

Doc Number	Title: Quality Policy Manual	Page 1
	Prepared by: Plant Chemist Sign:	Revision No:
	Reviewed by: Systems Coordinator Sign:	Status: Current
	Authorized by: QAE Manager Sign:	Issue Date:



FOREWORD

It is with pleasure that I present the. The manual forms part of our integrated Quality Management System documentation which encompasses the requirements of ISO 9001: 2008 Standard and The Coca-Cola Quality System

(TCCQS) Evolution 3.

The objective of the Quality Management System is to ensure that we achieve customer satisfaction all the time and to bring about a culture of continuous improvement in the organisation by adhering to our set standards.

In implementing the Quality Management Systems, on-going employee training is a key element. The responsibility for and obligation to Quality Management Systems development lies with top management to ensure that the Quality Management System is understood. It is of critical importance that all Schweppes Harare employees understand the implication of and participate in the Quality Management Systems implementation.

The Quality Manual is also intended to assist customers, suppliers, stakeholders and employees to understand the quality objectives of the organisation.

In line with the Quality Management Systems, internal quality audits will be conducted regularly by Quality System Auditors on my behalf to verify system effectiveness.

General Manager

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1. INTRODUCTION

i. Company Profile

Schweppes Zimbabwe Limited is a leading manufacturer of non-carbonated beverages in Zimbabwe and a wholly owned subsidiary of Coca-cola Company. It operates two manufacturing plants located in Harare and Bulawayo and four depots located in Mutare, Chinhoyi, Kwekwe and Masvingo.

Schweppes Manufactures a wide range of products which are packed and sold in 2L, 1L, and 500ml PET containers. Table 1.0 lists the specific products of SZL.

Table 1:0 SZL Product list

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The Schweppes Harare Plant operates two beverages and one water bottling lines. The water bottling machine is also used for bottling Ripe ‘n’ Ready range of products and Mazoe Orange RTD. The need to increase productivity, maintain consistent quality of packaging material and guarantee total product quality of its products led to Schweppes acquiring a pre-form making machine and two blow moulders. The company therefore uses self manufactured non refillable PET bottles.

Because Schweppes produces food Products, it means we have an obligation to ensure that our products are safe. We have stringent programs, standards and operating

procedures built from “The Coca-Cola Management System, Evolution 3” requirements.

To achieve the required high standards of product quality and continually improve, Schweppes has implemented ISO 9001:2008 & TCCMS Standards and shall maintain it as required by the standards.

ii. Scope

This Quality Management System applies to Schweppes Harare Plant and covers the plant operations from procurement of raw materials to the sales and distribution. The functions covered under the QMS are as follows:

- Water Treatment
- Manufacturing Services
- Packaging Operations
- Warehouse
- Engineering
- Quality Assurance
- Human Resources
- Administration
- Sales & Marketing
- Information Technology

iii. Definitions

The terms and definitions used in this Manual are generally defined within ISO 9001:2008 – Quality Management System

Additional definitions apply for items not covered by the standard:

SZL : Schweppes Zimbabwe Limited

SOP : Standard Operating Procedure

TCCMS: The Coca-Cola Management System

iv. Distribution List

Refer to distribution form SH-CP-FM-05

2. Quality Policy

Schweppes Zimbabwe Limited (SZL) will be the leading provider of superior quality, branded, still and non-alcoholic beverages for every consumer need in our chosen markets.

SZL management and staff are committed to consistently produce high quality beverages and maintain the highest standard of product safety in a cost effective manner.

The following measures have been adopted in order to meet and exceed consumers, customers, shareholders as well as legal authorities' expectations:

- Comply with The Coca-Cola Management System (TCCMS), ISO 9001: 2008 standard requirements and applicable legal requirements.
- Implementing and maintaining a food safety management system in compliance with TCCMS (3) and SANS 10330:2007 requirements.
- Establish, measure and timely review key objectives and metrics.
- Effectively communicate the quality policy to the organization and ensure its clear understanding within the organization.
- Review the Quality Management System regularly for continuing suitability.
- Provision of resources to ensure effective implementation

3. Organisation

SZL Management Reporting Structure

See attachment

4. Quality Management system

4.1 General Requirements

- i) The processes needed for the quality management system, their application, sequence and interaction have been determined through process mapping.

- ii) Criteria and Methods to ensure that the operation and control of these processes is effective have been determined. These are detailed in the Programs and standard operating procedures and requirements supplied by the Coca-Cola Company.

- iii) The processes are monitored and analyzed and where applicable measured. Actions required to achieve desired results or improve on current performance are determined and implemented.

- iv) Outsourced services that affect product conformity with requirements have been identified and measures put in place to ensure that their activities are monitored and controlled.

4.2 Documentation Requirements

Schweppes Zimbabwe has developed documentation and implemented a system which ensures that all products and processes meet the requirements of ISO 9001: 2008 standard and The Coca Cola Management System

The hierarchy of the documentation in the Quality System is as represented below:

**Quality
Manual**

Programs

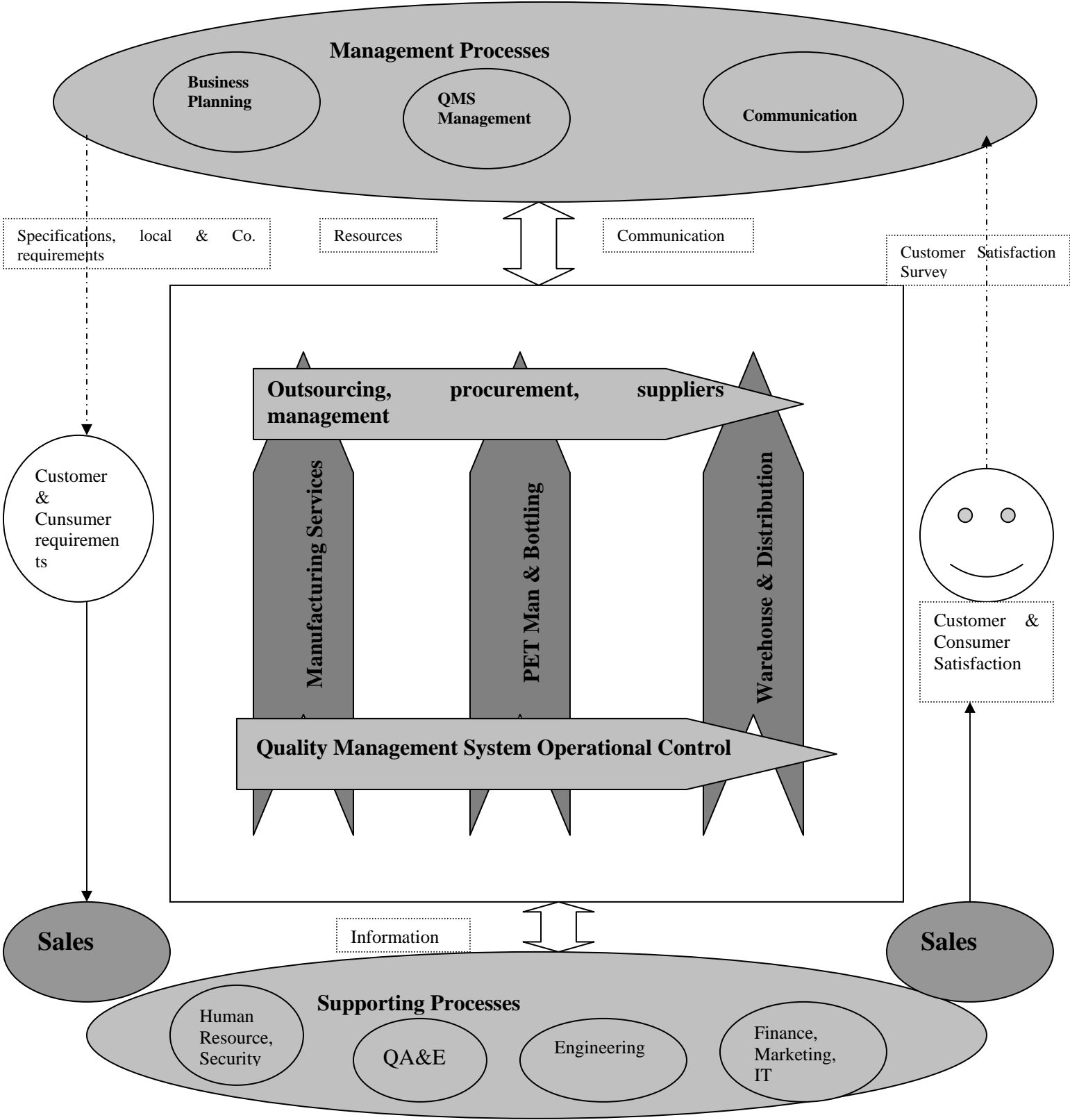
SOPs, Forms & Work Aids

Management has formulated a Quality Policy which demonstrates the direction being taken with regards to quality management in the Schweppes Harare Plant. See section 2. of this manual

Documents required by The ISO 9001: 2008 standard and TCCQS QMS which include programs, standard operating procedures and work instructions are available to ensure that the system is effective.

This document is the **Quality Manual** of SZL Harare.

Process Mapping



The diagram illustrates how the processes at Schweppes interact with customers and the QMS

4.2.3 Control of documents

Schweppes controls all the documents required by the management system. The procedure defines the controls needed according to the international standard. Refer to Document Management Program : SH-CP-PR-01

4.2.4 Control of records

At Schweppes records are established and maintained to provide evidence of conformity to requirements and of the effective operation of the quality management system. The records are legible, readily identifiable and retrievable. Refer to Records & Record Keeping Program: SH-CP-PR-06

5. Management Responsibility

5.1 Management commitment

Management of Schweppes Zimbabwe Harare is committed to the development and implementation of the quality management system and the continual improvement of its effectiveness. Management of Schweppes Zimbabwe Harare therefore:

- has formulated a Quality Policy which demonstrates the direction it is taking with regards to quality management. See section 2. of this manual
- has established measurable quality objectives in the various departments of the organisation
- periodically carries out management reviews at the plant
- provides adequate resources for the quality management system
- has appointed the QA&E Manager as the management representative to ensure that QMS has been established, maintained and implemented
- Implemented the HACCP program and maintained in all manufacturing & distribution operations.
- Ensures customer requirements are understood and consistently met with the aim of enhancing customer satisfaction.
- Communicates to the organisation the importance of meeting customer as well as applicable statutory and regulatory requirements.

5.2 Customer focus

Management of Schweppes Zimbabwe is committed to determining customer requirements and meeting them to ensure customer satisfaction.

5.3 Quality Policy

Management has formulated a Quality Policy which demonstrates the commitment Schweppes Zimbabwe has with regards to quality. The Policy is reviewed for appropriateness to the purpose of the organisation when the need arises. See section 2 of this manual.

The Quality Policy is strategically displayed in, receptions, offices, canteens, and notice boards to enhance employees and customers' awareness to the company's position with regards to quality

5.4 Planning

5.4.1 Quality Objectives

Quality objectives for each function have been established. These come in the form of the balanced scorecard. For the NEC grades, there are group objectives which every team strives to achieve. Annual performance targets are set for key company objectives at supervisory and managerial levels. These are derived from the Bottlers Business Plan at the beginning of the year. The quality objectives are aligned with the quality policy and mission statement. These are available from Heads of Departments and other senior managers. The business plan is done according to the Business Planning Procedure :

SH-SM-OP-04

5.4.2 Quality Management System Planning

Annual plans are made to meet key objectives of Schweppes Zimbabwe Harare. This includes determining financial, time, human and other resources required. Reviews are carried out to implement adjustments to the original plan should it be necessary

5.5 Responsibility, Authority & Communication

5.5.1 Responsibility and Authority

Responsibilities and authorities are clearly defined for all employees at all levels in job descriptions/balanced scorecard for the various positions and also in organizational structures (see organogram). Each employee is issued with a copy of their job description and/balanced scorecard.

All staff is allocated with authority to perform their allocated responsibilities.

All staff share the authority and responsibility of identifying noncompliance or possible improvements, and recording these instances such that corrective action can be taken, both to rectify the immediate situation and to prevent recurrence

The top management continually reviews the company's resources to ensure that adequate staff, equipment and materials are available to meet customer requirements.

The management representative shall ensure that processes needed for the quality management system are established, implemented and maintained. He/she shall report to top management on the performance of the quality management system and any need for improvement and also ensure the promotion of awareness of customer requirements throughout the organisation.

The processes identified are referenced throughout this manual.

5.5.2 Management Representative

The Managing Director has the ultimate responsibility for quality. The Managing Director has nominated the Quality Assurance & Environment Manager as the Management Representative with the responsibility for ensuring that the requirements of the Quality System are implemented and maintained, reporting to the Project chairman on the Quality Management System issues and ensuring the promotion of awareness of customer requirements throughout the organisation.

The QA&E Manager who is management representative shall have the responsibility and authority that includes:

- a) Ensuring that processes needed for the quality management system are established implemented and maintained.
- b) Reporting to top management on the performance of the quality management system and any need for improvement.
- c) Ensuring the promotion of awareness of customer requirements throughout the organisation.

5.5.3 Internal communication

Communication takes place in the following ways:

- Internal Memoranda
- Notices on notice boards
- Meetings
- Training sessions
- Rallies / Dramas
- In-house news letters on all aspects of the operation including the effectiveness of the Quality management system.

5.6 Management Review

5.6.1 General

Reviews are carried out at the plant periodically to monitor implementation and maintenance of all or some aspects of the Quality System.

These reviews are carried out to ensure the Quality Management System's continued suitability, adequacy and effectiveness and identify opportunities for continuous improvement

5.6.2 Review Input

The input to management review shall include information on;

- results of audits & HACCP plan validation
- customer & consumer feedback, including trends and individual incidents, as appropriate
- Process performance and product conformity,
- Status of preventive and corrective actions,
- Follow-up actions from previous management reviews,
- Changes that could affect the quality management system,
- Recommendations for improvement,
- Progress against objectives
- Supplier performance
- The current IMCR

5.6.3 Review Output

The output from the management review shall include:

- Improvement of the effectiveness of the QMS and its processes
- Development and implementation of effective action
- Adequacy, suitability and effectiveness of food safety objectives and the HACCP program
- Improvement of product or service related to customer requirements
- Allocation of resources
- Establishment of priorities for improvement opportunities. Refer to:

Management review procedure: SH-HCP-PR-14

Management review meetings minutes

Quality policy statement

Departmental objectives (Balanced Scorecards)

Resource Management

6.1 Provision of resources

The organisation provides adequate resources to:

- Effectively achieve the organization's objectives, as defined by the business plan
- Implement & maintain the quality management system and continually improve its effectiveness
- Implement and maintain a HACCP program in all manufacturing and distribution operations
- Ensure and improve customer satisfaction by meeting customer requirements and applicable laws

Resources are also provided to ensure and enhance customer satisfaction through

product realization; these include machinery, maintenance, operational budgets and capital budgets.

6.2 Human resources

All personnel working for Schweppes affect product quality and are trained. Their competences are determined by gap analysis and role profiles. Training needs assessment is done and training is provided where necessary. Evaluation is done when training has been given. Proper communication is done to employees on the effect of their actions on the quality of the product. Personal records of education, training skills and experience are kept.

Refer to:

Training Program: SH-CP-PR-03

Training Attendance Register: SH-HR-FM-09

Training Needs Analysis record: SH-HR-FM-10

Employee Personal Files

6.2 .1Competences, Awareness and Training

The required education, training, skills and experience for each position have been identified through job descriptions and role profiles.

Skill gaps in the current holders of any positions are identified through training needs analyses and performance appraisals and programs to address inadequacies are drawn up and implemented

Evaluation of actions implemented is also done.

Awareness training sessions are done by relevant line managers to ensure that personnel know the relevance and importance of what they do and how they do it as regards the achievement of quality objectives. Records of education, training, skills and experience are kept in personnel files. Refer to Training Program **SH-HCP-PR-03**

6.3 Infrastructure

Management has determined and put in place process equipment , associated utilities, work space, buildings, communication and information systems that provide for efficient and safe product realization.

6.4 Work Environment

The work environment is kept clean and safe in all processing and storage areas so as to ensure product conformity and assure product integrity. Maintenance is done according to maintenance program SZ-EM-PR-01

Product Realization

7.1 Planning for product realization

Schweppes has planned and developed the processes needed for product realization.

The planning is consistent with the requirements of the QMS .In planning Schweppes has determined the quality objectives and requirements of the product, the need to

establish documents, processes and provides resources specific to product and the records needed to provide evidence that the resulting product meet requirements. Refer to Commercialization procedure : **SZ-SM-OP-05**

7.2 Customer Related processes

7.2.1 Determination of requirements related to the product

At the beginning of every year, the organisation comes up with the Bottlers Business Plan (BBP). On this sales forecasts are set with the number of cases to be sold defined. These are broken down into monthly targets with regards to seasons and trends and further down to weekly sales targets. The figures vary according to brands and flavours. Weekly production meetings are done to plan on how to meet the sales and customer requirements.

7.2.2 Review of requirements related to the product

Monthly review meetings are done with the organisation and the key account customers. An annual customer plan is drawn for the coming year and this will be used in the BBP. The review also looks at any changes on customer requirements new agreements are made prior to product realizations. The review also includes expected volumes, promotional activities and trading terms. This is done prior to the organization's commitment to supply the product to the customer and ensure that product requirements are defined, order requirements differing from those previously expressed are resolved and the organisation has the ability to meet the defined requirements.

7.2.3 Customer Communication

The organisation has determined and implemented effective arrangements for communicating with customers in relation to product information, enquiries, order handling, including amendments and customer feedback, including customer complaints. Training is offered to key customers on the characteristics of the product, for example handling and storage conditions. The organisation also sends all the key customers information on price changes, product re-launches and label and package changes. The organisation has also implemented a procedure for monitoring consumer contacts. Refer to Customer & Consumer Response Program **SZ-SM-PR-01**

7.3 Design and Development

Design and development at Schweppes Harare shall be limited to equipment installations and upgrade. New Product Development is done by the Coca-Cola division. Design & development shall be done according to Design & development procedure SH-EM-OP-01.

7.4 Purchasing

7.4.1 Purchasing process

Purchasing at Plant level is co-coordinated by the Procurement Manager. Raw and packaging materials, product contact materials and equipment must only be purchased from Suppliers approved by The Coca-Cola Company. A documented procedure which outlines the controls need on procurement, outsourcing and supplier management has been drawn. Refer to Purchasing Procedure: **SZ-PRC-OP-01**

7.4.2 Purchasing Information

The purchasing department has all the information that describes the product before purchasing it. Appropriate approvals are done and all the necessary procedures are carried out according to the Purchasing procedure: **SZ- PRC-OP-01**

7.4.3 Verification of purchased product

All materials are inspected to verify quantities and specifications. The Coca-Cola Company department for product contacts materials carries out verification at supplier's premises. Schweppes Harare Plant receives certificates of analysis or letters of conformance for raw materials received. Verification is done according to receipt of incoming material procedure: **SZ-QA-OP-01**

7.5 Production and service provision

7.5.1 Control of production and service provision

Production and service provision at Schweppes is done under strict control. Work instructions, standard operating procedures, requirements, monitoring and measuring devices are closely monitored to ensure consistent use and production of products and services. Refer to TCCMS E3 requirements, Process monitoring & control program: **SH- CP- PR – 04** and material, Product & Service integrity Procedure **SH-QA-OP-38**

7.5.2 Validation of processes for production and service provision

At Schweppes process and laboratory equipment are validated according to Calibration Program **SH-EM-PR-01**.

7.5.3 Identification and traceability

Schweppes Zimbabwe has processes and procedures that identify product status and traceability is possible at any stage of product realization. Refer to TRACEABILITY PROGRAM: **SZ-QA-PR-05**

7.5.4 Customer Property

Schweppes Zimbabwe exercises care with customer property while it is under the organization's control or being used by the organization. Customer property is identified. If any customer property is lost, damaged or otherwise found to be unsuitable for use, this shall be reported to the customer and records maintained

7.5.5 Preservation of product

Schweppes Zimbabwe has implemented procedures that ensure that the product conformity is preserved from the ingredients up to the delivery of the final product to the customer. Refer to TCCMS requirements:

Ingredient Handling and Storage **BO-RQ-485**
Finished Product Storage & Handling **BO-RQ-195**
Product Rotation **BO-RQ-800**
Shipping **BO-RQ-801**
Merchandising **BO-RQ-915**
Cleaning & Sanitising Procedures **BO-RQ-629**
Receipt of Incoming Material **SZ-QA-OP-01**
Storage, Distribution & Transportation PRP: **SH-HCP-PR-09**
Material, Product & Service Integrity Procedure **SH-QA-OP-38**

7.6 Control of monitoring and measuring equipment

Schweppes has determined the monitoring and measurements suitable for all the process. The measuring and monitoring equipment has been identified and provided. Measuring equipment is periodically calibrated, reset and adjusted where necessary and handled with due care to avoid damage to it. All the activities and requirements for calibration are documented in the Calibration Program: **SZ-EM-PR-01**

8. Measurement, analysis and improvement

8.1 General

Schweppes have implemented monitoring, measurement; analysis and improvement processes that are needed to demonstrate product conformity to requirements, ensure conformity of the QMS and to continually improve its effectiveness. This also includes statistical techniques and methods.

8.2 Monitoring and Measurement

8.2.1 Customer Satisfaction

Schweppes Zimbabwe monitors information relating to customer perception as to whether the organisation has met customer requirements as one of the measurements of the performance of the QMS. Refer to Customer and Consumer Response Program: **SZ-SM-PR-01**

8.2.2 Internal Audit

Schweppes carries out internal audits to determine whether the QMS conforms to planned arrangements, to the requirements of the international standard and requirements established by the TCCMS, and that it is effectively implemented and maintained.

An internal audit program is planned with defined audit criteria, scope, frequency and methods. The responsibilities for planning and conducting audits, reporting and maintaining records are defined. Management responsible for areas audited ensures that actions are taken to eliminate detected nonconformities and their causes. Verification of

actions is done and results reported. Refer to Internal Audit Program: **SH-CP-PR-02**

8.2.3 Monitoring and Measuring of Processes

Schweppes has put in place suitable methods for monitoring and measuring the QMS processes. These methods demonstrate the ability of the processes to achieve planned results, and when planned results are not achieved correction and corrective action is taken as appropriate. Refer to:

TCCMS BO-RQ-174

Process Monitoring and Control Program: **SH-CP-PR-04**

8.2.4 Monitoring and measurement of Product

Schweppes Zimbabwe monitors and measures characteristics of the product to verify that those product requirements have been met. This is done at various stages of product realization process in accordance with planned arrangements and evidence of conformity with acceptance criteria shall be maintained.

Associated documents:

Process Monitoring and Control Program **SH-CP-PR-04**

Microbiological Monitoring Plan: **SH-QA-PR-04**

Control of non-conforming materials and products **SH-QA-PR-05**

Analysis of Final Syrup **SZ-QA-OP-01**

Sampling and Inspection of Materials **SZ-QA-OP-02**

Finished Product Specifications **BO-SP-165**

Beverage testing requirements for noncarbonated drinks **BO-RQ-590**

Micro testing for packaged water **BO-RQ-480**

Packaged water specification and monitoring **BO-SP-242**

8.3 Control of nonconforming product

Schweppes Zimbabwe Harare has put measures in place that ensures that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. The controls and related responsibilities for dealing with nonconforming product are defined in the procedure: Control of non conforming product **SH-QA-PR-05**.

The organisation deals with nonconforming product by taking action to eliminate the detected nonconformity or precluding its intended use or application. Records of the nature of nonconformities and subsequent action taken are kept.

Refer to **SZ-QA-FM-14**

8.4 Analysis of Data

Schweppes determines, collects and analyses appropriate data to demonstrate the suitability and effectiveness of the QMS and to evaluate where continual improvement can be made. This includes data generated as a result of measuring and monitoring and other sources. The analysis of data provides information on customer satisfaction, conformity to product requirements, characteristics and trends of processes and products including opportunities for improvement. Data analyzed include

Micro Results, customer complaints, usages and yields, production volumes, sales volumes, cashflows, incoming inspection results, COAs and COCs.

8.5 Improvement

8.5.1 Continual Improvement

Schweppes Zimbabwe is committed to continually improve the effectiveness of the Quality management System through the Quality Policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

8.5.2 Corrective action

Schweppes Zimbabwe takes action to eliminate the cause of nonconformities in order to prevent recurrence. The corrective actions are appropriate to the effects of the nonconformities encountered. The details for dealing with nonconformities are found in Corrective Action Program **SH-CP-PR-05**

8.5.3 Preventive Action

Schweppes has determined action to eliminate the causes of potential nonconformities in order to prevent their occurrence. The preventive actions are appropriate to the effects of the potential problems. The Preventive Action Program has been established and it defines requirements for determining potential nonconformities and their causes, evaluating the need for action to prevent occurrence of nonconformities, determining and implementing action needed, records of results of action taken and reviewing preventive action taken. Refer to Preventive Action Program **SH-QA-PR-03**