

***Transworld Company***  
***Hertz International Franchisee***

# Quality Management System Manual

## ISO 9001:2015



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## Amendment Sheet

S. No.	Clause/ Item No.	Page No.	Revision No.	Effective Date	Description of Change
1	All	All	00	20.04.2015	Initial Issue
2	All	All	01	20/10/2017	The manual was redesigned as per the requirement of the ISO 9001:2015

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**LIST OF QUALITY MANUAL REFERENCES & ANNEXURES**

<b>Name of Document</b>	<b>QMS Doc. Control ID.</b>	<b>Annexure / Reference</b>
Procedure for Context of organization	TWC-MSP-006	Reference
Business Process Interaction Map	TWC-BPIM-001	Annexure-1
Procedure for Control of Documents	TWC-MSP-001	Reference
Procedure for Control of Records	TWC-MSP-002	Reference
Master List of Documents	TWC-QMS-SQF-001	Reference
Master List of Records	TWC-SQF-002	Reference
Legal Requirement Register	TWC-SQF-0046	Reference
Quality Policy	TWC-QP-001	Annexure-2
Quality Objective	TWC-QO-001	Annexure-3
Organization Chart	TWC-OC-001	Annexure-4
Employee Suggestion Form	TWC-SQF-047	Reference
Purchase Procedure	TWC-SOP-PUR-001	Reference
Corporate Purchase Procedure (NGT)	NGT-PUR-L3-001	Reference
Handling Customer Property	TWC-SOP-HCP-001	Reference
Fleet Management Procedure	TWC-SOP-FMP-001	Reference
Procedure for Internal Audit	TWC-MSP-003	Reference
Customer Relationship Management	TWC-SOP-CRM-001	Reference
Corrective Action Request	TWC-SQF-003	Reference
Procedure for Corrective Action	TWC-MSP-005	Reference

## CHAPTER 1

### INTRODUCTION

Transworld Company(TWC) established and legally registered under the jurisdiction of Kuwait holding the franchisee of Hertz International in Kuwait for providing car rental business in line with the policies of Hertz International and the business interest of the stake holders of TWC and the interested parties of its mother company Northern Gulf Trading Company (NGT) which was established in the year 1976.

Hertz is one of the most reputed international car rental company and as part of Hertz International, Hertz Kuwait also maintain the same standards principles sets by Hertz International globally.

Hertz being in the service industry globally, it always aimed to achieve the at most satisfaction of its customers by providing quality service locally and internationally and we confidently declare that ***“We are proud to be the only true global car rental company, providing quality car rental service for over 90 years.”***

Hertz Kuwait gives renting and leasing of cars locally in Kuwait and internationally through international bookings. Based on its performance and quality services, Hertz Kuwait has been nominated and selected as the “Super Brand” of the year 2012 in Kuwait.

Adhering to its commitment for quality product/services and customer satisfaction, TWC adopted the QMS in accordance with the requirements of the international standard ISO 9001:2015.

## CHAPTER 2

### SCOPE OF THE QUALITY MANAGEMENT SYSTEM

#### 2.1 Scope of the Quality Management System.

The Scope of the Quality Management System (QMS) covers:

**“Rental and leasing of passenger vehicle in Kuwait and handling inbound and outbound international reservation”**

The Scope applies to external and internal issues affecting the requirements of interested parties. This Quality Management System applies to all processes, activities, and employees located at:

**ADD Location**

**Exclusion: The following clauses of the standard ISO 9001:2015 are excluded from the scope of TWC’s QMS and the justification for the exclusion are as below:**

Description	Justification
8.3 Design & Development	TWC do not design or develop any product as its scope limited to renting and leasing of cars and handling international reservations
7.1.5.2 Measurement traceability	There are no MAME is applicable to the use of monitoring and measuring of product or service conformity. Maintenance of fleet outsourced to NGT.



# CHAPTER 3

## TERMS, DEFINITIONS AND ABBREVIATIONS

### 3.1 Terms & Definitions:

<b>Term</b>	<b>Definition</b>
Quality	Degree to which a set of inherent characteristics fulfils requirements
Quality Management System	Management system to direct and control an organization with regard to quality. It encompasses the organization, structure, procedures, processes, resources and activities needed to define and achieve the organizations quality objectives.
Quality Manual	Document specifying the quality management system of an organization
Document	Information and its supporting medium
Record	Document stating results achieved or providing evidence of activities performed
Requirement	Need or expectation that is stated, generally implied or obligatory
Service/Product	Result of process /outcome of the process
Process	Set of interrelated or interacting activities which transforms inputs into outputs
Procedure	Specified way to carry out an activity or a process
Quality Policy	Overall intentions and direction of an organization related to quality as formally expressed by the top management; the quality policy is consistent with the overall policy of the organization and provides a framework for setting of quality objectives
Quality Objectives	Something sought, or aimed for, related to quality; quality objectives are generally based on the organisation's quality policy
Top Management	A person or group of people who directs and controls an organization at the highest level
Non-conformity	Non-fulfilment of a requirement
Audit	Systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled
Competence	Demonstrated ability to apply knowledge and skills
Conformity	Fulfilment of a requirement
Customer	Organization or person that receives a service or product
Contract	Binding agreement; requirements agreed to between TWC and its customer, transmitted by any means.
Stakeholder	Person or group or organization having an interest in the performance or success of an organization
Corrective Action	Action to eliminate the cause of a detected nonconformity or other undesirable situation
Preventive Action	Action to eliminate the cause of a potential nonconformity or other undesirable potential situation
Continual Improvement	Recurring activity to increase the ability to fulfil requirements

Note: For the purposes of this document, the terms and definitions of ISO 9000:2015 apply

**3.2 Key Abbreviations used:**

<b>Abbreviation</b>	<b>Description</b>
QMS	Quality Management System
ISO	International Organization for Standardization
TWC	Transworld Company
SOP	Standard Operating Procedure
NGT	Northern Gulf Trading Company
HI	Hertz International
FLT	Fleet Management
GHR	Group Human Resource & Administration Department
CEO	Chief Executive Officer
IT	Information Technology
KERRIDGE	Automotive Software System
MR	Management Representative
QM	Quality Manual
KPI	Key Performance Indicators
IMD	Inspection, Maintenance & Delivery
SQF	Standard Quality Form

# CHAPTER 4

## CONTEXT OF TRANSWORLD COMPANY

### 4.1 Understanding Transworld Company (TWC) and its context.

TWC shall determine external and internal issues relevant to its purpose and ability to achieve the goals of the Quality System as per the established documented procedure [TWC-MSP-006](#). Relevant issues will be monitored and updated by the company in accordance with 9.1.1-9.1.3 of this manual.

### 4.2 Understanding the Needs and Expectations of Interested Parties

TWC shall determine interested parties (i.e. customers, Vendors, employees etc) that are relevant to the Quality Management System, and the requirements of these parties. TWC shall monitor and review information about these parties and their requirements. Additional information about these procedures is detailed throughout this manual.

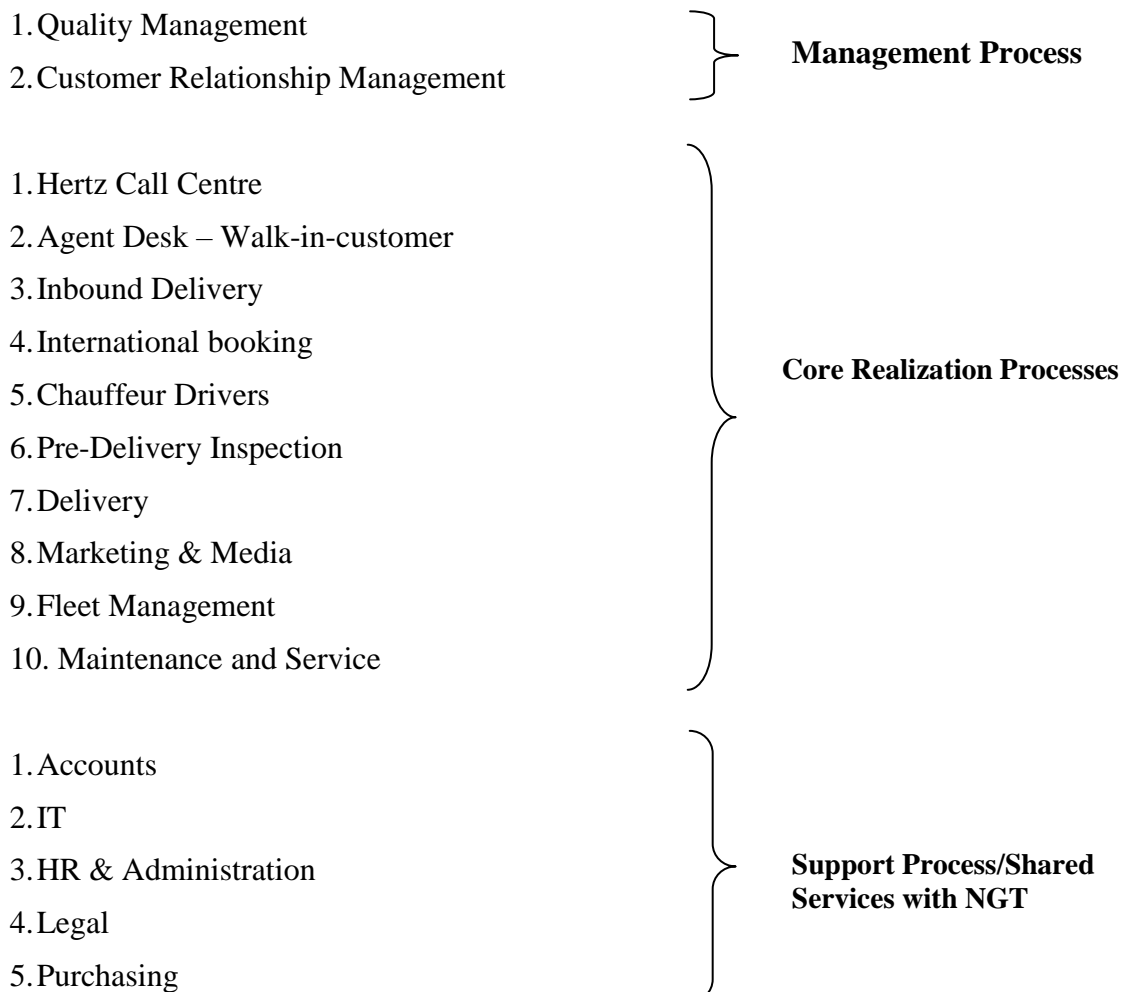
### 4.3 Determining the Scope of the QMS

SEE 2.1

### 4.4 Quality Management System and its Processes

TWC has established, documented, implemented and maintaining a Quality Management System and continually improving its effectiveness in accordance with the requirements of ISO 9001:2015 international standard.

The following Management, Core and Support processes have been determined for effective implementation of QMS at TWC:



Sequence and interaction of various process are mapped in “Business Process Interaction Map” and it is incorporated in this manual as [Annexure-1 - “Business Process Interaction Map”](#). [TWC-BPIM-001](#) Quality Management System of TWC has been designed in such a way that it ensures appropriate criteria and methods are in place for both operation and control of its processes. Where found necessary, the methods and controls are documented and it form part of the QMS.

Each process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of top level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a Process Definition document which defines:

- applicable inputs and outputs
- process owner(s)
- applicable responsibilities and authorities
- applicable risks and opportunities
- critical and supporting resources
- criteria and methods employed to ensure the effectiveness of the process
- quality objectives related to that process

Each process has at least one objective established for it; this is a statement of the intent of the process. Each objective is then supported by at least one “metric” or key performance indicator (KPI) which is then measured to determine the process’ ability to meet the quality objective.

#### **Control over Outsourced processes:**

TWC is holding the Hertz International (HI) franchisee in Kuwait hence it is necessary for TWC to adhere to the international regulations of HI. When any processes are out sourced, they are done only with appropriate control measures that are enforced legally or contractually between TWC and the outsourced party.

Fleet maintenance and service outsourced to NGT which is the mother company of TWC and all the maintenance process is covered by the QMS of NGT and it is reviewed by the MR of both NGT&TWC. As procedure (NGT-SRV-L3-001).

When special skills, competencies and services are in needs and to be outsourced, qualified service providers are chosen by TWC based on the credibility, cost, quality, and reliability.

# CHAPTER 5

## LEADERSHIP

### 5.1 Leadership Commitment

#### 5.1.1 General

This Quality Management System initiative is driven by the Management Team of TWC which is headed by the CEO of NGT & TWC and directly supported by the Management Representative (MR). The commitment to quality is evident in the Quality Policy of TWC and it differentiates factor between Hertz in Kuwait and its competitors. Being actively involved in the day-to-day operations, the TWC Management team emphasizes importance of meeting customer and applicable legal requirements. Legal department maintains an up-to-date legal requirement [TWC Legal Requirement Register \(TWC-SQF-046\)](#) which is identified with all necessary legal requirements associated with the organization, product and services. The quality policy has been communicated to all employees of TWC and is deployed throughout the organization by establishing quality objectives / KPI's / targets as appropriate for relevant functions and levels. TWC's senior management is firmly committed to the pursuit of product and service quality, customer satisfaction, regulatory compliance, and continuous improvement. This commitment is demonstrated through rigorous application of the Quality Management System, as defined herein, by:

- Taking accountability for the effectiveness of the Quality Management System
- Ensuring the Quality Policy and Objectives are established and compatible with company goals
- Ensuring integration into other business process, as appropriate
- Promoting awareness of the process approach
- Ensuring resources are available for effective Quality Management
- Communicating the importance of effective Quality Management and conforming to the Quality Management System requirements
- Ensuring intended results are achieved
- Engaging, directing, and supporting personnel to contribute to Quality System effectiveness
- Promoting continual improvement
- Supporting other management roles and their related areas of responsibility

The CEO & Management Representative conducts reviews of the performance of the QMS on a periodic basis and ensures that adequate resources are available to implement and maintain the QMS.

#### 5.1.2 Customer Focus

Top Management of TWC ensures that customer requirements are determined in the form customer enquiry, Marketing Analysis, Customer feedback, suggestions & concerns from

existing customers and input collected from various sources through different means. When top management decisions are in need, the inputs collected are communicated to the CEO and concurrence taken accordingly.

## **5.2 Quality Policy**

Quality Policy ([Annexure-4 TWC-QP-001](#)) has been defined which is appropriate to the purpose of TWC business, which includes a commitment to comply with requirements and continually improve the effectiveness of the QMS. Quality policy is communicated to everyone at TWC through display at relevant locations. Quality policy is understood and applied within the organization. It is made available to relevant interested parties, as appropriate. The policy is reviewed for its continuing suitability during the Management Review meetings.

## **5.3 TWC Roles, Responsibility and Authority**

The organization chart for TWC has been defined in ([Annexure-5 TWC-OC-001](#)) Responsibilities and authorities with respect to their role in the QMS have been defined and communicated for each position as per the organization chart.

The Managing Director has appointed CRM Manager as the Management Representative (MR), who is responsible in the establishment, development, implementation and maintenance of the QMS for both NGT & TWC.

The MR has the responsibility and authority that includes:

- Ensuring that processes needed for QMS are established, implemented and maintained.
- Reporting to Top Management on the performance of the QMS and the needs or suggestions for improvement
- Ensuring customer satisfaction by means of timely resolution of customer complaints when arise, systematically obtaining customer feedback and its analysis, monitoring TWC's QMS and its continuous improvement.
- MR liaise with external parties such as consultants & 3<sup>rd</sup> party Certification body and other parties on matters relating to the QMS and its continuous improvement.

# CHAPTER 6

## PLANNING

### ***6.1 Action to Address Risks and Opportunities***

QMS planning has been carried out for all the QMS processes such that they can achieve the quality objectives once implemented as planned. The result of the planning process is the development of quality management system documentation as defined in 4.2.1. TWC considers risks and opportunities when taking actions within the Quality Management System, as well as when implementing or improving the system; likewise, these are considered relative to products and services. Actions taken to address risks and opportunities shall be proportionate to the potential impact on the conformity of products and services.

### ***6.2 Quality Objectives and planning to achieve them.***

Measurable quality objectives and targets have been established at different functional levels consistent with the Quality Policy. These Quality objectives are reviewed during the Management Review meetings. TWC utilizes its process objectives, as discussed in 4.4, as the main quality objectives for the Quality Management System. Process objectives shall:

- a) Be consistent with the Quality Policy
- b) Be measurable
- c) Take into account applicable requirements
- d) Be relevant to conformity of products and services, and enhance customer satisfaction
- e) Be monitored
- f) Be communicated
- g) Be updated as appropriate

The effectiveness of the documentation in meeting the quality objectives is reviewed during audits (Internal and External) and management review and the documentation may be revised if necessary.

### **6.3 Planning of Changes**

Planning is performed before changes to the Quality Management System are implemented, to ensure quality objective achievement and system integrity. TWC determines changes to the Quality Management System to be necessary, the company shall consider:

- a) The purpose of changes
- b) The integrity of QMS
- c) The availability of resources
- d) The allocation or reallocation of responsibilities and authorities.

The TWC Top Management ensures that the integrity of QMS is maintained when changes to the systems are planned. Any changes required to be integrated in to QMS are first analysed by MR and discussed and agreed with Managing Director. The Management Representative monitors the effectiveness of the QMS through periodic internal audits and reports to the Managing Director and discusses the same in the Management Review meetings or at appropriate occasions.

# CHAPTER 7

## SUPPORT

### 7.1 Resources

#### 7.1.1 General

TWC has determined and provided the resources needed for the implementation of this QMS, its maintenance and the continuous improvement of the QMS for its effectiveness and to enhance customer satisfaction by meeting customer requirements. In order to achieve quality objectives, TWC'S senior management determines the capabilities necessary, human and physical resources, and needs to be obtained from external and internal providers.

In discussion with the CEO the Hertz's Manager prepares the resources plan at the beginning of every fiscal year that including the requirement of additional vehicle or replacement of vehicle in the fleet and Human Resources requirements. Resources planned are taken in to consideration of annual budgeting and the same reviewed and approved by the CEO prior to the implementation.

The Human Resource & Administration Department ensures that planned human resource are mobilised in a timely manner to ensure effective implementation of the QMS and achievement of quality objectives. Finance department ensures the required finance is available as budgeted and the Purchase Department ensures the procurement of resources at a competitive rate and timely manner.

#### 7.1.2 People

TWC recognised the fact that the people are the key resources for the effective implementation of the quality management system. Therefore, all the recruitment & selection processes are done with professionals and are carried out through appropriate screening and selection methodologies. Concerned manager who finally accept the selection process is responsible for ensuring that the people recruited and selected are fit for the position he/she has been hired and selection of human resources to perform work affecting quality of services/product are chosen based on qualification, training and relevant required experience to perform the task efficiently and effectively. Where found necessary appropriate trainings are also planned and provided to achieve the intended personnel competence so as to achieve product/service quality.

When additional human resources are in need for the efficient management of the Hertz's operations and the QMS, the requirements will be reviewed by Human Resource Department and communicated to CEO for the approval and further action will be taken accordingly. Each additional manpower requirement is supported with appropriate justification by Department Manager of Hertz prior to sending for the approval of the CEO. Additionally, resources required for effective implementation of the QMS based on review of QMS processes and customer satisfaction feedback are discussed during the Management Review meetings or addressed by the MR to the CEO for management approval.

#### 7.1.3 Infrastructure

Infrastructures determined at TWC are buildings (for the Staff and Management), workspaces that fit to produce product/service quality, office equipment and supporting services such as



transportation and communication. They have been planned and provided to meet the Quality Management System requirements. Considering the importance of customer satisfaction, a visitor & customer reception desk is available at TWC.

Administration & Human Resource Department ensures that all building related maintenance are co-ordinated and completed in time and IT Department ensures all TWC IT infrastructure requirements are reviewed periodically either by the user or by IT professionals, and are maintained properly to avoid failures and service disruptions.

#### **7.1.4 Environment for operation of Process**

TWC provides an open, positive and professional working environment for the people to deliver quality services to its customers. The focus is on using the skills and expertise of its people and resources to provide consistent quality services to its customers. TWC ensures that the work environment is consistent to maintain the product/service quality upon receipt, fleet operations, maintenance and delivery of product/service. It is a commitment of TWC to provide suitable environment for its customers upon their visit to TWC promises that includes suitable waiting area for customers.

#### **7.1.5 Monitoring and Measuring Resources**

##### **7.1.5.1 General**

TWC determines monitoring and measuring requirements that will ensure service conformity, and selects resources accordingly. Moreover, the company verifies that this resource is properly maintained. TWC has established processes as per department procedures to ensure that monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements to assure product service quality to Hertz international standards.

##### **7.1.5.2 Measurement Traceability: Not Applicable**

#### **7.1.6 ORGANIZATIONAL KNOWLEDGE**

TWC has determined the knowledge necessary for the operation of its processes and to achieve conformity of services. This knowledge shall be maintained and made available as necessary:

- a) Knowledge may be obtained from internal sources, external feedback from subject matter experts, or intellectual property
- b) External sources may be standards, academia, conferences, or information gathered from customers or suppliers

When addressing changing needs and trends, TWC shall consider its current knowledge and determine how to acquire necessary additional knowledge and updates.

#### **7.2 Competence**

Top management identifies emerging competency needs during management reviews. Emergent competency needs are converted into job descriptions for the type and number of positions that need to be filled through internal or external recruitment. The competency evaluation process carried out on yearly basis by Human Resource Department ensures the competency levels of personnel in the organisation and whose work affecting conformity to the product/service requirements are reviewed periodically. The competency gaps, if any, or development of new competence if identified may be achieved through necessary training/coaching in consultation with the Manager & CEO.

Records of educational qualifications, professional qualifications, work experience, training/development including records of evaluation of effectiveness of training are maintained

by Human Resource & Administration Department. When trainings are provided effectiveness of training will be done either through formal post training evaluation or it will be assessed in subsequent feedback evaluation.

### **7.3 Awareness**

TWC ensures that employees are aware of the Quality Policy, Quality Objectives, their contribution to the effectiveness of the Quality Management System (including benefits of improved performance), and implications of not conforming to the Quality Management System requirements.

### **7.4 Communication**

Effective and appropriate communications between functions and levels regarding QMS effectiveness are promoted by senior management. Communication may be initiated by any employee or external provider. Communication may include Discussions, Corrective or Preventive Action, Meetings, Internal audit results, Data analysis, internal email and Memos. As regards to communicating the performance of the QMS, the MR ensures that appropriate information on Process Performance, Customer Satisfaction, Legal compliances, Customer Complaints is circulated through memos, e-mail, in consultation with the CEO. Also, the TWC has implemented a process for Employee Suggestion Form (*TWC-SQF-047*) to ensure all TWC employees can effectively provide their suggestion to the management.

### **7.5 Documented Information**

TWC's Quality management system includes documented information required by ISO 9001:2015. It also includes documented information determined by TWC's as being necessary for the effectiveness of the integrated management system. When creating and updating documented information, TWC ensures as appropriate:

- a) Identification and description
- b) Format (e.g. language, software version, graphics) and media (e.g. paper, electronic)
- c) Review and approval for suitability and adequacy

Documented Information required are controlled to ensure it is available and suitable for use, where and when it is needed. It is adequately protected from loss of confidentiality, improper use, or loss of integrity. For the control of documented information, TWC addresses the following activities, as applicable:

- a) Distribution, access, retrieval and use
- b) Storage and preservation, including preservation of legibility
- c) Control of changes (e.g. version control)
- d) Retention and disposition

Documented information of external origin determined by TWC to be necessary for the Planning and operation of the quality management system is identified as appropriate, and is controlled. Documented information retained as evidence of conformity are protected from unintended alterations. TWC uses the following terms

- a) **Maintaining Documented Information- Documents**
- b) **Retaining Documented Information – Records**

The QMS at TWC includes a documented Quality Policy, Quality Objectives and this Quality Manual with all procedures & records as per ISO 9001:2015 Standard. To ensure effective planning, operation and control of its processes, TWC QMS has determined operational documented procedures for its core realization processes. All procedures referenced in this manual are established, documented, implemented and maintained.

Architecture of QMS in Hertz (TWC) as follows:

<i>Document</i>	<i>Category (TWC)</i>	<i>Category (NGT)</i>
■ Quality Manual – (QM)	<i>QMS –Manual</i>	<i>Level I</i>
■ Management System Procedures – (MSP)	<i>MSP- Manual</i>	<i>Level II</i>
■ Standard Operating Procedures – (SOP)	<i>SOP-Manual</i>	<i>Level III</i>
■ Work Instruction or General Guidelines (WI)	<i>WI a part of SOP Manual</i>	<i>Level III</i>
■ Quality Forms/ Formats (QF)	<i>Forms &amp; Formats</i>	<i>Level IV</i>

Standard Operating Procedures are defined in the form of Process Maps with links to policies or instructions applicable. Where found necessary to communicate the processes procedure or work instructions are also developed as appropriate to communicate to the respective team or interested parties.

#### ***A. Control of Documents***

TWC has established a documented procedure [TWC-MSP-001](#) to ensure the QMS documents are established and controlled with respect to the following:

- Identification and approval
- Review and updating
- Circulation to all concerned
- Identification of revision status and nature of changes
- Control over documents of external origin
- Prevention of the unintended use of obsolete documents and suitable identification in case obsolete documents are retained for any other purpose.

All documents pertaining to TWC QMS has been identified, listed and controlled as per [Master List of Documents \(Annexure 2 of this QMS Manual – TWC-SQF-001\)](#)

#### ***B. Control of Records***

TWC has established a documented procedure [TWC-MSP- 002](#) that defines the controls needed for identification, storage, protection, retrieval, definition of retention period and disposal. All records maintained at TWC remains legible, readily identifiable and retrievable.

All records pertaining to TWC QMS has been identified, listed and controlled as per [Master List of Records \(Annexure 3 of this QMS Manual – TWC-SQF-002\)](#)

# CHAPTER 8

## OPERATION

### 8.1 Operational Planning and Control

TWC has planned and developed the processes needed for service realization, which is consistent with the requirement of other processes of the quality management system (Ref: Section 4.4). Necessary operating procedures/process maps have been established to ensure the service realization is carried out as per the defined realization procedures.

TWC has determined required verification, validation, monitoring, measurement, inspection and test activities specific to the service are not applicable and it is excluded from the scope.

Evidences for the realization processes and resulting product fulfil requirements are:

-Leasing and renting of cars in franchisee as well as Hertz International car rental/leasing, maintenance of car to its good conditions, inspection and releasing of cars to customers and inspection and receiving cars from customer, invoicing and receipt of payments

### 8.2 Requirements of Services

#### 8.2.1 Customer communication

TWC has established and implemented effective arrangements for communicating with the customers in relation to the service information, enquiries, quotation and contracts including customer feedback & complaints.

Following are the primary methods / modes of communication with Customer at TWC:

- A. Hertz International Franchisee or International bookings
  - 1. Brochures
  - 2. Advertisements, Events, campaigns & promotions
  - 3. Call centre, online information and electronic self-booking portals,
  - 4. Counter Agent/Supervisor
  - 5. Contracts signed with Customers
  - 6. Checklists and customer acceptance sheets
  - 7. Customer Feedback Form
  - 8. Hertz International Websites

#### 8.2.2 Determination of requirements related to the Service

The requirement related to services in TWC is recognised for:

- A. Hertz Franchisee: Car rental to individual customers, leasing or renting cars to corporate customers, renting cars to reservation customers
- B. Serving International customers

TWC determines the customer requirements are includes requirements specified by customers, delivery and post-delivery services, services not stated by customers but necessary for the fulfilment of specified or intended use, where known, legal requirements applicable to the renting of cars or any additional requirements considered necessary by TWC.

### ***8.2.3 Review of requirements related to the Services***

Customer requirements are received from walk-in customer to the branches, enquiry through e-mail, website booking or telephone calls (call centre), and for international customers customer requirements are through online pre-paid reservation, non-prepaid reservations, online booking or booking through an international agents.

Every customer requirements are reviewed by the concerned agent, supervisor or manager who dealt with the enquiry and the commitment to customer will be made based on the ability to fulfil the customer need. If any differences in the customer requirement with the TWC's availability of resources, it will be communicated to the customer prior to make any commitment with the customer and the agreement will be made accordingly.

Records are maintained in the form of contract, online booking or any form of correspondence. In case of customer requirements differing from those previously expressed are resolved through discussion, meetings and customer visits as required.

### **8.2.4 Changes to the requirements of Services**

Amendment or changes to the customer requirements & specification, TWC ensures such changes are reflected in the contract or agreement and amendment to the contract/specifications are made accordingly and communicated to the respective personnel.

## **8.3 Design and development – Not Applicable**

## **8.4 Control of externally provided processes, products and services**

### ***8.4.1 General***

Purchasing in TWC is done primarily through its parent company NGT. However, to meet the requirements as committed or agreed to the customer, Hertz Manager will contact the respective companies or service providers and the purchase formalities will be completed in accordance with NGT Purchase procedures. Any New purchase of vehicle for the fleet from other than Hyundai vehicle will be done strictly through the respective agent of the required brand.

If fleets are to be increased for short term contracts, they may be rented/leased from other car rental companies who are selected based on their ability to supply product in accordance with the organizations requirements. Selection supplier will be done based on evaluation and re-evaluation of supplier and criteria for evaluation will be defined by the Hertz Manager. (Refer to procedure [TWC-SOP-PUR-001](#)).

TWC ensures all non-vehicle purchased products conforms to specified purchasing requirements by providing detailed description of the products / services to the selected suppliers as part of enquiry and receiving quotation. Selection of supplier/ service provider will be based on evaluation (Quality, Price & Service Delivery). However, all such purchases will be through corporate purchase department in accordance with the procedure [NGT-PUR-L3-001](#).

Inspection and acceptance of purchased product or service will be done in accordance with the respective inspection methodologies such as visual inspection, verification of specifications, service quality check and they accepted by the concerned manage supervisor prior to incorporate the final acceptance. Once the product or service is accepted the respective documents such as

invoice / delivery note are signed as an acceptance of the product/service to TWC and therefore to release the payment to supplier.

In case if the estimated purchasing value is less than KD 100/-, the purchasing decision is taken by the Hertz Manager.

Evaluation & re-evaluation of key suppliers or service providers, whose supply or services may have an impact to the product/service quality of TWC and to its customer satisfaction, will be done by the Hertz Manager and any discrepancy with the key suppliers or service providers including principal supplied NGT will be discussed with the CEO. Records of evaluation and re-evaluation are maintained in accordance with the procedure [TWC-SOP-PUR-001](#).

All other suppliers are selected and evaluated based on their ability to supply the product in accordance with TWC requirement. Criteria for selecting these suppliers are Quality, Price & Delivery as appropriate to the required product or service. A list of approved suppliers is maintained by purchasing department as per procedure [TWC-SOP-PUR-001](#).

#### ***8.4.2 Type and extent of control***

TWC has established and implemented inspection methodology that ensures the purchase product meets specified purchase requirement.

Where TWC or its customer intends to perform verification at the supplier's premises, such information will be clearly mentioned in the purchase document and communicated to the concerned accordingly (procedure [TWC-SOP-PUR-001](#).)

#### ***8.4.3 Information for external providers***

TWC Primary purchasing is of vehicles for the fleet in accordance with the requirement of fleet size and specification of vehicle. Purchase information will be furnished by Hertz manager in accordance with the fleet requirement and the information will be specified in the purchase order by the purchase department in accordance with the procedure [TWC-SOP-PUR-001](#).

According to the purchasing requirements, the response issued to the qualified supplier will include the following:

- a. Requirements for approval of product / service, procedures, processes and equipment.
- b. Requirement for qualification of personnel, and
- c. Quality management system requirements.

### **8.5 Production and service provision**

#### ***8.5.1 Control of service provision***

TWC plans and carry out service provision under controlled conditions applicable as follows:

- a) TWC product specification that describes the characteristics of the product & delivery requirement,
- b) Availability of work instructions, as necessary,
- c) Use of suitable equipment during the logistic, transport & storage

d) No monitoring and measuring equipment is in need of conforming product conformity, However wherever it is found necessary such monitoring and measurement will be facilitated and used to confirm product service quality.

e) Implementation of monitoring and measurement.

f) Implementation of product release and delivery and post delivery activities as necessary.

### **8.5.2 Identification and traceability**

TWC ensure identification and traceability for every vehicle rented or leased to the customer by using the unique vehicle identification number usually the plate number and the model. This unique identification number is followed in all respective records and also in the KERRIDGE system.

Documents pertaining to each vehicle are filed separately – that including the purchase or receipt of the vehicle in the fleet, rental documents such as contracts/rental agreements, vehicle delivery checklist and vehicle receipt checklist, etc. Hertz Manager or his/her assigned assistant may verify such records periodically as necessary. KERRIDGE system is also used to record the details of each asset separately.

### **8.5.3 Property belonging to Customer or External Provider**

Customer or External Provider property is controlled and subjected to verification prior to use. In all cases, TWC ensures that:

a) Customer or External Provider property is clearly identified, and safeguarded against damage or loss.

b) The Customer or External Provider is advised of any damage or loss.

c) Records of Customer or External Provider property receipt and disposition are maintained.

Although there are no formal customer property involved in the rental business, occasionally customer tend to forget or leave their property inside the car while returning. Whenever any customer property found to be left inside the car they are treated as ‘lost found customer property’ and are treated in accordance with the TWC Policy of ‘Handling Customer Property’ ([TWC-SOP-HCP-001](#)).

Apart from that there are customer intellectual properties such as Civil ID copies, License Copies, Credit Card details, etc. are also taken by TWC at the time of contract and are handled with confidentiality without any misuse.

It is the commitment of each TWC employee to protect the customer property with high level of confidentiality at all time. It is understood by TWC that any misuse or mismanagement of customer property can lead to customer dissatisfaction and that can lead to customer complaints which will eventually damage the reputation of Hertz. Hence TWC take at most care to protect the customer property when it is in the custody of TWC.

### **8.5.4. Preservation of product**

In TWC, the vehicles in the fleet are stored at locations that are suitable to maintain good condition of vehicle so that they are available at good conditions as and when it is needed.

The following procedures describe the process involved in the preservation of product:

Fleet Management Procedure ([TWC-SOP-FMP-001](#))

### **8.5.5 Post – Delivery activities**

TWC meet post-delivery requirements associated with products and services. Determination of the extent of post-delivery activities shall consider:

- a) Statutory and regulatory requirements
- b) The potential undesired consequences associated with products and services
- c) The nature, use, and intended lifetime of products and services
- d) Customer requirements
- e) Customer feedback

### **8.5.6 Control of changes**

TWC shall review and control changes for service provision to ensure continuing conformity with requirements. Documented information describing the results of the review, persons authorizing the change, and necessary actions will be retained.

### **8.6 Release of Services**

Acceptance criteria for Service are defined in appropriate subordinate documentation. Reviews and inspections are conducted at appropriate stages to verify that the service requirements have been met. This is done before Service are released or services are delivered.

### **8.7 Control of non-conforming output**

TWC ensures that all its services and process output that do not conform to requirements are identified and controlled.

Refer to Control of Non-conforming Output Procedure [TWC-MSP-004](#) for the controls and related responsibilities and authorities for dealing with non-conforming services.

TWC deals with the non-conforming service/process output, by one or more of the following ways:

- a) By taking action to eliminate the detected non-conformity;
- b) By authorizing its use, release or acceptance under concession by Hertz Manager and CEO; and
- c) By taking action to preclude its original intended use or application.

Records of the nature of non-conformities and any subsequent actions taken, including concessions obtained, are maintained as appropriate.

When a non-conforming product is corrected, the same is subjected to re-verification by the concerned department to demonstrate conformity to the requirements.

When non-conforming service is detected after TWC confirmation or approval to use, TWC will take action appropriate to the effects, or potential effects of the non-conformity.

In case of any non-conformances identified, the same is recorded using Corrective Action Request ([TWC-SQF-005](#)) for appropriate further actions.



# CHAPTER 9

## PERFORMANCE EVALUATION

### **9.1 Monitoring, measurement, analysis and evaluation**

#### **9.1.1 General**

TWC has planned and implemented the monitoring, measurement, analysis and improvement processes needed to:

- a) Demonstrate conformity of its services;
- b) Ensure conformity of the Quality Management System (QMS); and
- c) To continually improve the effectiveness of the QMS

Methods for measurement, analysis and improvement of QMS have been determined. These include customer feedback, internal audit, management review etc. Analysis of such data is done by using appropriate methods involving statistical techniques, where applicable.

#### ***a. Monitoring and measurement of processes***

TWC applies suitable methods for monitoring, and where applicable, measurement of the QMS processes. These methods demonstrate the ability of the processes to achieve planned results. In order to do the monitoring and measurement of process in TWC a performance measurement and monitoring is done by means of Key Performance Indicators (KPIs) and these indicators are monitored at a regular interval that not exceed six months.

When planned results are not achieved, corrective and preventive actions are taken as appropriate to ensure conformity of services.

TWC's planning and resulting quality of services is the subject of regular review meetings and any required changes are communicated to the concerned personnel for follow up.

#### **b. Monitoring and measurement of Services**

TWC monitors quality requirements of its fleet in accordance with the procedure for fleet management (TWC-SOP-FMP-001).

This is carried out at every delivery of vehicle to the customer and during receipt of vehicle from customers. Evidence of conformity with acceptance criteria are defined in Fleet management procedure, Ref. (TWC-SOP-FMP-001).

#### ***9.1.2 Customer satisfaction***

As one of the key measurements of the QMS, TWC monitors information relating to customer perception as to whether it has met customer requirements. In case of complaints received, they are recorded corrective action request and maintained as appropriate to nature of complaints.

#### ***9.1.3 Analysis and evaluation***

Quality Management System improvement is affected through the regular collection and analysis of data relating to customer satisfaction, product and service conformity, process performance, and external provider performance. TWC has determined, collects and analyses

appropriate data to demonstrate the suitability and effectiveness of the QMS and to evaluate where improvement of the effectiveness of the QMS can be made. This includes data generated as a result of monitoring and measurement and from other relevant sources. The analysis of data provides information relating to:

- Customer satisfaction, including the response time to customer feedback / complaints
- Conformity to service requirements;
- Characteristics and trends of processes and services including opportunities for preventive action;
- Department Performances; and
- Results of Internal Audits.

Improvement measures are instituted during Management Reviews and through corrective and preventive actions. Effectiveness of actions taken to address risks and opportunities are evaluated.

## **9.2 Internal audit**

TWC conducts internal audits at planned intervals to determine whether the QMS:

- Conforms to the planned arrangements to the requirements of ISO 9001:2015 and to the QMS requirements established; and
- Is effectively implemented and maintained.

Internal audit is planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods are defined.

The Management Representative ensures objectivity and impartiality in the selection of auditors and conduct of audits. Auditors will not audit their own work.

Refer to the Internal Quality Auditing Procedure [TWC-MSP-003](#).

The procedure includes the responsibilities and requirements for conducting audits, ensuring their independence, and for reporting results and maintaining records.

Person responsible for the area being audited ensures that actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow up activities includes the verification of the actions taken and the reporting of verification results.

## **9.3 Management Review**

### **9.3.1 General**

The Managing Director reviews the performance of the QMS and its effectiveness in meeting the quality policy and objectives at least once every year. The review is carried out in the form of meeting with participation from the MR and concerned Managers.

### **9.3.2 Review Input**

The MR organizes for the meeting and the typical agenda for the meeting includes review of the following:

- Achievement of Quality Objectives and review of Quality Objectives
- Adequacy of Resources.
- Effectiveness of the actions taken to address risks and opportunities
- External provider performance results
- Action item from previous minutes of meeting
- Quality System Audit results (from Internal and External Audits)
- Customer Feedback including complaints
- Process Performance and Product/Service Conformity and review of measurement requirement.
- Status of Corrective & Preventive Actions and Improvements
- Changes to organisation structure, system, process, policy and objectives, legal/regulatory requirements that may affect QMS
- Recommendations for improvement

### ***9.3.2 Review Output***

The review output is recorded in the form of Minutes of Meeting along with action items, responsibility and target date. The principal outputs from the meeting would be actions required to improve QMS process performance, any need for changes to the quality management system, Customer Satisfaction performance and any resources required for the same. Records of Management Review Meetings are maintained by MR.

## CHAPTER 10

### Improvement

#### *10.1 GENERAL*

TWC shall determine and select opportunities for improvement, and implement necessary measures to meet customer requirements and enhance customer satisfaction, including:

- a) Improving products and services to meet requirements as well as to address future needs and expectations
- b) Correcting, preventing, and reducing undesired effects
- c) Improving performance and effectiveness of the Quality Management System

#### *10.2 NONCONFORMITY AND CORRECTIVE ACTION*

Appropriate Corrective Action is taken to identify the cause of nonconformity and prevent its recurrence, including those involving service non-conformances and customer complaints.

Records of corrective actions taken and their results are maintained. The corrective action process is defined (Corrective Procedure [TWC-MSP-005](#)), which includes:

- a. Nonconformity review
- b. Investigation of root cause
- c. Evaluation of need to take action to prevent recurrence
- d. Determination and institution of action necessary to prevent recurrence
- e. Review of action taken to ensure effectiveness
- f. Make changes to the Quality Management System if required

Appropriate Preventive Action is taken to eliminate the causes of potential nonconformity and its occurrence.

In case of any non-conformances identified, the same is recorded using Corrective Action Request ([TWC-SQF-003](#)) for appropriate further actions.

#### *10.3 Continual improvement*

TWC continually improves the effectiveness of the QMS through the use of the quality policy, quality objectives, audit results of both internal and external, analysis of data, corrective and preventive actions and management review.

Based on various analyses conducted by TWC Top Management, corrective action is implemented without undue delay and records related to the improvements achieved are documented by MR.

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