Management System Manual

ISSUE	COMMENT	DATE
01	**Major re-issue to reflect the requirements of ISO9001:2015**	**17/11/2017**

Contents

Introduction

This document forms the basis of the company's Management System. The controlled copies of this manual exist only as electronic masters on the company's computer system, photocopies or other copies are not maintained.

Definitions

The "company" referred to throughout this document is Utility Support Solutions Limited.

With respect to BS EN ISO9001:2015: -

The sections within this manual relate to the relevant clauses in the standard. Where the Standard refers to the "organisation", this manual uses the term "company". Where the standard refers to "retained documents" this manual uses the term "records" and where the standard refers to "action to prevent re-occurrence" this manual uses the term "preventive action".

Scope of the Management System

This management system covers all aspects of the business from initial enquiries through to service realisation, as well as the documenting, monitoring and reviewing processes and external influences such as legislation or specific customer requirements. The Management system does not cover design as the company does not offer a design service.

Business Scope

"In the broad context of the Utilities and Construction sectors, the re-instatement, associated civils and street works related to excavated footpaths and roads as well as private grounds and surfaces."

4. Context of the Organisation

4.1. The Organisation and its Context

The company has determined, documented and regularly reviews the external and internal issues that may affect their ability to meet the requirements of the Management System. This is reviewed and documented as and when changes arise and at the management review at least annually. See BUSROA01 - Business Risk Assessment.

4.2. Needs and Expectations of Interested Parties

Identified interested parties and their needs and expectations are: -

External	Expectations	Internal	Expectations
Client & customers	We meet their needs and requirements.	Employees	They have a safe & healthy working environment and they understand their roles and responsibilities. That they have the competencies required to carry out their role.
The Public	They suffer minimum inconvenience from disruption, noise and visual appearance of the premises and sites.	Shareholders	The company maintains profitability and operates within the law
Neighbours	Noise, visual impact and environmental issues are acceptable	Board Members	The company meets all regulatory and legislative requirements and makes a profit.
Regulators	The company complies with all relevant legislative and regulatory requirements.		
Suppliers	We give clear indication of requirements and meet their terms and conditions.		

4.3. Scope of the Quality Management System

The company has considered their capabilities and has determined that the scope of the Quality Management System shall be: -

This management system covers all aspects of the business from initial enquiries through to service realisation, as well as the documenting, monitoring and reviewing processes and external influences such as legislation or specific customer requirements. The Management System does not cover design as the company does not offer a design service.

4.4. Quality Management System

General
It is the policy of the company to ensure that the processes needed for the application of the quality management system and their interaction are understood, documented and meet the requirements of the ISO

9001:2015 standard and that all Quality documentation and data is revised, updated and distributed in a controlled manner. The company maintains/reviews and continuously improve a comprehensive set of quality documents which support and demonstrate the effectiveness of the Quality Management System by determining and monitoring key performance indicators.

It is the responsibility of the senior management to ensure the following: -

The Quality Management System meets the requirements of the Standard.
The Quality Management System is consistent with the Quality Policy.
The effectiveness of the Systems and Procedures is reviewed on a regular basis.
Appropriate resources are made available and responsibilities defined.

Related Documents

QAINT – Interaction of processes
SP01 – Control of Documents

5. Leadership

5.1. Leadership and Commitment

It is the policy of the company to provide a high quality of service to its customers by ensuring that the company Quality Policy and Objectives are understood by all employees, all employees understand their responsibilities and are properly trained to carry out their responsibilities. That Quality Objectives are established, and the effectiveness of the Quality System is reviewed on a regular basis. By reviewing all enquiries and orders from customers the company ensures that the customer's requirements are adequately defined, and the company can meet the customer's requirements with the aim of enhancing customer satisfaction.

5.1.1. QMS

In order to ensure that the QMS is an integral part of the company processes and to ensure its importance is understood by all employees, management shall demonstrate their commitment by ensuring that: -

- A Quality Policy and Quality Objectives are established, are appropriate to the business, documented and reviewed at least annually at the management review meeting.
- All employees understand and follow the Quality Policy by communicating it on noticeboards and explaining it to new employees at induction.
- The QMS is an integral part of the business processes.
- The process approach, continual improvement and innovation are promoted by recording non-conformances, customer complaints, suggestions and ideas in the improvement note system and analysing them for improvement opportunities.
- Appropriate and sufficient resources are available and reviewed on a regular basis at the management review meeting or as required.
- An audit schedule is in place and the QMS is audited on a regular basis to ensure the desired inputs and outputs are being met.
- Appropriate training and support is given to employees to ensure the effectiveness of the Management System by maintaining and reviewing appropriate training records.

Related Documents

POL03 – Quality Policy
BUSOBJ01 – Business Objectives
BUSORG01 – Business Organogram
Internal Audit Plan and Control

5.1.2. Customer Focus

To ensure that customers' needs and expectations are met, management shall ensure that: -

- Suitable control measures are in place to ensure materials are identified and protected, services are consistent and appropriate to the customers' needs and the customers' needs are met or exceeded.

This is achieved by planning, documenting and implementing processes to mitigate any risks that can affect conformity of products and services and thereby customer satisfaction.

- The customers' requirements are determined and understood at the enquiry stage to determine if the company has the capability and capacity to consistently provide the product/service to requirements. On receipt of a firm order the customers' requirements are reviewed to ensure they are as defined in the enquiry.
- Applicable regulatory and legislative requirements can be met.
- All employees strive to maintain customer satisfaction.

5.2. Quality Policy

The directors shall define and maintain a suitable Quality Policy and ensure this policy is reviewed at least annually. It shall be communicated to all employees and made available to third parties when requested and where appropriate.

See POL03 – Quality Policy

5.3. Organisational Roles, Responsibilities and Authorities

An approved Company Organisation Chart is maintained and reviewed periodically.

The directors and senior management are responsible for ensuring that: -

- The management system is appropriate to the business
- There are sufficient and appropriate resources in place to implement, maintain and review the management systems
- The company policies and objectives are communicated to employees appropriately
- The Management System is adhered to
- The Management System is reviewed for appropriateness at regular intervals

The directors have appointed a Management Representative whose role is to manage the Management System. He is responsible for ensuring that: -

- The processes interact and deliver their intended outputs.
- The Management System remains compliant with the requirements of ISO9001
- The performance of the Management System is reported to directors
- Any improvements are communicated to directors
- The promotion of customer awareness throughout the organisation

Employees are responsible for ensuring: -

- That the company procedures are adhered to
- That where the procedures require documents to be retained they are completed correctly, filed appropriately and protected from any risk of damage
- When observed, non-conformances, customer comments, ideas for improvement are communicated to their supervisor and ultimately to the management representative

Related Documents
BUSORG01 – Business Organogram
SP15 - Management Responsibilities

6. Planning

6.1. Actions to Address Risk and Opportunities

The company has determined, documented and reviews any external and internal issues that may affect their ability to meet the requirements of the Management System. This will be reviewed and documented as and when changes arise and at the management review at least annually. See BUSROA01 - Business Risk Assessment.

6.2. Quality Objectives and Planning to Achieve Them

The company develops Business Objectives determined by the directors from the business plan. These objectives are intended to meet the current and future needs of the company within its business sector, including interested parties and/or stakeholders. These objectives are appropriately monitored and reviewed as and when required and are tabled at the Management Review.

6.3. Planning of Changes

Directors plan changes and ensure the integrity of the Management System is maintained whenever changes are made. The implications of the change, resource requirements and responsibilities are considered by them when planning the change.

7. Support

7.1. Resources

It is the policy of the company to ensure that appropriately trained staff are employed and that they are kept up to date with the knowledge and training necessary to provide customers with the service and product quality they require and to ensure that all equipment is properly maintained and fit for purpose. Also, to provide an appropriate healthy and safe work environment.

Suppliers of external resources are approved by directors as documented in SP04 – Purchase Order Processing.

The company operates an induction programme and a probationary period for new employees, carries out training needs analysis at regular intervals and evaluates the effect of training by performance measurements. The training procedures are reviewed and audited on a regular basis.

The company supplies appropriate personal protective equipment as identified in their risk assessments.

Appropriate buildings, plant, ICT and office equipment are made available and maintained to the requirements of the manufacturer.

The processes are controlled by ensuring that: -

Current knowledge and competency is documented.
Suitable equipment and a suitable environment are in place for the requirements of the process
Processes comply with regulatory, statutory and customer requirements
Criteria for workmanship standards are maintained
Equipment is maintained to ensure continuing process capability
Special processes are verified.

Where required, calibration or verification of equipment is carried out at the recommended intervals and records of calibration are maintained.

Records of the above are maintained to verify process control.

Related Documents

SP02 - Training
HSEL01 – Equipment Log

7.2. Competence

It is the responsibility of the senior management to determine the level of competence required to carry out the realisation of their service and to ensure that all persons who have a responsibility for processes within the company are trained and competent enough to meet that responsibility.

Employees' competence is monitored on a day to day basis by their supervisor/manager and measured by specific training achievements. Should a training need arise or be identified the manager or supervisor must inform senior management who will arrange for appropriate training or mentoring to be carried out. If training is specialist and not practical or financially justifiable senior management may make use of approved external resources.

Additionally, it is the responsibility of senior management to ensure that all training is recorded, suitable documentation is maintained and that the correct documentation regarding all aspects of process control is available to employees at all stages of the process.

7.3. Awareness

The company's induction of new employees introduces and explains the company policies and objectives, their contribution to the effectiveness of the management systems and the implications of not conforming to the management system requirements.

7.4. Communication

The communication system for the company is structured to accommodate the various activities. Operational control is via inductions and team meetings with personnel at the start of the day. Mobile telephone systems are used for communication with employees who are off-site and administrative control is via meetings and where required documents. Senior managers communicate with customers, any issues arising during service realisation are raised to a supervisor/manager then, if required escalated to a director for resolution with the customer.

The company also communicates by noticeboard and email.

7.5. Documented Information

For the purposes of this Management System, controlled documentation falls into two distinct groups, documents and records: -

- System documentation - System Manual, Procedures, Method Statements, Health and Safety Procedures, Environmental Procedures, specifications and external documents.
- Quality, Health and Safety and Environmental records, Training records, forms and electronic data.

The System Manual and Procedures are retained electronically, and hard copies are not maintained. The system is backed up daily to a removable drive and taken off site.

A procedure, SP01 – Control of Documents**,** describes how documented information is created, amended, stored, controlled, reviewed and retained. All amendments or new procedures identified by audit or otherwise are approved and circulated by the Management Representative or their deputy.

Training Records, Forms and Quality Records or data are generally created, controlled and issued by individuals within the company, details of identification, storage, retrieval and retention are documented in SP01 – Control of Documents.

8. Operation

8.1. Operational Planning and Control

Senior management determine the processes and resources required to deliver the services the company offers. The company has a documented procedure for determining customer requirements, determining the requirements of the service, reviewing requirements, planning, control and documenting of the work carried out.

These records are retained for future reference and retention times are recorded in the DOCMAS01-Document Master Record. Where deemed necessary specific work instructions are in place and revision controlled, these are made available to staff as and when required.

8.2. Customer Focus and Market Needs

The directors and senior management determine customer, statutory and regulatory requirements during the enquiry stage of the realisation process. Determination of customer requirements is achieved by various means including drawings, specifications, attendance at meetings, by emails and telephone calls.

Once an order is received requirements are confirmed against the quotation to ensure they are as quoted. Any discrepancies are communicated to the customer by senior management for clarification and where necessary, resolution. Records of customer requirements and any review of the requirements are maintained.

All orders are subject to review by a senior manager, or a delegated “competent person” assigned by a senior manager. This review is vital to ensure the company has sufficient resources and adequate capability and capacity to successfully achieve the customer’s requirements. Also, to ensure all statutory and regulatory requirements can be met.

Once accepted the work is then planned into the work load by management and appropriate resources are allocated in the most effective manner achievable.

A system for notification and monitoring changes to the specification or purpose is in place for all jobs, usually as specified by the individual customers. Changes will not be implemented without the acceptance of the client.

The company records all customer comments in the Improvement Note system.

8.3. Operational Planning Process

On receipt of an order senior management ensure that any requirements or risks identified at the quotation stage are dealt with before the realisation process begins, this includes specialist or new equipment, specialist skills, criteria for acceptance, traceability, preservation, delivery requirements and post delivery activities.

8.4. Control of External Provision of Goods and Services

It is the policy of the company to ensure that all purchased products and services conform to the specified requirements by purchasing from approved suppliers where ever possible and ensuring that all materials used in the manufacturing process are identified at all times and that parts requiring traceability are identified accordingly.

All material is handled and stored in such a manner as to prevent loss, damage or deterioration and all inspection and test equipment is clearly identified and of suitable accuracy to perform their function to the required standard and the calibration of such equipment is traceable to national standards.

It is the responsibility of the directors and senior management to ensure the following: -

- All suppliers are suitably approved for supply of material/services to requirements.

- All suppliers are monitored to confirm the effectiveness or their systems.
- The purchasing documentation is reviewed and approved prior to release to the supplier.
- Documented information of supplier performance is retained.

8.5. Development of Goods and Services

Not addressed by this QMS as the company does not offer a design service.

8.6. Provision of Services

The company maintains procedures for service realisation which documents the controls that are required to ensure customer, legislative and regulatory requirements are met. Most work carried out is to customer supplied specifications, where this is not the case the company confirms that the service to be provided is acceptable to the customer and retains documents to confirm this.

Only suitably competent staff are utilised and where deemed necessary documented work instructions are raised and maintained. Records of competence levels are maintained using a skills matrix.

Final checking of the work is carried out on completion, any non-conformances are recorded on the Improvement Note system.

Where free issue items are supplied by the customer they are controlled in the same way as purchased materials.

It is the responsibility of the individuals handling materials to ensure that, where necessary, identification is clear. It is the responsibility of all individuals within the company to ensure that the greatest of care is exercised at all stages of the realisation process so as to minimise and/or eliminate loss or damage. It is the responsibility of the individuals carrying out the processes to ensure that they follow the documented instructions.

Related Documents

SP04 – Purchase Order Processing
SP03 - Enquiries, Sales and Works Processing
SP06-Non-conforming Product or Materials, Corrective Action

8.7. Release of Goods and Services

All goods received are checked to ensure they meet requirements. Materials held pending a decision about their suitability are quarantined then returned to supplier or scrapped. Any free issue items are checked for damage and quantity.

Checks are carried out throughout the realisation process or when requested by operatives.

Final checks are carried out on all finished jobs in accordance with the customer specification.

Related Documents

SP03 - Enquiries, Sales and Works Processing

8.8. Non-conforming Materials and Services

All non-conforming materials and services are quarantined or labelled to ensure they are not used until rectified or replaced. All non-conformances are reported and recorded on the Improvement Note system.

Related Documents

SP03 - Enquiries, Sales and Works Processing

9. Performance Evaluation

9.1. Monitoring, Measurement, Analysis and Evaluation

It is the policy of the company to plan and implement the monitoring, measurement, analysis and improvement processes required to assure conformity of the service and the Management System and to continually improve the effectiveness of the Management system.

Senior management have established the requirements for the quality levels applied and the degree of statistical analysis required.

The company maintains a corrective action procedure to provide a mechanism for investigating the cause of a non-conformance and to establish effective preventive measures.

The company verifies that the quality activities comply with the planned quality arrangements, and determines the effectiveness of the Management System through a comprehensive system of planned audits, monitoring of KPIs, monitoring of suppliers and reviewing customer feedback.

Appropriate documents are retained to provide evidence of performance.

Customer Satisfaction is measured by monitoring customer complaints and feedback; this is reviewed on an ongoing basis and at the management review and used to enhance customer satisfaction.

Analysis of data is carried out periodically and trends discussed at the management review. The Improvement Note system allows for the analysis of the source, type and area of the Management System that the non-conformance or comment comes from.

Related Documents
SP05-Audit Procedures
SP06-Non-conforming Product or Materials, Corrective Action

9.2. Internal Audit
Audits are planned and documented on an Audit Schedule agreed by senior management. The management representative ensures that the schedule is adhered to. Audits are carried out on the processes below: -

- System Manual
- Quality Management System.
- Management Responsibility.
- Resource Management.
- Product Realisation.
- Measurement, analysis and improvement.

The results of the audits are reviewed by management and then filed as quality records. The audit schedule may be amended as a result of findings in previous audits.

Related Documents

SP05-Audit Procedures

9.3. Management Review
The Quality System is reviewed on an ongoing basis. Amendments and improvements to the system are considered as they arise.

At least once a year a specific Management Review Meeting is called, attendees include the directors and key member of staff when required, the agenda for the meeting must include the following items: -

- Review minutes of previous meeting and clearance of actions
- Review audit results and evaluation of compliance
- Review of Interested Parties, Internal and External factors that could affect the Quality Management System
- Review Customer comments and feedback
- Relevant communications from external interested parties including complaints
- Review incidents, corrective actions, non-conformances and process performance
- Review of any difficulties arising in the application of the Management System
- Identify any training or retraining requirements
- Review staffing and resource adequacy
- Review external providers performance
- Evaluation of Procedures and Working Practices
- Review the effectiveness in satisfying the requirements of the Quality Policy and Objectives
- Issues that could affect the management system including changes in legislation
- Recommendations for improvements
- Date of the next meeting

10. Improvement

10.1. Non-conformity and Corrective Action

All non-conformities are reported and recorded on the Improvement Note system.

The Improvement Note system allows for the recording of the issue, the immediate action, root cause analysis, final outcome and review of the effectiveness.

Related Documents

Improvement Note System

10.2. Improvement

The company uses the Improvement Note system to identify areas for improvement.