



MIDWESTERN CONTRACTORS
Founded 1951

Electric Conduit and Midwestern Contractors **Quality Management System**



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Electric Conduit and Midwestern Contractors **Quality Program**



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QUALITY PROGRAM

PURPOSE

Since its inception in 1951, the Company's mission has been to provide the highest quality construction services to the utility industry. This commitment has not changed over the years. We believe our attention to quality work is one of the reasons that Electric Conduit and Midwestern Contractors has not only survived, but taken a leadership role in utility construction across the United States. It is our philosophy that, if the highest quality is maintained on our construction projects, our competitiveness will be enhanced and we will grow.

The purpose of this Quality Program is to assist all of our employees in their everyday efforts to do the best job possible. We expect this program to be used as a guide to our supervisors and project managers for creating and maintaining an atmosphere on our projects that reflects the commitment we have made to quality. Management will also be expected to utilize this program in assessing our crews and the progress we have made toward providing our customers with a highest quality product available.

Our goal is to provide our customers with the best value for their investment. This means that we must strive to eliminate defects and missteps, work accident free, meet all deadlines and reduce costs. A unified effort of the entire organization will be required to meet these milestones.

DEFINITIONS

Company – refers to Electric Conduit Construction and Midwestern Contractors.

Craftspeople – refers to field employees who perform work on the Owner Company's assets.

Management – refers to either operational managers or company management that oversees all of the ongoing work.

Owner Company – refers to the customer of Electric Conduit or Midwestern Contractors.

Project Manager – refers to the person who is actively managing the entirety of any given job.

Quality Assurance – the process of proactively examining and auditing a process as it is being performed.

Quality Control – the process of obtaining a quality finished product by examining and auditing completed jobs.

Quality Management System - a set of interrelated or interacting processes used to direct and control how quality policies are implemented and are achieved. The adherence to these policies is ensured through the use of records, documentation and internal audits.

Supervisor – can refer to foreman, field supervisors or general supervisor.

RESPONSIBILITIES

The completion of quality services and products is everyone's responsibility. Listed below are some more specific instructions as to the responsibilities of an employee of Electric Conduit or Midwestern Contractors.

Craftspeople: As an employee of Electric Conduit or Midwestern Contractors it is your responsibility to be responsive to and actively participate in the training that is provided to you. Maintaining a high level of quality is everyone's responsibility and you must take ownership in the Company philosophy for it to succeed. The employee must also remember that, from the public's viewpoint, the employee is part of the Owner Company's workforce and must act accordingly.

Supervisor: It is the supervisor's responsibility to make his/her crew aware of the scope of the project, the pertinent Owner specifications, the associated hazards of the project and any other associated information that the worker needs to fulfill his/her task. Along with this responsibility the supervisor must also self-inspect the project to make sure compliance is met with respect to materials, dimensions and safety. The supervisor is often the last set of eyes on a project and must be keenly aware of the Owner's construction specifications as well as any safety rules. The supervisor must also interact with the public and be cognizant of the fact that in the public's eye he is the Owner Company's representative on the project.

Project Manager: Assessment of the success or failure of our ability to maintain a quality product lies at the feet of the project manager. The project manager is the person who coordinates and directs all aspects of a project. It is their responsibility to instill the philosophy of quality in all aspects of the business. Each of the managers is held accountable to management for the results of his/her efforts. Quality procedures have been developed to assist and define this level in the overall project scope. Procedures ECMW-QMS-005 have been developed for this purpose.

Management: Management is responsible for providing resources, support, change and authority to the overall process. Each manager is responsible for coordinating the efforts of all of the employees in their charge. If the quality efforts meet with limited success, it is this level of management that will develop and implement the changes needed for improvement. Management will periodically review this process as outlined in ECMW-QMS-003.

Field Manager: Field Managers, specifically foremen and supervisors, are responsible for carrying out the execution of the job. Each foreman is responsible for coordinating the efforts of his crew and communicating with the customers and inspectors. The foreman is also responsible for communicating with the Project Manager on the job status on a regular basis. Additionally, he is to work through the Warehouse Manager in getting set up for a job and returning all unused material, equipment and tools at the end of the job.

Warehouse Mgr: Warehouse Managers are responsible for managing the overall functions of the warehouse and the supply and logistics chain. Responsibilities will include keeping an inventory of all major material, tools and equipment as well as customer provided materials. Receiving and shipping are part of the warehouse function. Warehouse Managers will be tasked with fulfilling supply orders to Field Managers for jobs. Warehouse Managers are also responsible for maintaining tools and equipment including maintenance and calibration.

COMPONENTS OF QUALITY



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We have identified the following areas as key components that will be monitored to assure a quality product.

1. Compliance

Central to any quality program is the ability of the employees to comply with the standards and specifications of the Owner Company. We must meet or exceed the Owner Company's specifications throughout all phases of construction. Since Electric Conduit and Midwestern Contractors performs work for a large number of Owner Companies, it is imperative that the correct specifications are present on each job site. The Field Supervisors as well as the Project Manager are responsible for providing the proper specifications. A list of Owner specifications is available at the main office. It is also necessary to comply with all State, Local and Federal rules and regulations. This would include all OSHA, Federal and State Department of Transportation and local municipality rules. Our Safety and Substance Abuse programs address many of these issues.

2. Communication

The very nature of our work takes us to many different areas throughout the United States. An important way we can maintain our standard of quality work and be effective with our management philosophies is through a good communication system. A combination of PDA's (Iphones with email and picture capabilities), computers, fax machines and a company Job Cloud System (integrated into employees' Iphones and computers) keeps all of our crews in contact with each other and management on a real-time basis.

But communication is even more important with others. In particular, the field crew must be responsive to inquiries from the public. This would include quick and polite responses to complaints and questions; pre-construction notification to affected homeowners; and timely notices to municipalities and local one-call services. All of these forms of communication are in place and are dealt with on a daily basis by the field supervisors and general superintendent.

Communication with the Owner Company is critical. From the bidding stage throughout the construction phase, the Owner Company's representative must be afforded a clear line of communication to the Company. We must remain accessible to the Owner at all times. Results of Owner Company communication shall be accessed and analyzed at the bi-weekly manager's meeting.

Documented communication will take place with appropriate personnel whenever there is any change in the QMS, documentation or its procedures.

Electric Conduit and Midwestern Contractor employees will not communicate with any media members regarding any information relevant to the Owner Company and will refer any such requests to the designated Owner Company representative.

3. Resources

It is necessary to commit an adequate supply of personnel, equipment and materials to the job at hand. To meet that commitment, the following steps have been taken. First, an equipment manager and staff have been established to ensure that the proper allocation of equipment takes place. Located at our



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warehouse facility, the equipment manager is responsible for the maintenance of the equipment, recommends the purchase of new equipment and replacement of aged equipment and assists with the general superintendent in the allocation of equipment to the construction projects. All of our equipment maintenance records and schedules are generated and updated through our Company Job Cloud System. This process control assures that none of our equipment becomes overdue for service. Employees fill out a daily equipment checklist to ensure that all heavy equipment is in satisfactory and proper working condition on the job site.

Second, all materials that are received at our warehouse and inspected as to their condition after shipment and prior to being distributed to the jobsite. An adequate inventory of materials is always on hand so as not to affect the scheduling of the projects.

4. Personnel

As with most businesses, our most important resource is our employees. They must have the technical and business expertise to perform the work and interact with the Owner Company's representative. As a contractor we cannot lose sight of the fact that, both on and off the construction project, we are representing the Owner Company that has hired us. This attitude must exist at all levels of the Company.

Some new employees come to us with only basic construction skills. After initial safety training and a brief introduction to their work assignments they are assigned to a crew of seasoned employees who can assist in the "on the job" training of the new hire. The remainder of the crew will act as support to the new employee; showing him/her the proper construction procedures. Throughout the course of the year numerous training programs are offered. Most of these will be mandatory. All employee training and certification is tracked in our Job Cloud System and a hard copy can be provided. Examples of such programs are drivers training, confined space entry, CPR/First Aid, Flagger Certification and Trench Safety and Competent Person Training. Other courses are designed to give specific personnel advanced training such as HAZWOPER and Respirator training. Most employees are subject to Department of Transportation (DOT) Substance Abuse guidelines and are drug tested prior to beginning work and then randomly as well under DOT guidelines. The best possible trained workforce is the key to our effectiveness in the above and below ground utility construction industry.

5. Planning, Scheduling and Project Management

Completing a project in a timely fashion is important in projecting a professional image to our customer and their customers - the general public. It is our goal that, once begun, a project should be completed with that crew before beginning the next job. This keeps disruption to the homeowner and business owner to a minimum. The restoration should also follow as soon as possible after the main construction is completed. And throughout this process, the project manager must keep all parties informed as to the progress of the job. Every effort should be made to meet the deadlines stated in the project specifications.

6. Utility Damage Prevention

Elimination of damage to existing utility infrastructure is a high priority of this program. To achieve this we have created a computerized one call notification system that works in conjunction with the local One-Call system. This system, along with its full time operator, processes all excavations, contacts the local One-Call Facility, performs follow up notifications to all utilities that missed the joint meet and monitors the



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status of the projects with respect to the age of the locates. All employees have been instructed to delay construction until all existing utilities have been positively identified and physically exposed. If damage to an existing utility occurs, an investigation takes place as to the cause including written reports and photographs to determine responsibility.

7. Assessment

Assessment of the success of our Quality program will take place at all levels. Program reviews will be conducted periodically by upper management to review the success of the program and implement changes required for improvement. Merit wage increases will be based, in part, on the employee's level of commitment to this program. Feedback is also important. It is the responsibility of the upper management to continuously request feedback from the Owner Companies as to our performance during construction.

Toolbox talks as well as daily planning sessions also take place on a regular basis. The Management Safety committee, which meets monthly, is charged with the responsibility of keeping the employees as well as the general public safe during construction and making sure that our safety and quality programs are continually evolving to meet our customer's needs.

Summary

Electric Conduit and Midwestern Contractors is willing to grow and change with the Company's and the customer's needs. This program was developed to ensure that we maintain a competitive advantage by focusing on customer satisfaction and utilizing a process based Quality Management System to manufacture a conforming product that meets or exceeds customer expectations.

Attachments

- Procedure for Document and Record Control
- Procedure for Internal Quality Audits
- Procedure for Management Reviews
- Procedure for Supplier Evaluations
- Procedures for Project Management

Electric Conduit and Midwestern Contractors hereby agrees to adhere to the aforementioned conditions of the quality program and attached procedures it has developed to better serve our customers and industry.

Signature: _____

Signature: _____

Printed Name: _____

Printed Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

Signature: _____

Signature: _____

Printed Name: _____

Printed Name: _____

Title: _____

Title: _____

Document and Record Control

1.0 Purpose

This procedure documents how Electric Conduit and Midwestern control Quality Management System (QMS) documents and records to ensure they are approved prior to use and the most recent levels are legible and readily available at points of use

2.0 Scope

This procedure applies to all QMS documents and records.

3.0 Definitions

Company – refers to Electric Conduit Construction and Midwestern Contractors.

Document - can contain policies, procedures, work instructions and supporting and external documents used in the Quality Management System.

External Documentation – Prints, Documents and Records provided by the customer.

Management – refers to the top management level that has the ultimate authority over the QMS.

Management Representative – a person designated by Management to have authority and responsibility for the compliance of the QMS.

Owner Company -- refers to the customer of Electric Conduit or Midwestern Contractors.

Process – a pre-determined method a company employee uses to perform a given task.

Process Owner – a company employee who has the responsibility and authority to carry out a designated process.

Quality Management System - a set of interrelated or interacting processes used to direct and control how quality policies are implemented and are achieved. The adherence to these policies is ensured through the use of records, documentation and internal audits.

Record - a form designed to be populated with data and is generated or used within the quality management system to support a process or procedure. A record is permanent and will not be changed once data entry has been completed.

4.0 Statement of Work

4.1 Controlled Document List

QMS Controlled Documents minimally include the document number, document title and document revision date on the document. Controlled documents are tracked for revisions and stored in a secure location. Each document will be available for use as a “read-only” document on the Company server to those in need of the documentation. The document can only be revised by a designated Management Representative after Management review. Controlled documents are an essential part of ensuring that the QMS will function properly. Uncontrolled Documents used for QMS reference will be identified as “reference only”. Uncontrolled Documents are not essential to the QMS but are used as needed by a process owner.

Records of Controlled Documents that have had their data fields populated will be stored in the job folder and stored securely electronically in the Company cloud system. Records will be stored minimally for one year.

4.1.1 Document Identification



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QMS controlled documents are assigned a document number that has three sections (i.e.: ECMW-QMS-001):

Company Division Identifier (ECMW – Electric Conduit/Midwestern Contractors combined; MW - Midwestern Contractors; EC – Electric Conduit Construction)

Type of Document Identifier (QMS – Quality Management System, QCD – Quality Control Document...)

Document identifying Number (001,...)

4.1.2 Document Revision

The status of an ECMW-QMS-001 record and associated document is identified through the document revision date. A letter revision: The letter A after the revision date indicates a document that is being authored. When a document is approved, the letter C follows the revision date to signify a controlled document. Once a document is revised, the previous revision is deleted making it unavailable for inadvertent use.

4.1.2.1 Editorial Changes

A document that undergoes editorial changes such as grammatical corrections, change of color scheme or any other format changes that do not affect the document content will not be given a revision date.

5.5 Effectiveness Review of QMS Documents

All QMS Controlled Documents are reviewed upon use and through internal auditing.

QMS Policy and Procedure Documents are reviewed annually via Management review to ensure they remain effective and continue to meet the needs of the QMS.

5.6 Record Identification

All Quality Management System records are listed on the ECMW-QCD-001 document: Controlled Document List.

5.6.1 Control of Records

Electronic Records are stored in controlled locations. Electronic records are protected from unauthorized alteration or destruction through electronic security. Hardcopy Records are stored in file storage containers that provide protection from unauthorized alteration or destruction. Storage containers and location are determined by the manager of the records controlling procedure.

Internal Quality Audits

1.0 Purpose

This procedure documents how Electric Conduit and Midwestern Contractors conduct Internal Quality Audits to verify that the Quality Management System (QMS) activities meet the requirements of the QMS.

2.0 Scope

This procedure applies to all Internal Quality Audits of the Company's QMS.

3.0 Definitions

Auditor - a person from outside of the process who will randomly select job files for completeness and accuracy according to the Audit Checklist.

Audit Checklist - audit questions developed by the Auditor based on the QMS documentation and results of previous audits. This can also be a standardized document this is pre-defined.

Audit Findings - results of the evaluation of the collected evidence including; statements of fact, or other information which is relevant to the audit scope.

Audit Records – will detail specific findings in terms of Non-Conformance or Opportunity for Improvement.

Audit Schedule – the pre-defined schedule for audits to take place. This schedule reflects a minimal time frame.

Audit Scope – developed by the auditor prior to the audit and will define what data is reviewed and how the audit will be conducted.

Champion - employee responsible for the completion of a Non-Conformance.

Company – refers to Electric Conduit Construction and Midwestern Contractors.

Internal Auditing System – the structure that defines when audits are to be performed; who will perform them and how they are to be performed.

Internal Quality Audit – an audit performed by a company employee who is not involved in the process of a given function to determine if the process owner(s) are fulfilling the requirements of the QMS.

Non-Conformance - non-fulfillment of specified requirements that requires a root cause reason and corrective action.

Opportunity for Improvement – areas for improvement in the process that come about from an Internal Audit.

Owner Company – refers to a customer of Electric Conduit Construction or Midwestern Contractors.

Process Owner - employee who manages the area being audited.

Quality Assurance – the process of proactively examining and auditing a process as it is being performed.

Quality Control – the process of obtaining a quality finished product by examining and auditing completed jobs.

Quality Management System - a set of interrelated or interacting processes used to direct and control how quality policies are implemented and are achieved. The adherence to these policies is ensured through the use of records, documentation and internal audits.

Recommendations – Areas found during the audit where improvement in the process can be made.

4.0 Statement of Work

4.0.1 The Company considers the Internal Auditing System a key element to drive the continual improvement of the Quality Management System. Auditors are to use their expertise to not only audit for process Non-Conformances but to seek Opportunities for Improvement.

4.1 Internal Quality Audits

4.1.1 Internal Quality Auditors must have demonstrated competence in the following areas:

- Assessment techniques of examining, questioning, evaluating and reporting
- Skills to arrange and manage an audit

4.2 Internal Audit Plan

4.2.1 The scope of the audit plan is to verify that the

- Requirements of the QMS have been effectively implemented and maintained

4.2.2 Auditors are to plan and execute audits in a timely manner following the Audit Protocol (section 4.4) and auditing entire processes per the Audit Schedule.

4.3 Audit Schedule

4.3.1 Internal Quality Audits will be performed per the Audit Schedule on an annual basis or where management deems more it more frequently. The Audit Schedule can be found on document ECMW-QCD-004.

4.3.2 Extra audits may be scheduled when:

- Significant changes have occurred in management, organization, policy, techniques or technologies that could affect the QMS.
- There have been significant changes made to the Quality Management System.
- The results of recent audits indicate a need for further audits.

4.4 Audit Protocol

4.4.1 The Auditor following audit protocol will begin by entering the date and time of the audit per the Audit Schedule, indicating the audit has begun.

4.4.2 The Auditor develops the Audit Checklist

4.4.3 The Auditor and the process owner will begin the audit by holding the opening meeting. In the opening meeting, the auditor will review the Audit Checklist with the process owner.

4.4.4 The Auditor conducts the Internal Audit according to the Audit Scope.

4.4.5 The Auditor enters the Audit Findings and records these findings after conducting the audit. Audit Findings are to include descriptions of potential non-conformances.

4.4.6 The Auditor schedules the closing meeting with the Process Owner to review the Audit Report. The Process Owner needs to agree to any Non-Conformances. Non-Conformances records are stored electronically in the same database as corrective and preventive actions.



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4.4.7 The Auditor will confer with the Process Owner to discuss any changes to the process or documentation and relate these recommendations back to management for possible changes.

4.5 Audit Report

4.5.1 The Auditor must document their Audit Findings on the Audit Report by entering the data in the Audit Checklist. The Audit Report consists of the overall Audit Finding, Audit Checklists, and any records related to the audit along with recommendations for changes to the existing processes and documents and records.

4.5.2 The Auditor enters a separate record for each Opportunity for Improvements and Non-Conformance resulting from an audit. Upon submittal each record is assigned a discrete record number. The format for these record numbers shall follow the format AUD-JOB-DATE-NUM. This translates to AUD= Audit, JOB=Job Number being audited; DATE=Date of Audit; NUM = Audit record number. E.g. AUD-1207-010414-001

4.5.3 Opportunities for Improvements and Non-Conformances raised in the audit report will be discussed with the process owner prior to issuing the Audit Report. All comments and suggestions will be noted. These issues will be addressed with the manager of the process owner.

4.5.4 Completed Audit Reports are stored electronically in a secure database and can be retrieved by authorized personnel.

Management Review

1.0 Purpose

This procedure documents how Electric Conduit and Midwestern Contractors (Company) have structured Management Review to facilitate the review of the Quality Management System (QMS) at planned intervals to ensure the continuing suitability, adequacy and effectiveness of the QMS.

2.0 Scope

This procedure applies to all Company personnel involved in the Management Review process.

3.0 Definitions

Company – refers to Electric Conduit Construction and Midwestern Contractors.

Management – refers to a member or members of Company senior management.

Management Representative – a person designated by Management or Management itself who has the authority to discuss and define changes to the QMS.

Management Review – scheduled meetings between the Management Representative and Management to determine Opportunities for Improvement and Non Conformance issues. The goal of this meeting is to improve the overall QMS.

Process Owner - employee who manages the area being audited.

Quality Management System - a set of interrelated or interacting processes used to direct and control how quality policies are implemented and are achieved. The adherence to these policies is ensured through the use of records, documentation and internal audits.

4.0 Statement of Work

4.0.1 Management Review meetings will be held minimally on an annual basis and facilitated by the Management Representative. Meeting can be held on a more regular basis should the need arise from the auditing process and Management Review meetings as outlined below.

4.1 Management Review Meetings

4.1.1 Agenda:

- Management Review meetings will have the following standing agenda:
- Review of outstanding/follow-up items from previous meeting
- Review Policies for effectiveness
- Process Owners review procedures for effectiveness (present change requests for input).
- Review of Audits
- Customer feedback
- Changing environment-planned changes
- Assignments for the next meeting

4.1.2 Outputs:

The following assessments will be made:

- Recommendation for improvement of QMS processes
- Recommendations for improvement of product and services related to customer requirements
- Are adequate resources allocated for the implementation, operation and continual improvement of the QMS
- Are the Quality Policy and Quality Objectives still appropriate for the goals of the Company?



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5.0 Records

All records are filled in either electronically or as a hardcopy and then entered electronically for storage in a place on the network accessible to management.



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Supplier and Subcontractor Evaluation

1.0 Purpose

This procedure documents how Electric Conduit and Midwestern Contractors (Company) continually evaluates suppliers to ensure that purchased product conforms to requirements and subcontractors to ensure that purchased services conforms to expectations.

2.0 Scope

This procedure applies to all Company personnel involved in the Supplier and Subcontractor evaluation process.

3.0 Definitions

Company – refers to Electric Conduit Construction and Midwestern Contractors.

Corrective and Preventive Actions – documented actions determined through an audit of the Supplier or Subcontractor where improvement in their processes or non-conformances were noted.

Element – The part of a process that is currently being audited.

Subcontractor – provides labor and equipment to the Company to perform a specific, limited task.

Supplier – provides materials and/or equipment to the Company.

Supplier and Subcontractor Status List – A list kept by the Company of Suppliers and Subcontractors to determine their performance according to the score of the evaluation system on ECMW-QCD-002.

4.0 Statement of Work

4.1 Supplier Evaluation

4.1.1

The evaluation will be based on any data from previous evaluations and audits. Quality, delivery, performance and Corrective and Preventive Actions will be analyzed. Other data such as cost and responsiveness to issues may also be reviewed. Much of this data will come from feedback obtained from random audits of suppliers from document ECMW-QCD-002.

Suppliers will be re-evaluated on an annual basis. Suppliers not meeting performance criteria will be considered for Corrective Action and may be downgraded on the Supplier and Subcontractor Status List. Suppliers who demonstrate positive performance will be considered for status upgrade.

4.2 Subcontractor Evaluation

4.2.1

The evaluation will be based on any data from previous evaluations. Quality, delivery performance and Corrective and Preventive Actions will be analyzed. Other data such as cost and responsiveness to issues may also be reviewed. Much of this data will come from feedback obtained from Audit Evaluation Form ECMW-QCD-002.

Suppliers will be reevaluated on an annual basis. Suppliers not meeting performance criteria will be considered for Corrective Action and may be downgraded on the Supplier Status List. Suppliers who demonstrate positive performance will be considered for status upgrade.

5.0 Records



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Records are stored for a minimum of one year.

6.0 Associated documents

Audit Evaluation Form - MWC-QCD-002.

Quality Control and Assurance for Project Management

1. Purpose

This Quality Control (QC) and Quality Assurance (QA) manual establishes the minimum requirements for the development and maintenance for the process of managing a project from the initial phase of contact with the client, to managing the job until completion and documenting the process from beginning to end. This plan is designed to state Midwestern Contractors (MW) management's intentions for insuring that the process of managing projects will be done in an accurate and timely method that will suit its customer's needs and expectations. This plan authorizes management, operations management, project managers, supervisors and associates to implement these procedures within the parameters specified in this plan.

2. Scope

This manual will determine the minimum requirements for applying and documenting the processes that will be used in project management. Additionally, this manual will reference inspection check lists and quality measures taken at each phase of the project to assure quality control throughout the project. The manual is set-up to follow the process of project management in sequential order as demonstrated by the Project Manager Flow Chart. As such, this manual will mirror the process of a project from the beginning to the end and the interactions that take place during this process by detailing these processes in the same order using a checklist that will be documented as part of this process. Not all projects are alike so not all steps in this manual will need to be adhered to. When a step is considered non-essential to a given project, the project manager will check the N/A box on the checklist. QC and QA of the documents, records and processes will be defined for each step of the project management overall process.

3. Definitions

Controlled Document – a document that is an official part of the QMS and can be either a procedure or a record. This document will be tracked by a unique identifier and revision date and be stored securely. This document will have required adherence.

Documented Communications –written record(s) kept by the project manager to document relevant communication between any and all entities on a project including the Owner Company, Suppliers, Subcontractors and Company personnel.

ECMW – refers to Electric Conduit Construction and Midwestern Contractors also referred to as the Company.

Estimating Phase – the initial phase of the Project Manager's responsibility for the job. In this phase the PM will initiate contact with the Owner Company for the purposes of providing a quote to complete a job.

Management – refers to ECMW management who has ultimate authority over the QMS and sets guidelines and aids the Project Manager in his/her duties.

Pre-Project Planning Phase – the part of the Project Manager's responsibility which will include the transition from Estimating to Project Management. At this phase, the Owner Company has given ECMW a written requisition for work and the PM will use that to prepare the job.

Procedure – a document that defines a process.

Project Closure Phase – in this phase, the Project Manager will work to close out and complete an ongoing project.

Project Management Phase – this phase will entail the managing of an ongoing job by the Project Manager.

Project Manager – the responsible person in-charge for an individual project. This person has responsibility and authority to manage all four phases of a project as defined in Section 4.01 and throughout this document.

Quality Assurance – the process of proactively examining and auditing a process as it is being performed.

Quality Control – the process of obtaining a quality finished product by examining and auditing completed jobs.

Quality Management System - a set of interrelated or interacting processes used to direct and control how quality policies are implemented and are achieved. The adherence to these policies is ensured through the use of records, documentation and internal audits.

Record – a document that requires data to be populated in its fields. This can take the form of a spreadsheet, database or checklist.

4. Statement of Work

4.0.1 The Company considers Project Management to be the key phase in the Quality Management System. The phases of Project Management are: Estimating Phase, Pre-Project Planning Phase, Project Management Phase and Project Closure Phase.

4.0.2 Project Managers must show competency in all four phases of the Project Management process. This will be demonstrated through periodic internal audits as determined and measured through ECMW-QMS-002 Internal Quality Audits or ECMW-QCD-006 Internal Audit for Project Management as determined by ECMW-QCD-004 Audit Schedule.

4.0.3 Project Managers will document proof of work for any jobs which are bid jobs that exceed \$50,000 or two weeks in length by completing checklist ECMW-QCD-003.

4.0.4 Project Managers will document proof of insurance by completing checklist ECMW-QCD-007. Documentation will initiate for all projects starting on April 9th, 2014.

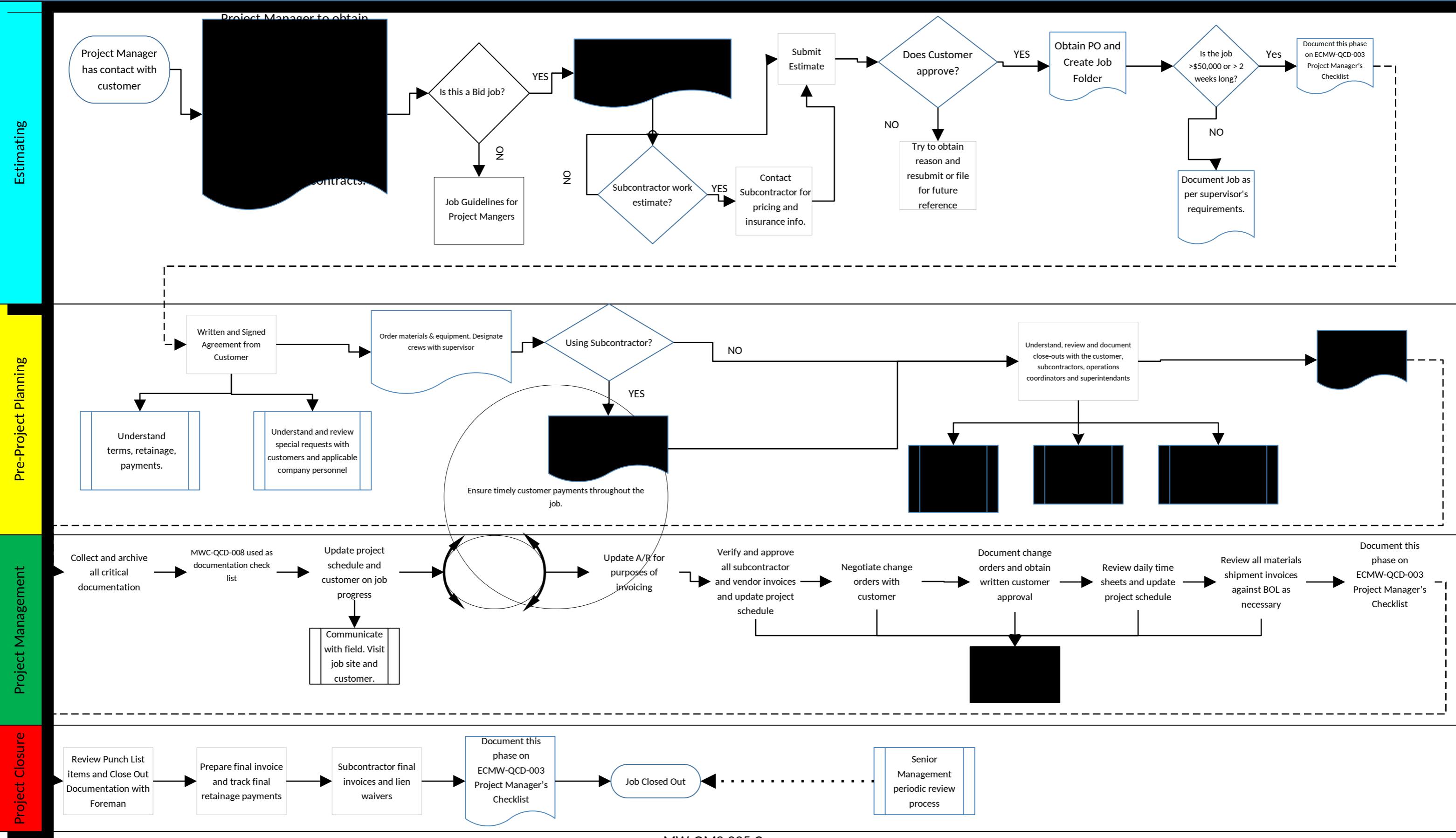
4.0.5 Midwestern Contractors Project Managers will keep documentation of critical paperwork as determined through the Project Binder MW-QCD-008.

5.0 Documentation

5.0.1 Documentation List:

- ECMW-QCD-003 Project Management Check List
- ECMW-QCD-004 Audit Schedule
- ECMW-QCD-006 Internal Audit Project Management
- ECMW-QCD-007 Insurance Coverage Check List
- MW-QCD-008 Midwestern Contractors Project Binder
- Subcontractor Invoice Payment Flow Chart (Reference Only)
- Job Guidelines for Electric Conduit Construction & Midwestern Contractors Project Managers (Reference Only)

Midwestern Contractors Project Management Procedural Flow Chart





Quality Control and Assurance for Project Management

1. Purpose

This Quality Control (QC) and Quality Assurance (QA) manual establishes the minimum requirements for the development and maintenance for the process of managing a project from the initial phase of contact with the client, to managing the job until completion and documenting the process from beginning to end. This plan is designed to state Electric Conduit Construction (EC) management's intentions for insuring that the process of managing projects will be done in an accurate and timely method that will suit its customer's needs and expectations. This plan authorizes management, operations management, project managers, supervisors and associates to implement these procedures within the parameters specified in this plan.

2. Scope

This manual will determine the minimum requirements for applying and documenting the processes that will be used in project management. EC Project Managers handle multiple jobs on a daily basis. These jobs are estimated and closed out on a collaborative basis with at least one other person and sometimes more. Because of the large number of jobs, it is impractical to use check lists and step-by-step procedures where those steps could be documented. Instead, a guideline has been established for the Project Managers to use a reference. An audit has been established for management and others to use as the basis of randomly selecting jobs to ensure that the Project Managers are working within the framework of the guidelines.

3. Definitions

Controlled Document – a document that is an official part of the QMS and can be either a procedure or a record. This document will be tracked by a unique identifier and revision date and be stored securely. This document will have required adherence.

Documented Communications –written record(s) kept by the project manager to document relevant communication between any and all entities on a project including the Owner Company, Suppliers, Subcontractors and Company personnel.

ECMW – refers to Electric Conduit Construction and Midwestern Contractors also referred to as the Company.

Estimating Phase – the initial phase of the Project Manager's responsibility for the job. In this phase the PM will initiate contact with the Owner Company for the purposes of providing a quote to complete a job.

Management – refers to ECMW management who has ultimate authority over the QMS and sets guidelines and aids the Project Manager in his/her duties.

Pre-Project Planning Phase – the part of the Project Manager's responsibility which will include the transition from Estimating to Project Management. At this phase, the Owner Company has given ECMW a written requisition for work and the PM will use that to prepare the job.

Procedure – a document that defines a process.

Project Closure Phase – in this phase, the Project Manager will work to close out and complete an ongoing project.

Project Management Phase – this phase will entail the managing of an ongoing job by the Project Manager.



Project Manager – the responsible person in-charge for an individual project. This person has responsibility and authority to manage all four phases of a project as defined in Section 4.01 and throughout this document.

Quality Assurance – the process of proactively examining and auditing a process as it is being performed.

Quality Control – the process of obtaining a quality finished product by examining and auditing completed jobs.

Quality Management System - a set of interrelated or interacting processes used to direct and control how quality policies are implemented and are achieved. The adherence to these policies is ensured through the use of records, documentation and internal audits.

Record – a document that requires data to be populated in its fields. This can take the form of a spreadsheet, database or checklist.

4. Statement of Work

4.0.1 The Company considers Project Management to be the key phase in the Quality Management System. The phases of Project Management are established in the guideline: Estimating Phase, Pre-Project Planning Phase, Project Management Phase and Project Closure Phase.

4.0.2 Project Managers must show competency in all four phases of the Project Management process. This will be demonstrated through periodic internal audits as determined and measured through ECMW-QMS-002 Internal Quality Audits and EC-QCD-006 Internal Audit for Project Management as determined by ECMW-QCD-004 Audit Schedule.

4.0.3 Project Managers will document proof of insurance by completing checklist ECMW-QCD-007. Documentation will initiate for all projects starting on April 9th, 2014.

5.0 Documentation

5.0.1 Documentation List:

- ECMW-QCD-004 Audit Schedule
- EC-QCD-006 Internal Audit Project Management
- ECMW-QCD-007 Insurance Coverage Check List
- Subcontractor Invoice Payment Flow Chart (Reference Only)
- Job Guidelines for Electric Conduit Construction & Midwestern Contractors Project Managers (Reference Only)

Quality Control and Assurance for Field Management

1. Purpose

This Quality Control (QC) and Quality Assurance (QA) manual establishes the minimum requirements for the development and maintenance for the process of managing field projects from beginning to end. This plan is designed to state Electric Conduit Construction and Midwestern Contractors (ECMW) management's intentions for ensuring that the process of Field Management is done in such a way that customer's expectations and needs will be met. This plan authorizes management, operations management, supervisors and foremen to implement these procedures within the parameters specified in this plan.

2. Scope

This manual will determine the minimum requirements for applying and documenting the processes that will be used in Field Management. Additionally, this manual will reference an audit check list and quality measures taken at each phase of the project to assure quality control throughout the project. The manual is set-up to follow the process of Field Management in sequential order as demonstrated by the Field Management Flow Chart.

3. Definitions

Controlled Document – a document that is an official part of the QMS and can be either a procedure or a record. This document will be tracked by a unique identifier and revision date and be stored securely. This document will have required adherence.

Daily Documentation – All required documentation that is kept on a job by Field Management. This can include safety documentation, reports, photos, permitting, key job documents, time sheets, and any other necessary documents that will be included in the job folder. This documentation will be uploaded to the job folder on a regular basis. Incidents of any kind, that fall outside of the normal scope of work, shall be documented with reports, photos and any other documentation that is necessary.

Documented Communications –written record(s) that are documented by field personnel and kept by the project manager to document relevant communication between any and all entities on a project including the Owner Company, Suppliers, Subcontractors and Company personnel.

ECMW – refers to Electric Conduit Construction and Midwestern Contractors also referred to as the Company.

Field Management – refers to either Supervisors or Foremen who are in charge of one or more crews and are responsible for Job Pre-Planning, Job Implementation, Daily Documentation and Job Closure. This person will have direct communication with the Project Manager and any other ECMW management as necessary.

Job Closure – The part of the job where the work has been completed and it is Field Management's responsibility to ensure that the work site is cleaned up and completed to the customer's satisfaction. This phase also includes any remaining documentation that must be completed and uploaded and the returning of equipment and unused materials to the warehouse.

Job Implementation – The part of the job where the actual work is done. Field Management is charged with the responsibility of laying out the work for the crew and conferring with the inspector and the customer on what should be accomplished on that day while conforming to all safety and permit-required

activities for that job. Responsibilities will also include documenting, keeping and uploading all daily documentation.

Job Pre-Planning – The beginning phase of a job where field management is tasked with conferring with the project manager to obtain a job book and all other necessary information in order to plan out the work. Field management will confer with warehouse personnel and gather all necessary tools, equipment and materials to successfully complete the job during this phase.

Management – refers to ECMW management who has ultimate authority over the QMS and sets guidelines and aids field management in his/her duties.

Procedure – a document that defines a process.

Project Manager – the responsible person in-charge for an individual project. This person has responsibility and authority to manage all four phases of a project as defined in Section 5 of ECMW-QMS-005 and throughout this document.

Quality Assurance – the process of proactively examining and auditing a process as it is being performed.

Quality Control – the process of obtaining a quality finished product by examining and auditing completed jobs.

Quality Management System - a set of interrelated or interacting processes used to direct and control how quality policies are implemented and are achieved. The adherence to these policies is ensured through the use of records, documentation and internal audits.

Record – a document that requires data to be populated in its fields. This can take the form of a spreadsheet, database or checklist.

Warehouse Management – refers to the process of managing a warehouse by performing the three processes as defined in section 4.01 of ECMW-QMS-007.

Warehouse Personnel – Any person who works out of one of the warehouse facilities that can carry out the warehouse management function.

4. Statement of Work

4.0.1 The Company considers Field Management along with Project Management and Warehouse Management to be an integral phase in the Quality Management System. Field Management will be tasked with Job Pre-Planning, Job Implementation, Daily Documentation and Job Closure. Additionally, Field Management will be in communication with the Project Manager and other ECMW personnel as necessary.

4.0.2 Field Managers must show competency in all four phases of the Field Management process. This will be demonstrated through periodic internal audits as determined and measured through ECMW-QMS-002 Internal Quality Audits and ECMW-QCD-009 Internal Audit for Field Management as determined by ECMW-QCD-004 Audit Schedule.

5.0 Documentation

5.0.1 Documentation List:

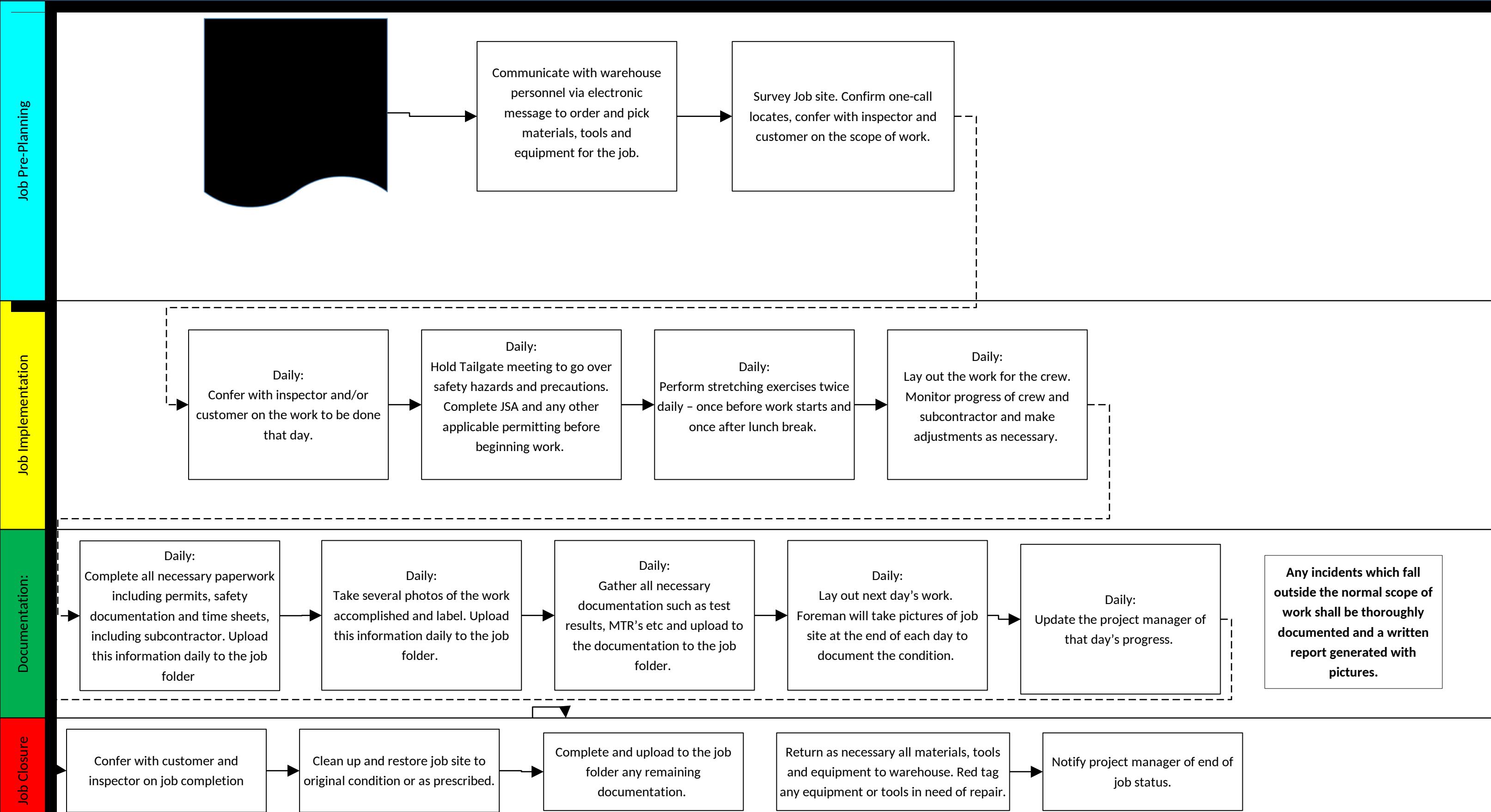
- ECMW-QMS-002 Internal Quality Audits



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- ECMW-QCD-004 Audit Schedule
- ECMW-QCD-009 Internal Audit Field Management
- MW-QCD-008 Midwestern Contractors Project Binder

Field Management Procedural Flow Chart



Quality Control and Assurance for Warehouse Management

1. Purpose

This Quality Control (QC) and Quality Assurance (QA) manual establishes the minimum requirements for the development and maintenance for the process of managing warehouse functions from beginning to end. This plan is designed to state Electric Conduit Construction and Midwestern Contractors (ECMW) management's intentions for insuring that the process of warehouse management is done in such a way that customer's expectations and needs will be met. This plan authorizes management, operations management and warehouse personnel to implement these procedures within the parameters specified in this plan.

2. Scope

This manual will determine the minimum requirements for applying and documenting the processes that will be used in warehouse management. Additionally, this manual will reference audit check lists and quality measures taken at each phase of the process to assure quality control throughout. The manual is set-up to follow the process of Warehouse Management as demonstrated by the Warehouse Management Flow Chart. The various functions of Warehouse Management don't necessarily flow in sequential order and this is reflected with the connections shown between the various phases on the flow chart.

3. Definitions

Controlled Document – a document that is an official part of the QMS and can be either a procedure or a record. This document will be tracked by a unique identifier and revision date and be stored securely. This document will have required adherence.

Documented Communications –written record(s) that are documented by field personnel and kept by the Project Manager to document relevant communication between any and all entities on a project including the Owner Company, Suppliers, Subcontractors and Company personnel.

ECMW – refers to Electric Conduit Construction and Midwestern Contractors also referred to as the Company.

Field Management – refers to either Supervisors or Foremen who are in charge of one or more crews and are responsible for the four phases of a job as defined in section 4.01 of ECMW-QMS-006. This person will have direct communication with the Project Manager, Warehouse Manager and any other ECMW management as necessary.

Inventory Management – Warehouse management process of tracking and documenting warehouse inventory of materials, tools and equipment periodically and as it enters and leaves the warehouse facility.

Job Ordering and Fulfillment – Warehouse management process where warehouse personnel will confer with project managers and field management to order and pick materials, tools and equipment for a job.

Management – refers to ECMW management who has ultimate authority over the QMS and sets guidelines and aids warehouse management in his/her duties.

MTE – Term referring to Materials, Tools and Equipment.

Non-Conformance Report – This document ECMW-QCD-011 shall be filled out every time a material shipment does not conform to the original order document. The non-conformance can be resolved with the customer or returned or placed in stock. It shall be stored in a separate area until the non-conformance is resolved.

Procedure – a document that defines a process.

Project Manager – the responsible person in-charge for an individual project. This person has responsibility and authority to manage all four phases of a project as defined in Section 5 of ECMW-QMS-005 and throughout this document.

Quality Assurance – the process of proactively examining and auditing a process as it is being performed.

Quality Control – the process of obtaining a quality finished product by examining and auditing completed jobs.

Quality Management System - a set of interrelated or interacting processes used to direct and control how quality policies are implemented and are achieved. The adherence to these policies is ensured through the use of records, documentation and internal audits.

Record – a document that requires data to be populated in its fields. This can take the form of a spreadsheet, database or checklist.

Tool and Equipment Maintenance – Warehouse Management process of planning and/or performing planned maintenance and calibration of tools and equipment. Also includes the process of marking and tracking equipment and tools that are in need of repair and ensuring their repair.

Warehouse Management – refers to the process of managing a warehouse by performing Job Ordering and Fulfillment, Inventory Management and Tool and Equipment Maintenance. These three processes are not sequential and can occur in any given order. Additionally, any incidents which fall outside of the normal work scope shall be documented thoroughly through reports and pictures.

Warehouse Personnel – Any person who works out of one of the warehouse facilities that can carry out the warehouse management function.

4. Statement of Work

4.0.1 The Company considers Warehouse Management along with Project Management and Field Management to be integral phases in the Quality Management System. Warehouse Management will be tasked with: Job Ordering, Inventory Management and Tool and Equipment Maintenance. Additionally, Warehouse Management will be in communication with the Project Manager, Field Management and other ECMW personnel as necessary.

4.0.2 Warehouse personnel must show competency in all three phases of the warehouse management process. This will be demonstrated through periodic internal audits as determined and measured through ECMW-QMS-002 Internal Quality Audits and ECMW-QCD-010 Internal Audit for Warehouse Management as determined by ECMW-QCD-004 Audit Schedule.

5.0 Documentation

5.0.1 Documentation List:

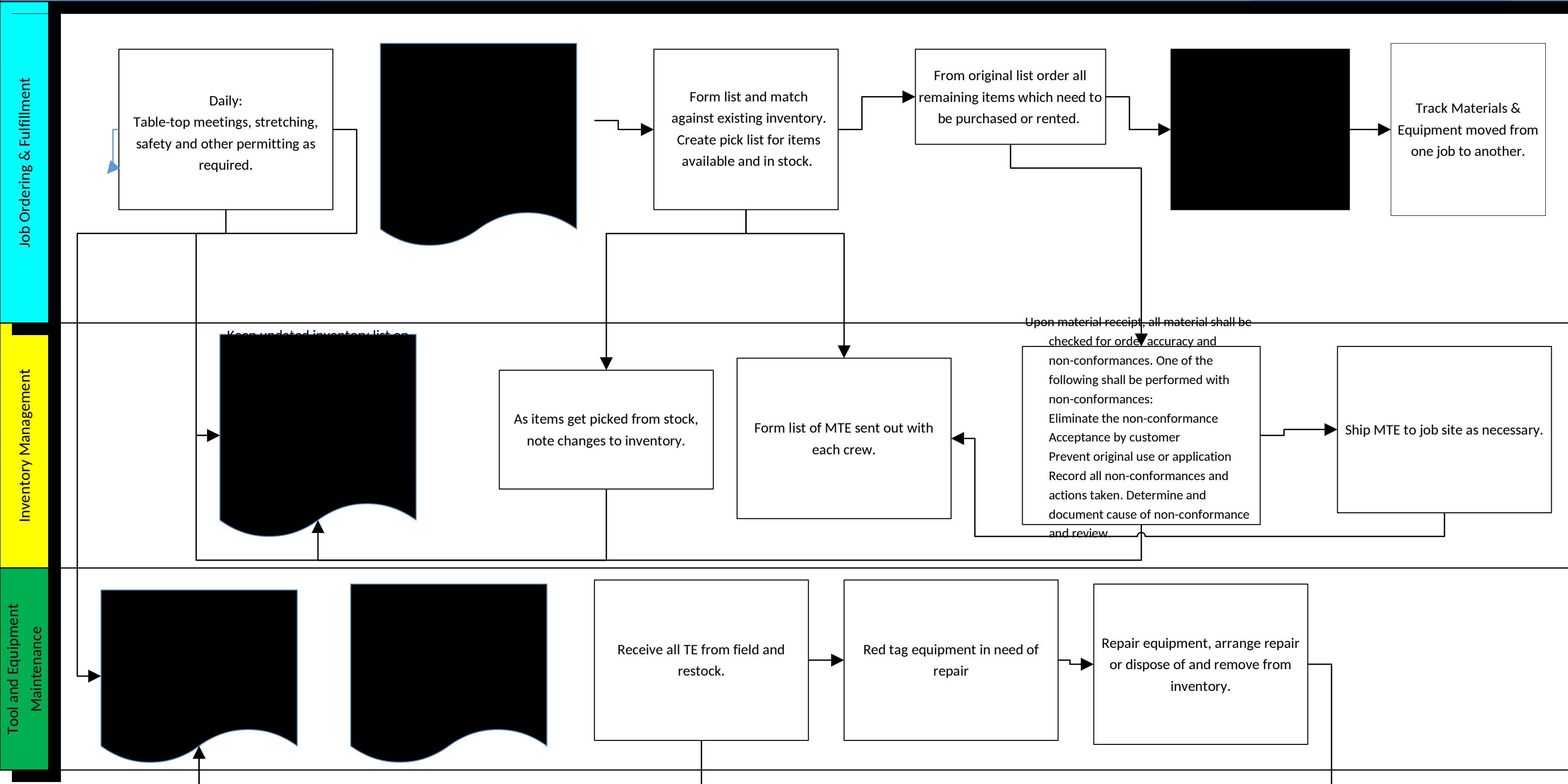
- ECMW-QMS-002 Internal Quality Audits
- ECMW-QCD-004 Audit Schedule
- ECMW-QCD-010 Internal Audit Warehouse Management



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- ECMW-QCD-011 Non-Conformance Report

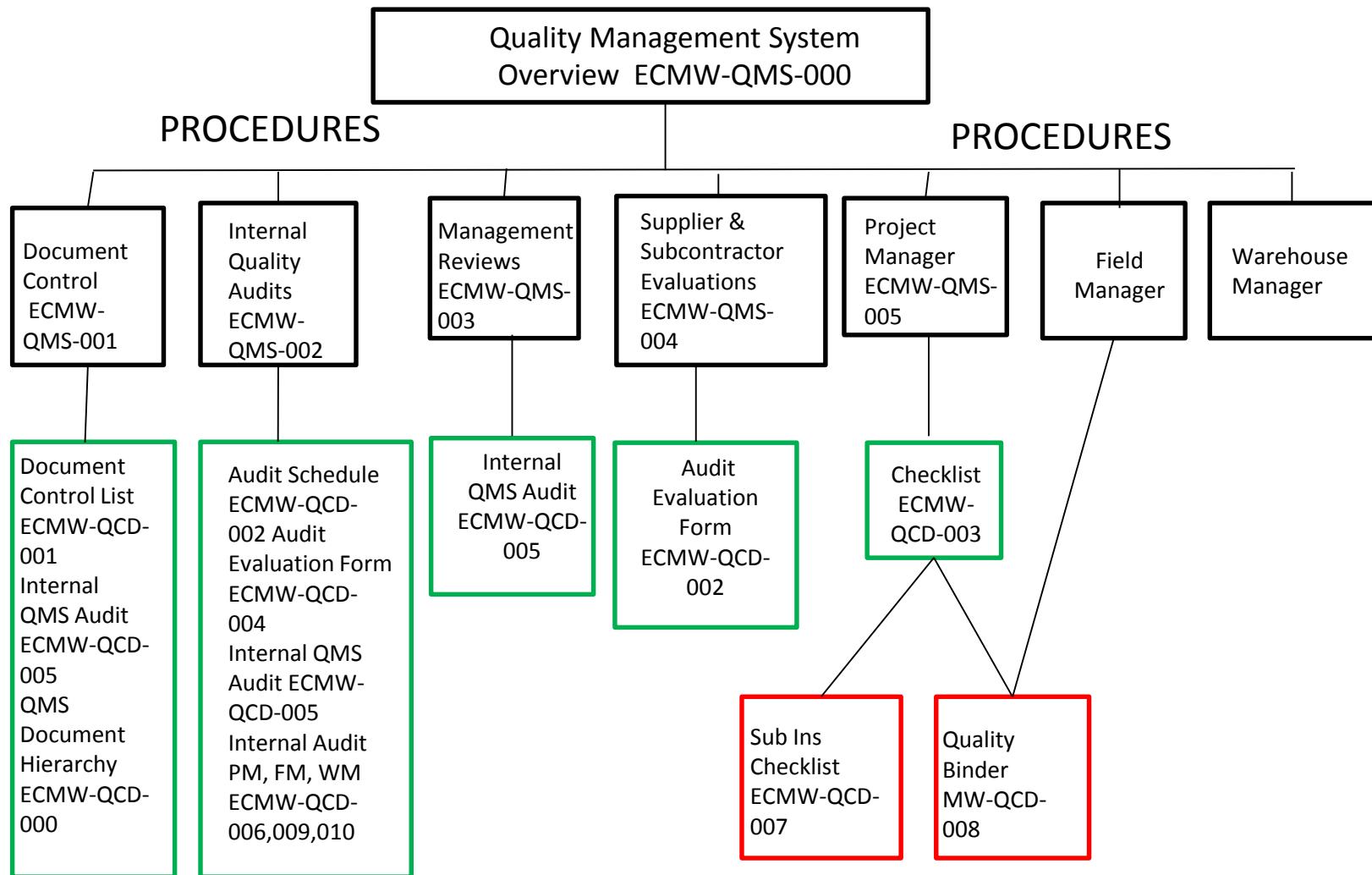
Warehouse Management Procedural Flow Chart





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Quality Management System Document Hierarchy



Master List of Controlled Documents by Revision Date

<u>Quality Management System</u>		<u>Latest Document Revision</u>
Quality Management Program	- ECMW-QMS-000	Revision Date: 11-18-14
Document and Record Control	- ECMW-QMS-001	Revision Date: 1-20-14
Internal Quality Audits	- ECMW-QMS-002	Revision Date: 10-27-14
Management Reviews	- ECMW-QMS-003	Revision Date: 1-20-14
Supplier/Subcontractor Evaluations	- ECMW-QMS-004	Revision Date: 5-20-14
QC & QA for Project Management	- MW-QMS-005	Revision Date: 5-20-14
QC & QA for Project Management	- EC-QMS-005	Revision Date: 11-20-14
QC & QA for Field Management	- ECMW-QMS-006	Revision Date: 11-18-14
QC & QA for Warehouse Mgmt	- ECMW-QMS-007	Revision Date 11-18-14
<u>Quality Controlled Documents</u>		
Document Hierarchy	- ECMW-QCD-000	Revision Date: 11-18-14
Master Document Control List	- ECMW-QCD-001	Revision Date: 12-19-14
Audit Evaluation Form	- ECMW-QCD-002	Revision Date: 5-20-14
Project Management checklist	- MW-QCD-003	Revision Date: 1-21-14
Internal Audit Schedule	- ECMW-QCD-004	Revision Date: 11-18-14
Internal QMS Audit checklist	- ECMW-QCD-005	Revision Date: 1-21-14
Internal Audit Project Manager	- MW-QCD-006	Revision Date: 10-29-14
Internal Audit Project Manager	- EC-QCD-006	Revision Date 12-10-14
Insurance Coverage checklist	- ECMW-QCD-007	Revision Date: 5-20-14
Project Binder Contents	- MW-QCD-008	Revision Date: 1-21-14
Internal Audit Field Manager	- ECMW-QCD-009	Revision Date 11-18-14
Internal Audit Warehouse Manager	- ECMW-QCD-010	Revision Date 11-18-14
Non-Conformance Report Form	- ECMW-QCD-011	Revision Date 12-19-14

Reference Only Documents

ECMW Project Manager Guidelines
 Subcontractor Payment Flow Chart
 Flow Chart Symbols



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Audit Evaluation Form

Auditor Name:			Audit Date:		
Procedure:			Report Date:		
Procedure Title:			Auditee:		
Persons Present:					
Item #	Element:	Result:	S	RFI	UN
	Observation:				
Item #	Element:	Result:	S	RFI	UN
	Observation:				
Item #	Element:	Result:	S	RFI	UN
	Observation:				



Job #: _____

Client: _____

Reference: _____

Attach to this sheet any additional notes

PROJECT MANAGER CHECKLIST

Estimating Phase: Correlates to Section 6 in ECMW-QMS-005

Date: _____

1.00	Bid:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.01	Budget Estimate:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.02	Document Customer Info:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.03	Job Site Visit:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.04	Scope of work:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.05	Document Project Location:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.06	Drawings:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.07	Bid Documents:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.08	Document Contract Terms:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.09	Special Insurance Requirements:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.10	Permits and Licenses:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.11	Legal review of contract:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.12	Material Take Off:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.13	Equipment Take Off:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.14	Labor Take Off:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.15	Subcontractor work:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
1.16	Document all customer contact:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____



Job #: _____

Client: _____

Reference: _____

Attach to this sheet any additional notes

PROJECT MANAGER CHECKLIST

Pre-Project Planning Phase: Correlates to Section 7 in ECMW-QMS-005

2.01	Signed agreement:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.011	Exclusions and exceptions:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.012	Schedules and Permitting:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.02	Payment Terms and Retainage:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
	Understand/Review Special			
2.03	Requests:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.04	Create Job Folder:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.041	Work Schedule	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.042	Invoice Schedule	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.043	Job Number	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.05	Order and Coordinate Materials:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.06	Coordinate Equipment:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.07	Coordinate Labor Schedule:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.08	Coordinate Subcontractors	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____

2.081	Secure Sub written agreement & Insurance requirements (ECMW-QCD-007):	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.082	Obtain Sub budget/work sked	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.083	Issue PO to Sub/Invoice Sked	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.09	Understand/Review Closeout:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.10	Attend Pre-Job with Union Rep:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.11	Verify permits/licenses obtained: Hazardous/Non Hazardous Waste: Coordinate with	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
2.12	customer HS&E:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____



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Job #: _____

Client: _____

Reference: _____

Attach to this sheet any additional notes

PROJECT MANAGER CHECKLIST

Project Management Phase: Correlates to Section 8 in ECMW-QMS-005

Date: _____

3.01	Collect and Archive all Critical Documentation: According to checklist MW-QCD-008	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.02	Update the Project Schedule periodically:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.03	Update the Customer periodically:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.04	Prepare Invoices periodically:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.05	Verify and approve Subcontractor invoices:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.06	Verify and approve Vendor invoices:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.07	Change Orders:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.071	Halt Work:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.072	Customer Approval:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.08	Review Daily Time Sheets :	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.081	Company:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.082	Subcontractor(s):	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.09	Review Material Shipments:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____
3.10	Log Customer contacts:	Yes <input type="checkbox"/>	N/A <input type="checkbox"/>	Notes: _____



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Job #: _____

Client: _____

Reference: _____

Attach to this sheet any additional notes

PROJECT MANAGER CHECKLIST

Project Closure Phase: Correlates to Section 9 in ECMW-QMS-005

Date: _____

Review Punch List/Closeout

4.01 items with foreman/supervisor: Yes N/A Notes: _____

4.02 Final Invoice/Track Retainage: Yes N/A Notes: _____

4.03 Review Project Results with management: Yes N/A Notes: _____

4.031 Profit/Loss Yes N/A Notes: _____

4.032 Customer Satisfaction: Yes N/A Notes: _____

4.034 Safety Yes N/A Notes: _____

4.035 Field Employee Performance: Yes N/A Notes: _____

4.036 Subcontractor Performance: Yes N/A Notes: _____

4.037 Job Estimate compared to Actual: Yes N/A Notes: _____

4.04 Subcontractor final lien waivers Yes N/A Notes: _____

Obtain final retainage amount from customer Yes N/A Notes: _____

4.05 _____



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Audit Schedule:

QMS System:

- **Management Review** Annually
 - Review of outstanding/follow-up items from previous meeting
 - Review Policies for effectiveness
 - Process Owners review procedures for effectiveness (present change requests for input).
 - Review of Audits
 - Customer feedback
 - Changing environment-planned changes
 - Assignments for the next meeting
- **Project Management** Semi-annually both QA & QC
 - One randomly selected closed job file will be audited (QC)
 - Review of outstanding/follow-up items from previous meeting
 - Review Policies for effectiveness
 - Process Owners review procedures for effectiveness (present change requests for input).
 - Review of process performance
 - Review of Corrective/Preventive Actions
 - Customer feedback if necessary
 - Changing environment-planned changes
- **Field Management** Semi-annually
 - One crew per month will be audited for both QA & QC according to Audit form ECMW-QCD-009
 - Review of outstanding/follow-up items from previous meeting
 - Review Policies for effectiveness
 - Feedback from Process Owners on existing procedures
 - Review of process performance
 - Review of Corrective/Preventive Actions
 - Customer feedback if necessary.
- **Warehouse Management** semi-annually both QC & QA
 - One warehouse will be audited for both QA & QC according to Audit form ECMW-QCD-010
 - Review of outstanding/follow-up items from previous meeting
 - Review Policies for effectiveness
 - Feedback from Process Owners on existing procedures
 - Review of process performance
 - Review of Corrective/Preventive Actions
 - Customer feedback if necessary
- **Quality Management System** Annually.
 - Annual audit of Quality Manual using form ECMW-QCD-005
 - Review of outstanding/follow-up items from previous meeting
 - Review Policies for effectiveness



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Electric Conduit Construction & Midwestern Contractors (ECMW) Internal Audit for Quality Management System (QMS)

ECMW Auditor: _____

Status Key:

Site Assessment Date: _____

C = Compliant

O = Opportunity for Change

Audited Process: _____

N= Non-Compliant

Process Owner: _____

I = Area for Improvement

Question:	Document(s) Reference:	Status	Comments
1.0 Document and Record Control:			
1.1 Are documents coded according to the specified identifiers as per sections 4.1.1	ECMW-QMS-001		
1.2 Are the documents being used the latest revision according to section 4.1.2?	ECMW-QMS-001		
1.3 Are the documents stored in a secure place?	ECMW-QMS-001		
1.4 Are the documents accessible to all relevant users?	ECMW-QMS-001		
1.5 Do document identifiers match the identifiers on the master control list?	ECMW-QMS-001;ECMW-QCD-001		
2.0 Internal Quality Audits			
2.1 Are audits being performed according to the audit schedule?	ECMW-QCD-004		
2.2 Was an audit scope developed for each audit?	ECMW-QMS-002		
2.3 Was an audit checklist used?	ECMW-QMS-002		
2.4 Was the audit checklist filled out adequately?	ECMW-QMS-002		
2.5 Did the auditor document his findings and analysis?	ECMW-QMS-002		
2.6 Did a final meeting with the process owner occur and documented?	ECMW-QMS-002		



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Electric Conduit Construction & Midwestern Contractors (ECMW) Internal Audit for Quality Management System (QMS)

ECMW Auditor: _____

Status Key:

Site Assessment Date: _____

C = Compliant

O = Opportunity for Change

Audited Process: _____

N= Non-Compliant

Process Owner: _____

I = Area for Improvement

Question:	Document(s) Reference:	Status	Comments
2.7 Did the auditor file a report according to section 4.5?	ECMW-QMS-002		
3.0 Management Review			
3.1 Did management review outstanding/follow-up items?	ECMW-QMS-003		
3.2 Did management review policies for effectiveness?	ECMW-QMS-003		
3.3 Did management review process owners change requests?	ECMW-QMS-003		
3.4 Did management review the findings of audits?	ECMW-QMS-003		
3.5 Did Management analyze customer feedback?	ECMW-QMS-003		
3.6 Did management discuss a changing environment or planned changes?	ECMW-QMS-003		
3.7 Were assignments made and notes generated for next meeting?	ECMW-QMS-003		
3.8 Are adequate resources being devoted to the QMS?	ECMW-QMS-003		
3.9 Is the QMS still appropriate for the goals of the company?	ECMW-QMS-003		



Electric Conduit Construction (EC) Internal Audit for Project Management (PM)

ECMW Auditor: _____

Status Key:

Site Assessment Date: _____

C = Compliant

O = Opportunity for Change

QA or QC?: _____

N= Non-Compliant

Process Owner: _____

I = Area for Improvement

Question:	Job Status			Comments
Estimating Phase:				
1.1 Has customer information been documented?	Yes	No	N/A	
1.2 Has a site visit been arranged?	Yes	No	N/A	
1.3 Has a scope of work been documented?	Yes	No	N/A	
1.4 Have the project locations been documented?	Yes	No	N/A	
1.5 Have drawings and bid documents been documented?	Yes	No	N/A	
1.6 Have Contract terms been defined?	Yes	No	N/A	
1.7 Any special insurance requirements?	Yes	No	N/A	
1.8 Legal review?	Yes	No	N/A	
1.8.1 If EC is subcontractor, legal review?				
1.9 Material take-off performed?	Yes	No	N/A	
1.10 Equipment take-off performed?	Yes	No	N/A	
1.11 Labor take-off performed?	Yes	No	N/A	
1.12 Was subcontractor work identified and documented?	Yes	No	N/A	
1.12.1 Ensure subcontractor has met insurance and other requirements?	Yes	No	N/A	
1.12.2 Contact Subcontractor for site visit?	Yes	No	N/A	
1.13 Was communications documented?	Yes	No	N/A	
2.0 Pre-Project Planning				
2.1 Was a written and signed agreement made with customer?	Yes	No	N/A	



Electric Conduit Construction (EC) Internal Audit for Project Management (PM)

ECMW Auditor: _____

Status Key:

Site Assessment Date: _____

C = Compliant

O = Opportunity for Change

QA or QC?: _____

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Question:	Job Status			Comments
2.1 Has the PM documented terms of payment and retainage? Consulted with legal?	Yes	No	N/A	
2.3 Project Schedule? Budget? Job Number? Invoice Schedule?	Yes	No	N/A	
2.4 Understand and review special requests with customer and applicable company	Yes	No	N/A	
2.5 Consult with warehouse on ordering material, tools and equipment?	Yes	No	N/A	
2.7 Subcontractor agreement made and signed including insurance requirements?	Yes	No	N/A	
2.7.1 Subcontractor budget? Work schedule? Invoice Schedule?	Yes	No	N/A	
2.7.2 Issue P.O. to subcontractor?	Yes	No	N/A	
2.7.3 refer to subcontractor checklist ECMW-QCD-007	Yes	No	N/A	
2.8 Close-out requirements documented?	Yes	No	N/A	
2.9 Coordinate with safety coordinator on safety issues?	Yes	No	N/A	
2.10 All permits and licenses in place?	Yes	No	N/A	
2.11 Hazardous and Non-Hazardous waste addressed?	Yes	No	N/A	
3.0 Project Management Phase:				
3.1 Collect all critical documentation, photos? Insure foreman is uploading to job file?				
3.2 Project Schedule updated?	Yes	No	N/A	
3.3 Invoices prepared and sent?	Yes	No	N/A	



Electric Conduit Construction (EC) Internal Audit for Project Management (PM)

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Question:	Job Status	Comments
3.4 Subcontractor and Vendor invoices compiled and approved?	Yes No N/A	
3.5 Document and sign Change Orders?	Yes No N/A	
3.6 Reviewed and documented daily time sheets?	Yes No N/A	
3.7 Review material shipments for accuracy?	Yes No N/A	
3.8 Ensure through accounts receivable timely customer payments throughout job?	Yes No N/A	
4.0 Project Close-Out:		
4.1 Punch List/Closeout made and reviewed with foreman/supervisor?	Yes No N/A	
4.2 Review results with senior management?	Yes No N/A	
4.2.1 Profit/Loss?	Yes No N/A	
4.2.2 Customer Satisfaction?	Yes No N/A	
4.2.3 Safety?	Yes No N/A	
4.3 Were final lien waivers in before payment?	Yes No N/A	
4.4 Obtain final retainage payments?	Yes No N/A	



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Founded 1951

Midwestern Contractors (MW) Internal Audit for Project Management (PM)

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QA or QC?: _____

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Question:	Document(s) Reference:	Status	Comments
Estimating Phase:			
1.1 Has customer information been documented?	ECMW-QMS-005		
1.2 Has a site visit been arranged?	ECMW-QMS-005		
1.3 Has a scope of work been documented?	ECMW-QMS-005		
1.4 Have the project locations been documented?	ECMW-QMS-005		
1.5 Have drawings and bid documents been documented?	ECMW-QMS-005		
1.6 Have Contract terms been defined?	ECMW-QMS-005		
1.7 Any special insurance requirements?	ECMW-QMS-005		
1.8 Legal review?	ECMW-QMS-005		
1.9 Material take-off performed?	ECMW-QMS-005		
1.10 Equipment take-off performed?	ECMW-QMS-005		
1.11 Labor take-off performed?	ECMW-QMS-005		
1.12 Was subcontractor work identified and documented?	ECMW-QMS-005		
1.13 Was communications documented?	ECMW-QMS-005		
1.14 Was document ECMW-QCD-003 completed for this phase?	ECMW-QMS-005		
2.0 Pre-Planning Phase			
2.1 Was a written and signed agreement made with customer?	ECMW-QMS-005		
2.1 Has the PM documented terms of payment and retainage?	ECMW-QMS-005		



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Question:	Document(s) Reference:	Status	Comments
2.3 Project Schedule? Budget? Job Number? Invoice Schedule?	ECMW-QMS-005		
2.4 Have materials been ordered and documented?	ECMW-QMS-005		
2.5 Equipment been requisitioned?	ECMW-QMS-005		
2.6 Labor been requisitioned?	ECMW-QMS-005		
2.6.1 Labor Schedule set?	ECMW-QMS-005		
2.7 Subcontractor agreement made and signed including insurance requirements?	ECMW-QMS-005		
2.7.1 Subcontractor budget? Work schedule? Invoice Schedule?	ECMW-QMS-005		
2.7.2 Issue P.O. to subcontractor?	ECMW-QMS-005		
2.8 Close-out requirements documented?	ECMW-QMS-005		
2.9 Attend pre-job with union rep?	ECMW-QMS-005		
2.10 All permits and licenses in place?	ECMW-QMS-005		
2.11 Hazardous and Non-Hazardous waste addressed?	ECMW-QMS-005		
2.12 Documents ECMW-QCD-003 and ECMW-QCD-007 completed for this phase?	ECMW-QMS-005		
3.0 Project Management Phase:			
3.1 Archived all critical documentation according to checklist MW-QCD-008?	ECMW-QMS-005		
3.2 Project Schedule updated?	ECMW-QMS-005		
3.3 Invoices prepared and sent?	ECMW-QMS-005		



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Question:	Document(s) Reference:	Status	Comments
3.4 Subcontractor and Vendor invoices compiled and approved?	ECMW-QMS-005		
3.5 Document singed Change Orders?	ECMW-QMS-005		
3.6 Reviewed and documented daily time sheets?	ECMW-QMS-005		
3.7 Review material shipments for accuracy?	ECMW-QMS-005		
3.8 Was checklist ECMW-QCD-003 completed for this phase?	ECMW-QMS-005		
4.0 Project Closure Phase:			
4.1 Punch List/Closeout made and reviewed with foreman/supervisor?	ECMW-QMS-005		
4.2 Review results with senior management?	ECMW-QMS-005		
4.2.1 Profit/Loss?	ECMW-QMS-005		
4.2.2 Customer Satisfaction?	ECMW-QMS-005		
4.2.3 Safety?	ECMW-QMS-005		
4.2.4 Field employee performance?	ECMW-QMS-005		
4.2.5 Subcontractor and Supplier performance?	ECMW-QMS-005		
4.2.6 Job estimate compared to actual?	ECMW-QMS-005		
4.3 Were final lien waivers in before payment?	ECMW-QMS-005		
4.4 Obtain final retainage payments?	ECMW-QMS-005		
4.5 Complete ECMW-QCD-003 for this phase?	ECMW-QMS-005		



Insurance Coverage Checklist

1. Is there any watercraft (barge's, boats, etc.) to be utilized for this project?

Yes

No

*If marked yes, verify that all applicable parties have Marine Protection & Indemnity (this includes Jones Act) and Watercraft Liability coverage.

2. Is there any aircraft (airplane or helicopter) to be utilized for this project?

Yes

No

*If marked yes, verify that all applicable parties have Aircraft Liability coverage.

3. Is there any work involving the cleanup, removal, storage, transportation or disposal of hazardous substances, chemicals, mold, asbestos, lead, materials, etc. that may be considered a pollutant?

Yes

No

*If marked yes, verify that all applicable parties have Pollution Liability (including Mold and Asbestos) coverage.



4. Is there any work or design activities that may involve architects, engineers or consultants that could be considered a professional liability exposure?

Yes

No

*If marked yes, verify that all applicable parties have Professional Liability coverage.

5. Is there any work or activity involving the movement, lifting, lowering, rigging or hoisting of property or equipment that, if damaged in the process, would have to be repaired or replaced?

Yes

No

*If marked yes, verify that all applicable parties have Rigger's Liability coverage.

6. Do any parties involved in the project haul any of our, or our customers, equipment or materials for hire?

Yes

No

*If marked yes, verify that all applicable parties have Motor Truck Cargo Legal Liability (this includes Transportation insurance).



7. Do any parties involved in the project hire employees and perform activities in a state other than Illinois?

Yes

No

*If marked yes, verify that all applicable parties have WC coverage in the state of hire and performance of activities (could be "all states coverage").

8. Does the project involve any activities on or near a navigable waterway (federally defined)?

Yes

No

*If marked yes, verify that all applicable parties have USL&H coverage.

9. Does the project involve any activities on or near a railroad?

Yes

No

*If marked yes, verify that all applicable parties have the appropriate Railroad Liability coverage.



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MWC PROJECT BINDERS

<u>Tabs</u>	<u>Contents</u>	<u>Date Completed</u>	<u>To Be Completed By</u>	<u>Verified Before Work</u>
Cover Sheet	MWC Job #, Customer, Project Location, Description		PM	
1	Weld Maps, As-Builts		FM	
2	MTR's for all Material MWC Supplied and Owner Company		FM	
3	Radiography Reader Sheets		FM	
4	Welding Procedure		PM	
5	Welder Certification		Supv	
6	Crew OQ's and Training Records		Supv	
7	Equipment Certifications (i.e. equipment capacities, ect.)		FM	
8	Hydro-Test Information, Charts, and Calibration Records		FM	
9	Permits, Julie Tickets, ROW and Easement Agreements		PM	
10	JSA and Safety Info		Safety/FM	
11	Owner Company Specifications(on site)		PM	
12	Approved Change Orders		PM/FM	
13	Coating Documentation		FM	
14				

Foreman

Print Name: _____

Signature: _____

Date: _____

Project Manager

Print Name: _____

Signature: _____

Date: _____



Electric Conduit Construction & Midwestern Contractors (ECMW) Internal Audit for Field Manager (FM)

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Process Owner: _____

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Question:	Document(s) Reference:	Status	Comments
Job Pre-Planning			
1.1 Has foreman/supervisor gathered all of the documentation from the PM?	ECMW-QMS-006		
1.2 Has a site visit been arranged?	ECMW-QMS-006		
1.3 Has a scope of work been documented?	ECMW-QMS-006		
1.4 Have the project locations been documented and one-call locations checked?	ECMW-QMS-006		
1.5 Have drawings been documented?	ECMW-QMS-006		
1.6 Has a meeting with the customer and/or inspector been arranged?	ECMW-QMS-006		
1.7 Material take-off performed?	ECMW-QMS-006		
1.8 Tools & Equipment take-off performed?	ECMW-QMS-006		
1.9 Conferred with supervisor on labor needed?	ECMW-QMS-006		
1.10 Has a MTE list been made? MTE= Materials, Tools & Equipment	ECMW-QMS-006		
1.11 Has MTE list been sent to WM?	ECMW-QMS-006		
1.11.1 Was communications documented?	ECMW-QMS-006		
1.12 Was subcontractor work identified and documented?	ECMW-QMS-006		
2.0 Job Implementation			



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Question:	Document(s) Reference:	Status	Comments
2.1 Confer with Inspector and/or customer on day's work?	ECMW-QMS-006		
2.2 Has Tailgate meeting taken place?	ECMW-QMS-006		
2.3 Safety issues brought up and discussed?	ECMW-QMS-006		
2.4 Have JSA and other permitting been documented?	ECMW-QMS-006		
2.5 Have morning stretching excercises taken place?	ECMW-QMS-006		
2.6 Has work been laid out for the crew?	ECMW-QMS-006		
2.7 Has the planned work been altered or changed at all?	ECMW-QMS-006		
2.8 Have the changes been communicated to customer and PM?	ECMW-QMS-006		
2.8.1 Have changes been documented?	ECMW-QMS-006		
2.9 Has afternoon stretching taken place?	ECMW-QMS-006		
2.10 Has work been laid out for next day?	ECMW-QMS-006		
2.11 Has FM consulted with subcontractor on work?	ECMW-QMS-006		
2.12 Has FM insured that subcontractor has performed work as per scope?	ECMW-QMS-006		



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Question:	Document(s) Reference:	Status	Comments
3.0 Daily Documentation:			
3.1 Document safety and permits?	ECMW-QMS-006		
3.2 Document daily time sheets? For labor and subcontractor?	ECMW-QMS-006		
3.3 Taken several photos of work place and labeled?	ECMW-QMS-006		
3.4 Subcontractor and Vendor invoices compiled and approved?	ECMW-QMS-006		
3.5 Collect test results, MTRs and other critical documents?	ECMW-QMS-006		
3.6 Did FM upload all documentation to job folder?	ECMW-QMS-006		
3.7 Did FM mark-up as-builts and other drawings?	ECMW-QMS-006		
3.8 Document any change order?	ECMW-QMS-006		
3.8.1 Notify PM and customer of changes?	ECMW-QMS-006		
3.9 Notify PM and customer of day's progress?	ECMW-QMS-006		
4.0 Job Closure:			



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Question:	Document(s) Reference:	Status	Comments
4.1 Confer with customer and/or inspector on job closeout?	ECMW-QMS-006		
4.2 Clean up and restore site to customer satisfaction?	ECMW-QMS-006		
4.3 Complete all documentation?	ECMW-QMS-006		
4.4 Upload all documentation to job folder?	ECMW-QMS-006		
4.5 Notify WM of job closure and MTE return?	ECMW-QMS-006		
4.6 Return MTE to warehouse?	ECMW-QMS-006		
4.7 Red tag any TE in need of repair?	ECMW-QMS-006		
4.8 Notify PM of job closure?	ECMW-QMS-006		



Electric Conduit Construction & Midwestern Contractors (ECMW) Internal Audit for Warehouse Management (WM)

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Question:	Document(s) Reference:	Status	Comments
Job Ordering and Fulfillment			
1.1 Has the WM held a table top meeting?	ECMW-QMS-007		
1.1.1 Discuss safety issues?	ECMW-QMS-007		
1.2 Has morning stretching been performed?	ECMW-QMS-007		
1.3 Did the WM receive paperwork for MTE? MTE = Materials, Tools & Equipment?	ECMW-QMS-007		
1.4 Did the WM match the MTE request against existing inventory?	ECMW-QMS-007		
1.5 Did the WM create a pick list for items in stock?	ECMW-QMS-007		
1.6 Did he insure those items were picked and gathered for pickup? (see audit items 2.5 & 2.6)	ECMW-QMS-007		
1.7 Did WM create list for items not in stock?	ECMW-QMS-007		
1.8 Did WM order or rent those items?	ECMW-QMS-007		
1.9 Did WM document all the MTE items for the crew including serial and model numbers?	ECMW-QMS-007		
1.10 Upon Job Closure, did WM receive and document a communication from the field?	ECMW-QMS-007		
1.10.1 Did WM restock any material? (see audit item 2.8)	ECMW-QMS-007		
1.10.2 Did WM inspect and restock all T&E?	ECMW-QMS-007		



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Question:	Document(s) Reference:	Status	Comments
1.11 Did WM document red tag items and arrange for repair?	ECMW-QMS-007		
2.0 Inventory Management:			
2.1 Has the WM held a table top meeting?	ECMW-QMS-007		
2.1.1 Discuss safety issues?	ECMW-QMS-007		
2.2 Has morning stretching been performed?	ECMW-QMS-007		
2.3 Keep updated inventory list which includes major MTE and customer materials?	ECMW-QMS-007		
2.4 Keep a warehouse map which lists the inventory locations?	ECMW-QMS-007		
2.5 Create pick lists when it's time to ship MTE out?	ECMW-QMS-007		
2.6 Updated Inventory list(s) after items were picked?	ECMW-QMS-007		
2.7 Document lists of MTE sent out to each crew?	ECMW-QMS-007		
2.8 When receiving shipments, check items against packing list or shipping manifest?	ECMW-QMS-007		
2.9 Has afternoon stretching taken place?	ECMW-QMS-007		
2.10 Arrange for shipping of MTE to job site as necessary?	ECMW-QMS-007		
3.0 Tools and Equipment Maintenance:			



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Question:	Document(s) Reference:	Status	Comments
3.1 Has the WM held a table top meeting?	ECMW-QMS-007		
3.1.1 Discuss safety issues?	ECMW-QMS-007		
3.2 Has morning stretching been performed?	ECMW-QMS-007		
3.3 Keep documented inventory of major T&E?	ECMW-QMS-007		
3.4 Keep warehouse maps denoting inventory locations?	ECMW-QMS-007		
3.5 Keep documented maintenance schedule for T&E?	ECMW-QMS-007		
3.5.1 Is schedule followed and do records exist?	ECMW-QMS-007		
3.6 Keep documented calibration schedule for T&E?	ECMW-QMS-007		
3.6.1 Is schedule followed and do records exist?	ECMW-QMS-007		
3.7 Receive, document and inspect all T&E from the field?	ECMW-QMS-007		
3.7.1 Update inventory records after receipt?	ECMW-QMS-007		
3.8 Red tag all T&E in need of repair and document?	ECMW-QMS-007		



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Question:	Document(s) Reference:	Status	Comments
3.8.1 Repair, arrange repair or dispose of T&E	ECMW-QMS-007		



MIDWESTERN CONTRACTORS

Non-Conformance Report



MIDWESTERN CONTRACTORS
Founded 1951

Job Guidelines for Electric Conduit Construction & Midwestern Contractors

Project Managers

Estimating:

- Obtain all relevant documentation from customer including scope of work, drawings, bid documents, contract terms, special insurance requirements, job location(s), permits and licenses required
- Perform a materials, tools and equipment takeoff.
- Determine if subcontractor work is required
 - Ensure subcontractor has met insurance and other requirements.
 - Contact subcontractor for site visit, if necessary, and pricing.
- If Electric Conduit is being used as a subcontractor then consult with legal.
- Does Customer approve of pricing and other information?
 - If not then try to obtain reason and resubmit or file.
- Obtain purchase order and create job folder

Pre-Project Planning

- Obtain written and signed agreement from customer
 - Understand terms, retainage, payment schedule, etc
 - Consult with legal
 - Understand and review special requests with customer and applicable company personnel.
- Confer with warehouse on ordering materials, tool and equipment
- If using a subcontractor, refer to subcontractor checklist ECMW-QCD-007 as a reference
- Review and understand close-outs with the customer
 - Verify all permits and licenses are in place
 - Coordinate with safety coordinator on safety issues
 - Coordinate handling of Hazardous and Non-Hazardous material.

Project Management

- Collect and archive all critical documentation. Verify foreman is updating job folder with documentation and photos
- Update project schedule
- Ensure timely customer payments throughout the job. Work with accounts receivable
- Verify and approve all subcontractor invoices.
- Negotiate and document change orders with the customer and subcontractor
- Track materials used on job.
- Review daily time sheets

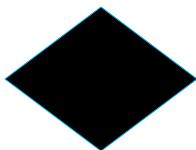
Close-Out

- Review punch list items and close-out documentation with foreman.
- Prepare final invoice and track final retainage payments

Flow Chart Symbols and their Definitions

Process

Defines a process. Each box will contain a short description of the task being performed.



Defines a decision point in the flow. Each diamond will contain a question that can be answered by a Yes or a No.



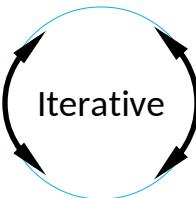
Defines a start or end point in the flow chart



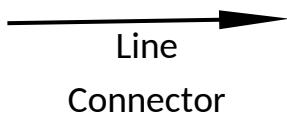
Defines a sub-process. This will further describe the process that it is attached to.



Defines a documented step in the flow chart. Hard copy documents are called for with this step.



Defines an iterative or possible repeating process. This step in the flow chart may be performed and repeated several times.



Defines a line connector. The arrow defines the direction of the process.



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Subcontractor Invoice Payment Flowchart

