



QUALITY MANUAL

The latest edition is located in the
GSC-E Public Folder.

Contact your HQ, GSC-E
Quality Management Representative (QMR)

HQ, General Support Center – Europe Quality Manual

FOREWORD

As we transition our quality management system to DIN EN ISO 9001: 2000, this quality management manual will serve as a reference and guide for documentation of processes, procedures and specific work routines contained herein or elsewhere.

The number one mandate on this organization, its viability and relevancy, is manifested in the requirement to meet the demand of our customers. This demand can be summarized as the delivery of logistical products and services with top quality, on time and fairly priced. Meeting it, makes GSC-E the provider of choice and is the true north for every employee with us.

This quality manual contains written guidance for many situations and challenges you may face in day-to-day operations, however, it will not be all-inclusive. I ask you to use the provider of choice question and the top quality, on time and fairly priced parameters as an azimuth when in doubt with an action.

This manual is important, more important are your attitudes, skills, talents and abilities.

THEY MAKE US!



“The Best Supporting The Best – Whatever it Takes”

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I. QUALITY POLICY

HQ, GSC-E Quality Management Policy

The staff of Headquarters, General Support Center – Europe is fully committed, both as an organization and individually, to our vision of being the logistics provider of choice. We have management systems, procedures, processes and metrics in place to assist and support our activities in providing top quality products and services in the most efficient and effective manner to our customers and measure our success. The characteristics of our business culture are partnership with our customers, suppliers and contractors, team spirit, continuous improvement, innovation, communication and opportunity to contribute within our employees.



HELMUT HÄUFE
General Manager

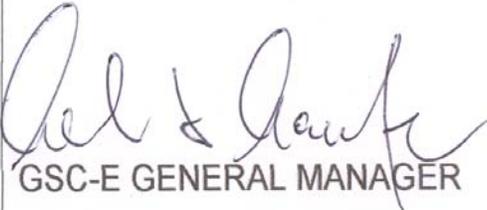
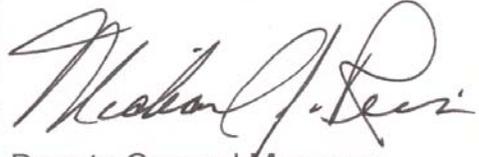
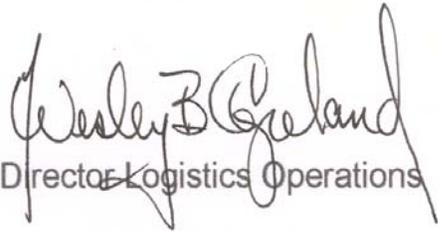
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I.A QUALITY OBJECTIVES

- Provide a funded and executable annual maintenance program to subordinate activities not later than 1 Jul of every year for the following fiscal year.
- Have meaningful and indicative metrics in place and understood by activities and headquarters staff for every work center and function of the organization.
- The success of the business culture in the organization is determined through employee feedback with a goal of 60% employee participation in surveys and a positive resonance of 85% from the feedback assessed.
- Establish a continuous improvement program.

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II. SIGNATORIES

APPROVAL OF THE QUALITY MANUAL:	
OVERALL RESPONSIBILITY AND AUTHORIZATION:	
 GSC-E GENERAL MANAGER	 GSCE-HQ QM Representative
RESPONSIBILITY ACCEPTED BY SENIOR MANAGEMENT:	
 Deputy General Manager	 Director Logistics Operations
 Director Business Operations	 Chief, Logistics Contract Management Office
 Chief, Property Book & Services	 Chief, Quality Assurance

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0 INTRODUCTION

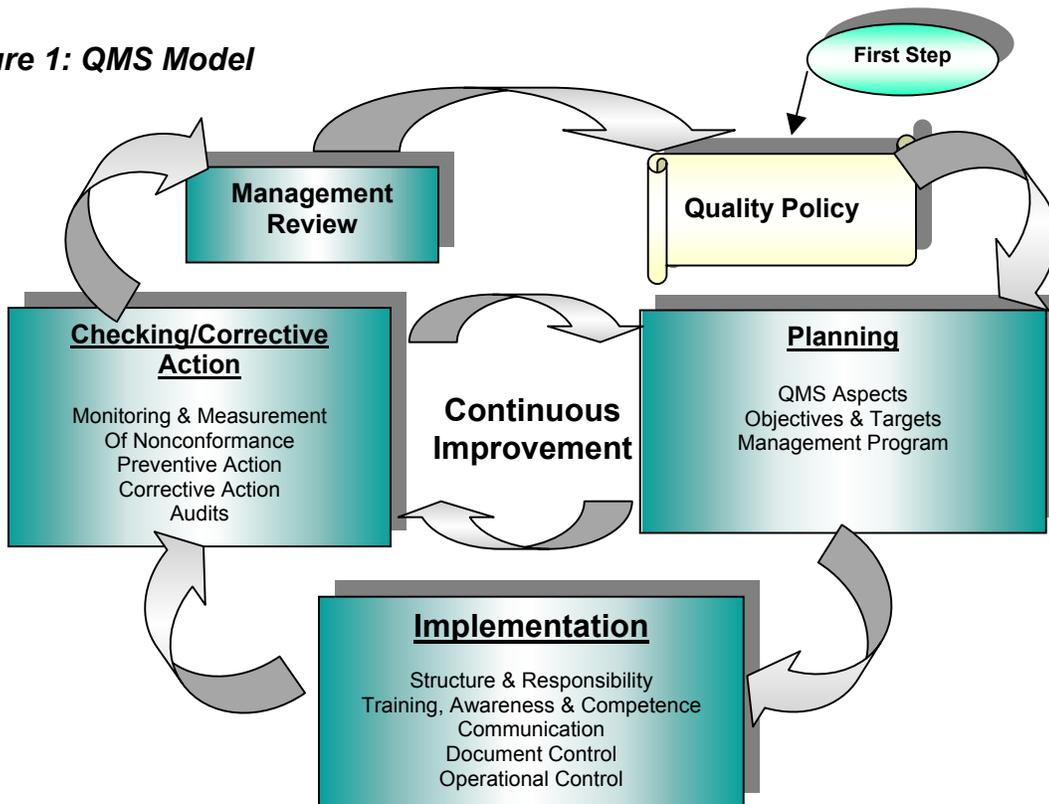
0.1 GENERAL

The Headquarters, General Support Center- Europe (HQ, [GSC-E](#)) has a Quality Management System that complies with the international standard DIN EN ISO 9001:2000. It applies to the HQ, GSC-E, both people and mission. The two key functions of the organization are Military Logistics Management and Military Activities Management Services.

The purpose of this manual is to document the Quality Management System (QMS) of the HQ, GSC-E.

The described QMS is supported by documented Quality System Procedures (QSP), and operates within the framework of the US Government and Host Nation regulatory requirements.

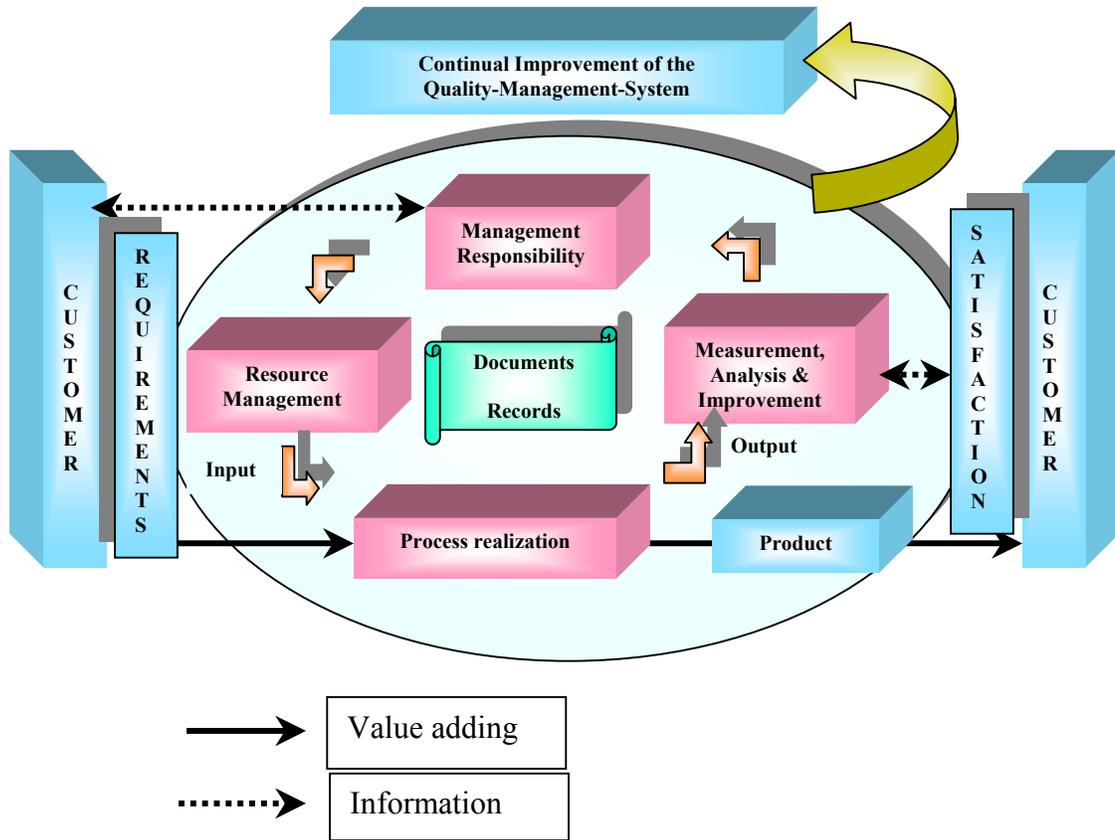
Figure 1: QMS Model



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0.2 PROCESS APPROACH

Figure 2: Process-based QMS



0.3 RELATIONSHIPS TO OTHER MANAGEMENT SYSTEMS

The HQ, GSC-E has implemented a quality management system in accordance with DIN EN ISO 9001:2000, as documented in this manual.

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1 SCOPE

1.1 GENERAL

The scope of the Quality System described in this Quality Manual is applicable to all personnel in the Headquarters, General Support Center- Europe (military and civilian) in order to meet or exceed customer expectations in terms of the quality and reliability of products or services that we provide.

This QM manual applies to all elements of the HQ, GSC-E. It is the basis for missions and functions assigned and performed in the support of the GSC-E mission in accordance with (IAW) the Organizations and Functions Manual (GSC-E Pam 10-5) and/or as directed by HQ, GSC-E management.

The purpose of this Quality Manual is to define the methods and procedures used by HQ, GSC-E to establish, maintain and continuously improve an effective Quality Management System in conformance with DIN EN ISO 9001:2000.

The individual elements in the “General and Special Part” of this Quality Manual are described in a thorough and comprehensive manner with the objective of helping all HQ, GSC-E team members to better understand the process related to the Quality Management System (QMS) and to promote the concept of Total Quality Management (TQM).

HQ, GSCE, QMS ensures through high quality performance standards and business practices, that the organization can meet and exceed customer expectations and guarantee customer satisfaction.

The processes specified in this QM Manual are aimed primarily at the prevention and early detection of non-conformities and the prevention of recurrence.

The prime objective in operating this QMS is to satisfy customer needs through high-quality products and services and through proactive prevention of non-conformities.

1.2 APPLICATION

Following demands of the standard are not used within the HQ, GSC-E:

7.3 Design and Development.

7.5.2 Validation of Processes and Service Provisions.

7.5.4 Customer Property.

7.5.5 Preservation of Product.

7.6 Control of Monitoring and Measuring Devices.

See 4.2.2 Quality Manual.

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2 NORMATIVE REFERENCES

Reference standards for this QM Manual are the most recent version of the following:

DIN EN ISO 9000:2000 Quality management systems - fundamentals and vocabulary.

DIN EN ISO 9001:2000 Quality management systems - requirements.

DIN EN ISO 9004:2000 Quality management systems - guidelines for performance improvements.

DIN EN ISO 10013 Guidelines for developing quality manuals.

DIN EN ISO 19011:2002 Guidelines for quality and/or environmental management systems

GSC-E PAM 10-5 Organization and Function Manual

DA PAM 25-30 Consolidated Index of Army Publications and Blank Forms

DA PAM 710-2-2 Supply Support Activity System Manual Procedures

DA PAM 738-750 The Army Maintenance Management System (TAMMS)

FAR Federal Acquisition Regulation

<http://www.defenselink.mil/> The Department of Defense Web Site

<http://www.army.mil/> The US Army Web Site

<http://www.hqusareur.army.mil/> The US Army in Europe Web Site

<http://www.21tsc.army.mil/> The 21st Theater Support Command Web Site

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3 DEFINITIONS AND ACRONYMS

a. DEFINITIONS

Process:

Set of inter-related resources and activities, which transform inputs into outputs

Procedure:

Specified way to perform an activity

Product:

Result of activities or processes

Service:

Result generated by activities at the interface between supplier and the customer and by supplier internal activities to meet the customer needs

Contract:

Agreed written requirements between a supplier and a customer enforceable by law.

Customer:

Recipient of a product provided by the supplier

Supplier:

Organization that provides a product to the customer

Purchaser:

Customer in a contractual situation

Contractor:

Supplier in a contractual situation

Subcontractor:

Organization that provides a product to the supplier

Quality:

Entirety of characteristics of an entity that bear on its ability to satisfy stated and implied needs

Safety:

The state in which the risk of harm (to persons) or damage is limited to an acceptable level

Conformity:

Fulfillment of specified requirements

Nonconformity:

Non-fulfillment of a specified requirement

Defect:

Non-fulfillment of an intended usage requirement or reasonable expectation, including one concerned with safety

Inspection:

Activity such as measuring, examining, testing or gauging one or more characteristics of an entity and comparing the results with specified requirements in order to establish whether conformity is achieved for each characteristic

Quality Management Representative:

The individual appointed on orders as being Management's Representative for all issues concerning the ISO program.

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Tender:

Offer made by a supplier in response to an invitation to satisfy a contract award to provide product

Verification:

Confirmation by examination and provision of objective evidence that specified requirements have been fulfilled

Quality Policy:

Overall intentions and direction in regard to quality, as formally expressed by Senior Management

Quality Management:

The responsibility of all levels of management but must be led by top management. Its implementation involves all members of the organization

Quality Control:

Operational techniques and activities used to fulfill requirements for quality

Quality Assurance:

Planned and systematic activities implemented within the quality system to provide confidence that an entity will fulfill requirements for quality

Quality System:

Organizational structure, procedures, processes and resources needed to implement quality management

Management Review:

Formal evaluation by top management of the status and adequacy of the quality system in relation to quality policy and objectives

Quality Manual:

Document stating the quality policy and describing the quality system of an organization

Specification:

Document stating requirements

Record:

Document that furnishes objective evidence of activities performed or results achieved

Traceability:

Ability to trace the history, application or location of an entity by means of recorded identification

Quality Audit:

Systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives

Preventive Action:

Action taken to eliminate the causes of a potential nonconformity, defect or other undesirable situation in order to prevent occurrence

Corrective Action:

Action taken to eliminate the causes of an existing nonconformity, defect or other undesirable situation in order to prevent recurrence

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Repair:

Action taken on a nonconforming product so that it will fulfill the intended usage requirements although it may not conform to the originally specified requirements

Rework:

Action taken on a nonconforming product so that it will fulfill the specified requirements

b. ACRONYMS

AQL	Acceptable Quality Level
AR	Army Regulation
ASG	Area Support Group
AWCF	Army Working Capital Fund
BSB	Basic Support Battalion
DA PAM	Department of the Army Pamphlet
DS	Direct Support
GS	General Support
EIR	Equipment Improving Report
FMEA	Failure Mode Effectiveness Analyses
GSC-E	General Support Center – Europe
GSMP	General Support Maintenance Program
GSRP	General Support Repair Program
GSRR	General Support Repair and Return
IAW	In Accordance With
IDP	Individual Development Plan
IMPAC	International Merchant Purchase Authorization Card
IOP	Internal Operating Procedure
ISM	Integrated Sustainment Maintenance
ISO	International Organization for Standardization
JIT	Just In Time
MAK	Maintenance Activity Kaiserslautern
MAP	Maintenance Activity Pirmasens
MARKS	Modern Army Record Keeping System
MAV	Maintenance Activity Vilseck
MHE	Materiel Handling Equipment
MIL STD	Military Standard
OPS/ADM/SEC	Operations/Administration/Security
POC	Point of Contact
PPE	Personnel Protective Equipment
PROST	Production Stopper
QA	Quality Assurance
QC	Quality Control
QFD	Quality Function Deployment
QSP	Quality System Procedure
PQDR	Product Quality Deficiency Report
QM-System	Quality Management System

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RCO	Regional Contracting Office
RSSA	Regional Supply Support Activity
S&S	Supply & Services
SAK	Supply Activity Kaiserslautern
SAMS-1	Standard Army Maintenance System –1
SAR	Supply Assistance Report
SDR	Supply Discrepancy Report
SF	Standard Form
SPI	Special Packaging Instruction
SRA	Special Repair Authority
SSA	Supply Support Activity
SSSC	Self Service Supply Center
TB	Technical Bulletin
TDA	Table of Distribution & Allowances
TM	Technical Manual
TMDE	Test, Measuring, Diagnostic Equipment
TQM	Total Quality Management
TRANSCOM	Transportation Command
ULLS	Unit Level Logistic System
SU	Supply
USAREUR	United States Army Europe

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4 QUALITY MANAGEMENT SYSTEM

HQ, GSC-E has two key processes within the organization:

- Military Logistics Management (core mission providing logistics support to the Theater)
- Military Activities Services Management (internal function supporting the core mission)

These two elements underpin the identification, resourcing, planning and implementation of the products, processes and final product realization.

See Chapter 7 Product Realization

4.1 GENERAL REQUIREMENTS

Headquarters, GSC-E has established, documented, implemented, and maintains a quality management system. The quality management system is continuously appraised for effectiveness in accordance with the requirements of DIN EN ISO 9001:2000. (See also Chapter 7.1). This is comprised of the following:

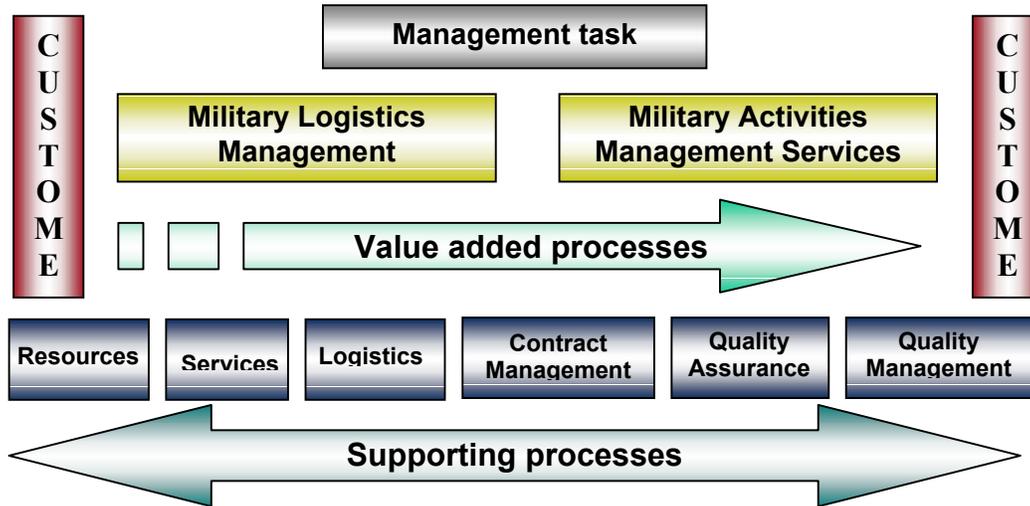
- Aimed, systematic, and timely planning of all activities. Identify the processes needed for the quality management system and their application throughout the organization
- Determine the sequence and interaction of the processes. Acceptable procedures and standards to monitor process capability.
- Determine criteria and methods needed to ensure that both the operation and control of these processes are effective
- Ensure the availability of resources and information necessary to support the operation and monitoring of the processes
- Monitor, measure and analyze these processes
- Implement the actions necessary to achieve planned results and continual improvement of our processes.
- Effective information/communication, education and training for personnel.
- Documentation requirements.

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Figure 3: Process Landscape of Key Processes of the HQ, GSC-E

Military Logistics Management (core mission providing logistics support to the Theater)

Military Activities Services Management (internal function supporting the core mission)



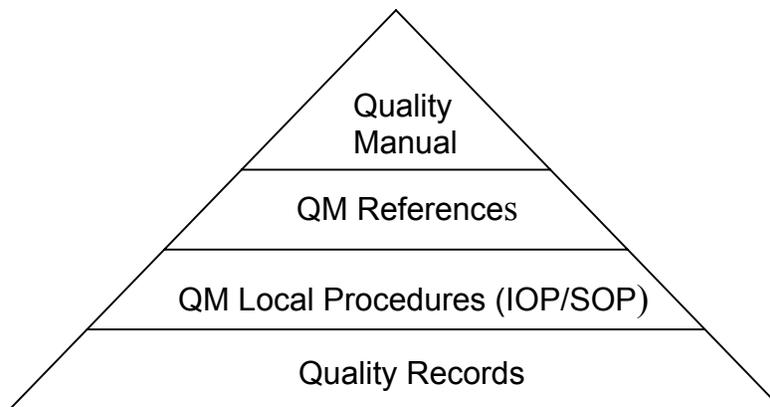
4.2 DOCUMENTATION REQUIREMENTS

4.2.1 GENERAL

This section describes the way in which HQ, GSC-E quality system documentation is controlled. See chapter 4.2.3 Control of documents and 4.2.4 Control of records.

The HQ, GSC-E Quality Policy is published and signed by the General Manager, see chapter 5.3. The HQ, GSC-E Quality Objectives are outlined in chapter 5.4.1. The hierarchy of the QM documentation is as follows:

Figure 4. The levels of Quality Management System documentation



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Related Documents

GSC-E Publications

QSP 4.2-01 Establishment of QSP

4.2.2 QUALITY MANUAL

The only controlled version available is linked to the HQ, GSC-E server. Paper copies are considered “NON-CONTROLLED”.

Following elements of demands of the standard DIN EN ISO 9001:2000 are not applicable within the HQ, GSC-E .

7.3 Design and Development. This section is not a function of HQ, GSC-E.

7.5.2 Validation of Processes and Service Provisions. This requirement is not applicable to HQ, GSC-E as all processes and services provision are further validated in Chapter 8.

7.5.4 Customer Property. This section is not a function of HQ, GSC-E.

7.5.5 Preservation of Product. This section is not a function of HQ, GSC-E.

7.6 Control of Monitoring and Measuring Devices. This section is not a function of HQ, GSC-E.

The following procedures are the minimum requirements for DIN EN ISO 9001:2000:

QSP - 4.2-02 Control of Documents

QSP - 4.2-03 Control of Records

QSP - 8.2-01 Internal Audits

QSP - 8.3-01 Control of Nonconforming Products

QSP - 8.5-01 Corrective Action

QSP - 8.5-02 Preventive Action

4.2.3 CONTROL OF DOCUMENTS

Documentation that forms part of the HQ, GSC-E quality system is controlled. These documents are controlled in accordance with QSP 4.2-02. Management will ensure that the latest issue of all documentation is available. The current version of the quality documents are linked to the HQ, GSC-E public folders.

HYPERLINK TO BE INSERTED

Related Documents

DA Pam 25-30 Consolidated Index of Army Publications and Blank Forms

AR 25-400-2 MARKS

QSP 4.2-02 Control of Documents

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4.2.4 CONTROL OF RECORDS

Records are established and maintained to provide evidence of conformity to requirements and the effective operation of the HQ, GSC-E quality management system. These records are controlled in accordance with QSP 4.2-03.

Management is responsible for maintaining these quality records in accordance with the control of records procedure. This includes the identification, storage, protection retrieval, retention time and disposal of these records.

Related Documents

DA Pam 25-30 Consolidated Index of Army Publications and Blank Forms

AR 25-400-2 MARKS

QSP 4.2-03 Control of records

5 MANAGEMENT RESPONSIBILITY

5.1 MANAGEMENT COMMITMENT

The General Manager and Senior Management are responsible for establishing, implementing and maintaining the quality management system. Reviews are continuously made to ensure adequacy of the quality policy and resources are available to meet the goals and objectives of the HQ, GSC-E. Assurance of the management commitment to the quality policy is demonstrated in the behavior in a participative leading style and open communication in their daily business with the HQ, GSC-E staff at all levels.

5.2 CUSTOMER FOCUS

The General Manager and Senior Management ensure that customer requirements are fully determined and executed to the complete HQ, GSC-E staff to enhance the satisfaction of the customer.

See Chapter 7.2.1 and Chapter 8.2.1.

5.3 QUALITY POLICY

The quality policy of HQ, GSC-E encompasses all GENERAL MANAGER and Senior Management commitments to measure our performance to assure that the best possible customer service and product are achieved. Opportunities for employee contributions are fostered in an objective setting and decision-making team-building concept. All employees are briefed on the Policy and informed as to the permanent location on the Public Folders where it can be accessed at all times. An important factor to realize the policy is the quality behavior of all members of the HQ, GSC-E staff. It includes the commitment to concentrate on cost reduction, failure prevention and continuously improve the effectiveness of the QM-system. The quality objectives are established and reviewed for continuing suitability.

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5.4 PLANNING

5.4.1 QUALITY OBJECTIVES

The General Manager and the Senior Management of the HQ, GSC-E have ensured that quality objectives are established at relevant functions and levels within the HQ, GSC-E. The established quality objectives are measurable and consistent with the quality policy, objectives and the standards set in established management reviews.

5.4.2 QUALITY MANAGEMENT SYSTEM PLANNING

The General Manager and Senior Management of the HQ, GSC-E are responsible to ensure that the requirements set forth in Section 4.1, are achievable by all employees. In order to achieve our quality goals and objectives, the functional integrity is continuously maintained and complies with changes in the overall logistics and business operations of the HQ, GSC-E.

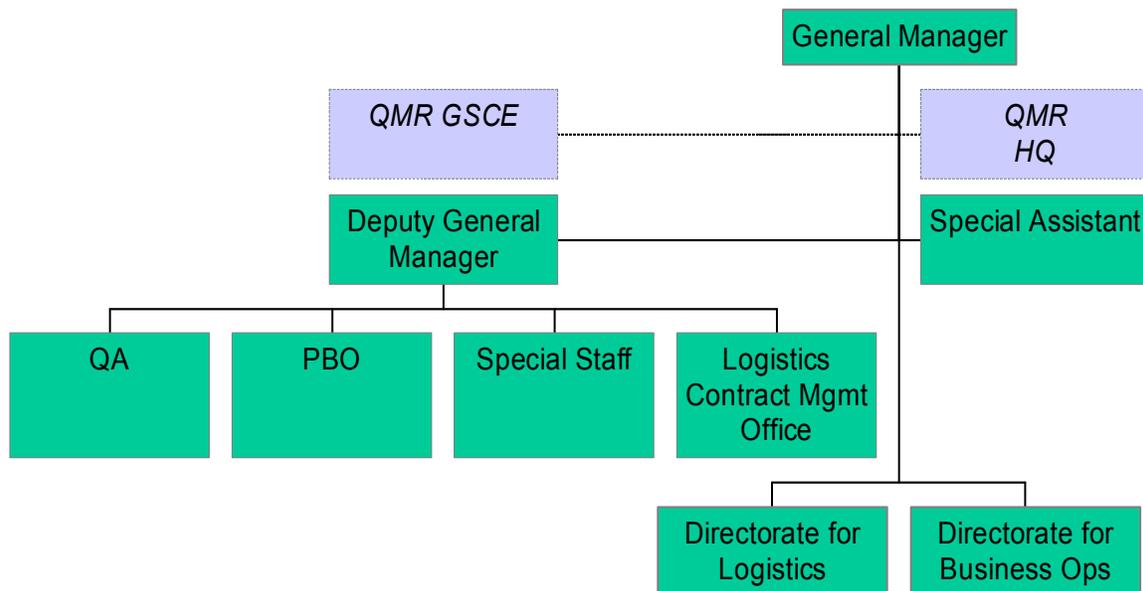
5.5 RESPONSIBILITY, AUTHORITY AND COMMUNICATION

5.5.1 RESPONSIBILITY AND AUTHORITY

The General Manager, GSC-E, ensures that the responsibilities and authorities delegated to Senior Management to manage functions described in the GSC-E Pamphlet 10-5 are executed. The GSC-E Pamphlet 10-5 (Organization and Functions Manual) (HYPERLINK) is posted in the HQ, GSC-E Public Folders for accessibility of all employees at all times.

5.5.1.1 ORGANIZATIONAL CHART

Figure 5: *Organizational Chart of HQ, GSC-E*



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5.5.1.2 RESPONSIBILITY MATRIX

Quality Related Task	Applicable Elements								
Task Code D=Decision S=Support E=Execution responsibility I=Information	Ofc Of The GM	Q M R	Q A	L O G O P S	B U S I N E S S	L O C M O	P B O	S A F E T Y	S E C U R I T Y
4 QUALITY MANAGEMENT SYSTEM									
Quality Manual	D/S	D/E/S	S/E	S/E	S/E	S/E	S/E	S	S
Control of Documents	D	S/E	S/E	S/E	S/E	S/E	S/E	S/E	S/E
Control of Records	D	S	E	E	S/E	E	E	E	E
5 MANAGEMENT RESPONSIBILITY									
Management Commitment	D/E	S/E	S/E	S	S	S	S	S	S
Customer Focus	D/E	S	S/E	S/E	S	S/E	S		
Quality Policy	D/E	S	S	S	S	S	S	S	S
Planning	D/E	S/E	S/E	S	S	S	S	S	S
Quality Objectives	D/E	S/E	S/E	S	S	S	S	S	S
Quality Management System Planning	D	S/E	S/E	S	S	S	S	S	S
Responsibility, Authority and Communication	D/E	S/E	S/E	S	S	S	S	S	S
Internal Communication	D/E	S/E	S/E	S	S	S	S	S	S
Management Review	D/E	S/E	S/E	S	S	S	S	S	S
6 RESOURCE MANAGEMENT									
Provision of Resources	D/E	S	S	S	S	S	S	S	S
Human Resources	D/E	S	S	S	S	S	S	S	S
Competence, Awareness and Training	D	S	S	S	S/E	S	S	S	S
Infrastructure	D	S	E	E	E	E	E	E	E
Work Environment	D	S	E	E	E	E	E	E	E

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Quality Related Task	Applicable Elements								
Task Code D=Decision S=Support E=Execution responsibility I=Information	Ofc Of The GM	Q M R	Q A	L O G O P S	B U S I N E S S	L O C M O	P B O	S A F E T Y	S E C U R I T Y
7 PRODUCT REALIZATION									
Planning of Product Realization	D/E	S/E	S/E	S/E	S/E	S/E	S/E	S/E	S/E
Customer Related Process	D/E	S	S/E	S/E	S	S/E	S		
Determination of Requirements Related to Product	D/E	S	S/E	S/E	S	S/E	S		
Review of Requirements Related to the Product	D/E	S	S/E	S/E	S	S/E	S		
Customer Communication	D/E	S	S/E	S/E	S	S/E	S		
Design and Development	-----	-----	-----	-----	-----	-----	-----	-----	-----
Purchasing	D	S	E	E	E	E	E	E	E
Verification of Purchased Products	D	S	E	E	E	E	E	E	E
Production and Service Provision	D	S	E	E	E	E	E	E	E
Identification and Traceability	D	S	E	E	E	E	E	E	E
Control of Monitoring and Measuring Devices	-----	-----	-----	-----	-----	-----	-----	-----	-----
8 MEASUREMENT, ANALYSIS AND IMPROVEMENT									
Monitoring and Measurement	D	S	E	E	E	E	E	E	E
Customer Satisfaction	D	S	E	E	E	E	E	E	E
Internal Quality Audits	D	S/E	I	I	I	I	I	I	I
Monitoring and Measuring of Process	D	S	E	S	S	S	S	S	S
Monitoring and Measuring of Products	D	S	E	E	E	E	E	E	E

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Quality Related Task	Applicable Elements								
Task Code D=Decision S=Support E=Execution responsibility I=Information	Ofc Of The GM	Q M R	Q A	L O G O P S	B U S I N E S S	L O C A L	P R O C E D U R E	S A F E T Y	S E C U R I T Y
Control of Nonconforming Products	D	S	E	E	E	E	E	E	E
Analysis of Data	D	S/E	S/E	S/E	S/E	S/E	S/E	S/E	
Continuous Improvement	D/E	S	S	S	S	S	S	S	S
Corrective Action	D	S	E	E	E	E	E	E	E

5.5.2 MANAGEMENT REPRESENTATIVE

The General Manager appoints the HQ, GSC-E Quality Management Representative (QMR). The QMR is responsible for the execution of the functions of the Management Representative as defined in 5.5.2, Management Representative, DIN EN ISO 9001:2000.

The responsibilities and authorities include:

Ensuring that the processes needed to establish, implement and maintain the quality management system are in place and documented. Report the status and need for improvement of the Quality Management System to the General Manager. Ensure that the importance of understanding customer requirements is known and understood throughout the HQ, GSC-E.

Maintaining the QM-System includes:

- Adherence to the requirements of the DIN EN ISO 9001:2000
- Adapting the system to changed conditions
- Implementing/coordinating measures to recognize and prevent errors
- Maintaining the Quality Manual
- Improving quality methods
- Supports audits to verify the effectiveness of the QM-System
- Planning for training
- Promoting and marketing the HQ, GSC-E QMS

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5.5.3 INTERNAL COMMUNICATION

The General Manager and Senior Management promote an open communication environment, which ensures the effectiveness of the quality management system. Methods of communication include, but are not limited to, formal and informal daily contacts, Intranet media, telephone and facsimile.

5.6 MANAGEMENT REVIEW

5.6.1 GENERAL

The General Manager, Senior Management and the QMR, HQ, GSC-E, conduct meetings at planned intervals to analyze the suitability and effectiveness of the QM-System for HQ, GSC-E. Result of all reviews, which require updates to the QM manual, will be processed within the agreed timeline. Records of all reviews will be maintained as set forth in Section 4.2.4. In addition the following criteria are appraised:

- That the QM system still meets the objectives/directives stated in the quality manual
- That the established quality goals are met, and conditions, which require readjustment, are identified.

See Chapter 8, Management, Analysis and Improvement.

5.6.2 REVIEW INPUT

The General Manager, Senior Management and the QMR, HQ, GSC-E review input submitted by the staff. A range of input may be used, which may include one or all of the following documents as appropriate:

- Weekly reports
- Results of audits, studies, surveys and inspections
- Customer feedback
- Process performance and product conformity (Review and Analysis)
- Status of preventive and corrective actions
- Follow-up actions from previous management reviews
- Changes that could affect the quality management system
- Recommendations for improvements (Support of the Army Suggestion Program)

5.6.3 REVIEW OUTPUT

The General Manager, Senior Management and the QMR, HQ, GSC-E review results and execute processes or procedures which assures continuous quality improvement, corrective and preventive actions, and elimination of non-conformities.

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This will include as a minimum:

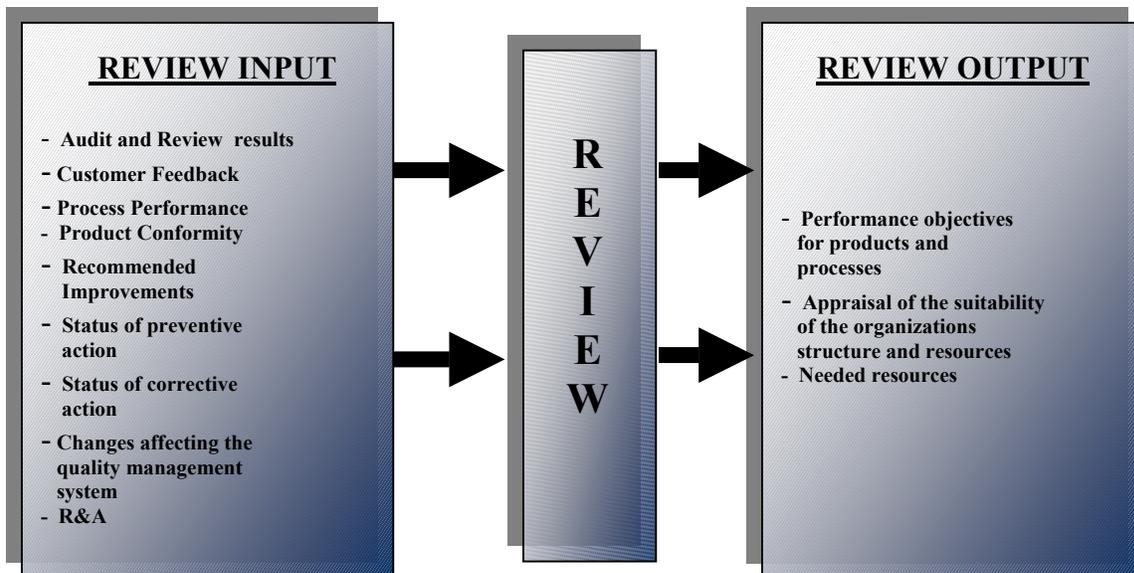
- Performance objectives for monthly review and analysis data
- Improvement objectives evolving from customer requirements
- Appraisal of the condition and the effectiveness of the quality system
- Decisions and actions to ensure the availability and functioning of resources

Related Documents

QSP – 8.2-01 Internal Audit

QSP – 8.2-04 Monitoring and Measurement of Processes

Figure 6: Management Review



6 RESOURCE MANAGEMENT

6.1 PROVISION OF RESOURCES

The General Manager and Senior Management, HQ, GSC-E will determine and provide the necessary resources needed to implement and maintain the quality management system. Continuous reviews of resources, training, and infrastructure consistent with functional changes in the products and processes are made and executed to achieve customer satisfaction.

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6.2 HUMAN RESOURCES

The General Manager and Senior Management, HQ, GSC-E, will ensure that personnel performing work affecting product quality are competent on the basis of appropriate education, training, skills and experience. Requirements and authorizations for personnel are listed in the Table of Distribution and Allowances (TDA).

6.2.1 GENERAL

The General Manager and Senior Management, HQ, GSC-E are responsible for improving the effectiveness and efficiency of the organization through :

- Providing appropriate training and career planning (IDP)
- Continuously reviewing and evaluating employee training requirements
- Recognizing and rewarding outstanding performance
- Facilitating open, two-way communication
- Communicating suggestions and opinions

6.2.2 COMPETENCE, AWARENESS AND TRAINING

The General Manager, Senior Management and all supervisors in the HQ, GSC-E, are committed to and are responsible for the training needs of personnel. Employee competence is ensured through:

- Identifying and providing appropriate training and career development
- Evaluate the effectiveness of training
- Maintain records
- Ensure employees are aware of how they contribute to the achievement of the quality objectives.
- Ensure that employee training is guaranteed.

Related Documents

Official Personnel File

AR 350 Series (Army Training)

QSP 6.2-01 Training and Personnel Development

6.3 INFRASTRUCTURE

The General Manager, Senior Management, and QMR, HQ, GSC-E ensure that the infrastructure, supporting supplies, equipment, ADP and other general supporting supplies and services are established, acquired and maintained. The required infrastructure must fully support conformity of products and services.

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Related Documents

GSC-E Pam 10-5 Organization and Function Manual
QSP's- 7.1-01 to 7.1-10 Quality System Procedures

6.4 WORK ENVIRONMENT

The General Manager, Senior Management will ensure that the work areas promote an environment that has a positive influence on employee motivation, satisfaction and performance.

- Adherence to Safety and Environmental regulations
- Ergonomic workplace and equipment
- Social interactions

Related Documents

QSP - 6.4-01 Safety

7 PRODUCT REALIZATION

HQ, GSC-E has two key processes within the organization: Military Logistics Management and Military Activity Management Services. These underpin the identification, re-sourcing, planning and implementation of the products, processes and final product realization.

See Chapter 4.1 Quality Management System

7.1 PLANNING OF PRODUCT REALIZATION

HQ. GSC-E plans and develops the processes required for the product realization in accordance with relevant US Government and Host Nation rules and regulations. This is consistent with relevant processes within the quality management system. See Chapter 4 Quality Management System 4.1 General Requirements and 4.2.4 Control of Records

Planning processes within the HQ, GSC-E may include one or all of the following:

- Quality objectives and requirements for the product
- Any requirement to establish processes, documentation, and provide resources
- Verification, validation, monitoring, and inspection of the product and criteria for product acceptability

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Related Documents

QSP - 7.1-01, QA in Logistics Management
QSP - 7.1-02, QA in Logistics Analysis
QSP - 7.1-03, QA in Logistics Support
QSP - 7.1-04, QA in Customer Service
QSP - 7.1-05, QA in Information Technology
QSP - 7.1-06, QA in Program/Budget
QSP - 7.1-07, QA in Business-Management Analysis
QSP - 7.1-08, QA in Human Resources – Personnel Management
QSP - 7.1-09, QA in Property Book & Organization Supply Operations
QSP - 7.1-10, QA in Logistics Contract Management

7.2 CUSTOMER RELATED PROCESS

Customer requirements are determined and met with the aim of enhancing customer satisfaction. This is in accordance with relevant US Army statutory and regulatory requirements as appropriate to the product.

7.2.1 DETERMINATION OF REQUIREMENTS RELATED TO THE PRODUCT

HQ, GSC-E staff elements will determine:

- The product requirements as specified by the customer, including delivery and additional customer support.
- Additional unspecified requirements where known.
- Any relevant statutory and regulatory requirements related to the product.
- Additional organizational requirements.

7.2.2 REVIEW OF REQUIREMENTS RELATED TO THE PRODUCT

HQ, GSC-E reviews customer requirements and the organization's ability to meet those requirements, prior to any commitment to supplying a product. This includes adequate identification of products as well as any technical specifications, references and special requirements.

Any changes to the original requirements are identified and agreed upon by all parties.

Records are maintained and include any results of the reviews and any actions arising from the review of requirements.

See Chapter 4-2.3 Control of Documents and 4-2.4 Control of Records

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Related Documents

QSP 7.2-01 Acquisition Management
QSP 7.2-02 Contracting (External)
QSP 7.2-03 Determination of Applicable Customer Requirements
QSP 7.2-04 Contract Insight LOCMO
QSP 7.2-05 Contract Management

7.2.3 CUSTOMER COMMUNICATION

HQ GSC-E has an effective multi-layered customer communication process in place. This is maintained throughout the product process. This includes:

- Information about products.
- Customer inquiries, contract and order handling including any changes.
- Customer feedback including customer complaints.

See Chapter 5.2 Management Review

Related Documents

QSP - 7.1-04, QA in Customer Service

7.3 DESIGN AND DEVELOPMENT

This requirement is not applicable to HQ, GSC-E as outlined in Chapter 4.2.2.

7.4 PURCHASING

HQ, GSC-E purchasing is carried out in accordance with US Government regulations.

7.4.1 PURCHASING PROCESS

HQ, GSC-E ensures that any purchased products conform to specified requirements. Suppliers will be selected based upon the ability to meet the criteria specified in the purchasing requirement. In addition, selection, evaluation and re-evaluation of supply sources occur in accordance with US Government regulations.

The purchasing process has to be carried out under carefully monitored conditions in accordance with US Government regulations. HQ, GSC-E has established procedures in place to ensure that products purchased through the US Government supply system, contracting, or simplified procurement conform to stated requirements.

See Chapter 4-2.3, Control of Documents and 4-2.4, Control of Records

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7.4.2 PURCHASING INFORMATION

All products purchased by one of the above-mentioned methods are clearly and precisely described.

7.4.3 VERIFICATION OF PURCHASED PRODUCT

HQ, GSC-E ensures that products conform to the specified requirements identified as part of the purchasing process. The methods of verification, acceptance and rejection are stated in the purchasing information and applicable US Government regulations.

Related Documents

AR 735-11-2, Reporting of Item and Packaging Discrepancies
AR 750-1 , Army Material Maintenance Policies
DA Pam 710-2-2, Supply Support Activity System Manual Procedures
QSP 7.4-01 Purchasing

7.5 PRODUCTION AND SERVICE PROVISIONS

7.5.1 CONTROL OF PRODUCTION AND SERVICE PROVISIONS

HQ, GSC-E production and service provision is planned and carried out under controlled conditions. This may include as appropriate:

- Availability of product information, instructions and use of suitable equipment.
- Monitoring and measurement of the process where applicable or appropriate.
- The controlled conditions may extend beyond the process to include delivery and post delivery activities

Related Documents

QSP 7.5-01 Customer Service
QSP 7.5-02 Customer Complaints Investigation
QSP 7.5-03 Warranty Claims
GSC-E Warranty Program MOI

7.5.2 VALIDATION OF PROCESSES FOR PRODUCTION AND SERVICE PROVISIONS

This requirement is not applicable to HQ, GSC-E as outlined in Chapter 4.2.2.

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7.5.3 IDENTIFICATION AND TRACEABILITY

HQ, GSC-E identifies and tracks product and service processes where appropriate. This may also extend beyond the actual process to include delivery and post delivery activity.

This section should be cross-referenced with the quality management standards described in Chapter 4.2.3 Control of Documents, 4.2.4 Control of Records and 7.4 Purchasing

Related Documents

DA Pam 710-2-2 Supply Support Activity System Manual Procedures
QSP 7.2-04 Contract Insight LOCMO

7.5.4 CUSTOMER PROPERTY

This requirement is not applicable to HQ, GSC-E as outlined in Chapter 4.2.2.

7.5.5 PRESERVATION OF PRODUCT

This requirement is not applicable to HQ, GSC-E as outlined in Chapter 4.2.2.

7.6 CONTROL OF MONITORING AND MEASURING DEVICES

This requirement is not applicable to HQ, GSC-E as outlined in Chapter 4.2.2.

8 MEASUREMENT, ANALYSIS AND IMPROVEMENT

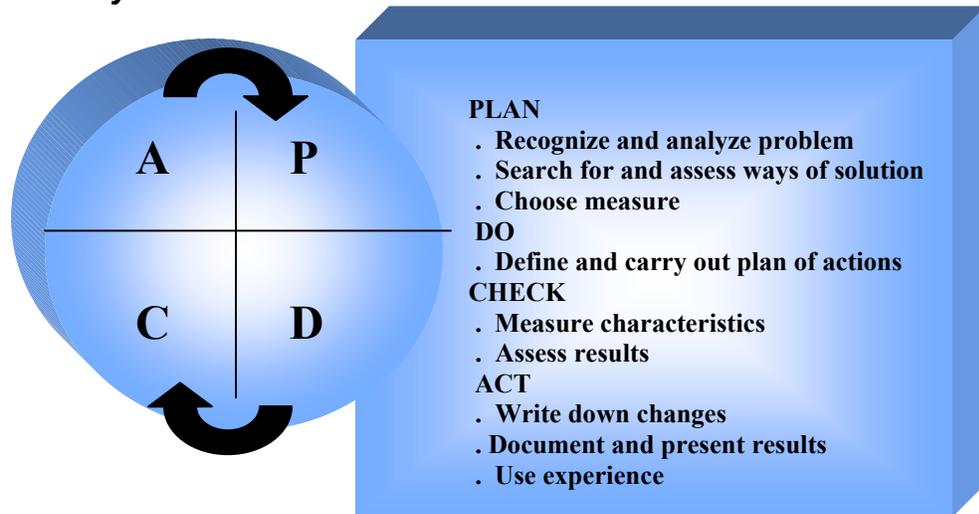
8.1 GENERAL

HQ, GSC-E uses a planned and systematic approach to implement the monitoring, measuring, analysis and improvement processes within the organization. Management regularly reviews periodically prepared reports. This enables the organization to demonstrate conformance not only of the products and processes but the quality management system as well. A range of methods and statistical techniques are used to capture data and analyze trends with the aim of improving the efficiency and effectiveness of the organizational operations.

See Chapter 5.6 Management Review

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Figure 7: PDCA Cycle



8.2 MONITORING AND MEASUREMENT

8.2.1 CUSTOMER SATISFACTION

HQ, GSC-E has a range of formal and informal processes in place to monitor customer satisfaction.

Measurements are identified in the appropriate US Army regulations and standards, communicated through reports, meetings and committees and evaluated by management.

In addition, HQ GSC-E recognizes the importance of maintaining close contact with customers. The Customer Service Team and Customer Complaint Team make periodic customer assistance visits and provide feedback into the organization.

The additional chapters of the DIN EN ISO 9001:2000 are appropriate to this section, Sub-section 5.2, Customer Focus and Sub-section 7.2.1, Customer Related Processes

8.2.2 INTERNAL AUDIT

Comprehensive, planned and documented quality audits are carried out at least annually. Audits are scheduled and prepared by QMR HQ, GSC-E and the auditors then carry out the audit program. After the audit, the management of each audited area is responsible for undertaking any corrective action required. This takes place within an agreed time frame and includes verification of the corrective action (Corrective Action Report). Auditors are qualified for their work.

Related Documents

QSP- 8.2-01 Internal Audits

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8.2.3 MONITORING AND MEASURING OF PROCESSES

HQ, GSC-E personnel at all levels use suitable methods to monitor the quality management system processes. Where appropriate the system processes are measured. The chosen methods are demonstrating the ability of the quality management system to meet its planned objectives. Where these objectives are not met, the issues are identified and corrective action taken.

See Chapter 5.6 Management Review
Chapter 4.2 Documentation Requirements
Chapter 7.2 Customer Related Processes

8.2.4 MONITORING AND MEASURING OF PRODUCT

HQ, GSC-E monitors and measures products at appropriate stages throughout the processes to ensure that the characteristics meet the specified and predefined product requirements. The final release of products is in accordance with the product realization criteria, unless otherwise approved by a relevant authority or, where appropriate, the customer.

See Chapter 4.2 Documentation Requirements
Chapter 5.6 Management Review
Chapter 7.1 Product Realization

Related Documents

DA Pam 25-30 Consolidated Index of Army Publications and Blank
AR 750-1 Army Materiel Maintenance Policies and Retail Maintenance Operation
AR 25-400-2 MARKS

8.3 CONTROL OF NONCONFORMING PRODUCT

HQ, GSC-E has appropriate controls in place to prevent non-conforming products being used or reaching the customer. In the event that there is a non-conforming product this is identified and removed from the normal process. The corrective action process is followed, conformance verified and documented as appropriate.

The controls, responsibilities and authorities are described in detail in QSP 8.3-01. This includes the detection of a nonconforming product that occurs after delivery.

See Chapter 4.2 Documentation Requirements
Chapter 5.6 Management Review
Chapter 7.1 Product Realization

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Related Documents

QSP- 8.3-01 Control of Nonconforming Products

8.4 ANALYSIS OF DATA

HQ, GSC-E analyzes data to ensure the effectiveness of the quality management system and to implement process improvements identified.

The information is collected from a range of reports and databases within the scope of the organizational operations.

See Chapter 5.6 Management Review
Chapter 7.Product Realization
Chapter 8.2.1 Customer Satisfaction

8.5 IMPROVEMENT

8.5.1 CONTINUAL IMPROVEMENT

HQ, GSC-E will continuously improve the effectiveness of the Quality Management System through the utilization of the Quality Policy (5.3)[QualityPolicyandObjectives](#), Quality Objectives (5.4.1), audit results, analysis of data, corrective and preventive actions, and Management Reviews (5.6). Necessary corrective and preventive measures are taken to eliminate deviations and to prevent their reoccurrence at the earliest stage possible. All employees are encouraged to make use of the Army Suggestion Program (through ASG/BSB).

See Chapter 5.3 Quality Policy and 5.4.1 Quality Objectives.

8.5.2 CORRECTIVE ACTION

HQ, GSC-E ensures that the appropriate systems are in place to eliminate the causes of non-conformities and to prevent reoccurrence of non-conforming products or processes.

This may include as appropriate

- Review of nonconformities including customer complaints
- Determine the causes of nonconformities
- Evaluate the need for action to ensure that nonconformities do not recur
- Determine and implement action needed
- Record the results of action taken
- Review corrective action taken

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The controls, responsibilities and authorities are described in detail in QSP-8.5-01/02, Corrective and Preventive Actions. Corrective actions for processes beyond HQ, GSC-E control will be directed through appropriate Army channels for consideration as identified in the relevant US Government regulations.

See

Chapter 4.2 Documentation Requirements
Chapter 5.6 Management Review
Chapter 7.1 Product Realization

Related Documents

QSP- 8.5-01/02 Corrective and Preventive Action

8.5.3 PREVENTIVE ACTION

HQ, GSC-E ensures that the appropriate systems are in place to eliminate the causes of potential non-conformities in order to prevent reoccurrence of non-conforming products or processes.

The controls, responsibilities and authorities are described in detail in QSP-8.5-01/02, Corrective and Preventive Action.

This may include as appropriate

- Evaluating the necessary action to prevent occurrence of nonconformities.
- Determining and implementing the necessary action.
- Maintaining records of the applied actions and the results
- Reviewing preventive action taken.

See

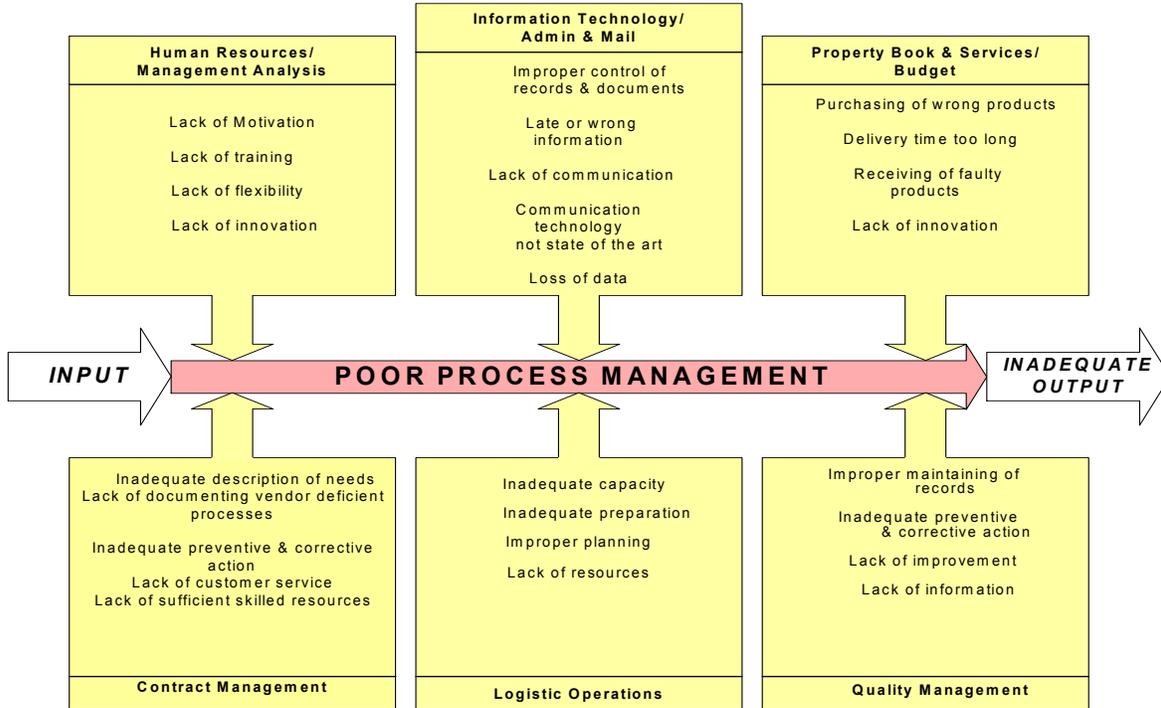
Chapter 4.2 Documentation Requirements
Chapter 5.6 Management Review
Chapter 7.1 Product Realization

Related Documents

QSP-8.5-01/02 Corrective and Preventive Action

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Figure 8: Areas where corrective and preventive action can positively affect the process and product.



**CONTINUOUS IMPROVEMENT IS THE KEY TO
CUSTOMER SATISFACTION
AND
AN EFFECTIVE QUALITY MANAGEMENT SYSTEM !**

“The Best Supporting The Best – Whatever it Takes”