Objectives

This course will help the participants

To get acquainted with and understand the requirements of ISO 9001:2015 standard

To understand risks, opportunities, context of the organization and interested parties

To understand Internal and External Audits

ISO 9001:2015 Principles

1

Customer Focus

2

Leadership

3

Engagement

4

Processes

5

Continuous improvement

6

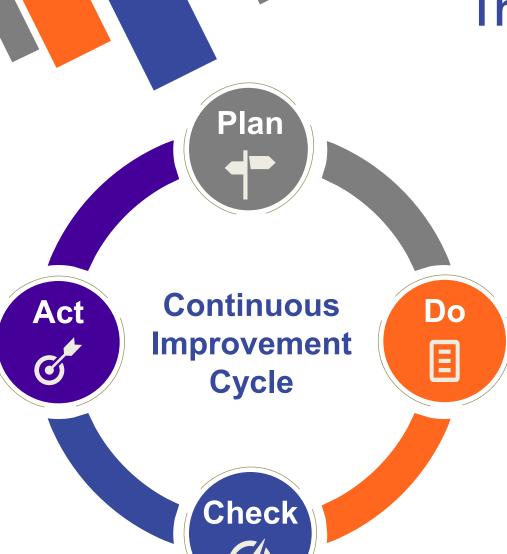**Evidence based decision making**

7

Relationship Management

ISO 9001 is defined as the international standard that specifies requirements for a quality management system (QMS). Organizations use the standard to demonstrate the ability to consistently provide products and services that meet customer and regulatory requirements.

The PDCA Cycle

Plan
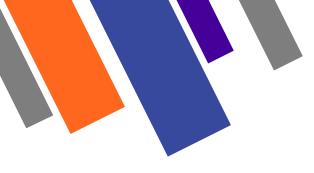
Act

Continuous Improvement Cycle

Do

Check

This is the "Plan-Do-Check-Act" improvement cycle. You may hear it called the PDCA cycle or the Deming cycle. You can apply it to all processes and you can use it to plan and implement process change.

Plan – Plan the improvement and plan how you will know if it has worked

Do - Do what you planned to do and measure it as planned

Check - Check the results against expectations

Act – Act to maintain the improvement, address any shortfall and learn from experience

IRCA & Certifying Body

International Register of Certificated Auditors (IRCA)

The gold standard for management systems. Its members are highly valued and globally recognized as skilled management systems auditors. While Charted Quality Institute (CQI) members are known for delivering excellence in business. While Charted Quality Institute(CQI) is the professional body for experts in improving products, projects, and services.

ISO Certifying Body

An independent third party that handles a certification process. So, ISO certification bodies assure each business follows its ISO standards. This includes all the necessary conditions for each standard a company has

Context of the Organization

Clause 4.1

01 **Internal Factors**
Culture Values
Performance
Knowledge

02 **External Factors** Political
Economic Social/ Cultural
Technological Legal
Environmental/ Geographical

03 **Levels**
Local/ Regional National
International

GUIDE doc. no. 2746 – Internal & External Factors affecting SMSA

Context of the Organization

Clause 4.2

Interested Parties

Needs
Expectations

GUIDE doc. no. 2740

Ingredients of QMS

Management

Resources

Documented Information

Supplier Capabilities

Quality Management System

Customer Requirements

Good well Enthusiasm and motivation

Quality Control

The staff

Clause 4.3

Scope of the Quality Management System

SCOPE OF QUALITY AUDITS

Clause 4.3

Leadership & Commitment

Top Management

Takes accountability for the effectiveness of the Quality Management System

Ensures quality policy and quality objectives are compatible with SMSA strategy and up-to-date

Ensures business processes are integrated to Quality Management System

Ensures that resources needed are available

Clause 5.1

Customer Focus

Clauses 5.1.2

Voice of Customer Committee (VCC) (GUIDE doc. no. 3206)

Fair Treatment of Customers (GUIDE doc. no. 3212)

Customer Journey Map (GUIDE doc. no. 2818)

Customer Ethics Policy (GUIDE doc. no. 3587)

Identifying customer requirements (Surveys, complaints)

Meeting customer requirements (Delivery commitment)

Enhancing customer satisfaction (Surveys, complaints, SLA)

Quality Policy

Clauses 5.2.1 & 5.2.2

Shall Be

Available and displayed prominently (posters, TV screens)

Reviewed at regular intervals

Communicated and understood by relevant interested parties

Maintained as documented information

Quality Policy

The management of SMSA is committed to continually improve the company's performance and meeting its customers' expectations while offering them a safe, efficient, and professional service.

SMSA is perpetrated to being the leading provider of logistics, freight, mailroom, courier, and E-commerce solutions. Moreover, SMSA provides Healthcare storage and transportation solutions including solutions that are aligned with internationally recognized "Good Distribution Practices". SMSA shall optimize its clients' benefits for these services by providing them with state-of-the-art support.

Quality is considered to be a personal responsibility for all our employees at SMSA. To preserve it, the top management shall provide the required support and training, whereas the effectiveness of the company operations will be ensured and the associated risks will be systematically avoided.

In addition, SMSA shall implement a working environment for enabled, satisfied, motivated, and committed employees making SMSA "The Employer of Choice".

Naif Sultan Al-Athel
Chairman of the Board

SMSA Express

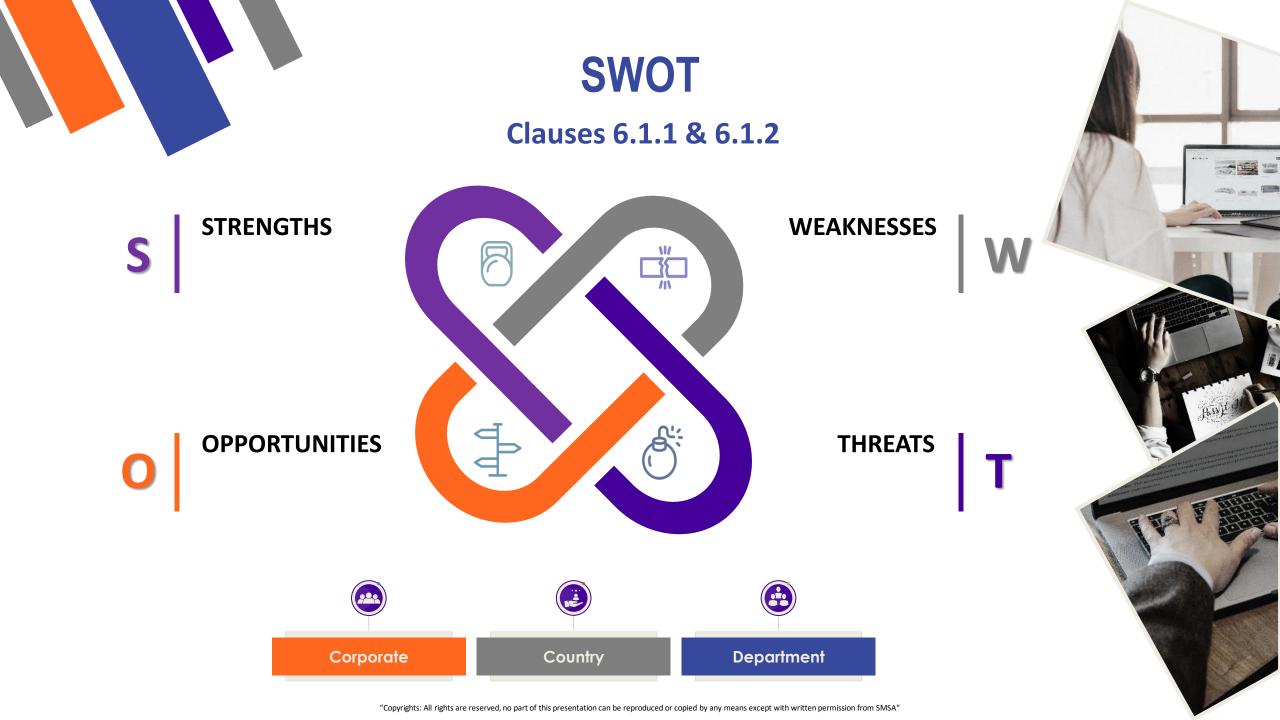# Roles Responsibilities & Authorities

Clauses 5.3

All process maps will have the responsible person to do the job function

Delegation of Authority

Organizational structure up to date

SWOT
Clauses 6.1.1 & 6.1.2

STRENGTHS

S |

WEAKNESSES

| W

OPPORTUNITIES

O |

THREATS

| T

Corporate

Country

Department

Risk & Opportunities

Clauses 6.1.1 & 6.1.2

Methods of Risk Identification (GUIDE doc. no. 2770)

Methods of Opportunity Identification (GUIDE doc. 2769)

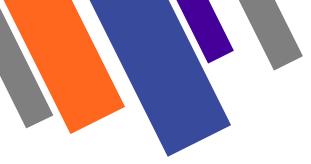**Risk Ranking Criteria (GUIDE doc. no. 2801)**

Reviewed annually

Residual Risk

Risk Mitigation Strategies
Five ways of mitigating risk
1. **Fix the risk immediately**
2. **Risk can be set as a KPI for a department**
3. **Risk can be set as a strategy**
4. **Transfer the risk to a third party**
5. **Accept the risk due to cost vs risk**

Risk Ranking Criteria

Clauses 6.1.1 & 6.1.2

Severity		
Low	**Medium**	**High**
Affecting location Affecting employee Affecting Satisfaction	Affecting Individual Customer Affecting SMSA Service Affecting Department	Affecting Corporate SMSA Affecting Revenue Affecting Image Affecting Govt. Regulation Affecting Key Acct customers Affecting Health & Safety

(multiply)

Severity

X	Low (1)	Medium (2)	High (3)
Low (1)	Low Risk (1)	Low Risk (2)	Med Risk (3)
Medium (2)	Low Risk (2)	Med Risk (4)	High Risk (6)
High (3)	Med Risk (3)	High Risk (6)	High Risk (9)

Probability

Low	Probability of incidents occuring beyond 24 months
Medium	Probability of incidents occuring within 12 to 24 months
High	Probability of incidents occuring within 12 months or less

GUIDE doc. no. 2801 - Risk Ranking Criteria

360° Strategy Planning

SMSA

Clauses 6.2.1 & 6.2.2

Stakeholders	MISSION & VISION	CORE VALUES	QUALITY POLICIES

Internal Factors

Employees Opinions	Kaizen	Previous Results	Lessons Learnt	Risks	Opportunities	SWOT

External Factors

Customer Survey	Brand & Market Survey	Mystery Shopping	Social Media Feedback	Vision 2030	Interaction Feedback
			Facebook Instagram Twitter	KINGDOM OF SAUDI ARABIA	Emails Chats

Actions

Business Objectives SMSA Wheel

Strategy Committee   Consultant

2026 Navigating New Horizons, together

Resources
Monetization
Sustainability
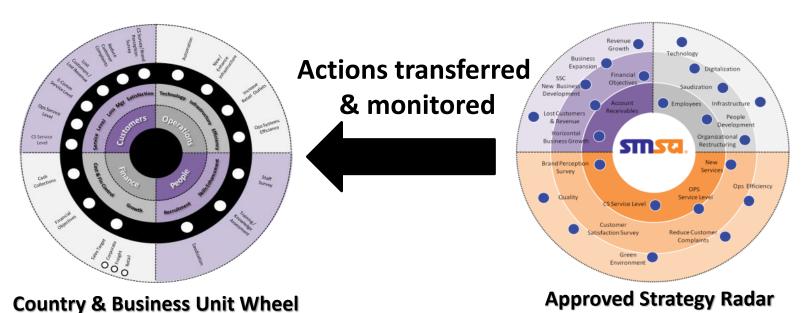
Strategy Formation

Clauses 6.2.1 & 6.2.2

Actions transferred & monitored

Country & Business Unit Wheel

Approved Strategy Radar

EACH COUNTRY HAS ITS OWN INDIVIDUAL STEERING WHEEL

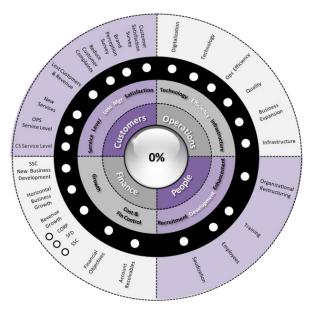| KSA | USA | OMN | UAE | JOR | ZAF | KWT | EGY | BAH | QAT | HKG |

Quality Objectives
Clauses 6.2.1 & 6.2.2

Corporate Wheel

0%

KPI Dashboard

Area	KPI No.	Description	Measurement Criteria	Value out of 100%	Value out of Overall Wt %	Yearly Target
OPERATIONS	KPI-1	New Automation	Cold Chain Management System Oracle Fusion New Customer Portal Website New SMSA Billing Module Dev't.	20%	6.00%	100.00%
	KPI-2	Enhance Automation	Mobile App Ph4 MRM Enhancement V4 SMSA Auto Tool SAM Heavy/ SAM Light Ph3 Self service Enhancement IVR SECOM & SDC Enhancement Ph3 SDC App – SDM System	10%	3.00%	100.00%
	KPI-3	Enhance E-Commerce Efficiency	Logistics / Fulfillment	40%	12.00%	100.00%
	KPI-4	OPS Efficiency	Control Room Fleet Categorize Facilities DG Operations Automatic Data Capture	10%	3.00%	100.00%
	KPI-5	New / Enhance Infrastructure	As per plan	10%	3.00%	100.00%
	KPI-6	Increase Retail Outlets	24 New Retails	10%	3.00%	100.00%
		Total		**100%**	**30.00%**	
		OVERALL WEIGHT		**30%**		

96% & Above — **GREEN**

91% to 95% — **AMBER**

86% to 90% — **YELLOW**

85% & Below — **RED**
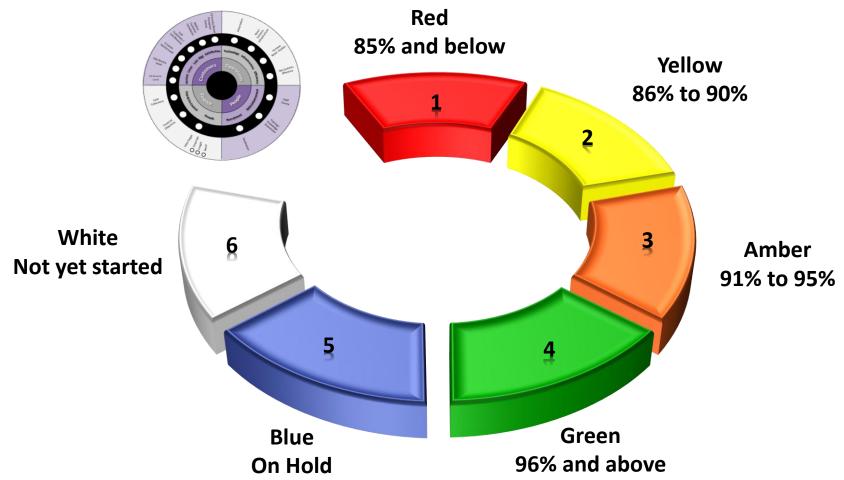
NC will be issued for Red KPIs

KPI Performance Color Coding

Red
85% and below

Yellow
86% to 90%

Amber
91% to 95%

Green
96% and above

Blue
On Hold

White
Not yet started

1 2 3 4 5 6
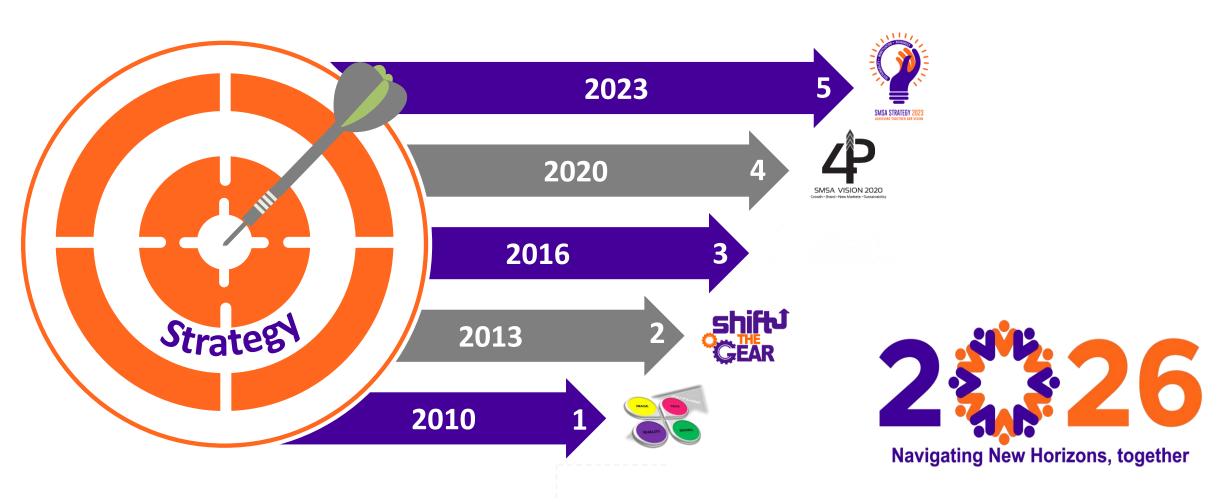
Previous Strategies

Clauses 6.2.1 & 6.2.2

Strategy

2023 — 5

2020 — 4

2016 — 3

2013 — 2

2010 — 1

SMSA STRATEGY 2023
ACHIEVING TOGETHER OUR VISION

4P
SMSA VISION 2020
Growth • Brand • New Markets • Sustainability

shift THE GEAR

IMAGE | TECH | QUALITY | ENVIRO

2026

Navigating New Horizons, together

Levels of KPIs

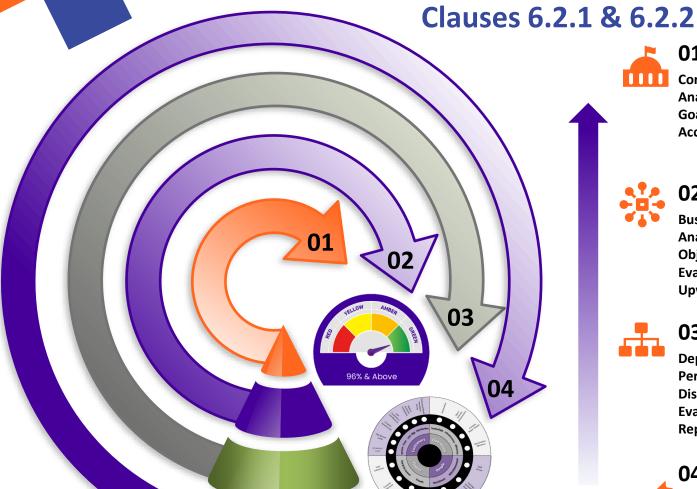## Clauses 6.2.1 & 6.2.2

01. Corporate

Corporate steering wheel
Analytical Dashboard for Performance Metrics
Goals Disseminated to business unit / country tiers
Accomplishments Reported Upward

02. Country / Business Unit

Business Unit / country steering wheel
Analytical Dashboard for Performance Metrics
Objective Distribution to Departmental Levels
Evaluation of Performance (Performance review)
Upward Reporting of Achievements

03. Departments

Department-Specific Objectives and Key Performance Indicators
Performance Monitoring Dashboard
Distribution of Objectives to Employees
Evaluation of Performance (Performance review)
Reporting Achievements to Higher Management

04. Individual

Goal settings
Evaluation of Performance (Performance review)
Upward Communication of Achievements

01 02 03 04

96% & Above

Aligning KPIs with Strategy
Clauses 6.2.1 & 6.2.2

2026
Navigating New Horizons, together

Supporting Metrics
What are the detailed monthly/ quarterly/ yearly results that support and augment the KPIs?

5

Key Performance Indicators
What measures of success are tied to the drivers?

4

Key Business Drivers
What are the important execution steps to meet the goals & objectives?

3

Goals, Objectives
What are the short and long term objectives to achieve the strategy?

2

Over-all Business Strategy
What is the business trying to accomplish?

1

Key Performance Indicators

Specific　**Measurable**　**Attainable**　**Relevant**　**Time Based**

Resources - People
Clauses 7.1.2

GUIDE doc. no. 2764 - Manpower Formula

Resources - Infrastructure

Clauses 7.1.3

...shall determine, provide and maintain the infrastructure –

Adequate space

Required equipment
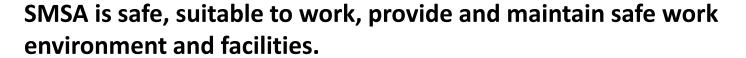
Properly maintained locations

Resources - Environment

Clauses 7.1.4

SMSA is safe, suitable to work, provide and maintain safe work environment and facilities.

- Facility Cleaning/ Housekeeping
- Floors and other surfaces
- Work Areas/ Work Stations
- Lighting
- Ventilation and Air Conditioning
- Temperature

All the above are maintained through ticketing system which can be found in the helpdesk.smsaexpress.com or ticket can be open by sending email to helpdesk@smsaexpress.com

Measurement Traceability

Clauses 7.1.5.2

Standard states that all measuring equipment's must be calibrated, which is done in 2 ways

By the auditors using test weights

Through an authorized outsourced company

GUIDE doc. nos.
2803 – Calibration Control Sheet
2655 – Scales Calibration Policy
2693 – Scales Calibration & Weight Checks

Competence & Awareness

Clauses 7.2 & 7.3

Training Calendar (Internal courses)

Basic, Intermediate & Advanced courses

External Courses

Coaching front line staff

Competency job description

Measurement of KPIs

Appraisals

Knowledge Assessment

Communication

Clauses 7.4

Internal & External Communications

Message Centre

Newsletter

SMSA Website

SMSA Video on TV screens in SSC & OPS

All changes on GUIDE communicated through
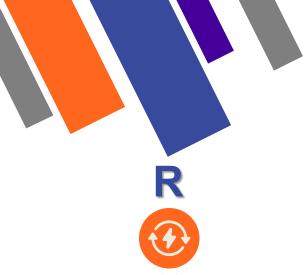
Champions

Regional Meeting & Department Meetings

GUIDE doc. nos.
2727 – Gaps Template
2790 – Project Plan Template
2771 – Minutes of Meeting Template

All meetings documented in the minutes of meetings using RACI

Communication

R — Responsible

Responsible

The 'Doer

Person who complete a particular process or steps or leads the people who do

Responsibility level determine by individual who is accountable

Makes decisions

Several people can be responsible

A — Accountable

Accountable

The buck stops here

The person who is held accountable by top management for implementation

Position with yes/no authority

There can be only one person accountable

Signs off tasks decisions

C — Consulted

Consulted

In the loop

Person whose advice is sought before the final decision is made or implementation takes place.

Position involved prior decision or action

Two way communication

I — Informed

Informed

Keep in the picture

People who need to be kept in the picture

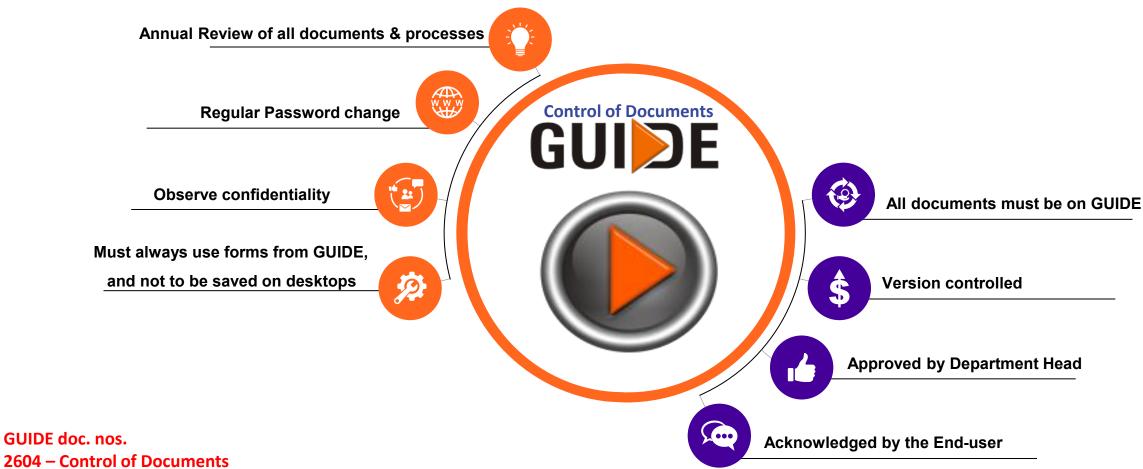Does not contribute directly to the tasks or decisions but need to know the progress

Documented Information

Clauses 7.5.1 ; 7.5.2 & 7.5.3

Control of Documents

GUIDE

Annual Review of all documents & processes

Regular Password change

Observe confidentiality

Must always use forms from GUIDE, and not to be saved on desktops

All documents must be on GUIDE

Version controlled

Approved by Department Head

Acknowledged by the End-user

GUIDE doc. nos.
2604 – Control of Documents
2601 – Confidentiality Policy
2733 – GUIDE System Access Rights

Quality Management System
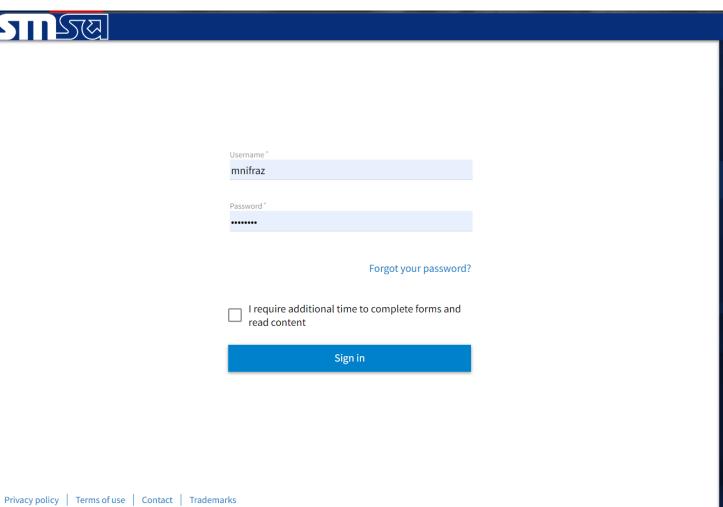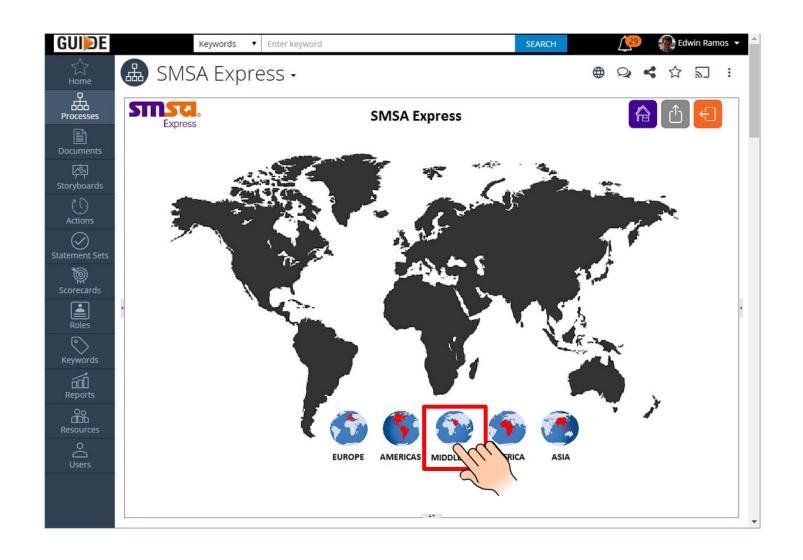
STEP 2 : Sign in to GUIDE using your own LDAP login & password
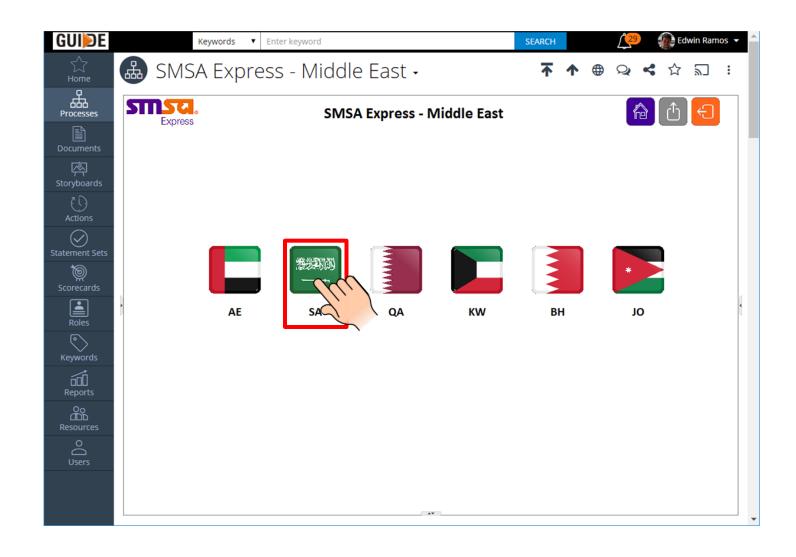
Quality Management System

Quality Management System

Quality Management System

Quality Management System

HRD - Recruitment

Yearly requirement → **Develop manpower plan** (Dir HR & Adm) → Vacancies to be filled → **Recruit employee** (Dir HR & Adm) → New employee join

Freelance applicant → **Process Freelance Hiring** (Dir HR & Adm) → Freelance compensated

Documented Information
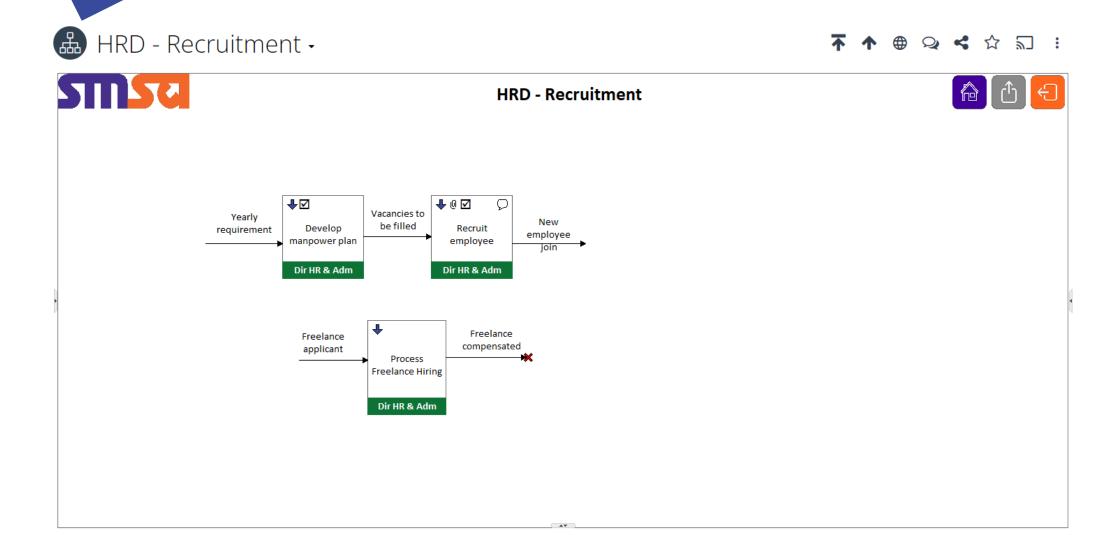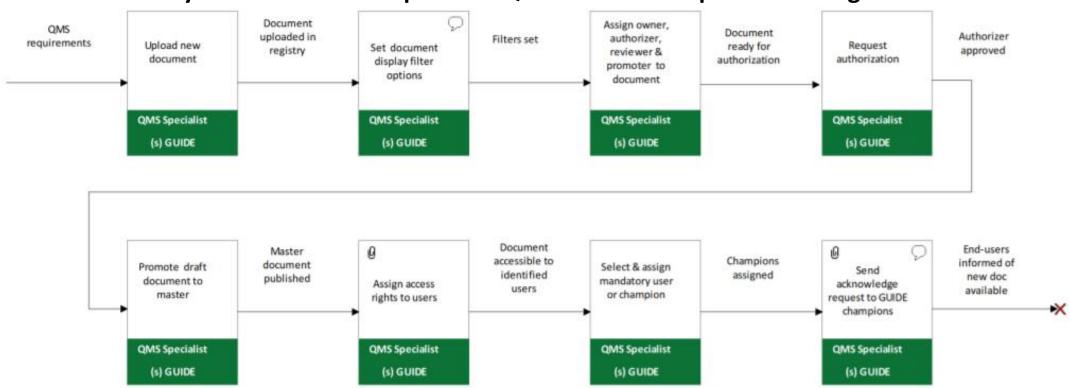
Clauses 7.5.1 ; 7.5.2 & 7.5.3

New Document Upload

Any new document required in QMS has to be requested through GUIDE

* Further discussed in GUIDE Awareness Training given by QRM
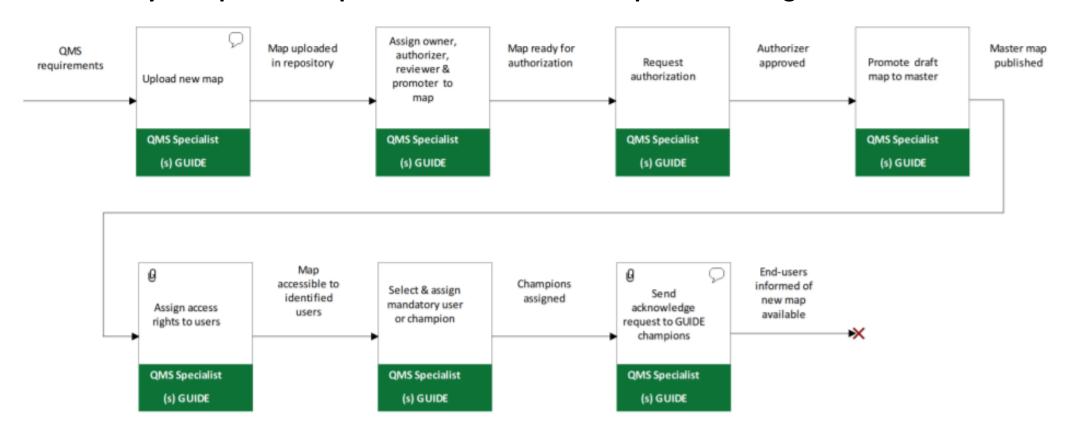
Documented Information
Clauses 7.5.1 ; 7.5.2 & 7.5.3

New Process Upload

Any new process required in QMS has to be requested through GUIDE

* Further discussed in GUIDE Awareness Training given by QRM

Documented Information
Clauses 7.5.1 ; 7.5.2 & 7.5.3
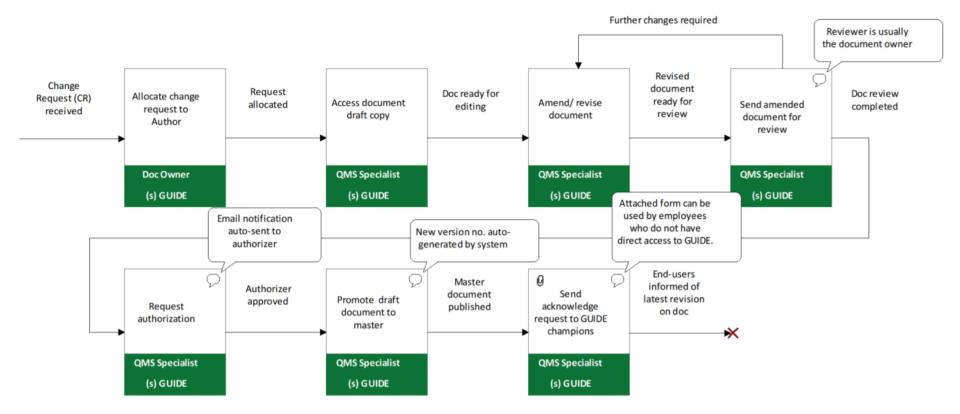
Change Management
Any document change required in QMS has to be requested through GUIDE

* Further discussed in GUIDE Awareness Training given by QRM

Documented Information
Clauses 7.5.1 ; 7.5.2 & 7.5.3
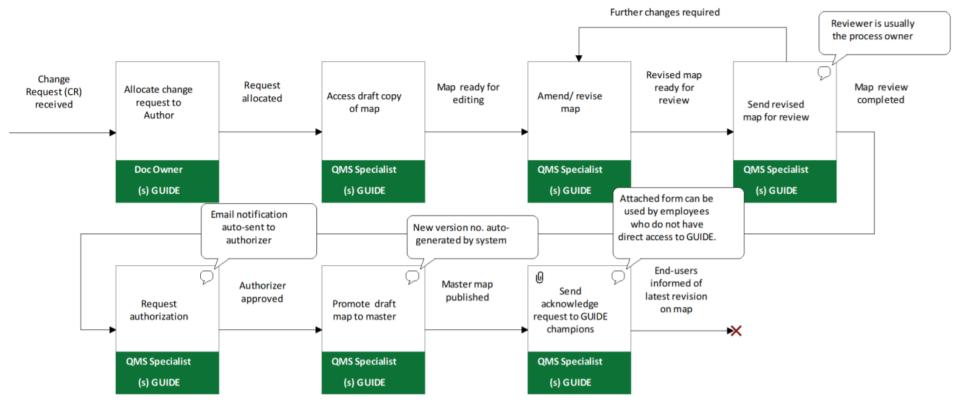
Change Management
Any process map change required in QMS has to be requested through GUIDE

* Further discussed in GUIDE Awareness Training given by QRM

Documented Information
Clause 7.5.3

QRM CR

File Number:
007

File Name:
ENVIRONMENTAL HEALTH & SAFETY

Filing Sequence:
NUMERIC

File Type:
CONFIDENTIAL

Responsible Person:
QRM

Retention Period:
INDEFINITE

Date To / Date From: (Optional)

Control of Records

Labeling
Storage / Archiving
Retrieval
Retention
Disposal

Classification

Confidential
Restricted
Public

All CONFIDENTIAL documents must be kept in locked cabinets

GUIDE doc. nos.
2604 – Control of Records
2690 – Box File Template
2721 – File Archive Register

Difference Documents & Records

SMSA
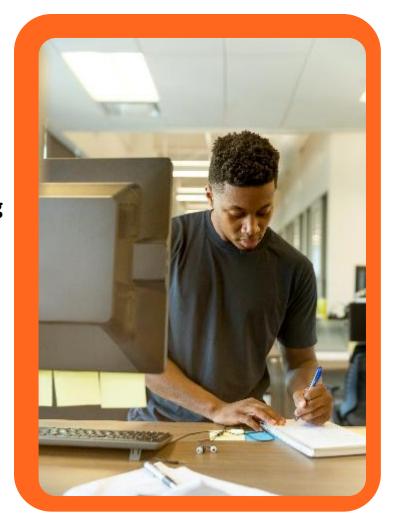
Documents

Describe what needs to be done, and this includes quality manual, procedures, work instructions etc. Documents get changed or revised with time. A document can be in any media capable of storing information, including paper, electronic documents, photographs, software, etc.

Records

Evidence of work been done. Records can not be changed (generally) and are retained

Customer Communication

Clause 8.2.1

ISO is based on customer satisfaction

Customer service should be informed and kept updated of any complaints

Complaints investigated by QRM i.e. Lost Shipments, theft

Right information provided

Information are up-to-date including pricing

Services / Delivery commitments / Indemnity / Insurance

External Service Providers

Clauses 8.4.1; 8.4.2 & 8.4.3

Externally Provided Processes, Products & Services
Standard requires the following:

GUIDE doc. nos.
2844 – Sample Vendor
Evaluation Form
Approved Suppliers List
Vendor Selection Policy
Vendor/ Supplier Pre-
qualification Questionnaire

Approved Vendors List for service providers and suppliers

Evaluate the vendors using the Vendor Evaluation Form

Evaluation carried out annually, in which vendors/ service providers are retained or removed based on the evaluation results

Production & Service Provision
Clauses 8.5.1 & 8.5.2

SMSA

Quality Control
In SMSA, we measure Quality Control through various means

KPI (Key Performance Indicator)
Service Level (Delivery Commitment)
Customer Complaints
Mystery Shopping
Customer Satisfaction Survey
Coaching
Employee Opinion Survey
Scan Compliance
Lost Shipments
Damaged Shipments
Missed Pickups
Previous Audits
HR Figures

QRM maintains a database to monitor and evaluate the results

Customer Satisfaction

Clause 9.1.2

Customer Satisfaction

Annually, Semi- Annually and Quarterly surveys carried out on our customers.

Action plans required for areas of concern.

Customer Satisfaction are measured based on four points Likert scale -

- **Highly Satisfied (>85%)**
- **Satisfied (84% - 65%)**
- **Somewhat Dissatisfied (64% - 50%)**
- **Dissatisfied (<50%)**

Brain of a Quality Auditor
Clause 9.1.2

Quest
What will the auditor look for?

Fact: The auditor will assess whether –
1. You have all the necessary documentation.
2. If your activities and documentation comply with the standards/GUIDE
3. If your activities comply with your own documentation.

TIP :
1. Don't write policies and procedures that you don't need and that you don't intend to comply with.
2. He will check the effectiveness of the documented system
3. He will jointly identify with you opportunities for improvement.

Knowledge
Which Standard is the auditor familiar with ?

Fact: The auditor will perform an audit in SMSA against 4 standards (eg: ISO 9001, 14001, 45001 & TAPA)

TIP :
Use the auditors knowledge and experience to get a wider picture of the standards i.e. how you could further improve your department.

Authorization
What can the auditor do?

Fact: During the audit the auditor is allowed to speak to anyone who is within the scope of the audit, he is allowed to see any document and he is allowed to walk around all your premises.

TIP :
Make sure that everyone in your area is ready and aware of the audit and that your documentation is completed and available

Understanding
How does the auditor understand your rights?

Fact:
The auditor understands your rights including –
1. Your right that he will listen to your explanation.
2. Your right to propose an effective corrective action

TIP :
Auditor will not issue non-conformities based on personal preferences . He will issue them based on evidences.

Happiness
What will make him happy?

Fact:
If an auditor finds everything in order this will make his life much easier as he does not have to come back to do a re-audit.

TIP :
This will make him happy – contrary to popular belief; auditors do not like giving NC's.

Expectations
What will the auditor expect?

Fact:
An audit is not a one time thing. The auditor will visit you as planned . All plans are based on the audit plan work instructions found on GUIDE Doc#2954. The plan can be found on GUIDE under Doc#2748

TIP :
Besides leaving a good impression, you should also make sure your system and documentation are maintained. – this is what the auditor will be looking at the most when he comes back.

Management Review

Clause 9.3

Held every last Thursday of the month
Attended by Senior Management Team with MD
Actions points updated regularly

Non-Conformity Corrective Action
Clause 10.2
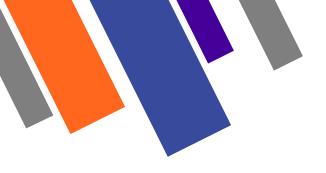
Non conformity is issued when the following are not complied with:

Statutory & Regulatory Requirements

ISO Standard

Company Policy & Processes

Non-Conformity
Corrective Action
Clause 10.2

CAPA (Corrective and Preventive Action)

What is Corrective Action?
CA- Action taken to eliminate the causes of non-conformities or other undesirable situations.

What is Preventive Action?
PA- Action taken to prevent further reoccurrence of such non-conformities.

http://nc.smsaexpress.com:8081/

Non-Conformity Corrective Action
Clause 10.2

When an NC is issued, the following applies

Department has to fill the Corrective and Preventive action on the CAPA System within 7 business days

Department has 30 days to resolve the NC

Auditor will verify the CAPA and either close the NC or keep the NC open

Continual Improvement

Clause 10.3

Continual Improvement

The auditor wants to see continual improvement on the figures achievement.

Department should learn from previous audit findings, gaps, database analysis and Lessons Learnt document

Department	Elements	Year 2018		Year 2019		Year 2020		Year 2021		Year 2022		Remarks
		Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achived	
Human Resources	Staff turn over	1.23%	1.23%	1.70%	1.53%	1.70%	1.72%	1.50%	1.04%	NA	1.20%	Staff turnover is in target from 2018-2021.
	Saudization	25%	28%	25%	27%	23.8%	23%	25%	25%	25%	30%	Saudzation in line with the target required.
	Saudi Employees	NA	722	NA	760	NA	835	NA	1085	NA	13940	Saudi female call center
	Staffing level	97%	100%	97%	99%	97%	99%	97%	99%	50%	99%	Number of overall staff increased and new rules of labor office regards to non Saudi.
	Total number of staff left	NA	448	NA	557	NA	542	NA	598	NA	745	
	Number of vacancies	230 (97%)	221	255 (98%)	248	458 (94%)	431	NA	390	NA	534	
	Number of promoted	NA	220	NA	179	NA	368	NA	124	NA	146	
	Number of trained staff (Technical)	337	349 (100%)	431	224 (52%)	1010	1072 (100%)	1726	1618 (94%)	1243	1202 (97%)	
	Number of trained staff (Middle Management)	400	383 (96%)	120	111 (93%)	143	132(92%)	69	46 (67%)	114	98 (86%)	

5 Years Data Comparison (2018-2022)

Quality Manual

smsa

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smsa®

QUALITY ASSURANCE MANUAL

to

ISO 9001: 2015

Quality Management System

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Director – Quality & Risk Management

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smsa® — Quality Assurance Manual — **GUIDE**
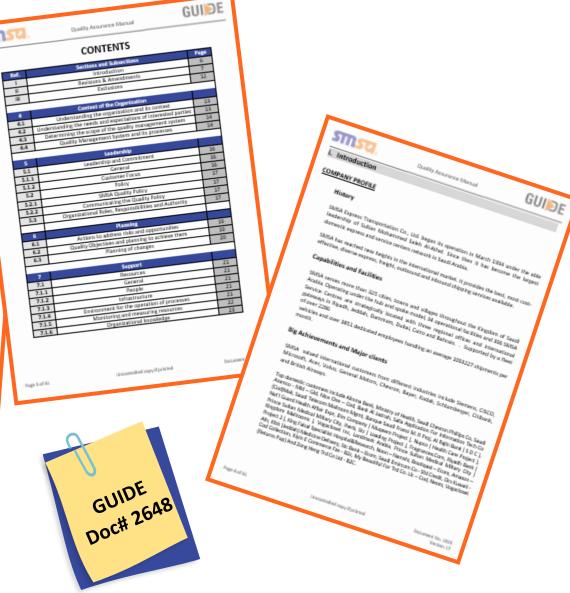
QUALITY POLICY

The management of SMSA is committed to continually improve the company's performance and meeting its customer's expectations while offering them a safe, efficient, and professional service.

SMSA is perpetrated to being the leading provider of logistics, freight, mailroom, courier and E-commerce solutions. SMSA provides Healthcare storage and transportation solutions including solutions that are aligned with internationally recognized "Good Distribution Practices". SMSA also provides specialized services to its customers and together SMSA shall optimize its client's benefits for these services by providing them with state-of-the-art support.

Quality is considered to be a personal responsibility of all our employees at SMSA. To preserve it, the top management shall provide the required support and training, whereas the effectiveness of the company operations will be ensured and the associated risks will be systematically avoided.

In addition, SMSA shall implement a working environment for enabled, satisfied, motivated, and committed employees making SMSA "The Employer of Choice"

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Naif Sultan Al-Athel
Chairman of the Board

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smsa®

I. Introduction — Quality Assurance Manual — **GUIDE**

COMPANY PROFILE

History

SMSA Express Transportation Co., Ltd. began its operation in March 1994 under the sole leadership of Sultan Mohammed Saleh Al-Athel. Since then it has become the largest domestic express and service content network in Saudi Arabia.

SMSA has reached new heights in the international market. It provides the best, most cost-effective, diverse express, freight, outbound and inbound shipping services available.

Capabilities and Facilities

SMSA serves more than 325 cities, towns and villages throughout the Kingdom of Saudi Arabia. Operating under the hub and spoke model, 34 operational facilities and 196 SMSA Service Centres are strategically located with three regional offices and international gateways in Riyadh, Jeddah, Dammam, Dubai, Cairo and Bahrain. - Supported by a fleet of over 2280 vehicles and over 3851 dedicated employees handling an average 1091227 shipments per month.

Big Achievements and Major clients

SMSA valued international customers from different industries include Siemens, CISCO, Microsoft, Acer, Volvo, General Motors, Chevron, Bayer, Kodak, Schlumberger, Citibank, and British Airways.

Top domestic customers include Alinma Bank, Ministry of Health, Saud Chevron Phillips Co, Saud Aramco – Mkl – Gbl, Nike Dox – Gol, Bank Al Jazirah, Safa Application For Information Tech Co (Cazifdsk, Saudi Telecom Multicom Mgmt, Banque Saudi Fransi M. R Proj, Al Rajhi Bank | S D C.I, Nat'l Guard Health Athar Expr, Elm Company | Maqeem Project J, Nupco | Health Care Project J, Prince Sultan Medical Miltary City, (reml, Stc | Loading Project J, Ftgenxos Com, Riyadh Bank | Bngalore Metracome J, Vopackael Inc, Landmark, Arabia, Prince Sultan Medical Miltary City | Project 2 J, King Faisal Specialist Hospital, Bnsorch, Noon – Hanahl, Boutiqael – Estore, Amazon – Afs, Kbb (Jeddah) Medicine Deliver, Stc Bank – Storn, Saudi Emiroom Co– Std Credit, Qcs Kuwas– Gsd Collection, Klylc E Commerce Fax – B2c, My Beautiful For Trd Co. Ltd – Cool, Neom, Vopackael (Returns Fat) And Zung Heng Trd Co Ltd – B2C.

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Any Questions?

Thank You!

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