GILLETT MORRISSEY

QUALITY MANUAL

90a BROOMFIELD ROAD

CHELMSFORD

ESSEX

CM1 1SS

01245 261345

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MANUAL IDENTIFICATION

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Signed:.....

Management Representative/Quality Manager

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REVISION AND AMENDMENT REGISTER

DATE	PAGE NUMBER	PROCEDURE NUMBER	REVISION DETAILS	ISSUE NUMBER

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FOREWORD

This Quality Manual is the means by which Gillett Morrissey (the 'Organisation') satisfies the requirements of its customers, particularly with regard to management responsibility.

The Organisation is obliged to ensure that its Quality Policy is fully and completely understood by its employees, and that its procedures are implemented and maintained at all times. This Quality Manual is in accordance with the requirements of **BS EN ISO 9001 : 2008**. All of the components of the Quality Management System shall be periodically and systematically reviewed by both internal and external Quality Audit procedures.

The Management Representative/Quality Manager, appointed by the Organisation's Managing Director, is responsible for the control of all matters relating to the implementation of these procedures.

The assurance of quality is fundamental to all the work undertaken by the Organisation. All personnel at every level in the Organisation's structure shall practise the procedures established.

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PROFILE

We created Gillett Morrissey because we realised after talking to our clients and customers and listening to their needs, there is a real need for a dedicated, hands on, pro active building service company without the bureaucracy associated with larger suppliers. With the founder members Paul Gillett & Dean Morrissey harbouring over 50 years' combined industry experience; you can be assured of a professional, completely tailored service for your contract.

We understand the importance of regular and effective contract and project management and generic is a word you won't find used anywhere in our company. We tailor our services to ensure an exact fit with your requirements and guarantee an interaction with our management team that will far surpass anything you would have experienced before.

The truth is we care, as do our employees. We achieve this by ensuring that our staff are motivated and embrace our one team ethos that is so overlooked within our industry. The divide between on site staff, managing directors and CEO's of some companies is vast and we operate a completely hands on approach to our work. You won't find our senior executives pen pushing. You'll find them interacting with our teams on your site ensuring quality of service delivery.

Gillett Morrissey is a trusted supplier of specialist, design, retail, office and commercial washroom refurbishment's. Our success is built on our reputation for great service delivery and value for money.

If you need an improved building and design operation for your business environment, we **would** welcome the opportunity to prove how Gillett Morrissey can meet your needs.

Gillett Morrissey will be pleased to offer support for all of your building & design needs, no matter how small or large the opportunity, we include within our portfolio of services the following: Washroom design and refurbishment, Building repairs and maintenance, and the supply of washroom consumables at discounted rates. Our clients include The Priory Hospital Group, Bluewater, The 02 Arena in London, CBRE, Lend Lease

Here at Gillett Morrissey our business is to support yours. Unlike our competitors our aims are to grow our business at a controlled pace through new development, whilst viewing client retention as our ultimate priority.

Gillett Morrissey - Redefining the washroom design and refurbishment service industry.

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QUALITY POLICY

Gillett Morrissey (the 'Organisation') aims to provide defect free products to its customers on time and within budget.

The Organisation operates a Quality Management System that has gained BS EN ISO 9001: 2008 certification, including aspects specific to the provision of washroom design and refurbishment and support building services.

The management is committed to:

1. Develop and improve the Quality Management System
2. Continually improve the effectiveness of the Quality Management System
3. The enhancement of customer satisfaction

The management has a continuing commitment to:

1. Ensure that customer needs and expectations are determined and fulfilled with the aim of achieving customer satisfaction
2. Communicate throughout the Organisation the importance of meeting customer needs and all relevant statutory and regulatory requirements.
3. Establish the Quality Policy and its objectives
4. Ensure that the Management Reviews set and review the quality objectives, and reports on the Internal Audit results as a means of monitoring and measuring the processes and the effectiveness of the Quality Management System
5. Ensure the availability of resources

The structure of the Quality Management System is defined in this Quality Manual.

All personnel understand the requirements of this Quality Policy and abide with the contents of the Quality Manual.

The Organisation complies with all relevant statutory and regulatory requirements.

The Organisation constantly monitors its quality performance and implements improvements when appropriate.

This Quality Policy is regularly reviewed in order to ensure its continuing suitability.

Copies of the Quality Policy are made available to all members of staff. Copies of the minutes of Management Reviews, or extracts thereof, are provided to individual members of staff in accordance with their role and responsibilities as a means of communicating the effectiveness of the Quality Management System.

Signed:_____ **Name:**_____ **Date:**_____.

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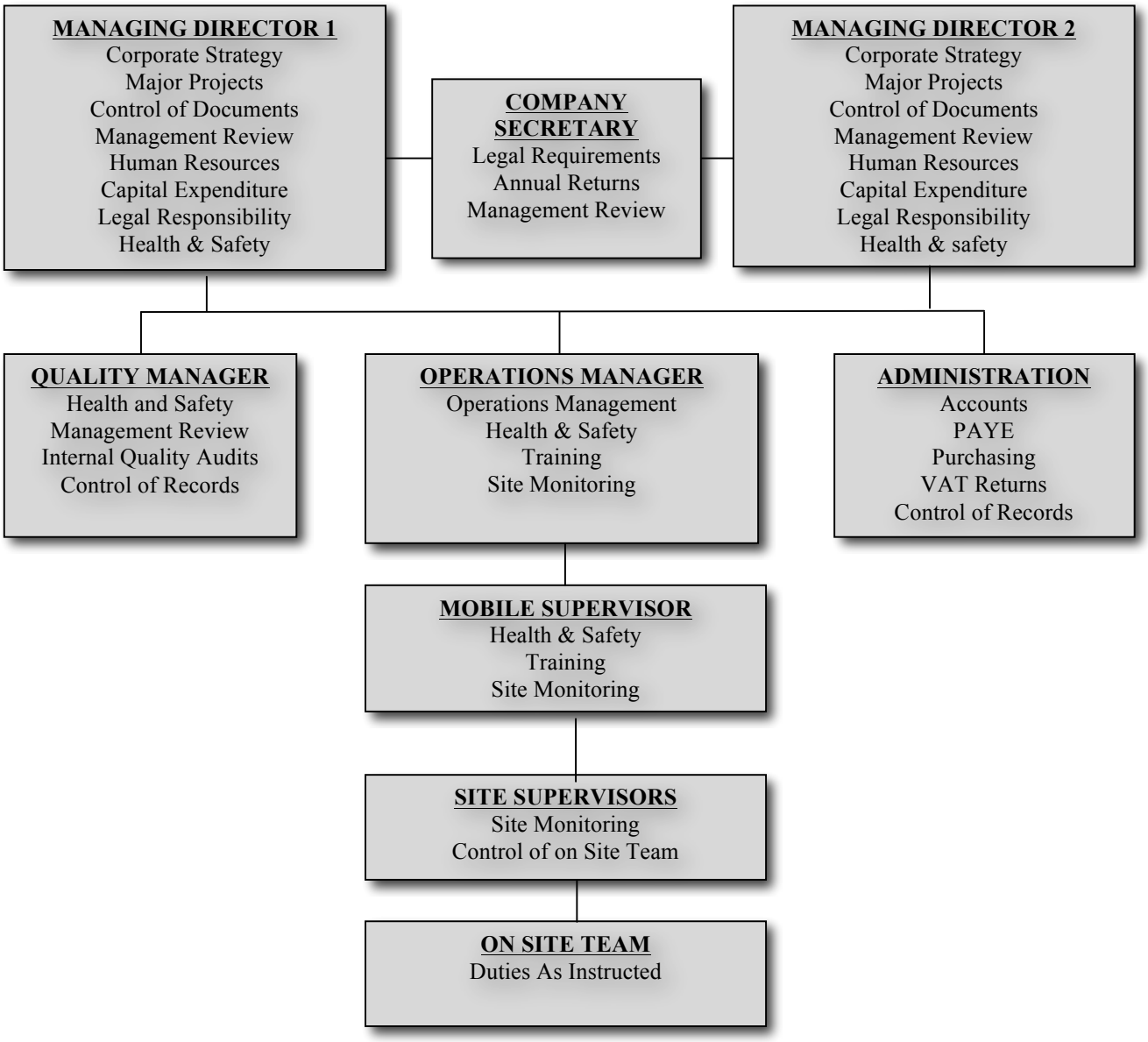
QUALITY STRUCTURE CHART



This chart establishes responsibilities and lines of internal communication within the Quality Management System and does not necessarily portray other management structures.

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1 - SCOPE

This Quality Manual demonstrates the Organisation's:

1. Ability to consistently provide products and/or services that meet customer and applicable regulatory requirements, and
2. Aims to enhance customer satisfaction through the effective application of the Quality Management System, including processes for continual improvement of the System and the assurance of conformity to customer and applicable regulatory requirements.

Whenever any requirement(s) of this International Standard cannot be applied they are excluded. The rationale for all such exclusions is clearly set out in this Quality Manual.

Such exclusions do not affect the Organisation's ability, or responsibility, to provide products that meet customer and applicable regulatory requirements.

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2 - NORMATIVE REFERENCES

At the time that this Quality Manual was prepared the entire fundamentals and vocabulary relating and applied to the International Standard are set out in the document titled:

ISO 9000 : 2000, Quality Management Systems — Fundamentals and Vocabulary.

Parties to agreements based on this International Standard are encouraged to adopt the amendments contained in any subsequent editions of the International Standard that may be published. Members of ISO and IEC maintain registers of currently valid International Standards.

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3 - TERMS AND DEFINITIONS

The International Organisation for Standardisation (ISO) has specified the following definitions for use in Quality Management Systems:

A **product** is defined as the "result of a process" and may include any services or advice, provided to a client as well as physical goods.

A **customer** is an "organisation or person that receives a product" and may include clients, purchasers, partners, stakeholders, or any other party having a quality related relationship with you and your Organisation.

A **supplier** is an "organisation or person that provides a product". A supplier can be internal or external to the Organisation. In a contractual situation a supplier may be referred to as a contractor.

A **process** is "a set of interrelated or interacting activities that transforms inputs into outputs." In simple terms, what you do to get something.

A **document** is "information and its supporting medium". The medium can be paper, magnetic, electronic or optical computer disk, photograph or master sample, or a combination thereof.

A **record** is a "document stating the results achieved or providing evidence of activities performed".

Quotation marks on this page denote direct quotations from the Standard.

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4 - QUALITY MANAGEMENT SYSTEM

4.1	General requirements
Summary of Requirements	The ISO 9001 Standard requires that the Organisation establishes and maintains a Quality Management System. In addition to its conventional management disciplines the Organisation must recognise and address quality management. The Quality Management System must provide: a) Management with a reference for the administration of the Organisation b) A benchmark for the performance of management c) A reference against which the performance of the Organisation can be measured The Quality Management System must establish the goals on which the quality management is based. Amongst other things goals must be established for ensuring that the Organisation's processes are clearly identified, regularly monitored and recorded, and remain effective. The Organisation's management must establish and implement a policy of ongoing improvement in the quality of all of its activities. The requirements set out above must, if possible, be recognised, adhered to and controlled whenever the Organisation outsources any of its quality-related requirements.

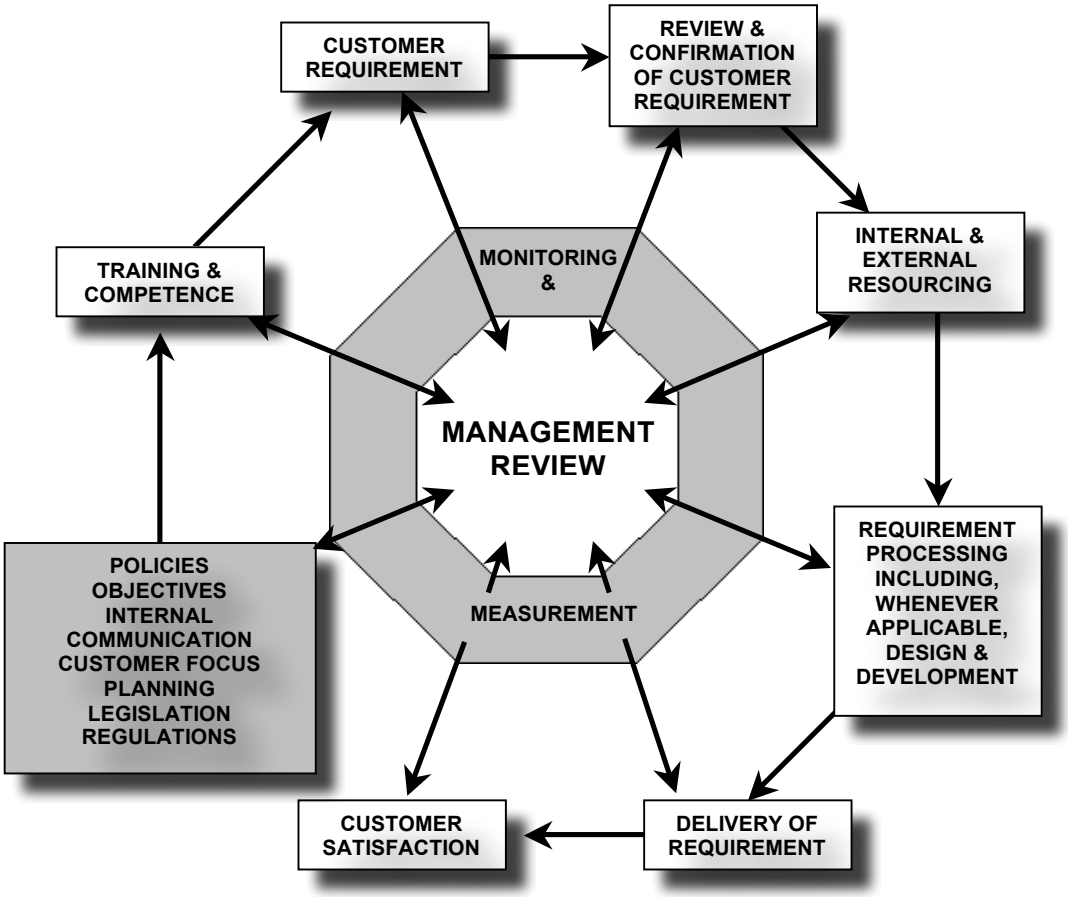
QUALITY MANUAL

4 - QUALITY MANAGEMENT SYSTEM

4.1	General requirements (continued)
	STATEMENT/PROCEDURE
1.	As part of the implementation of this Quality Management System the Organisation has identified and documented in this Manual: 1. The processes needed for the Quality Management System 2. The sequence and interaction of these processes 3. The criteria and methods used to ensure the effective operation and control of these processes 4. The means to ensure the availability of the resources and the information necessary to support the operation and monitoring of these processes 5. The processes used to measure, monitor and analyse these processes and implement action necessary to achieve planned results and monitor continual improvement

QUALITY MANUAL

4 - QUALITY MANAGEMENT SYSTEM

4.1	**General requirements (continued)**
2.	The Quality Management System is based on the following process model: 
3.	As part of the Management Review process, the Organisation reviews the Quality Management System and, when required, makes changes in order to ensure that it continues to meet management requirements and market conditions.

QUALITY MANUAL

4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements**
4.2.1	**General**
Summary of Requirements	The International Standard recognises that the extent of the requirements for documented procedures differs according to the characteristics of the individual organisation. However as a minimum, in order to satisfy the requirements of the International Standard a formal written Quality Policy and a Quality Manual are generally considered essential.

	STATEMENT/PROCEDURE
1.	The following items are particularly significant in defining the Organisation's Quality Management System and ensuring the effective operation and control of its procedures: 1. The Quality Policy 2. This Quality Manual 3. Employee Handbook 4. The Health and Safety Policy 5. On Site Building Specifications

QUALITY MANUAL

4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements (continued)**
4.2.2	**Quality Manual**
Summary of Requirements	The Quality Manual contains a description of all of the components and requirements of the Quality Management System. It also identifies and justifies all exclusions from the requirements of the International Standard. It must also provide a description of how, within the Organisation's activities, the sequence and interaction of processes takes place.

	STATEMENT/PROCEDURE
1.	Management ensures that this Quality Manual includes: 1. The defined scope of the Quality Management System with any exclusions identified and justified 2. Documented procedures or reference to them within other documents 3. A description of the interaction of processes
2.	Effective implementation of the Quality Management System is monitored on an informal basis, as part of the Organisation's day to day operations.
3.	The Managing Director deals with instances when the Quality Management System is not correctly implemented.
4.	Persistent breaches of the Quality Management System are dealt with in accordance with the Organisation's disciplinary procedures.
5.	Such breaches are taken into account when reviewing: 1. The overall operation of the Organisation's Quality Management System 2. The Quality Manual, to ensure that it is up to date and accurately reflects the working practices of the Organisation 3. Staff training requirements

QUALITY MANUAL

4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements (continued)**
4.2.3	**Control of documents**
Summary of Requirements	There must be documented procedures for: a) Document approval b) Review and update of documents c) Identifying a document's status d) Ensuring document availability e) Ensuring document legibility and identification f) Identifying and distributing documents of external origin g) Preventing the unintended use of obsolete documents

	STATEMENT/PROCEDURE
	QUALITY MANUAL
1.	The Managing Director has approved this Quality Manual and will approve all subsequent issues.
2.	The only controlled copy of the Quality Manual is that held on the Organisation's computer system and is maintained by the Management Representative/Quality Manager.
3.	All hard and any other electronic copies are by definition uncontrolled.
4.	Proposed changes to the Quality Manual are identified during the day to day activities as well as more formally during the Management Review process described in Section 5.6.
5.	Proposed changes are reviewed and, if appropriate, adopted by the Managing Director after taking into account all of the relevant information.

QUALITY MANUAL

4 - QUALITY MANAGEMENT SYSTEM

4.2	Documentation requirements (continued)
6.	When adopted, changes are made to the controlled copy of the Quality Manual and the appropriate personnel are notified of the change.
	OTHER CONTROLLED DOCUMENTS
7.	The Health and Safety Policy is reviewed and updated to comply with any legal changes.
	GENERAL CONTROLS
8.	The Organisation's IT systems are regularly backed up with a copy securely stored.
9.	The integrity of the IT systems and the data held on it is maintained by running background virus protection software and the maintenance of effective and regularly updated firewalls.
10.	Incoming post is opened by accounts and stamped with "received and today's date". All supplier statements are checked to make sure we have received all the invoices and that the balance outstanding agrees. All the post is sorted and then given to Directors for authorisation. Once authorised the post is given back to Accounts. Invoices are posted to the relevant supplier account on "Sage" and then filed in the supplier invoice file in alphabetical order. Any other post is dealt with and filed.

QUALITY MANUAL

4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements (continued)**
4.2.4	**Control of records**
Summary of Requirements	A schedule of records addressed within the Quality Management System must be prepared and maintained. The schedule must include minimum periods of retention and establish standards for their identification, storage and disposition.

	STATEMENT/PROCEDURE
1.	The Management Representative/Quality Manager is responsible for keeping the following records for a minimum period of 24 months or as required by statutory, regulatory and/or contractual requirements, whichever is the longer, in order to demonstrate conformity to the requirements and effective operation of the Quality Management System: 1. Previous Management Review records 2. Quality Audit Reports 3. Management Information records 4. Staff suggestions 5. Staff training records 6. Non-conformance records including customer complaints 7. Customer satisfaction records 8. Customer files in their entirety 9. Staff Files 10. Quotations 11. Building Specifications 12. Risk Assessments/Method Statements 13. Electronic diary 14. Purchase Orders 15. Delivery Notes 16. Confirmed Orders 17. Invoices

QUALITY MANUAL

4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements (continued)**
2.	The Management Representative/Quality Manager is responsible for: 1. Identifying and specifying the records that are subject to control 2. Nominating individuals responsible and accountable for every record 3. Specifying the contents of records (through procedures) 4. Record disposal
3.	The Organisation's storage systems ensure that records are adequately protected, remain legible and are readily identifiable.
4.	Records are stored and maintained in a manner to make them readily retrievable, in facilities that provide an environment to minimise deterioration or damage and prevent loss.
5.	The Management Representative/Quality Manager maintains a record control schedule with document specific requirements as appropriate for the identification, collating, indexing, filing, storage and maintenance of records.
6.	Quality records are reviewed annually by the Management Representative/Quality Manager and those retained in excess of the specified retention period are disposed of.

QUALITY MANUAL

5 - MANAGEMENT RESPONSIBILITY

5.1	**Management commitment**
Summary of Requirements	Senior management must: a) Define quality related responsibilities b) Ensure the implementation of the Quality Management System c) Ensure that the customer's quality requirements are reflected in the goods and services provided Clear evidence of the management's commitment to the Quality Management System, including its development and improvement must be made available. The ability to demonstrate that the importance of meeting all relevant statutory and regulatory requirements coupled with those of the Organisation's customers has been communicated throughout the Organisation, together with the provision of evidence of regular Management Reviews shall satisfy this requirement.

	STATEMENT/PROCEDURE
1.	The Organisation's Quality Policy includes a commitment from management to develop and improve the Quality Management System by: 1. Communicating throughout the Organisation the importance of meeting customers' requirements 2. Communicating throughout the Organisation the importance of meeting all relevant statutory and regulatory requirements 3. Establishing the Quality Policy and its objectives 4. Conducting Management Reviews 5. Ensuring the availability of resources

QUALITY MANUAL

5 - MANAGEMENT RESPONSIBILITY

5.2	**Customer focus**
Summary of Requirements	The ability to determine and meet customers' requirements is a prime requirement of the International Standard. (see 7.2.1 and 8.2.1)

	STATEMENT/PROCEDURE
1.	Customer focus is ensured by the implementation of the contract review processes set out in Section 7.2 (Customer-related processes).
2.	Feedback from customer monitoring actively undertaken and described in Section 8.2.1 is reviewed during Management Reviews.

QUALITY MANUAL

5 - MANAGEMENT RESPONSIBILITY

5.3	**Quality Policy**
Summary of Requirements	The Quality Policy must: a) Be appropriate b) Include a commitment to comply with the Quality Management System c) Include a commitment to continually improve the Quality Management System d) Provide a framework for establishing and reviewing quality objectives e) Be communicated and understood within the Organisation f) Be reviewed for continuing suitability.

	STATEMENT/PROCEDURE
1.	In order to provide evidence of the Organisation's commitment to the Quality Policy, the Policy is regularly reviewed and any changes approved as part of the formal Management Review proceedings. These reviews and all approved changes are recorded in the minutes of the regular 6 monthly Management Reviews.
2.	Copies of the Quality Policy are made available to all members of staff. Copies of the minutes of Management Reviews, or extracts thereof, are provided to individual members of staff in accordance with their role and responsibilities as a means of communicating the effectiveness of the Quality Management System.

QUALITY MANUAL

5 - MANAGEMENT RESPONSIBILITY

5.4	**Planning**
5.4.1	**Quality objectives**
Summary of Requirements	Quality objectives must be established that are measurable, in accord with the Quality Policy and include a commitment to continual improvement. These objectives must also address product requirements.

	STATEMENT/PROCEDURE
1.	Quality objectives are established as part of the day to day management and are more fully defined by the application of the procedures set out in Section 7.1 (Planning of product realisation).

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5 - MANAGEMENT RESPONSIBILITY

5.4	**Planning (continued)**
5.4.2	**Quality Management System planning**
Summary of Requirements	Senior management must understand and accept their responsibility to ensure that all quality planning meets with the requirements of 5.4.2 of this Quality Manual and that any changes to the Quality Management System, however brought about, do not detract from its integrity.

	STATEMENT/PROCEDURE
1.	Quality Management System planning forms part of the Management Review process described in Section 5.6.

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5 - MANAGEMENT RESPONSIBILITY

5.5	**Responsibility, authority and communication**
5.5.1	**Responsibility and authority**
Summary of Requirements	Senior management must ensure that responsibilities and authorities are properly defined and effectively communicated throughout the Organisation.

	STATEMENT/PROCEDURE
1.	Responsibilities and authorities, together with the identity of those responsible for communicating them throughout the Organisation, are illustrated on the Quality Structure Chart in the introduction to this Manual.

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5 - MANAGEMENT RESPONSIBILITY

5.5	**Responsibility, authority and communication (continued)**
5.5.2	**Management representative**
Summary of Requirements	A member of management must be appointed as the Management Representative/Quality Manager (QM). Except in large organisations this is not necessarily a full time role. On a day to day basis the QM is responsible for the Quality Management System. The QM must ensure that effective Quality Management System processes are implemented and maintained. Another of the QM's responsibilities is to regularly report on the progress and improvement of the Quality Management System to senior management, in particular at Management Reviews. The QM promotes awareness of the level of customer satisfaction and monitors and analyses the feedback from customers.

	STATEMENT/PROCEDURE
1.	The Managing Director ensures that, at all times, a nominated member of management has responsibility for promoting customer awareness by implementing and ultimately overseeing all aspects of the Quality Management System.

QUALITY MANUAL

5 - MANAGEMENT RESPONSIBILITY

5.5	**Responsibility, authority and communication (continued)**
5.5.3	**Internal communication**
Summary of Requirements	Effective communications must be established and maintained in order to ensure that all those who are in any way responsible for processes relating to the Quality Management System are aware of those quality processes that have been approved by the Organisation's management.

	STATEMENT/PROCEDURE
1.	The effectiveness of the Quality Management System is communicated throughout the Organisation by providing copies of the minutes of Management Reviews, or extracts thereof, to individual members of staff in accordance with their role and responsibilities.
2.	Appropriate methods for internal communication are used according to the nature and required distribution of the information.

QUALITY MANUAL

5 - MANAGEMENT RESPONSIBILITY

5.6	**Management Review**
5.6.1	**General**
Summary of Requirements	The Standard places a prime requirement on senior management to review all aspects of its Quality Management System at regular, pre-determined intervals. In particular these reviews must address the ongoing effectiveness and suitability of the Quality Management System. All such Management Reviews must be recorded and the records kept in accordance with the procedures set out in this Manual. (See 4.2.4).

	STATEMENT/PROCEDURE
1.	As part of the initial implementation of the Quality Management System, a Management Review was held during the first two months of its adoption in accordance with the procedures set out in this Section.
2.	A Management Review is carried out at not greater than six-monthly intervals and addresses, in addition to general matters, the following: 1. Non-conformance records 2. Status of preventive and corrective actions 3. Management Information trend analysis 4. Follow up actions from earlier Management Reviews 5. Changes in the Organisation's operational environment that could affect the Quality Management System, including requirements for additional or revised resources 6. The Organisation's Quality Policy, objectives and goals in order to determine whether they remain relevant to the requirements of customers and management 7. The overall operation of the Organisation's Quality Management System in order to determine its continuing suitability and effectiveness 8. Plans for continual improvement 9. The performance of suppliers and sub-contractors, including any required actions resulting from unsatisfactory performance 10. Staff training and competence requirements 11. Customer satisfaction levels

QUALITY MANUAL

5 - MANAGEMENT RESPONSIBILITY

5.6	**Management Review (continued)**
5.6.2	**Review input**
Summary of Requirements	The Management Review must consider: a) Results of Quality Audits b) Customer feedback c) Process performance d) Product/Service conformity e) Status of preventive and corrective actions f) Follow-up actions from previous Management Reviews g) Changes that could affect the Quality Management System h) Recommendations for improvement

	STATEMENT/PROCEDURE
1.	Records made available in order to facilitate the Management Review include, but are not limited to: 1. Previous Management Review records 2. Quality Audit Reports 3. Management Information records 4. Staff suggestions 5. Staff training and competency records 6. Non-conformance records including customer complaints 7. Customer satisfaction records
2.	The Management Representative/Quality Manager reviews and summarises quality record trends and highlights areas of concern to be addressed during Management Reviews.

QUALITY MANUAL

5 - MANAGEMENT RESPONSIBILITY

5.6	**Management Review (continued)**
5.6.3	**Review output**
Summary of Requirements	The Management Review output must address: a) Any identified changes in product/service and/or process performance b) Meeting the requirements of the market place c) Levels of customer satisfaction d) Requirements of, and compliance with, any new legislation and regulations

	STATEMENT/PROCEDURE
1.	The findings of every Management Review are recorded and kept in accordance with the procedures set out in Section 4.2.4 and include details of: 1. Actions agreed to improve the Quality Management System and its processes 2. Actions agreed to improve the service that the Organisation provides to its customers 3. Actions agreed to meet revised resource requirements 4. Corrective and preventive actions taken and planned 5. Targets and responsibilities for implementing any agreed action

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6 - RESOURCE MANAGEMENT

6.1	**Provision of resources**
Summary of Requirements	Senior management must ensure that adequate resources are provided: a) For the ongoing implementation of the Quality Management System b) To ensure that training requirements are met c) To maximise the opportunities for the enhancement of customer satisfaction

	STATEMENT/PROCEDURE
1.	The identification of revised or additional resources required to implement and improve the processes of the Quality Management System takes place as part of day to day management as well as part of the Management Review procedures described in Section 5.6.
2.	In addition to Management Reviews, regular informal meetings take place. Significant issues are discussed and appropriate action is agreed and implemented, as necessary.

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6 - RESOURCE MANAGEMENT

6.2	**Human resources**
6.2.1	**General**
Summary of Requirements	Senior management must ensure that all personnel whose work has a direct or indirect effect on any aspect of quality are competent to perform their tasks. Such competency may be based on education, experience, training and skills.
6.2.2	**Competence, awareness and training**
Summary of Requirements	Senior management must, on an ongoing basis, be aware of, and react to the training requirements of all personnel whose work has a direct or indirect effect on any aspect of quality. All staff training undertaken must undergo a process of evaluation and be recorded. Refer to Section 4.2.4 of this Quality Manual.

	STATEMENT/PROCEDURE
1.	All new members of staff receive appropriate induction training during their probationary period. This includes an introduction to the Quality Policy and their individual role in the operation of the Quality Management System.
2.	Staff training and competence is assessed taking into account each individual's education, skills and experience.
3.	Requirements for further training are identified as part of day to day management and as part of the Management Review process set out in Section 5.6.
4.	Training and competence requirements may be identified as a result of: 1. New personnel 2. New equipment and/or technology 3. Revised legal and/or regulatory requirements (e.g. Health & Safety) 4. Revised industry standards 5. Employee request

QUALITY MANUAL

6 - RESOURCE MANAGEMENT

6.2	**Human resources (continued)**
5.	Appropriate training methods are used that may include: 1. Internal training by suitably trained staff 2. External training by an approved training provider 3. Technical manuals 4. Demonstrations
6.	A record of staff training and competence is kept including such details as: 1. Level of competence attained 2. Date of training or event 3. Training and/or activities undertaken 4. Duration 5. Qualifications and/or certificates attained 6. Ongoing and/or future training and/or re-certification requirements
7.	<u>New sub-contractors</u> All new sub-contractors complete a "new sub-contractors" form. Before they start to work for Gillett Morrissey we make sure we have all the information on the new sub-contractors form and a copy of their insurance certificate. Once all this has been received they need to be verified by HMRC – so that we know what percentage of tax we need to deduct. Their details are then added to the CIS sheet in the shared file. The paperwork is then filed in the Sub-Contractors details and Insurance certificate file in alphabetical order. Any sub contractor that hasn't work for us for a while has their details checked again with HMRC to make certain that the tax deductions haven't changed and that none of their other details have changed. Checks are made on a monthly basis to make sure insurance policies are still valid, if not we request a new copy from the contractor and once this has been received update the CIS details held in the shared file. All sub-contractors that are CIS registered have payment sheets raised. This sheet is in 3 parts, file, accounts and contractors copy. These are kept together in a lever arch file until the invoice is paid then the file copy is kept with the CIS return it relates to, the accounts copy is filed with the payment and the contractors copy is sent to them.

QUALITY MANUAL

6 - RESOURCE MANAGEMENT

6.3	**Infrastructure**
Summary of Requirements	Senior management is responsible for identifying, providing and maintaining an adequate infrastructure to achieve conformity to product requirements. The components of the infrastructure may include buildings, workspace and associated utilities, process equipment (both hardware and software), transport equipment and communication systems.

	STATEMENT/PROCEDURE
1.	Quality related computer files are maintained in accordance with the relevant procedures described in Section 4.2.3.
2.	Under no circumstances is unserviceable or suspected faulty equipment activated or operated. The equipment is quarantined until a decision is made to repair or dispose of the item.
3.	All portable electrical equipment is tested annually in accordance with the current PAT regulations and test labels are attached.
4.	The Organisation's vehicles are serviced in accordance with the manufacturers' recommendations. Appropriate records are kept.

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6 - RESOURCE MANAGEMENT

6.4	**Work environment**
Summary of Requirements	The Organisation shall identify, determine and manage all aspects of the work environment needed to achieve conformity to product requirements.

	STATEMENT/PROCEDURE
1.	Senior management ensures that a suitable environment is maintained that provides for safe systems of work and the ability to achieve conformity to product and/or service requirements.
2.	Staff facilities and the workplace are maintained in an acceptable condition in order to ensure that all staff can carry out their duties safely effectively and efficiently.

QUALITY MANUAL

7 - PRODUCT REALISATION

7.1	**Planning of product realisation**
Summary of Requirements	Planning of product realisation is needed to ensure: a) Efficient delivery of the goods and services offered b) Effective communication with customers c) Proper management of any design or development processes The Organisation shall plan and develop the processes needed for product realisation. Planning of product realisation shall be consistent with the requirements of the other processes of the Quality Management System. Refer to Section 4.1 of this Quality Manual. In planning product realisation, the Organisation shall determine the following, as appropriate: a) Quality objectives and requirements for the product b) The need to establish processes, documents, and provide resources specific to the product c) Required verification, validation, monitoring, inspection and test activities specific to the product and the criteria for product acceptance d) Records needed to provide evidence that the realisation processes and resulting product meet requirements (see 4.2.4) The output of this planning shall be in a form suited to the Organisation's method of operations. NOTE 1 A document specifying the processes of the Quality Management System (including the product realisation processes) and the resources to be applied to a specific product, project or contract, can be referred to as a quality plan. NOTE 2 The Organisation may also apply the requirements given in 7.3 to the development of product realisation processes.

QUALITY MANUAL

7 - PRODUCT REALISATION

7.1	Planning of product realisation (continued)
	STATEMENT/PROCEDURE
1.	The work planning process involves determining and taking into account the Quality Policy, objectives and the requirements of the product and/or service requirements. This is achieved by the application of the documented Quality Management System and related processes and includes the provision of any necessary resources and validation and verification methods.
2.	All work is planned to an agreed specification and timescale. The details are recorded and scheduled using Planned Daily Activity sheets.
3.	Stocks of building materials are maintained at levels conducive with the Organisation's workload. Any shortfalls are addressed by the application of the procedures described in Section 7.4.
4.	Staff leave is planned to ensure adequate coverage to meet the contract requirements, with a minimum request time of four weeks notice. The details are recorded on Staff Holiday Forms.

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7 - PRODUCT REALISATION

7.2	**Customer related processes**
7.2.1	**Determination of requirements related to the product**
Summary of Requirements	Prior to an order being accepted by the Organisation, and during the continuance of its processing, the Organisation must determine all of the product requirements, whether or not specified by the customer. Such requirements may include legal and/or regulatory constraints and may include delivery and post delivery stipulations.
7.2.2	**Review of requirements related to the product**
Summary of Requirements	Prior to entering into a contract, whether formal or informal, or the submission of a Tender, the Organisation must fully investigate and ensure that all of the product and contract requirements have been fully established and can be met. In the event of changes to the original requirements the Contract or Tender must be reviewed in order to ascertain that the Organisation remains capable and willing to accommodate the requirements. Records of the initial and any ongoing reviews must be recorded. Refer to Section 4.2.4 of this Quality Manual.
7.2.3	**Customer communication**
Summary of Requirements	Effective communications links with customers must be established and maintained. These links may be required to deal with product information, negotiating contract conditions and the efficient conveyance and review of similar matters. The need to encourage customer feedback, including complaints, must be a prime factor when planning the Organisation's communications.

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7.2	**Customer related processes (continued)**
	STATEMENT/PROCEDURE
1.	Enquiries are received or acquired by the following means: 1. Telephone, (we make certain we obtain contact details) e-mail and fax 2. Established customers 3. Referrals 4. Invitation to Tender 5. The Gillett Morrissey website 6. The Organisation's marketing initiatives Enquiry Details are recorded on the Organisation's web based pricing form
2.	The client/prospect/customer's requirements are reviewed in order to establish the Organisation's desire, capability and resources to proceed further.
3.	For contracts and jobs a site survey is carried out in order to identify and qualify the customer requirements and produce a specification. The details are recorded on the Site Survey Form.
4.	A Quotation is generated and forwarded to the customer detailing the specification of the work to be carried out and the terms and conditions of the contract.
5.	Once customer accepts the quotation; a job number is issued from the current job sheet day book. A job sheet is raised detailing works, Job file is made in the shared file (job files) which has 8 sections, communication with client architects and surveyors are appointed (if applicable) drawing will be produced (if applicable) & sub-contractor/labour All relevant documents are scanned and stored in the correct section.
6.	Tender documents are prepared in the prescribed format and submitted to the customer prior to the tender closing date if applicable.
7.	Any changes or amendments to the original specification are agreed and confirmed in writing.

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7.2	**Customer related processes (continued)**
8.	Tender awards are confirmed in writing agreeing start dates.
9.	All contracts are reviewed against the original Quotation and any anomalies are agreed and confirmed in writing before proceeding with the work. A job number is issued from the current job sheet daybook A job sheet is raised detailing works Job file is made in the shared file (job files) Each job file has 8 sections: Section 1 - communication with client Section 2 - professional communications, architects, surveyors etc Section 3 - material suppliers Section 4 - sub-contractor/labour Section 5 - variants (extra costs etc) Section 6 - Invoices Section 7 Section 8 - drawings All relevant documents are scanned and stored in the correct section.

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7.3	**Design and development**
7.3.1	**Design and development planning**
Summary of Requirements	Whenever the Organisation undertakes any activity falling within this category it must ensure that there is effective management control of all aspects and stages of the work. Such controls must determine and address: a) Stage reviews b) The identification of authorities and responsibilities c) Product and planning review procedures d) The establishment of effective communications
7.3.2	**Design and development inputs**
Summary of Requirements	All product inputs must be defined, recorded (see 4.2.4) and reviewed. Product inputs must be clear and unambiguous and may relate to some or all of the following: a) Functional and performance requirements b) All relevant statutory and regulatory requirements c) Information derived from previous similar designs d) All other requirements essential for design and development
7.3.3	**Design and development outputs**
Summary of Requirements	Prior to its release to production, the customer or any third party, all design and development must fulfil the following stringent criteria in order to ensure that: a) The design output meets the input requirements b) Product acceptance criteria has been met c) The design output provides sufficient information for manufacturing and service procedures d) The characteristics of the product that are essential for its safe and proper use are specified

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7.3	**Design and development (continued)**
7.3.4	**Design and development review**
Summary of Requirements	Throughout the design and development processes the Organisation must ensure that systematic reviews are carried out and documented. These reviews must address the ability of the output to meet the established performance criteria, identify any problem areas and propose appropriate follow-up actions to the management and/or the customer.
7.3.5	**Design and development verification**
Summary of Requirements	Formal verification that the design and development output meets the input requirements must be carried out and documented. Refer to Sections 7.3.1 and 4.2.4 of this Quality Manual.
7.3.6	**Design and development validation**
Summary of Requirements	Formal validation that the product meets the requirements relating to its intended use must be carried out and documented.
7.3.7	**Control of design and development changes**
Summary of Requirements	All changes to the design and development, initiated or resulting from whatsoever source must be controlled, evaluated and approved prior to their implementation. Records of all such activities must be kept.

	STATEMENT/PROCEDURE
1.	The Organisation does not currently undertake any design activities or other similar processes addressed by this Section of the Standard. Should this situation change, by customer demand or any other reason, appropriate procedures will be developed and introduced. The Management Review process continuously monitors this situation.

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7.4	**Purchasing**
7.4.1	**Purchasing process**
Summary of Requirements	The Organisation must ensure that the quality of purchased products and materials that have a bearing, or in any way contribute to the quality of the output is strictly controlled. Therefore the suppliers of all such products and materials must undergo an approval process and their performance must be regularly monitored. Evidence of these activities must be kept.
7.4.2	**Purchasing information**
Summary of Requirements	Care must be taken to ensure that when orders are placed for quality critical products and materials such orders include a full description of the requirements. This requirement may be discharged by the provision of drawings, technical specifications, qualifications and other Quality Management System based criteria.
7.4.3	**Verification of purchased product**
Summary of Requirements	A protocol shall be established for making recorded inspections of all purchased products and materials in order to ensure that they are fit for their intended purpose and that they comply with the order qualifications and specification.

	STATEMENT/PROCEDURE
1.	A regularly updated Schedule of Approved Suppliers is retained electronically.
2.	All suppliers are selected from the Approved Schedule.
3.	Before a new supplier is added to the schedule, the Organisation's approval procedure is followed.

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7.4	**Purchasing (continued)**
4.	Selection is based on a number of criteria, these may include: 1. Quality 2. Customer requirements 3. Supply availability 4. Historical supply performance 5. British/European Standards 6. Price 7. Technical competence
5.	All orders must have a PO number, job number and name of the person who has ordered the goods. Purchase order forms are in pre-printed pads of 3 parts. Part 1 (white copy) is given to the supplier. Part 2 (yellow copy) is given to accounts so that it can be checked against the invoice. Part 3 (pink copy) is left in the book. Once a book has been used it is returned to the accounts and a new one is issued. All suppliers are advised that invoices will not be processed for payment without the correct information provided. Only authorised staff are allowed to order goods Any goods/materials that need to be paid for at the time of ordering can be paid for by authorised staff
6.	Incoming building materials are checked in order to ensure that they meet the requirements, conform to Delivery Note specification and appear suitable for their intended purpose.
7.	Incidents of defective, damaged or short deliveries are recorded on the Delivery Note and the supplier notified.
8.	All non-conformances are recorded on a Management Information Report and passed to the Quality Manager for discussion at the Management Review meeting, in accordance with the relevant procedures set out in Section 5.6.
9.	Suppliers who continually fail to meet the Organisation's delivery and quality standard requirements will be removed from the List of Approved Supplier.
10.	Should there be a requirement for verification at the supplier's premises, by either the Organisation or the customer's representative, then the details of the verification processes to be used are described in the purchasing documents.

11.	Bank Accounts are checked every day to make certain it is in credit and produce a cash flow analysis (this is password protected). Make sure any payments that are received are marked paid against the invoice on the cash flow so that Gillett Morrissey Directors know what is outstanding. Update that creditors and list any payments that you know are due to be paid. Reconcile bank account on a regular basis (once a week or after a payment run)
12.	Make sure there is petty cash available – if not draw money out. Payment will only be made if there is a receipt.
13.	Every week a bank payments list is given to the Directors advising which suppliers are due for payment and who is requesting payment. Directors advise when payments are to be made. When making a payment a remittance advice is sent to the recipient to advise what invoices have being paid. All payments are made by BACS and payment is made on Fridays.
14.	Debit card payments are cross checked to make certain that all have a VAT receipt. Receipts are to be filed in date order.
15.	Sage Accounts All entries are cross checked to make certain that they are posted correctly as this effect's the VAT. Payroll journals are to be processed every month and the VAT every quarter. Any disputed invoices are marked so that they are not paid by mistake. Aged creditor lists are saved and exported to the shared file so Directors can action them. Customer statements are to be sent out monthly.

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7 - PRODUCT REALISATION

7.5	**Production and service provision**
7.5.1	**Control of production and service provision**
Summary of Requirements	Throughout the production processes the Organisation must ensure the availability of sufficient and suitable information concerning product characteristics together with related work instructions. The Organisation must also ensure the availability of suitable production equipment, including measuring and monitoring equipment. Release, delivery and post-delivery requirements must also be addressed.

	STATEMENT/PROCEDURE
1.	All staff carry out their work reflecting: 1. Agreements with customers 2. Their skills, training, qualifications and experience 3. Further instructions from more senior management 4. Further instructions from customers 5. Health and Safety at Work etc Act 1974
2.	Work is carried out using the skills, experience and training of the respective members of staff. As a result, written work instructions are not considered necessary.
3.	After the contract is confirmed, the Organisation's mobilisation plan is put into action and this is broken down into pre-start contract and ongoing contract work.

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7.5	**Production and service provision (continued)**
4.	The following procedures are followed: 1. Site assessment and familiarisation 2. Equipment requirements 3. Plan work allocation 4. Plan pre-start work 5. Meet existing staff. 6. Review any specialist equipment requirements 7. Review with the customer the appropriate schedules of work, and key personnel involvement 8. Review any onsite rules and regulations including any onsite hazards 9. Agree onsite parking, storage, access, and security passes with the customer
5.	Review onsite hazards and include within the Risk Assessments and Method Statements
6.	References are taken up with sub contractors
7.	The following legal and regulative procedures are followed: 1. Install all equipment and materials that are needed for the job on site 2. Discuss and confirm any appropriate information with the Site Supervisor 3. Issue PPE and security passes (when applicable) 4. Assess staffing levels and any new requirements 5. Plan onsite induction training 6. Assess any sub-contracted work (when applicable) 7. Interview and recruit Site Supervisor (when applicable) 8. Plan periodic tasks
8.	Copies of the customer specification, the Health and Safety Policy, Risk Assessments and Method Statements are located on site for reference.

QUALITY MANUAL

7 - PRODUCT REALISATION

7.5	Production and service provision (continued)
9.	The Site Supervisor arranges delivery of materials and equipment to the customer premises.
10.	The issue of all relevant building equipment is allocated and taken to site and stored in the secure allotted location, whenever provided.
11.	Works commences in line with the customer specification.
12.	The Site Supervisor reviews the site on a weekly basis with the Mobile Supervisor and records the findings in the Quality Monitoring Report. The details are reported back to the Operations Director.
13.	The Site Supervisor prepares a short report on their findings and meets the customer to establish if there are any changes to the specifications and obtain their comments on the service provided so far.
14.	The Mobile Supervisor meets with the customer to review work completed to date. Any changes to the specification are agreed and confirmed in writing. The details are recorded on the Customer File.
15.	Quality control procedures for the first three weeks are aligned to the individual customer requirements.
16.	Building Material & equipment orders are recorded on the Stock Order Form. Consumables are delivered to the customer sites and received by on site Supervisor and the stock records amended accordingly. Any shortfalls in materials or equipment are addressed by application of the procedures described in Section 7.4.
17.	The customer is invoiced in accordance with the terms and conditions of their contract or project.

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7 - PRODUCT REALISATION

7.5	**Production and service provision (continued)**
7.5.2	**Validation of processes for production and service provision**
Summary of Requirements	If the product cannot be checked before being released to the customer, the production or service process should be checked to ensure that the customer gets what they ordered.

	STATEMENT/PROCEDURE
1.	The Organisation does not carry out any special processes that require specific control features in order to ensure product conformity. The product conformity of all of the Organisation's output is readily verifiable by conduct of the appropriate inspection or test on completion. Therefore, this Section is not applicable to the Organisation's current activities. The Management Review process monitors this situation and, should these circumstances change, procedures shall be introduced to address and comply with the requirements of the Standard as summarised above.

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7 - PRODUCT REALISATION

7.5	**Production and service provision (continued)**
7.5.3	**Identification and traceability**
Summary of Requirements	Whenever appropriate, the status of the product within the process should be identifiable. If required by customers and clients, the product and its component parts should be identifiable and traceable.

	STATEMENT/PROCEDURE
1.	Identification and traceability of the Gillett Morrissey Team can be achieved by reference to the following: 1. Staff files 2. References 3. Passports 4. Criminal Records Bureau Checks

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7 - PRODUCT REALISATION

7.5	**Production and service provision (continued)**
7.5.4	**Customer property**
Summary of Requirements	Procedures must be established and maintained in order to ensure that the receipt of all customer provided material and other property, including intellectual property, is properly recorded. Procedures are also required to provide suitable protection and security for such property whilst it is in the Organisation's possession.

	STATEMENT/PROCEDURE
1.	On its receipt by the Organisation customer property is clearly identified and subsequently processed in accordance with the relevant procedures set out in Section 7.5.5.
2.	All data and information provided by customers are treated as confidential in accordance with the requirements of the Data Protection Act 1998 and is protected using suitable physical and electronic protection methods.
3.	Customers are notified of any loss, corruption, or other damage to their data, information or property.
4.	The customer site and access equipment (If applicable) are checked to ensure it complies with current Health and Safety Regulations. Details are recorded on the Access Equipment Inspection Form and the customer is advised of the findings.

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7 - PRODUCT REALISATION

7.5	**Production and service provision (continued)**
7.5.5	**Preservation of product**
Summary of Requirements	Procedures must be established and maintained in order to ensure that adequate and suitable materials are available to identify, handle, protect and store products, during their manufacture and subsequent storage and delivery.

	STATEMENT/PROCEDURE
	IDENTIFICATION
1.	Building materials and equipment provide their own unique identity along with manufacturing instructions
2.	The identities of staff can be provided by reference to the following: 1. Passports 2. Staff Files 3. References 4. CRB checks
	PROTECTION
3.	Personal Protective Equipment is provided in accordance with current health and safety regulations.
	HANDLING
4.	Handling of all building materials and equipment is carried out in accordance with current Health and Safety Regulations, Manuel Handling Training is given to the Gillett Morrissey team.
	STORAGE
5.	All materials are stored in accordance with current Health and Safety Regulations and CoSHH data sheets.

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7 - PRODUCT REALISATION

7.6	Control of monitoring and measuring devices
Summary of Requirements	If fine tolerance monitoring or measurement is required, the equipment used must be checked before use. If fine tolerance monitoring or measurement equipment is used to establish product conformity it must be calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards. Where no such standards exist, the basis used for calibration or verification must be recorded. Records of all calibrations, including the degree of error detected, must be kept.

	STATEMENT/PROCEDURE
1.	The Organisation does not use any equipment that requires any accurate measuring/monitoring requirements. Therefore, this Section is not generic to the nature of the Organisation's current activities. The Management Review process monitors this situation.
2.	Should these circumstances change any equipment used for final verification would be calibrated and traceable to National Standards or, if not possible, the methods of calibration defined.

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1	General
Summary of Requirements	Procedures are required to provide management with the feedback required to ensure continual improvement in the Quality Management System and to provide an auditable record of its implementation. The Organisation must formally define the activities needed to measure and monitor product improvement and conformity. This shall include the determination of applicable methods, including statistical techniques, and the extent of their use.

	STATEMENT/PROCEDURE
1.	The Organisation monitors, measures, analyses and improves its processes in order to: 1. Demonstrate conformity of its activities 2. Ensure conformity to the Quality Management System 3. Continually improve the effectiveness of the Quality Management System

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.2	**Monitoring and measurement**
8.2.1	**Customer satisfaction**
Summary of Requirements	Levels of customer satisfaction must be monitored and considered during Management Review.

	STATEMENT/PROCEDURE
1.	Customer satisfaction is monitored from the information recorded on the Quality Monitoring forms. The findings are reviewed and passed for discussion at Management Reviews.
2.	Customer complaints, whenever received are recorded on the Quality Monitoring forms and the findings assessed during Management Review.

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.2	**Monitoring and measurement (continued)**
8.2.2	**Internal audit**
Summary of Requirements	Internal Quality Audits are a fundamental requirement of this International Standard. They must be conducted at regular pre-determined intervals and, as a minimum, address the: a) Degree to which the Organisation conforms to the requirements of the Standard b) Level of conformance of the Organisation's activities to the Quality Management System as set out in this Quality Manual Documented procedures must be maintained covering all of the procedures relating to Internal Quality Audits. Follow-up activities shall include the verification of the actions taken and the reporting of verification results. Refer to Section 8.5.2 of this Quality Manual.

	STATEMENT/PROCEDURE
1.	A Quality Audit Programme is maintained by the Quality Manager ensuring that every Section of the Quality Management System is verified at least annually.
2.	More frequent Quality Audits may be organised by the Quality Manager depending on the importance of the activities being audited.
3.	Internal Quality Audits are carried out according to the following procedures:
4.	At the beginning of every month, the Quality Manager consults the Quality Audit Programme and establishes which, if any, parts of the Quality Management System are to be audited during the coming month.
5.	A member of staff, whenever possible independent of the activity to be audited, is appointed by the Quality Manager.

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.2	Monitoring and measurement (continued)
6.	The auditor refers to the Quality Manual and determines the activities to be audited.
7.	The auditor selects a representative number of records to be audited on a random basis.
8.	The auditor advises any personnel concerned that a Quality Audit is being undertaken and answers any questions they may have regarding the audit.
9.	The auditor examines the records selected in order to determine whether the activities identified above have been carried out correctly.
10.	The auditor keeps a record of the process and the findings of the Quality Audit.
11.	The Quality Audit record and all other documents relating to internal audits are passed to the Quality Manager.
12.	The Quality Audit record and all other documents relating to internal Quality Audits are retained for inspection by QMS Quality Management Systems at the annual external Quality Audit.
13.	All issues arising from the internal Quality Audit requiring immediate attention are discussed with the appropriate personnel and a record kept on a Quality Audit Report or Management Information Report as appropriate.
14.	The Quality Manager ensures that the Quality Audit results are discussed at the next Management Review.

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.2	**Monitoring and measurement (continued)**
8.2.3	**Monitoring and measurement of processes**
Summary of Requirements	Procedures must be established and maintained to measure and monitor the Quality Management System processes in order to ascertain the extent to which they meet customer requirements and satisfy their intended purpose.

	STATEMENT/PROCEDURE
1.	Monitoring and measurement of processes are achieved by implementation of the procedures set out in Sections 8.2.2 (Internal Audit) and 5.6 (Management Review).
2.	Documents used to facilitate the monitoring and measurement of processes include but are not limited to: 1. Quality Audit records 2. Customer feedback records 3. Non-conformance records 4. On Site Comments from Clients which are recorded

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.2	**Monitoring and measurement (continued)**
8.2.4	**Monitoring and measurement of product**
Summary of Requirements	Procedures must be established and maintained to monitor and measure the characteristics of the product against the acceptance criteria and these activities must be documented. Control procedures must ensure that product is not released until the acceptance criteria have been met.

	STATEMENT/PROCEDURE
1.	A copy of the job specification is retained on site as a reference document to ensure all work is carried out to the customer requirements.
2.	Details of the services carried out to a satisfactory standard are recorded and signed off by the customer's representative on the Contract Compliance Sheets.
3.	Delivery of materials & equipment are recorded and signed off by the recipient on the Delivery Note.

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8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.3	Control of non-conforming product
Summary of Requirements	Procedures are required to ensure that non-conforming products are identified and segregated in order to prevent their unintentional delivery, issue or use. Procedures must also address their disposal.

	STATEMENT/PROCEDURE
1.	All activities not meeting the requirements of the Quality Management System or agreements with customers are suspended pending appropriate action.
2.	All materials, products, services and sub-contractor performance not meeting the required specification are clearly identified and/or segregated pending a decision regarding their further processing.
3.	Details of any non-conformances are recorded on the Quality Monitoring forms and appropriate remedial actions taken.

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.4	**Analysis of data**
Summary of Requirements	Data received and held by the Organisation relating to customer satisfaction levels, product conformance requirements and any trends that may introduce opportunities for preventive action must be securely held and analysed for consideration during Management Review.

	STATEMENT/PROCEDURE
1.	The following data is analysed in order to identify trends and opportunities for preventive and/or improvement actions: 1. Customer satisfaction records 2. Product and/or service conformity records 3. Product and/or service trends 4. Results of internal Quality Audits as a measurement of the effectiveness of the Quality Management System 5. Non-conformance records
2.	The analysed data is presented as critical input into the Management Review process set out in Section 5.6.

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.5	**Improvement**
8.5.1	**Continual improvement**
Summary of Requirements	The Organisation shall plan, manage and do everything in its power to ensure the continual improvement of the Quality Management System.

	STATEMENT/PROCEDURE
1.	The effectiveness of the Quality Management System is continually reviewed and improved through the Management Review process set out in Section 5.6 and by: 1. The application of the Quality Policy 2. The application of the Quality objectives 3. Quality Audits 4. Analysis of data 5. Corrective and preventive actions 6. Circulation of Management Review Minutes

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.5	**Improvement (continued)**
8.5.2	**Corrective action**
Summary of Requirements	Documented procedures must be established and maintained to address: a) Identifying non-conformities b) Determining their cause c) Evaluating the requirement for the introduction of preventive action(s) d) Implementing any such action e) Reviewing and recording all such activities
8.5.3	**Preventive action**
Summary of Requirements	Documented procedures must be established and maintained to address: a) Identifying potential non-conformities b) Implementing appropriate preventive action c) Recording and reviewing all such activities

	STATEMENT/PROCEDURE
1.	As a fundamental component of their role, senior management is responsible for identifying situations within the Organisation's activities that may create non-conformances.
2.	Whenever such a situation is identified preventive action is formulated and applied.
3.	All such action is recorded on the Quality Monitoring Forms and its cause and effect are subject to Management Review in addition to routine monitoring.
4.	The action taken to correct any non-conformances is recorded on the Quality Monitoring Forms.

QUALITY MANUAL

8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.5	**Improvement (continued)**
5.	An investigation is undertaken to determine the cause of the non-conformance.
6.	The preventive action taken in order to prevent recurrence of any such activities is similarly recorded.
7.	The collective actions taken to prevent recurrence of non-conformances, and those records and reports generated, are regularly reviewed at Management Reviews in order to identify any trends and to determine the effectiveness of preventive measures taken.
8.	Revised procedures are developed and implemented as considered appropriate and are reviewed accordingly.