## Quality Management System

Every employee in our organization is required to read our QMS policy.

1. **Policy**

The quality of our work is paramount to the success of our business and the safety of our employees. Though we are a small business, we must make a conscious effort to not only perform our services in the best manner that we each can on an individual basis but to continually strive to complete our services with a mastery mentality and try to complete our work in the best way that it can be done.

Quality is in all things that we do. It starts with the way we answer our phones, how we speak to clients, the way we wear our uniforms and in the manner we perform our work. Quality in an organizational philosophy that applies to the secretary, the technicians and the president of the company. When we have a mindset of Quality, it shows up in everything we do.

We must continue to strive to improve. On an annual basis, top management will review our Quality Scorecard and make the necessary changes to ensure that we continue to improve year after year.

Our Quality Scorecard will be disseminated on a monthly basis to all employees via email and will address the following scorecard criteria:

* Number of customer complaints.
* Number of re-callouts to fix a problem.
* Number of new clients by referral.
* Number of positive testimonials via email, letter, phone or in person.
* Redline item regression analysis.

1. **Management Review**

Top management will review our QMS on an annual basis. This review is to take place after December 15th and before January 15th.  The purpose review process is to include the following items:

* Internal Audit: an internal audit of our QMS must be performed prior to management review.
* An external audit of our QMS will be conducted in November of each year.
* A review of the management review findings for the last 3 years.
* Process performance: how our scorecard has improved over the last 3 years.
* Corrective actions and follow-up on the recommendations of last year’s management review.
* Identify actions that will improve our QMS process.
* Implement processes to improve our service.
* Identify activities that foster and facilitate improvement.

1. **Monitoring and Measurement**

The company has developed several methods and metrics to determine the effectiveness of the services that we perform. Our quickest feedback comes in the form that any customer can voluntarily Redline any item on our invoice and choose not to pay for that service. This is a very clear indication that we did not perform our service very well. These Redline items are tracked weekly and graphed with respect to the number of Redline items and its associated cost. Redline items not only cost the company revenue but also shows the general displeasure of our client. Weekly reviews of redline items will take place on Monday morning and corrective actions will be implemented to prevent any similar actions that caused the Redline item.

* Internal audits will be performed on a quarterly basis.
* A linear regression analysis is to be used.
* Any result in excess of 1300 will trigger an emergency meeting of top management.
* Corrective measures must be instituted.
* The previous week’s corrective measures should be analyzed to see if they have been implemented properly and for their effectiveness.

1. **Nonconforming Services**

The companies Redline system is our key indicator to identify and quantify nonconforming services that we provide. The Redline method helps us specifically identify which service the customer is displeased with. This allows us to track and measure the dissatisfaction rates of this service and all of our services quickly and reliably.

Once a nonconforming service is identified, a member of top management must perform an interview with the displeased customer. This interview should be done in person if possible. The purpose of the interview is to extract the exact reason they were unhappy with our service. Once this information has been attained corrective actions must be taken at the next weekly monitoring and measurement meeting.

1. **Client Focus**

Customer satisfaction is paramount. Not only is a happy customer a repeat customer but they are also likely to give us a recommendation to a friend or colleague that may need our services. To ensure that our company remains focused on the customer, the following items must be completed annually.

* 10% of our customers must be contacted and surveyed about our work performance.
* Before any job is taken for a client, top management must review the work types required to ensure that the company can legally and safely perform the required services.
* All applicable permits and regulatory compliance certificates must be posted at our worksite and a copy must be delivered via email to our client.
* Before any job is complete, the site supervisor must revisit the requirements of the job and ensure all work is completed as specified by the contract.
* Work progress updates must be submitted to the client on a daily basis. Also, it is recommended that the client be invited out to the worksite on a weekly basis to inspect work progress and quality.

The company believes in the philosophy of “under promise and over deliver.” To ensure that this philosophy is employed for all services that we render, a member of top management will perform a “Post-Delivery” review. During this review the following items shall be addressed:

* Did the company perform, at a minimum, all services promised via the contract.
* Were any additional services performed that were not under contract.
* Were there any deficiencies in our service and how were they addressed with the customer.
* Our services are under warranty. A warranty report must be filled out to include these items:
  + Did the customer report a problem with our services? If yes, was the problem resolved in a timely manner. Was the client satisfied with our actions under warranty.
  + Did the customer have a complaint about our services after the warranty expired. If yes, how was this addressed.
  + Did the customer have a complaint about services that were not under warranty? If yes, how were these issues addressed.
* Monthly a maintenance services report must be completed to include:
  + Which client was serviced, what services were performed, who performed the services and how many hours did the work take.
  + Was a service work report submitted to the client.
  + Were there any deficiencies with the maintenance services.
  + Did any clients cancel the maintenance services with our company and why.

1. **Employee Participation**

All employees are invited and encouraged to attend all meeting by top management with regards to the QMS. Additionally, financial rewards will be given to employees who recommend a method or system that fulfills the following requirements.

* Reduces the time to perform one or more of our services by 30% without sacrificing quality.
* Reduces the cost to perform one or more of our services by 30% without a reduction in quality.

The final decision on employee rewards with regards to whether the idea merits a reward and the amount of the award falls solely to the president of the company.