## Quality Management System

Every employee in our organization is required to read our QMS policy. All departments within our organization are bound by this QMS policy. The company is adamant about producing an environment conducive to our goals. All employees will treat each other with respect independent of race and gender. The company understands that a healthy work/life balance is critical. In addition, we continue to work on making the physical factors of the environment in our company the best work environment possible for our employees.

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.

Control of documents

All of the QMS documents are controlled. This procedure defines the process for:

* Approving documents for adequacy prior to issue
* Reviewing and updating as necessary and re-approving documents
* Ensuring that changes and current revision status of documents are identified
* Ensuring that relevant versions of applicable documents are available at points of use
* Ensuring that documents remain legible and readily identifiable
* Ensuring that documents of external origin are identified and their distribution controlled
* Preventing the unintended use of obsolete documents and to apply suitable identification to them if they are retained for any purpose
* The protection of QMS documentation from destruction by preserving an active copy of the documentation in two independent cloud systems.

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.
* Auditors will be selected and conduct audits that will ensure impartiality and objectivity of the audit process.

General

Top management reviews the QMS annually at management review meetings. This review assesses the continuing QMS suitability, adequacy and effectiveness, identifying opportunities for improvement and needed changes. Records are maintained for each management review meeting.

Review input

Assessment of the QMS is based on a review of information inputs to management review. These inputs include the following:

* Results of audits
* Customer feedback & satisfaction
* Process performance and product conformity
* Company level quality data
* Status of preventive and corrective actions
* Follow-up actions from previous management reviews
* Planned changes that could affect the quality management system
* Recommendations for improvement

Review output

During these review meetings, management will identify appropriate actions to be taken regarding the following issues:

* Improvement of the effectiveness of the quality management system and its processes
* Improvement of product related to customer requirements
* Resource needs

Responsibility for required actions are assigned to members of the management review team. Any decisions made during the meeting, assigned

1. **Management Commitment**

Top management has been actively involved in implementing the quality management system (QMS). It has provided the vision and strategic direction for the growth of the QMS, and established quality objectives and the quality policy.

To continue to provide leadership and show commitment to the improvement of the QMS, management will do the following.

* Communicate the importance of meeting customer, statutory, and regulatory requirements.
* Establish quality objectives.
* Establish the quality policy.
* Conduct annual management reviews.
* Ensure the availability of resources.

Top management will ensure that the risk and opportunities that can affect conformity of our products and our services and our ability to enhance and improve customer service and satisfaction are identified and addressed.

1. **Understanding the Organization & Its Context**

Top Management determines the external and internal issues that are relevant to our quality management system and its strategic direction, and that affect our ability to achieve the intended results.

The company must maintain on-time delivery, product quality, and good customer service. Our key internal issues are to maintain production capacities, including competent people, capable processes, and maintained equipment.

The company monitors and reviews information relevant to internal and external issues through our management review meetings.

Understanding the Needs and Expectations of Interested Parties

Due to their potential effect on the organization’s ability to consistently provide products that meet customer requirements, Top Management determines:

* The interested parties that are relevant to the quality management system;
* The requirements of these interested parties that are relevant to the quality management system.

Top Management has determined that our customers, suppliers, employees, owners and regulators and will strive to meet their needs and expectations.

Top Management monitors and reviews relevant measurements and information about these interested parties and their relevant requirements through management review meetings.

Determining the Scope of the Quality Management System

Top Management determines the boundaries and applicability of the quality management system to establish its scope.

When determining this scope, Top Management has considered:

* The external and internal issues.
* The requirements of relevant interested parties.
* The products and services of the organization.

We apply all the requirements of the standard that are applicable within the scope of the quality management system.

Top Management ensures the scope of the quality management system is available and maintained, including the types of products and services covered by the quality management system, and justification for any requirements determined not applicable to the scope of the quality management system.

Top Management ensures conformity to the standards and that any requirements determined as not applicable do not affect our ability or responsibility to ensure the conformity of our products and services and the enhancement of customer satisfaction.

Quality Management System and Its Processes

Top Management establishes, implements, maintains, and continually improves a quality management system, including the processes needed and their interaction, in accordance with the requirements of the standard.

Top Management determines the processes needed for the quality management system and their application throughout the organization, and:

* Determines the inputs required and the outputs expected from these processes;
* Determines the sequence and interaction of these processes.
* Determines and applies the criteria and methods (including monitoring, measurements, and related performance indicators) needed to ensure the effective operation and control of these processes;
* Determines the resources needed for these processes and ensures their availability;
* Assigns the responsibilities and authorities for these processes;
* Addresses the risks and opportunities;
* Evaluates these processes and implements any changes needed to ensure that these processes achieve their intended results;
* Improves the processes and the quality management system.

1. **Responsibility, Authority and Communication**

Responsibility and authority

An organizational chart has been established to show the interrelation of personnel in the organization. Job descriptions define the responsibilities and authorities of each of the positions on the organizational chart. Job descriptions and the organizational chart are reviewed and approved by top management for adequacy. These documents are available throughout the organization to help employees understand responsibilities and authorities.

Management representative

The Quality Manger has been appointed by top management as management representative. As management representative, they have the following responsibility and authority:

* Ensure that processes needed for the quality management system are established and implemented.
* Report to top management on the performance of the quality management system and note needed improvements.
* Promote awareness of customer requirements throughout the organization.
* Act as a liaison with external parties such as customers or auditors on matters relating to the QMS.

Internal communication

Processes are established for communication within the organization. Methods of communicating the effectiveness of the QMS include management meetings, management review, circulation of minutes of management review meetings, Internal Audit Closing meetings, and other routine business communication such as email.

1. **Design and Development**

Design and development planning

Engineering utilizes an integrated design procedure, to ensure that all specified requirements are properly met, controlled, verified, defined and implemented. Design review meetings and documentation control techniques are utilized to ensure all design activities are reviewed and approved prior to implementation. A comprehensive plan is prepared and executed to demonstrate and ensure all design requirements have been properly implemented prior to product acceptance.

The company utilizes planning software to plan and track all program phases including design and development. The Program Team Leader prepares a top level program plan which defines all contract requirements including design requirements, in one integrated plan. In cooperation with program team and corporate engineering, design and development, sections such as Hardware Design, Software Design, Test Engineering, Safety Engineering, Quality Engineering, Manufacturing Engineering, etc., are broken down to define individual tasks and responsibilities.

After review and approval by functions, and corporate management, the Program Plan becomes a working document which defines all program tasks and task inter-relationships. Company management tracks program progress and assigns personnel and resources, as required, to ensure scheduled completion of all tasks, including design and document tasks as each design evolves. As each design changes the Program Plan is updated and progress reviews are defined, and changes implemented as the design evolves.

Design and development inputs

To thoroughly define Design Input requirements, the company utilizes a Technical Specification and program Statement of Work concept. The requirements are consolidated into a comprehensive Requirements Matrix which is reviewed and approved by Program and Engineering management. Where applicable, information derived from previous similar designs. After approval, this matrix becomes a checklist for Design Activities. All subcontracted design activity is also measured and evaluated against the Requirements Matrix.

Design and development outputs

Design output is documented in Hardware Engineering Drawings, Engineering Analysis and Technical Reports. In each case, these items are verified against the approved Requirements Matrix to ensure that the design output satisfactorily meets design input requirements including acceptance criteria, safety and functional (proper use) aspects of the product.

Design and development review

The company utilizes, as a minimum, a Preliminary Design Review and a Critical Design Review conducted for each design activity. The review meeting attendees consist of program management and representatives of each functional discipline. Additional design review meetings are scheduled by the program team leader as required to validate design functions. All design review meetings proceed according to an established agenda with results documented in a permanent program record which becomes a part of the Quality Records.

The Program Team Leader defines and regularly reviews Organizational and Functional program relationships. Policies and procedures for reviewing and approving technical documentation further assures that all necessary design criteria are fully defined and documented. Inter-relationships are further strengthened by conducting periodic design review meetings for management and representatives of each participating function.

Design and development verification

Design verification is an integral part of periodic design reviews. Additional design verification functions in the form of individual inspections, performance tests, drawing reviews, engineering analysis and performance demonstrations are performed as required to verify that design output meets design input requirements. All design verification activities are part of Quality Records.

Design and development validation

Design validation consists of inspections, examinations, tests, demonstrations, analysis and certifications to verify that the product design meets requirements including engineering analysis to determine safe functioning of product. A design validation test plan based on the applicable design requirements. After the plan and procedure is approved, the sample test plan is conducted. All validation data is recorded, reviewed and approved and made part of the Quality Records.

Control of design and development changes

All design data requiring modification of a Drawing, Test Procedure, Manufacturing Process Specification, etc., requires preparation of an Engineering Change Request or Engineering Change Proposal. The ECR/ECP is distributed to all pertinent departments for review. A Configuration Control Board meeting consisting of representatives from all functional organizations is held for review/approval of the requested change. If a change is made all documentation including all supplementary and associated documents to include specifications must reflect these changes. And all changes must be communicated, in writing, to all of the appropriate and relevant personnel.

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.

The company has determined the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to determined requirements. A documented procedure outlines the process used to ensure that monitoring and measurement to be carried out are carried out in a manner that is consistent with the monitoring and measurement requirements.

Where necessary to ensure valid results, measuring equipment is:

* Calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards
* Adjusted or re-adjusted as necessary;
* Identified to enable the calibration status to be determined;
* Safeguarded from adjustments that would invalidate the measurement result;
* Protected from damage and deterioration during handling, maintenance and storage.
* The company will analyze and evaluate data and information arising from monitoring and measurement and assess actions to address risks and opportunities.

In addition, Quality Control assesses and records the validity of the previous measuring results when the equipment is found not to conform to requirements. The company takes appropriate action on the equipment and any product affected. Records of the results of calibration and verification are maintained.

When used in the monitoring and measurement of specified requirements, the ability of computer software to satisfy the intended application is confirmed.

1. **Measurement, Analysis and Improvement**

General

The company plans and implements the monitoring, measurement, analysis and improvement processes as needed:

* To demonstrate conformity of the product,
* To ensure conformity of the quality management system, and
* To continually improve the effectiveness of the quality management system.

These processes are identified in documented procedures and include determination of applicable methods, including statistical techniques, and the extent of their use.

Monitoring and Measurement

Customer Satisfaction

As one of the measurements of the performance of the quality management system, the company monitors information relating to customer perception as to whether the organization has fulfilled customer requirements. The method for obtaining and using this information is identified in the Management Responsibility procedures.

Internal Audit

The company conducts internal audits at planned intervals to determine whether the quality management system

* Conforms to the planned arrangements to the requirements of this International Standard and to the quality management system requirements established by the organization
* Is effectively implemented and maintained.

An audit program has been designed and implemented and identifies an audit schedule based on the importance of the areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency, methods, responsibilities and requirements for planning and conducting audits, and for reporting and maintaining results, are defined and documented in the Internal Audit procedure.

The management responsible for the area being audited is responsible for ensuring that actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities include the verification of the actions taken and the reporting of verification results.

Monitoring and measurement of processes

Suitable methods for monitoring and, where applicable, measurement of the quality management system processes. These methods demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action is taken, as appropriate, to ensure conformity of the product. The methods for identification and carrying out the required monitoring and measuring of such activities are documented in Inspection & Test Records and Process Control, as well as Management Responsibility procedures.

Monitoring and measurement of product

The company monitors and measures the characteristics of the product to verify that product requirements are fulfilled. This is carried out at appropriate stages of the product realization process identified in In-Process Inspection & Testing procedures.

Evidence of conformity with the acceptance criteria is maintained. Records indicate the person authorizing release of product. Product release and service delivery does not proceed until all the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority, and where applicable by the customer.

Control of Nonconforming Product

The company ensures that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconforming product are defined in the Control of Nonconforming Product procedure.

Analysis of Data

The company determines, collects and analyses appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the quality management system can be made. The process for determining, collecting and analyzing this data is defined in the Management Responsibility procedure. Appropriate data includes data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data provides information relating to

* Customer satisfaction
* Conformance to product requirements
* Characteristics and trends of processes and products including opportunities for preventive action
* Suppliers, vendors and subcontractors.
* Trend analysis, acquiring new knowledge of about our customers needs and requirements. These lessons learned will be incorporated into training programs and future trend analysis and non-conforming trends.

Continual improvement

We continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

Corrective action

The company takes action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered.

A documented procedure defines requirements for

* Reviewing nonconformities (including customer complaints),
* Determining the causes of nonconformities,
* Evaluating the need for action to ensure that nonconformities do not recur,
* Determining and implementing action needed,
* Records of the results of action taken (see 4.2.4), and
* Reviewing corrective action taken to determine and verify effectiveness.

Preventive action

The company determines action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions are appropriate to the effects of the potential problems.

A documented procedure defines requirements for:

* Determining potential nonconformities and their causes
* Evaluating the need for action to prevent occurrence of nonconformities
* Determining and implementing action needed
* Records of results of action taken

Improvement

Top Management determines and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction, including:

* Improving products and services to meet requirements as well as to address future needs and expectations;
* Correcting, preventing, and reducing undesired effects;
* Improving the performance and effectiveness of the quality management system.

Measurement Traceability

When measurement traceability is a requirement, or is considered to be an essential part of providing confidence in the validity of measurement results, the Quality Department ensures measuring equipment is:

* Calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification are retained as documented information;
* Identified in order to determine their status;
* Safeguarded from adjustments, damage, or deterioration that would invalidate the calibration status and subsequent measurement results.

Assigned personnel determine if the validity of previous measurement results have been adversely affected when measuring equipment is found to be unfit for its intended purpose and take appropriate action as necessary.

Traceability of Outputs

When traceability of our outputs or products or services is required, a unique identification of the outputs / services / products shall be assigned and documented. This documentation must ensure that the information provided will enable traceability such as VIN numbers or a unique corporate identification.

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.

1. **Property Belonging to Customers or External Providers**

The company exercises care with property belonging to customers or external providers while it is under our control or being used in our processes.

The company identifies, verifies, protects, and safeguards customers’ or external providers’ property provided for use or incorporation into the products and services.

When the property of a customer or external provider is lost, damaged, or otherwise found to be unsuitable for use, the company ensures this is reported to the customer or external provider and retains documented information on what has occurred.

1. **Human Resources**

General

To ensure competence of our personnel, job descriptions have been prepared identifying the qualifications required for each position that affects product quality. Qualifications include requirements for education, skills and experience. Appropriate qualifications, along with required training, provide the competence required for each position.

Competence, Awareness and Training

Qualifications are reviewed upon hire, when an employee changes positions or the requirements for a position change. Human resources maintain records of employee qualifications. If any differences between the employee’s qualifications and the requirements for the job are found, training or other action is taken to provide the employee with the necessary competence for the job. The results are then evaluated to determine if they were effective. Training and evaluation are conducted according to the Training procedure.

All employees are trained on the relevance and importance of their activities and how they contribute to the achievement of the quality objectives.