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Human Resource Management

Purpose

This procedure defines the process for developing and maintaining human resources to ensure that a competent workforce is available for the effective and efficient operation of the organization.

Scope

This procedure applies to personnel at Insulation Supply Company.

Definitions

Authority Defined empowerment to require specified tasks and work practices to be conducted.

Job Description (ISO9000:2000) Information that states the title, duties, empowerment and training needs associated with the employee's position in the company's quality management system.

QMS (ISO 9000:2000) The quality management system is the formalized organizational structure, procedures, processes and resources needed to implement the activities related to quality.

Responsibility The duties associated with the title of the employee.

Role The function (s) performed by the employee.

Responsibilities

EXEC MGMT Executive Management

COO Chief Operations Officer

DEPT MGR All Department Managers

HR MGR Human Resources Manager

QA MGR Quality Assurance Manager

TRNR, HR MGR Trainer, Human Resources Manager

TRNG COOR Training Coordinator

TRNR Trainer

Procedures

EXEC MGMT Determine Resource Requirements

Executive Management determines the amount of human resources necessary to effectively operate and maintain the QMS at Insulation Supply Company (5.1[1]e[1], 6.1[1]a[1]). Consideration will include the minimum amount necessary to fulfill customer requirements with the aim toward enhancing customer satisfaction (6.1[1]b[1]).

EXEC MGMT Defines Organizational Responsibilities

Defines the organizational responsibilities and authority of all employees (5.5.1[1]). These responsibilities are communicated to employees through organizational charts, the Quality Policy Manual, Job Descriptions and training (5.5.1[1]).

COO Maintains Organization Charts

Prepares and posts the organizational charts to aid the employees in understanding the organizational structure.

DEPT MGR Prepares Job Descriptions

Prepares Job Descriptions that reflect the responsibility, authority, training needs and competencies required for effective and efficient operation of the organization (6.2.1[1], 6.2.2[1]a[1]). Addresses future requirements, when appropriate, in anticipation of workforce succession needs and changes to the organization processes (5.1[1]e[1]).

HR MGR Directs The Hiring Process

Aids in the recruitment of new employees with the intent of meeting position job description requirements with existing skills and education or through available training (6.2.2[1]b[1]).

HR MGR and/or QA MGR QMS Training Subjects

The quality management system training sessions shall address:

- Quality Management System Manual (6.2.2[1]d[1]);
- Quality Policy and what it means to them (6.2.2[1]d[1]);
- Procedures relative to employee job description (6.2.2[1]d[1]);
- Instructions relative to employee job description (6.2.2[1]d[1]);
- Records relative to employee job description (6.2.2[1]d[1]);
- Quality Management Programs, Objectives, and Targets (6.2.2[1]d[1]).

Other topics may include but are not limited to safety, conditions of employment, and employee orientation.

DEPT MGR Additional Training Requirements

When additional skills or technical training is necessary to meet required position competencies (6.2.2[1]a[1]), it is provided by either internal resources or external training providers.

TRNG COOR Establishing the Training Schedule

The Trainer establishes and maintains a training schedule to assist in ensuring that employee training is proceeding as planned. Training and orientation of newly hired employees includes the subjects above typically within thirty days of the hire date. Other employees, suppliers and contractors with a potential impact on quality may also be scheduled to receive training within thirty days of the initial issue or revision issue of relevant QMS documents.

TRNR Training Session Preparation

The individual conducting the training session shall determine the location and content for training sessions. The required training for QMS personnel may be presented over a series of training sessions.

TRNR Conducting Training Sessions

Training sessions are conducted by or under the direction and/or approval of the COO (6.2.2[1]b[1]). Sessions are geared toward communicating the importance of their role in the QMS and how meeting the quality objectives is key to the success of the organization (6.2.2[1]d[1]). Additionally, it is stressed why meeting customer, statutory and regulatory requirements is essential to the success of the organization (5.1[1]a[1]).

TRNR Training Session Completion

Satisfactory completion of training may be evidenced by use of written "opened book" tests, verbal tests, and/or demonstrations of competence witnessed and attested by supervision (6.2.2[1]c[1]). A demonstration of competence is to be performed prior to the trainee functioning outside of direct supervision (6.2.2[1]c[1]). The process is conducted by the immediate supervisor of the employee and then documented for each employee (6.2.2[1]c[1]). Documented evidence of competence is included in the individual's training record (6.2.2[1]e[1]).

TRNR Training Session Documentation

Training activities are documented (6.2.2[1]e[1]). A description of the training provided and a roster of those in attendance is completed for each training session (6.2.2[1]e[1]). Each individual's Training Record is updated upon participation or satisfactory completion of the session (6.2.2[1]e[1]).

TRNR, QA MGR Training Session Effectiveness

The effectiveness of training sessions is evaluated on a quarterly basis (6.2.2[1]c[1]). Training session test results, records of demonstration of capability, incident reports and performance reviews or observations are used to evaluate training session effectiveness (6.2.2[1]c[1]). Trends are analyzed and revisions to curriculum or instructors are made based on said analysis (6.2.2[1]c[1]).

DEPT MGR Review Employees' Training Status

The training status and competencies of departmental employees is reviewed quarterly to ensure that their training plan is progressing as planned and to identify if additional training should be scheduled. Ensures that future needs of the organization are considered.

DEPT MGR Identifies New Employee Requirements

Identifies the need for new employees and notifies the Human Resources Manager (5.1[1]e[1]). Ensures that departmental Job Descriptions are current and reflect the company's needs.

References**Related Procedures**

QUALITY RECORDS QSP-4.2.103

Records

Job Description JOBDESC

Insko Meeting/Training Attendance Sheet TF-11

Individual's employment application and resume

Training Needs Assessment TF-17

Policy References

Human resources 6.2

Revision Notes

- Changed from PowerWay to Word and saved in PDF file.
- Changed revision numbering from alpha-numeric to alpha.
- Removed retention periods from records section. They are listed in the Forms Master page.
- Changed Related Procedure from QSP-16 to QSP-4.2.103.
- Removed Reference Documents as they are already listed in the QPM.