

COMMUNICATION MATRIX

ISO 9001:2015

REV:

0

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No.	What to communicate	When	With whom	How	Responsibility for ensuring effective communication
1	Determining context of the organization and interested parties	Internal parties	All employees and shareholders	Briefing of Stakeholder Requirements, Needs & Expectations documents	QMR Leader, executive
2		External parties	Client, customer, government agencies, subcontractor, vendor, regulatory authorities and certification body	Briefing of Stakeholder Requirements, Needs & Expectations documents	QMR Leader, executive
3	Personnel roles, responsibility & authorities	New recruitment	New employees	Briefing of job description with signature of acknowledgement	HR
4		Change of job role, responsibility or authorities	Affected employees	Briefing of job description with signature of acknowledgement	HR
5		On-going	All employees	Include responsibilities & authorities into relevant procedures distributed for reference	Procedure owners
6		On-going	All employees	Display of up-to-date organizational chart in HR notice board	HR
7	Incident or event notification and investigation	On event and new contractual hire	All employees and contractual employees	Briefing of incident or event notification with signature of acknowledgement	QMR Leader, executive
8		On event and new contractual hire	All employees and contractual employees	Briefing of incident or event investigation with signature of acknowledgement	QMR Leader, executive
9	Participation, communication and consultation	Change or setting new QMS objective	Affected employees	Awareness presentation on QMS objective	QMR Leader, executive
10		Quarterly QMS program enrolment	All employees	Awareness presentation on participation, communication and consultation	QMR Leader, executive
11	Stakeholder satisfaction and feedback	New complaints or	All employees	Briefing of Non-conformance/Corrective and	QMR Leader, executive

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		feedback		Preventive Action Request Form	
12		Monitoring intervals and responsibility	All employees	Briefing of Customer Perception Monitoring Table	QMR Leader, executive
13		Resolution of the complaint	All employees	Briefing of Corrective and Preventive Action Request	QMR Leader, executive
14	Management system audit	After internal & external audit	Top management and all Department Heads	Closing meeting upon completion of audit and distribution of audit report	QMR Leader, executive
15		Audit report & results	Top management and all Department Heads	Corrective and Preventive Action Request (CAPAR) presentation package	QMR Leader, executive
16	Management review	Yearly Management Review	Top management and all Department Heads	Management Review presentation package	QMR Leader, executive
17		Conduct, prepare and distribute management review minutes	Top management and all Department Heads	Management Review Agenda and Minutes and meeting attendance document presentation	QMR Leader, executive
18	Project initiation	Kick off meeting minutes	Client, customer and project management team	Meeting attendance and minutes of meeting document presentation and distribution	Project Manager, engineer
19		Project Action Plan	Project management team	Project action plan document presentation	Project Manager, engineer
20	Project planning	Internal kick meeting minutes	Project management team	Meeting attendance and minutes of meeting document presentation and distribution	Project Manager, engineer
21		Project Management Plan	Project management team	Project management plan document presentation	Project Manager, engineer
22	Project execution	Mobilization	Project management team & project personnel	Briefing of mobilization deliverables document presentation	Project Manager, engineer or Operation Manager

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23		Operation	Project management team & project personnel	Briefing of operation deliverables document presentation	Project Manager, engineer or Operation Manager
24		Demobilization	Project management team & project personnel	Briefing of demobilization deliverables document	Project Manager, engineer or Operation Manager
25	Project monitoring and control	Monitor and control of the project	Project management team	Briefing of monitoring and control of project lifecycle deliverables	Project Manager, engineer or Operation Manager
26		Data collection	Project management team	Briefing of data collection of project lifecycle deliverables	Project Manager, engineer or Operation Manager
27		Analyse details	Project management team	Briefing of analysing details of project lifecycle criteria and method	Project Manager, engineer or Operation Manager
28	Project delivery and completion	Completion	Project management team	Briefing of project completion deliverables	Project Manager, engineer or Operation Manager
29		Final inspection	Project management team	Briefing of project final inspection deliverables	Project Manager, engineer or Operation Manager
30		Project performance assessment	Project management team	Briefing of performance assessment method and criteria	Project Manager, engineer or Operation Manager
31	Project claim and invoicing	Invoicing upon completion of service/work done	Client, customer and project engineer	Briefing of completion deliverables to submit to client	Project Manager or Operation Manager
32		Claim certificate	Client, customer and project engineer	Briefing of claim certificate deliverables	Finance manager

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33		Claim distribution	Client, customer and project engineer	Briefing of claim distribution	Finance manager
34	Project control of changes	Variation order	Project engineer	Briefing of identified changes and relevant instruction issued by client, submission and distribution or variation order	Project Manager or Operation Manager
35	Managing subcontractor	Selection of contractor	Subcontractor	Audit contractor's management system	Purchasing Manager, executive
36	Vendor performance assessment	Performance assessment	Supplier	Assessing vendor performance based on rating	Project engineer, purchasing executive
37	Recruitment of personnel	New recruitment	New employees	Induction training package	HR
38	Awareness and competencies	On-going	All employees	Provide awareness training to all staff	HR
39		On-going	All employees	Provide process for competency development	HR
40	Training and development	Conduct training	Affected employees	Provide training based on appropriate training plan	HR
41		Assessing training effectiveness	Affected employees	Assessing training effectiveness and feedback	HR
42	Goods, equipment receiving and inspection	Receiving of items/equipment	Technical department / Purchaser/ Project engineer/ Supplier	Acknowledgement of Delivery Order upon receiving	Purchasing/ Logistic Manager
43		Acceptance of items/equipment	Technical department / Purchaser/ Project engineer/ Supplier	Accepting and acknowledgement on the DO upon receiving	Purchasing/ Logistic Manager/ Technical Manager
44	Purchasing and evaluation of vendor	Request order	Vendor/ Supplier	Request for quotation from vendors for price comparison and item verification	Purchasing Manager
45		Approved vendor list	Vendor/ Supplier	Vendor to comply with organizations requirement as vendor prior for approval	Purchasing Manager
46	Payment certificate	Issuance of payment certificate	Vendor/ client/ customer/	Verify subcontractor, preparing and verify payment certificate amount and distribute	Purchasing Manager

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			subcontractor	payment certificate to appropriate key person upon approval	
47	Sales and Marketing	Contract and tender review, award	Client, customer	Evaluate client's requirement and proposing accordingly, client acceptance and award contract to organization	Marketing Manager
48	Project and contract deployment	Contract preparation	Client, customer	Preparing contract based on client's and organization's consent	Contract Manager
49	Logistics	Logistic execution	Client, customer, supplier, vendor and internal	Briefing of documentation of logistic execution	Logistic Manager

Prepared by:

Approved by:

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Position:
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