideas, and on any activity or function.

Preventive Action
Long term cost/risk weighted action taken to prevent a problem from occurring, based on an understanding of the product or process. Preventive action will address inadequate conditions which may produce non-conformances.

Quality Assurance
Quality assurance is a planned and systematic set of activities to ensure that variances in processes are clearly identified, assessed and improving defined processes for fulfilling the requirements of customers and product or service makers.

Quality assurance is also a planned and systematic pattern of all actions necessary to provide adequate confidence that the product optimally fulfils customer's expectations.

A planned and systematic set of activities to ensure that requirements are clearly established and the defined process complies with these requirements.

Quality Attribute
A property of a work product or goods by which it's Quality will be judged by some Stakeholder or stakeholders. Quality attributes are and should be quantifiable in specifications by the definition of some appropriate and practical scale of measure.

Quality Control
- The managerial process during which actual process performance is evaluated and actions are taken on unusual performance.

- It is a process to ensure whether a product meets predefined standards and requisite action taken if the standards are not met.

- Quality Control measures both products and processes for conformity to quality requirements (including both the specific requirements prescribed by the product specification, and the more general requirements prescribed by Quality Assurance); identifies acceptable limits for significant quality attributes; identifies whether products and processes fall within those limits (conform to requirements) or fall outside them (exhibit defects); and reports accordingly.

- Correction of product failures generally lies outside the ambit of Quality Control; correction of process failures may or may not be included.

Quality Improvement
Improvement is a systematic and continuous activity to improve all processes and systems in the organization to achieve optimal level of performance or the organised creation of beneficial changes in process performance levels.

Quality Management
Quality management is a systematic set of activities to ensure that processes create products with maximum Quality at minimum Cost of Quality. The activities include Quality Assurance, Quality Control, and Quality Improvement.

Quality Record
Quality record indicates that a control has been made or an observation has been done.

Supplier
A supplier is a person or an organization that provides products. Suppliers can be either internal or external to the organization. Internal suppliers provide products to people within their own organization while external suppliers provide products to other organizations. Examples of suppliers include organizations and people who produce, distribute, or sell products, provide services, or publish information.

SWOT Analysis
It refers to a scan of the internal and external environment during strategic planning process.

Environmental factors internal to the firm are classified as strengths (S) or weaknesses (W), and environmental factors external to the firm are classified as opportunity (O) or threats (T).

Such an analysis of the strategic environment is referred to as a SWOT analysis.

The SWOT analysis provides information that is helpful in matching the firm's resources and a capability to the competitive environment in which it operates. As such, it is instrumental in strategy formulation and selection.

Top Management
Top management refers to a person or a group of people at the highest level within an organization. It refers to the people who coordinate, direct and control organizations.

The term management refers to all the activities that are used to coordinate, direct, and control an organization. The term management does not refer to people, it refers to activities.

Total Quality Management
A conceptual and a philosophical context which requires management and human resources commitment to adopt a perpetual improvement philosophy, through succinct management of all processes, practices and systems throughout the organization to achieve effectiveness in the organizational performance and fulfilling or exceeding the community expectations.

Traceability
Traceability is the ability to identify and trace the history, distribution, location and application of products, parts and materials. A traceable system follows the trail as products, parts, and materials come from suppliers and are processed and ultimately distributed as end products.

Waste
Waste in a process is any activity that does not result in moving the process closer to the final output or adding value to the final output.

Verification
Verification is a process. It uses objective evidence to confirm that specified requirements have been met. Whenever specified requirements have been met, a verified status is achieved.

In the context of this standard, the term verification is used in at least two different situations: design and development and purchasing.

Design and development verifications use objective evidence to confirm that design and development outputs meet specified input requirements. Similarly, objective evidence must be used to verify or confirm that purchased products meet specified purchasing requirements.

There are many ways to verify that requirements have been met. For example, you could do tests, perform demonstrations, carry out alternative calculations, compare a new design specification with a proven design specification, or you could inspect documents before you issue them.

Work Environment
The term work environment refers to working conditions.

It refers to all of the conditions and factors that influence work. In general, these include physical, social, psychological, and environmental conditions and factors.

Work environment includes lighting, temperature, and noise factors, as well as the whole range of ergonomic influences.

It also includes things like supervisory practices as well as reward and recognition programmes.

All of these things influence work.