

VALMONT-MİTAŞ POLES INDUSTRIES



QUALITY MANUAL

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0. INTRODUCTION

This quality manual was prepared for the activities of VALMONT-MITAŞ POLES INC., on the basis of ISO 9001:2000 standard and it aims to convey the approach which was followed in order to meet the customer requests to customers, company staff, quality inspectors, and all the related sites.

Only management representative is authorized for making revision and/or amendments on Quality Manual.

The original copy of Quality Manual is kept by Management Representative. In order to supply easy access to these documents, the copies of the documents are published in the companies' document server as a "pdf" format. The documents copied from the server can not be categorized as a controlled document. The distribution of controlled copies can only be provided by signing the 'Document Distribution Form'.

Amendments made on Quality Manual, is implied on 'Publication, Revision and Distribution' page.

1. PROCESS APPROACH

In order to increase customer satisfaction and dependence, Process Approach was accepted on Quality Management System's development, application and improvement of the activity in VALMONT-MITAŞ POLES by meeting the customer specifications and also the specifications required for use. (Fig.1)

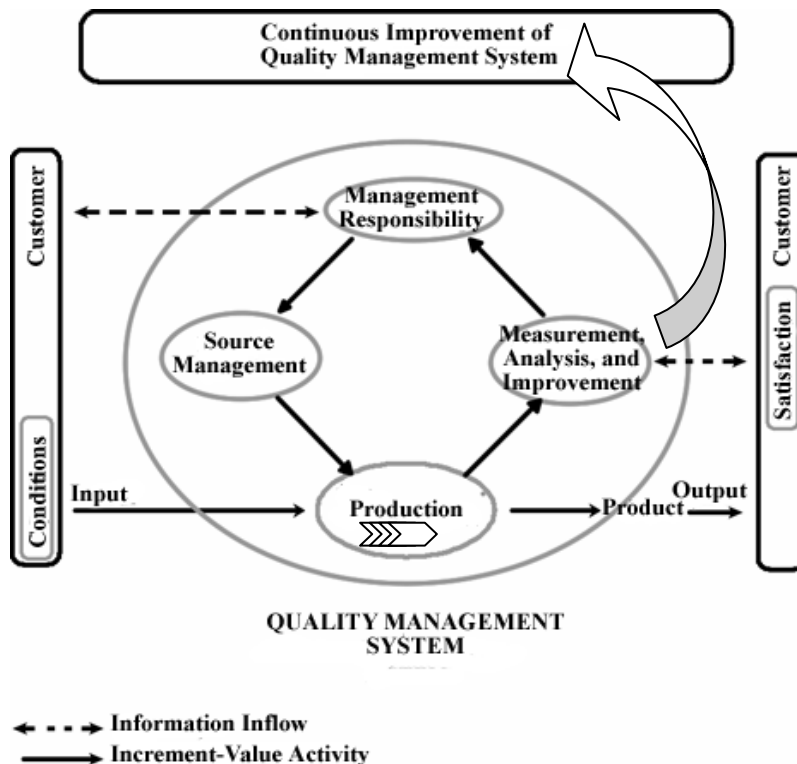



Figure 1. Process Approach

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For this purpose, interconnected processes were defined in VALMONT-MİTAŞ POLES and Process Chart was prepared so as to define the order and interrelation of processes.

2. CONTENTS

This Quality Hand Book defines the requirements of Quality Management System, which is necessary to achieve customer satisfaction by showing the ability of VALMONT-MİTAŞ POLES to make production suitable for customer specifications and legal requirements. In this context, it covers the manufacturing of polygonal type lighting poles, energy transmission and distribution line poles lighting, GSM antenna telecommunication monopoles, advertisement, stadium lighting, high mast flag, Catenery, decorative poles and floodlighting poles. In addition, MİTAŞ Pole Quality Management System covers production of polygonal poles and galvanization activity of all of the above products through VALMONT-MİTAŞ POLES Inc. and MİTAŞ Galvanizing Inc. Since all of the companies have the same capital group and management VALMONT-MİTAŞ POLES Inc. has the authorization to include Mitaş Galvanizing into its internal inspection plan so as to verify that the activities performed through this company are in accordance with the customer and Quality Management System specifications and also Valmont-Mitaş Poles has the authority for preparing and following the “ Corrective / Preventive Activity Report” if it is required.

3. COMPANY PROFILE

MİTAŞ Metal Construction Works Inc of Ankara / Turkey, which was established in 1955, and EMTA Inc, which was established in 1974 with a central headquarter in Ankara, have unified on 31.12.2001. Mitaş Pole and Metal Construction Works Inc. was established in 2005 as a company of common capital group and continued to its activity. Mitaş-Pole was a partner with Valmont Industries in 2008 under a new ‘VALMONT-MİTAS POLES INDUSTRIES’ company name.

With its goal of improving its technology, capacity, human resources and product variety continuously, VALMONT-MİTAŞ POLES has exported its products to more than 80 countries.

VALMONT-MİTAŞ POLES is working in the area of manufacturing of mainly lighting poles, GSM antenna telecommunication poles, floodlighting poles, high mast, distribution and transmission line poles, Railway catenaries, advertisement and flag poles, stadium lighting poles etc.

4. QUALITY MANAGEMENT SYSTEM


Under the frame of ISO 9001:2000 standard, the quality system elements in this handbook were defined under the titles stated in the standard, in order to achieve ease of practice and follow.

4.1. General Conditions

In correlation with the standard, so as to supply the products and services, meeting the requests and specifications, ISO 9001:2000 quality management systems was founded, documented, and practiced.

The processes necessary for the Quality Management System, and the methods and criteria required for flow, interrelation, practicing and control of processes were defined.

The information required for active practicing and follow of processes are obtained. Processes are measured, followed, analyzed and directed in correlation with the standard.

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In the process chart given in Figure 2, the flow and interrelation of processes, defined in VALMONT-MİTAŞ POLES is presented, including the external sources; such as; galvanizing, suppliers and calibration processes. Cross reference list is given in Appendix-1.

The methods and criteria required activating and practicing the processes, process responsible, and process objectives were defined in process charts.

4.2. Documentation Conditions

4.2.1. General

The processes required for the Quality Management System, flow and interrelation of processes, methods and criteria required to practice and control the processes were defined.

Quality system was defined meticulously and documented in VALMONT-MİTAŞ POLES Inc. Quality System Documentation. Quality Management System involves the followings:

Quality policy, quality objectives, quality handbook, process chart, process figures, procedures, instructions and other documents (forms, reports).

The quality management system documentation was saved by systematic overviews. Management Representative is responsible for the coordination of this subject.

4.2.2. Quality Manual

The formation and continuity of quality handbook, which realizes the strategy of quality management system, its content and out-of content, the procedures, and which defines the interrelation between quality management system processes, was achieved.

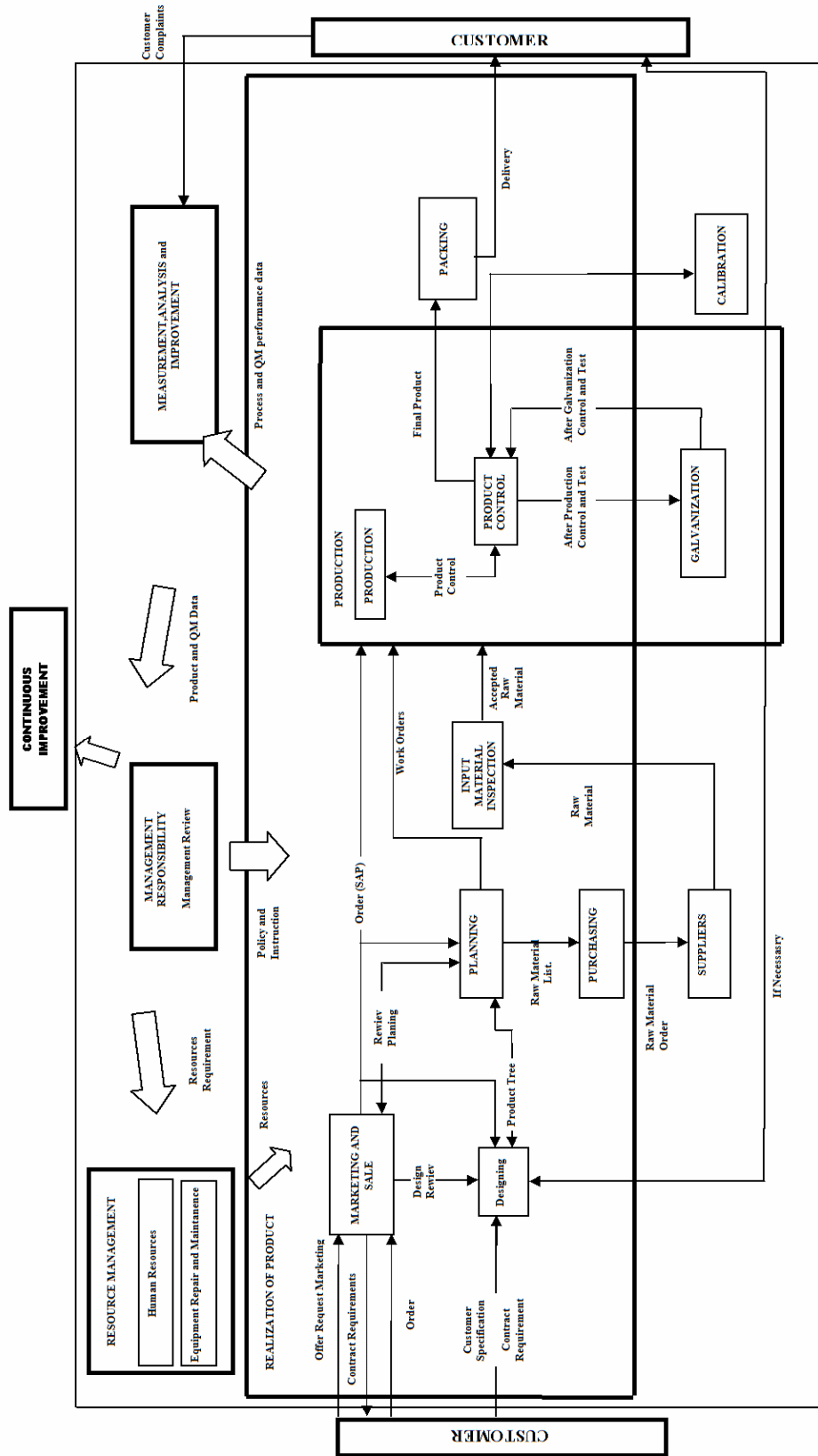



Figure 2. Process Chart

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4.2.3. Document Control

In VALMONT-MİTAŞ POLES INC., document control is made according to 'P 4.2.3 Document Control Procedure'. The documents related with quality system are controlled documents. Control Responsibility of coming into effect and publishing of revised documents is Management Representative's charge and revised documents must be approved by General Manager or Management Representative. Distribution is performed according to the distribution list, defined before. Therefore all the units, those will be affected from revisions, are alerted exactly in time. In addition, old and invalid documents are removed from the system in this way.

Related customer specifications, standards, and similar external documents are also under the scope of this content.

4.2.4. Control of the Records

In VALMONT-MİTAŞ POLES INC. quality records, formed under the scope of quality system, are saved in related with 'P 4.2.4 Quality Records Control Procedure', so as to show that the quality system is suitable to the defined conditions and properly in use. Quality records are saved either as printed copy, hand written copy, or as a computer file. Computer files are regularly saved in correlation with the related specification. The records which are used as printed documents are saved and collected with suitable methods (Plastic file, closed folder etc.) Therefore records can be easily accessed when required and also can be reused.

Related quality records are saved by the responsible for defined time intervals and then destructed with defined methods.

Related records are shown to customers, suppliers, and inspectors when necessary in order to show the suitability of the quality system and its function. Management Representative is responsible from functioning of related procedure.

5. MANAGEMENT RESPONSIBILITY

5.1. Management Commitment

In order to increase customer satisfaction, to enhance personal compatibility and to ensure continual improvement of company performance, VALMONT-MİTAŞ POLES' management with executive responsibility undertakes its commitment for the establishment, development and improvement of quality management system by carrying out the following activities; Ensuring the development and maintenance of a customer-focused organization, communicating the importance of meeting regularity and statutory obligations, establishing the quality policy and objectives and making them widespread, conducting management reviews and allocating necessary resources.

5.2. Customer Focus

With the purposes of establishing an improvement, VALMONT-MİTAŞ POLES' management satisfies customer requirements to be defined and completed by several ways;

- By creating and applying the product realization process, which defined in process map, Valmont-Mitaş Poles' management defines, understands and satisfies customer' s product order specifications.
- By producing and applying Customer Satisfaction Measurement Process to identify whether customer requirements are satisfied.
- By discussing customer feedbacks in Management Review Meetings.

- By constructing the organization as a focused customer satisfaction
- By considering importance of customer focusing in Quality Management system documentations.

In the purpose of giving better quality support to customers, defining and determining all customers including possible customers, defining market competition and defining the weak and strong points of facilities and aiming to become specialist.

5.3. Quality Policy

Quality in Valmont-MiTaş Poles can be defined as the highness of performance that perfectly satisfies the customer specifications and customer needs, on the basis of customer satisfaction.

The quality policy in VALMONT-MİTAŞ POLES is given below:

Prioritising customer satisfaction in all its activities and delivering superior products, VALMONT-MİTAŞ Poles Inc., with its business leadership, will :

- *Build up customer driven quality in its processes and products,*
- *Provide quality consciousness in all its employees,*
- *Ensure its trained personnel to take more responsibility and participate in effectively,*
- *Create customer and employee loyalty.*

Based on these principles, VALMONT-MİTAŞ Poles Inc., continuously improving itself, aims to be a leading global brand in design and production of poles.

This policy is in the responsibility of the Top Management.

Quality Policy should be transferred to all employees by training and announcements and should be understood and as a result, working according to policy should be achieved.

5.4. Planning

5.4.1. Quality Objectives

Management team establishes annual quality objectives at the beginning of each year that will facilitate the implementation of the quality policy and ensure the fulfillment of customer requests and expectations. Objectives are periodically monitored in the view of the criteria defined. Performance in reality is compared with objectives and reasons of discrepancies, if any, are questioned.

5.4.2. Quality Management System Planning

Management team is responsible for planning quality management system, whether quality management system alters, to meet all related specifications. Therefore, these subjects are discussed; responsible people are defined in Management Review meetings which are organized twice a year.

5.5. Responsibility, Authority and Communication

5.5.1. Responsibility and Authority

Employees having relations with each other and managing, performing and verifying duties that affect the quality are defined in `Organization Chart` and determined in `Job Descriptions`.

5.5.2. Management Representative

In the scope of ISO 9001:2000 quality Management System of VALMONT-MİTAŞ POLES INC.;

- Creating, applying and establishing continuity of the processes deals with Quality Management System
- Reporting the performance and needs of improving of Quality Management System to the Top Management.
- Ensuring the promotion of awareness of customer requirements within the organization.

For these purposes a management representative is appointed by general manager.

5.5.3. Internal Communication

In order to ensure effective performance of all tasks, appropriate communication processes have been established within the organization so that all information relating to the quality management system and customer is communicated to related units and people. With this aim, all office workers are allocated with computers and wireless phone connected to network and bill boards are hanged in the workshops. Moreover, meetings are arranged to inform employees.

5.6. Management Review

Quality Management System implemented in the company is revised twice a year (January and July) by means of meeting held by top management. The purpose of these meetings is to ensure the appropriateness, to provide sufficiency and effectiveness, to discuss the changes and needs in policy and targets. General Manager is the chief of meeting and department managers participate to the meeting. Other related people can participate to meeting if required.

In Meetings, audit results, customers feedbacks, process performance and product sufficiency, state of protective and corrective process, review of results of statistical process controls and nonconforming product, improvement plans and quality targets are taken into account according to accordance to ISO 9001:2000 standard, performance of the system and meeting the Customer needs.

In Meetings, improvements in Quality Management System and processes, Product improvements according to customer needs and source needs are discussed and decisions are taken and as a result of these assessments, they are fulfilled by the responsible parties.

Management Representative is responsible for Management reviews, putting into practice, performing and preparation of records of program. Additionally, Minutes of Meeting is arranged to prepare records.

6. RESOURCE MANAGEMENT

6.1. Provision of Resources

In VALMONT-MİTAŞ POLES INC., necessary resources are determined and provided in order to implement and maintain the quality management system and continually improve its effectiveness and to enhance customer satisfaction by meeting customer requests.

6.2. Human Resources

VALMONT-MİTAŞ POLES' Top Management, create sufficient sources to give proper trainings to employees that affect the product quality. Skills and specialties of employees are improved by external and internal training programs. Trainings are arranged according to the system needs such as Management techniques, quality systems, using equipments and other qualification needed cases. Records of these trainings stored, for this purpose 'Human Resource Procedure' is documented and putted into application.

Trainings are applied as below;

- Training needs are determined to gain skills or to improve skills that employees must have during applications.
- Trainings are planned according to which department or employee going to take or which resources are used in training or when.
- Previously planned trainings are putted into practice
- After the Training, efficiency is discussed.

The training needs are planned, approved and prepared as education plan for every year. If the plan is proper, it covers both internal and external trainings. Different from the planned trainings, occurring needs for training during the year are also taken into account. Moreover, Orientation training is given to the new employees several days after joining the company.

Due to the reason that training is a highly resource needed subject and have strategically importance; effectiveness of training should be assessed. During this assessment, knowledge obtained from training and the performance criteria is also considered.

6.3. Infrastructure

VALMONT-MİTAŞ POLES' Top Management determines, provides and maintains the infrastructure to achieve supplied product conformity.

The infrastructure covers;

- Buildings, Working areas and Related workshops
- Process materials (software and hardware)
- Assistance Systems (carrying, communication vs.)

During the determination and preparation of infrastructure, processes, operations and their needs are also considered according to " S 6.3 Process.

The protective maintenance idea is realized to keep infrastructure functional and to satisfy operational needs, for equipments that affects continuity and quality of the work.

6.4. Working Environment

Desired working conditions are supplied and continued by VALMONT-MİTAŞ POLES' Top Management to meet product property. Working environment covers heating, noise, lighting, health conditions, moisture, clean condition and safety. The working environment and areas are cleaned periodically by responsible employees.

7. PRODUCT REALIZATION

7.1. Planning of Product Realization

Processes required for product and service realization have been planned within the constitution of VALMONT-MİTAŞ POLES. Quality objectives and requirements for the product are determined. Processes and documents are established, resources specific to the product are allocated; verification, validation, monitoring, inspection and test activities specific to the product and the criteria for product acceptance are all determined.

7.2. Customer-Related Processes

7.2.1. Determination of Requirements Related to the Product

Tenders and contract documents are received in written form so that the requirements of the customer related to product are completely and clearly defined and documented. Where no written statement of requirement is available for a tender received by verbal means, customer requests are documented in written form and signed. The process of related to the tenders begins with approval of sales / marketing manager and General Manager.

If the customers offer amendments of additional requirements, reviews are carried out as started above and related departments / people are informed about these amendments.

7.2.2. Review of Requirements Related to the Product

Orders from customers are reviewed for feasibility and compared with tender, to check whether any discrepancies between the tender and order requirements occur. Any discrepancy, nonconformity etc, found as result of the review, is discussed with the customer and/or obtained from customer or other sources.

These reviews are carried out with purpose of determining technical, production, quality, packaging-delivery, commercial, legal and special requirements defined by customer and determining the requirements that may arise during the service life of the product.

During the review, it is possible to contact with customer to take their opinions where necessary. As a result of all these review activities, offer for customer is prepared and submitted to the customer. Besides product description, price, delivery time, payment conditions, other information found necessary are also included in this proposal according to the scope of the tender.

If customer offers amendment or additional requirements, reviews are carried out as stated above and related department and people are informed about these amendments.

7.2.3. Customer Communication

Project Managers in Domestic and Foreign Trade Department are responsible in order to establish an efficient and constructive relation with customers.

The communication system covers customer and product requirements, these are, demands for change, amendments, customer complaints, customer satisfaction, obtaining/ supplying information on orders / proposals, feedback and similar aspects, which is carried out from VALMONT-MITAS POLES Inc. to customer, from customer to VALMONT-MITAS POLES Inc.

Information and documents are inspected by the person who is responsible for the quotations/contacts in order to avoid any deficiency or problems, and delivery is made accordingly. It is principle that all communications within the scope of order/quotation should be carried out by e-mail, fax or letter, in written form. In case of oral communication, a written form is created by the related person.

7.3. Design and Development Planning

7.3.1. Design and Development Planning

'Design and Development Flow-Chart', which contains all design and development stages, has been prepared. Besides, for each design activity a 'Design Activity Plan' is prepared. This plan defines design and addresses the responsibilities for the application.

7.3.2. Design and Development Inputs

Design inputs are defined, documented and reviewed for adequacy according to customer requirements, regulatory, statutory and legal obligations and standards. Incomplete, ambiguous or conflicting requirements are resolved accordingly.

7.3.3. Design and Development Outputs

Design outputs are documented as outline and assembly drawings, production cards, material lists, design calculations and technical drawings. These outputs are verified according to 'Design Development Plan', acceptance criteria, standards, legal regulations and design output.

While determining outputs, feedback from previous design and development activities like cost analysis, production, purchasing, control and tests, assembly, maintenance, storage, packing, handling, transporting and loading etc. are taken into account.


7.3.4. Design and Development Review

Where necessary, design outputs are reviewed by responsible staff. Amongst these may be design manager, design engineer, and draftsman and production authorities. As result of review, if it is found necessary, 'Corrective / Preventive Action Report' can be prepared and put into life.

7.3.5. Design and Development Verification

Verification of design is done by means of prototype erection in order to make certain that design outputs correspond to design inputs. Upon customer request, design verification methods can also be carried out by tower test other than prototype. Other verification methods are as follows:

- Evaluation / Comparison of outputs of stages with previously validated similar outputs
- Performing alternative computations and designs
- Reviewing the outputs of stages before issue

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7.3.6. Design and Development Validation

Final design and development outputs that have been reviewed and verified in order to prove that they meet design specifications are validated prior to the delivery of the final product designed/developed to the customer.

Validation, if the conditions allow for it, can be carried out by means of evaluation and / or comparison of the new design / development with a previously validated similar design / development output. In such case, a previously validated similar design / development is chosen and evaluation / comparison is made by the relevant responsible authorities.

7.3.7. Control of Design and Development Changes

All design changes are defined, documented and validated by authorized staff before putting into practice.

As a result of these activities, if it is found necessary, 'Corrective / Preventive Action Report' can be prepared and put into life.

7.4. Purchasing

The materials and services are grouped as level I, II and III. The Level I is defined as the material or service which are used directly and affects the quality directly of VALMONT-MİTAŞ POLES' Products. Level II is defined as the material or service which affects quality non-directly. Level III is defined as the material or services which does not affect the quality.

VALMONT-MİTAŞ POLES controls all raw materials purchased to satisfy the purchasing specifications. These controls are defined in 'Raw Material Inspection Instruction' and in purchasing specification documents defined as product verification and release methods. If stated in the contract, customer or customer representative has the right to validate that product material or service conforms to required specifications. This validation can be at VALMONT-MİTAŞ POLES or VALMONT-MİTAŞ POLES' supplier place. For VALMONT-MİTAŞ POLES, such validations done by the customer does not necessarily mean that suppliers effectively inspect quality and does not remove the responsibility of VALMONT-MİTAŞ POLES for supplying acceptable material, product or service.

Purchasing operations are defined as purchasing, suppliers and validation in process map.

7.5. Process Control

7.5.1. Control of Production and Service Provision

VALMONT-MİTAŞ POLES plans and applies production processes under controlled cases. These cases cover below definitions;

The product information is provided, operator and working instructions are prepared, proper measuring and control equipments are used, tracing and measuring methods are applied.

Production processes that affect quality directly are defined, planned and applied under controlled situation. Controlled situations are defined in quality plans and operator instructions for every product related to its operation stages.

Quality plans that prepared for maintaining the controlled situations should be appropriate with operator instructions, customer needs and international standards. To keep process sufficiency continuous, the machines, equipments and tools that are important for production are serviced according to the service plan yearly.

7.5.2. Validation of Process for Production and Service Provision

There are no processes having invalidated outputs and/or existing faults after delivery in VALMONT-MİTAŞ POLES.

7.5.3. Identification and Traceability

Identification and tracing of products, starting from material purchasing stage to delivering the products to the customer, is defined in 'Product Identification and Traceability Instruction '.

7.5.4. Customer Property

With the purpose of processing or utilizing for the products, raw material, subsidiary material, production-control equipments and other tools may be supplied from customers. These materials above are defined as customer property product and they are serviced, kept and reported to the customer if misplaced or damaged.

7.5.5. Preservation of Products

All activities related with the customer or VALMONT-MİTAŞ POLES property; storage, packing, protection, transport, shipment and delivery of the product have been defined from the raw material stage. Precautions are taken to prevent damages during the transport of the materials.

Materials are stored in defined stock or storage areas and they are controlled periodically. These controls cover the orientation, environmental conditions, safety and cleanness.

Packaging and delivery of product are done according to the customer documents, if exist. The details of the process are defined in related instructions.


7.6. Control of Monitoring and Measuring Device

The measuring and testing equipments, which are used in measurements and tests, are calibrated to prove conformity of the product.

A record number is given to all measurement and test equipments used in quality affecting subjects and added to the Calibration plan. Moreover, for all equipment, Calibration record Card is defined including equipment name, type, record number, where it is used, using period, calibration period, confirmation criteria and precautions taken if results are not adequate.

The measurement and test equipments are calibrated by test and calibration companies. Equipments are allowed to use after the Calibration results are controlled according to the confirmation criteria and the acceptable deflection limits are listed in record Card. If deflection is higher than confirmation value, statements are made according to 'Precautions taken under insufficient results' part that listed in record card.

If the measurement and test equipments cannot be calibrated, the validity of previous controls and test results are discussed. Therefore, the measurements and tests are repeated with the similar test

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equipment. As a result of auditing, the deflections in the measurement results are analyzed according to the effects on product quality and corrective / preventive action is performed.

8. MEASUREMENTS, ANALYSIS AND IMPROVEMENT

8.1. General

VALMONT-MİTAŞ POLES carries out the measurements, analysis and improvement projects and put them into application, which is required in order to demonstrate product conformity, to ensure conformity of quality management system, and to improve continuously the efficiency of quality management system.

8.2. Monitoring and Measurement

8.2.1. Customer Satisfaction

Data that reflects customer satisfaction is provided via customer Opinion Questionnaire, information submitted by customers (complaints, returns, delivery performance) and customer visits. Customer questionnaire results which is lower in value, complains collected during customer visits and information from customer complaints, returns, delivery performances etc that have been passed, are the basic indicators of customer dissatisfaction. A special method is employed depending on the complaints reported by customers. Additionally, special customer demands on the time restrictions with respect to elimination of complaints by the customers are also taken into account. If necessary, inspection of returned products is started in the facility of customer. Increase in customer satisfaction is interpreted by altering dissatisfaction to satisfaction.

8.2.2. Internal Audits


Internal audits are conducted in accordance with 'Internal Quality Audit Plan', which has been prepared in manner to cover all standard requirements, politics and plans.

Audits are done according to yearly plan. This plan prepared according to importance and state of the case in desired period and time schedule. Audits are done by independent people trained or organizations different from the audited department. Results of the Audits are discussed with managers of audited department, if corrective and preventive actions are required, the studies are started and with this way efficiency is controlled. Moreover, results of audits discussed in Management Review Meetings. Management Representative is responsible for applying audits and reporting results through the Managers.

8.2.3. Monitoring and Measurement of Processes

VALMONT-MİTAŞ POLES' Top Management defines and applies appropriate methods for monitoring and measuring of quality management system. Defined criteria and targets are documented, reviewed in meetings periodically in the scope of defined criteria and, the difference between obtained performance and objected performance is analyzed to understand reasons.

'Corrective / Preventive Applications Report' is prepared and followed to correct and prevent repeating and/or developing / improving the inappropriateness that is examined in review. The main objective of this application is to improve the process performances continuously for increasing customer satisfaction and advancing the employees.

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8.2.4. Monitoring and Measurement of Products

In order to verify condition of products, required test and controls are executed at suitable stage of production process. The results and acceptance criteria of conformations are recorded. Records cover authorized confirmation. Products are not delivered without completing the planned inspections or taking verification from customer.

Inspections and test are done in three stages.

Raw Material Inspection

All purchased materials are controlled, confirmed and recorded according to the 'Purchasing Specifications' and 'Raw material Inspection Instruction'. It has been principally accepted not to use and permit the shipment of the raw materials until they have been controlled. Permission is not granted as a principle to employ any product without verification for the purpose of urgent delivery. However, in case such a situation is absolutely inevitable, the observation method is used in order to withdraw the involved product immediately.

Raw material control results are evaluated as Acceptance, Conditionally Acceptance and Rejection

- Acceptance of Material: Material satisfies all the needs and can be used.
- Rejection of Material: Material does not satisfy the needs and cannot be used, send back to supplier.
- Conditionally acceptance of Material: Material does not satisfies the needs, however, it can be conditionally accepted according to characteristic of type of material, degree of inappropriateness and necessity for using this material.

In – Process Inspection and Testing

Process controls are carried out according to the related procedures and instructions by quality controller and operators. If an inappropriate condition occurs, controller and operators behaves as mentioned in reaction plan.

Final Inspection

Products produced in production department are subjected to final inspection. Inspections are carried out by production quality controllers. Without completing all the controls and tests and given confirmation, products cannot be delivered. If an inappropriate condition occurs, controller and operators behaves as mentioned in reaction plan.

8.3. Control of Non-Conforming Product

Non-conforming products that have been found at the end of the controls and the tests conducted are controlled according to 'Control of Non-conforming Product' Procedure. To recognize the non-conforming products (non-conforming product tag) is used. This definition blocks the product.

After the inspection of non-conforming product, one of the decisions is taken below;

- Products can be repaired. Therefore, the method of repair is explained. Instructions about this subject are defined in 'Reprocess Instructions'.

- Products can be evaluated for alternative applications or elimination. Products which is selected for alternative applications continue to reprocess. The improper eliminated products are removed as scrap.
- Products can be accepted with permission for deflection. However, deflection permission can be given after several inspections.
- Product can be removed as scrap. Therefore, products are recorded and sent to scrap area.

8.4. Analysis of Data

VALMONT-MİTAŞ POLES, determines, collects and analysis data to show efficiency and suitability of the quality management system and to analyze which areas are proper to apply continual improvement. Customer satisfaction, data of non-conforming products, data about suppliers, quality objectives and data on error-states are periodically followed, analyzed and performed type data.

8.5. Improvement

8.5.1. Continual Improvement

Continual development and performance of improvement is a principle for keeping or increasing the market share by increasing customer satisfaction and loyalty. Continual development and improvement of quality management system is accomplished by means of quality policy, quality objectives, audit results, data analysis, corrective and preventive actions and management review activities

In order to wide spreading continual development and improvement philosophy, development and improvement subjects are decided in Management Review Meetings and the results are discussed at following Management Review Meetings.


8.5.2. Corrective Actions

Products, other than defined acceptance criteria and conditions defined in products, services and system are defined as inappropriate. The solutions applied to eliminate such cases are called 'Corrective Actions' and documented in 'Corrective Actions Procedure'.

While deciding on corrective actions, it is essential that suggestions for the resolution of existing nonconformities are competitive with the scale of the problem faced and the risks that it bears. Besides, while implementing the actions decided as a result of corrective actions, their effects on quality management system are taken into account and the documentation is revised where required.

Workflow of corrective actions is as follows;

- Non-conformity is clearly defined-Definition of Non conformity
- Reasons of the non-conformity are defined- Main Reason
- Urgent solution methods, implementation time and responsible(s) are decided regarding disposition-Temporary Disposition
- Permanent solution that will prevent reoccurrence of the non-conformance, suggested date of implementation and responsible(s) are determined and date of realization is recorded – Permanent Disposition
- Applications are followed for verification and the efficiency is evaluated- Evaluation of Corrective Action.

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Solution process of non-conformance can be followed by 'Corrective/Preventive Actions following Form'. The corrective action is followed by Management Representative.

Corrective actions that are considered In Management Review meetings and other desired meetings are followed and desired decisions are taken.

As a result of the review, those corrective actions that can be extended to other products, processes and operations are put into effective use by preparing an action plan and by determining the contents, the scope and the date to enter into force of the application, and the efficiency is monitored.

8.5.3. Preventive Actions

Preventive actions are planned and operate to avoid occurrence of potential non-conformance reasons as they defined in 'Preventive Actions Procedure'. As a result of this action if there is not any non-conformation exist, the action is said to be success.

Effectiveness of the actions is followed by 'Corrective/Preventive Action Report Form' and if it is considered as sufficient, it will be concluded as succesfully. The coordination and following is supplied by Management Representative. Results of the closed preventive actions are discussed in first followed Management Review Meeting.

APPENDIX 1. CROSS REFERENCE LIST

ISO 9001:2000	Quality Manual Item No	Procedure No	Name of the Document
4	4	P 4.2.3 P 4.2.4	Control of Documents Procedure Control of Quality Records Procedure
6	6	S 6.2 S 6.3 P 6.2 P 6.3	Human Resources Process Infrastructure and Work Environment Process Human Resources Procedure Infrastructure and Work Environment Procedure
7	7	S 7.2 S 7.3 S 7.4 S 7.4-01 S 7.5.1-01 S 7.5.1-02 S 7.5.1-03 S 7.5.5 S 7.6	Marketing and Sale Process Design Process Suppliers Process Purchasing Process Production Planning Process Polygonal Pole Production Process Galvanizing Process Packing and Delivery Process Calibration Process
8	8	S 8 S 8.2.4-01 S 8.2.4-02 S 8.5 P 8.2.2 P 8.3 P 8.5.2 P 8.5.3	Measurements, Analysis and Improvement Raw Material Inspection Process Product Inspection Process Continual Improvement Internal Audits Procedure Control of Nonconforming Product Procedure Corrective Actions Procedure Preventive Actions Procedure