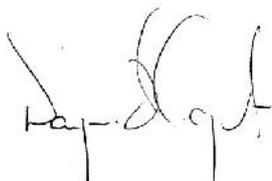


QUALITY MANAGEMENT SYSTEM

The delegated representative appointed by the company to manage this system is:

Wayne Holmquest, Managing Director.



Signed:

Date: 26 August 2014

The information contained in this document is the property of North Coast Commercial Cleaners Pty Ltd. It must not be used for commercial purposes without prior approval of the Managing Director.

QUALITY POLICY

Quality Policy Statement

North Coast Commercial Cleaners strives to maintain a consistently high level of cleaning service, which conforms with contract, regulatory, health and environmental requirements.

The employees and contractors of North Coast Commercial Cleaners are aware of the need for good client relationships to achieve customer satisfaction and North Coast Commercial Cleaners will strive for a high level of staff satisfaction.

Quality Commitment

The company will allocate adequate resources and facilities to ensure the quality of service complies with the agreed specifications and also the comfort and safety of contractors and employees.

To ensure North Coast Commercial Cleaners quality objectives are achieved and maintained, the company has adopted the following strategy:

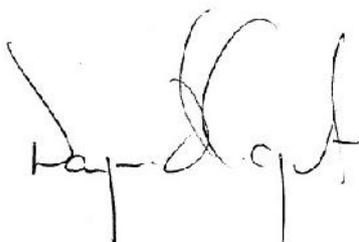
- a) Implementation of a Quality Management System based on ISO 9001:2008.
- b) Monitoring of client feedback to obtain a measure of the effectiveness of the quality policy.
- c) An ongoing evaluation of systems is performed and the quality policy refined to achieve a consistent provision of service that satisfies the customers changing requirements.
- d) Periodic review of contracts to ensure profitability.

Customer Perspective

The company regards communication with clients as critical to the effectiveness of the quality system.

Above all else, this organisation is committed throughout its operations to the production of the highest quality service.

Signed:



Wayne Holmquest, Managing Director

Date: 30 January 2014

Business Objectives & Targets

Measurement of Policy and Performance

Key Performance Objectives	Measures & Targets
Quality Inspections to client satisfaction	85% compliance maintained against contract
Client complaints resulting in threat of litigation or unsatisfactory contract/job outcome	No more than one complaint per year.
Client feedback	Analysis of feedback from direct contact with client. Objective: at least 90% of feedback is positive.
Damage to customer property or loss of client documents/data.	No more than one report per year.
Supplier/subcontractor performance	No more than one unsatisfactory work performance, regulatory breach or failure to meet required standard.
Regulatory Requirements	OHS: No incident reports resulting in Workcover claims. OHS: No Workcover premium increases as a result of claims. Environmental: No infringement notices issued against the company.
Business sustainability	No litigation or warranty claims resulting in a financial loss. Annual profit and loss review to indicate profit sustainability from previous year.

The Managing Director will ensure these KPIs are measured and monitor their performance.

Improvement initiatives will be identified and implemented as a result of the KPIs.

Business sustainability measures are to remain strictly confidential to Directors ONLY.

Systems Management Policy

Our quality system is managed through a series of policies, procedures, registers and checklists that document the business practices of the company.

The delegated representative appointed by the company for the management of this system is the Operations Manager, Kent Wilkerson, who is responsible for the structure, implementation and management of the system.

This section describes the systems in place for the management of document control and data control, records management and management review of the system.

QUALITY PLAN - CONTRACT & SERVICE DELIVERY

Activity	Responsibility	Documented Systems	Inspections/Controls	Risk Management	Records
Tender/Quotation	Director	Procedure: Tendering & quoting Contract Checklist Tender specifications if available	Director verifies quotations prior to submission		Copies of tenders and quotations kept on file. Unsuccessful quotes reviewed and kept for 12 months.
Confirmations Capability to deliver	Director Operations Manager	Site walkthrough checklist as appropriate	Safety inspection Quality of present cleaning	Confirmation of client's requirements.	Notes kept on contract file.
Site Set Up	Operations Manager	Site Scope of Work Security System checklist	Sign off on Scope of Work	Site risk assessment plans completed. Security system overview	Scope of Work kept on file. Risk Assessment kept on file.
Service Delivery	Operations Manager Cleaners	Business entity check Police Check Insurance policies	Scope of Works Security System checklist Cleaning Standard Site Risk Assessment	MSDS records Electrical testing and tagging up to date Induction complete	Scope of Works Invoices/timesheets Contract documents

Service Monitoring	Operations Manager	Cleaning Standards Induction/Training Guide Performance Assessment	Unscheduled site inspections Performance Reports Client Liaison meetings	Problems identified reported to Director. Follow up and corrective action reported and documented.	Inspection reports documented. Performance reports loaded onto website. Customer feedback documented.
Maintenance & Repair	Operations Manager Contractors	Maintenance records OH&S Procedures	Site Risk Assessment Testing and Tagging for electrical equipment	Hazard identification Legislative requirements for electrical equipment	Hazard reports Incident Reports Electrical repair and maintenance records Site safety inspections
Client Feedback	Managing Director Operations Manager	Client meeting records Client complaints register Contractor invoicing/timesheet Scope of Works document	Regular onsite client liaison meetings. Contractor performance monitoring system	Regular review of site inspections and contractor performance reviews completed.	Client's site file and contractor's file include details of feedback and site inspections. Contractors file includes performance reports benchmarked against other NCCC contractors.

Overall Responsibility: Managing Director

Delegated Responsibility: Operations Manager

Document & Data Control

OVERVIEW

The issue, distribution and control of documents within the quality system and the control of computer-generated information.

RESPONSIBILITIES

The Managing Director has sole responsibility for document and data control issues.

PROCEDURE

Document Development, Issue and Change

Policy, procedures, forms and checklists will only be developed and distributed by authorised personnel.

All of these documents must include pagination, date of issue and a document name to ensure only current versions are in use.

When documents are updated, the outdated copies are archived for a minimum of 12 months.

Master Document Register and Forms Register

The company maintains a Document Register to indicate what documents are controlled, where they are kept, and what version is current.

A Forms Register provides a list of all forms used in the system and a master copy of each form.

External Documents

Documents that are required by the company, but are developed elsewhere, such as legislation, guidelines, standards, are listed on a Master Document Register.

Data Control

The company uses computers for:

- payroll and Accounting
- generation of invoices
- general correspondence
- development of quotes and tenders

Data is backed up to a hard drive daily. Data is protected by virus control.

MYOB software is used for accounting, which is carried out by a certified bookkeeper.

E-record software from the Australian Tax Office is used for BAS and financial records.

Records Management

OVERVIEW

This procedure covers the identification, collection, storage and review for destruction of company records relating to the business.

RESPONSIBILITIES

The Managing Director and Operations Manager have the responsibility for records management.

PROCEDURE

Identification and Collection of Records

Storage and Destruction

Hard copies of records are stored in boxes, labelled clearly, and stored away from likely water damage or other deterioration so as to keep the records legible.

Electronic copies of records are stored on the company computer and backed-up on a hard drive and stored off-site in a 'cloud-based' repository, generally *Dropbox*.

Destruction of hard copy records will be initiated and supervised by the delegated personnel after the retention period has expired.

Traceability

Records will provide traceability for the following:

- taxation and financial purposes
- purchasing and warranty records
- employee and contractor induction, training and site work records
- site specific records relating to work undertaken and contractual matters
- maintenance and repair of equipment
- OH&S incidents, accidents and rehabilitation records

Management Review Meetings

OVERVIEW

This procedure details the meetings held to review the business practices in relation to the quality system.

RESPONSIBILITIES

The Managing Director is responsible for initiating management meetings, delegating actions and following up to ensure actions have been satisfactorily completed.

PROCEDURE

Meeting Membership and Frequency

Meetings will be attended by the Managing Director and Operations Manager and are held at least monthly.

Agenda items will, at a minimum, include:

- customer feedback/complaints
- general contract performance
- audit outcomes
- corrective action reports
- contractor issues
- new contract start-up checklists
- sub-contractor and supplier performance
- equipment maintenance issues
- OH&S issues
- regulatory compliance
- follow up from previous meetings
- agreed changes arising from meeting.

Additionally, at least once a year, the company policies for QA, OH&S and Environment are reviewed.

Minutes of meetings are kept and show what was discussed, actions required and responsibility for actions.

Statistical Analysis of the Business

OVERVIEW

The statistical review and analysis of North Coast Commercial Cleaners in terms of costs affecting contract price and customer satisfaction system.

PROCEDURE

Profitability

Review of labour and material costs against contract price are undertaken on an annual basis.

Insurances

Review the cost of:

- Public liability: against market opportunities for reduced costs.
- Workcover: claims affecting the premium on an annual basis.
- Superannuation: analysis of increased costs against contract price.

Customer Service

Review of client meetings to ascertain:

- satisfaction levels: compared to previous meetings with client
- the number of written customer complaints
- the number of corrective action reports completed to customer satisfaction.

SECTION 2 – HUMAN RESOURCES

Human Resources Policy

Our company works with its employees and contractors to provide:

- clear, documented, site-specific responsibilities
- safe, documented systems of work
- coaching/instruction requirements and competency standards
- a regular review of competencies.

Records of all contractor activities relevant to statutory requirements and the quality management system are kept.

The company documents its contractor agreements and induction procedure.

Roles, Responsibilities & Delegations

OVERVIEW

Staff selection, delegations and communication.

RESPONSIBILITIES

Recruitment and selection of employees and contractors is the responsibility of the Managing Director and delegated to the Operations Manager as appropriate.

PROCEDURE

Employee Recruitment

Recruitment and selection of employees is the responsibility of the Managing Director.

Employees undergo a previous work history check; are assessed for competency based on previous cleaning experience; are asked about health history to ensure they can manage the physical aspects of the work.

Successful candidates must be issued with an Australian Police Certificate issued by the Queensland Police Service.

Job Responsibilities

A job description is given to new employees that includes: responsibilities, accountabilities, OH&S accountabilities, quality management system responsibilities, KPIs. Job descriptions are signed and dated by the Managing Director.

Delegations

Delegations are the responsibility of the Managing Director.

Communications

Contractors and employees must always communicate client-related issues to the Operations Manager.

Personal matters must be communicated to the Operations Manager either by email or telephone.

Induction

OVERVIEW

This procedure outlines the process for induction of new contractors (or employees).

RESPONSIBILITIES

The Managing Director and Operations Manager are responsible for inducting new contractors.

PROCEDURE

Induction Process

Open a file on the new contractor where all relevant records are kept for the duration of the contract.

The induction process includes:

For contractors:

- Evidence of business structure (Trust or Company)
- Public Liability Insurance currency
- Australian Police Certificate
- Any other certification necessary to work at particular site (e.g Blue Card)
- Testing and tagging of electrical equipment currency
- Scope of Work for site
- Cleaning Standards
- Security and Access procedures
- SWMS, site risk assessment, MSDS for chemicals used.
- Uniform (optional)

Included for employees:

- Employee Declaration Form
- Superannuation Form
- Employees Form
- Conditions of Employment
- Job Description

Records

The induction is recorded on the Induction Checklist and is kept in the contractor/employee file.

Contractor/Employee files are kept for a period of 7 years after a contractor/employee terminates.

Coaching/Instruction

OVERVIEW

This procedure outlines the process for coaching/instruction of contractors.

RESPONSIBILITIES

The Managing Director has overall responsibility for coaching/instruction and will delegate to the Operations Manager as appropriate.

PROCEDURE

Coaching/instruction is planned when:

- new work sites commence
- a performance issue is identified

Coaching/instruction is provided on the job at the work site.

When a new contractor is engaged the Operations Manager will assess the competency of the new contractor and sign-off on a performance review within a month of the contract commencing.

Performance is assessed with an evaluation method benchmarked against other contractors within the company and is posted to a secure section of the company website for the contractor to review.

SECTION 3: BUSINESS MANAGEMENT

Business Development Policy

It is the policy of this company to document the process of tendering and quoting for work. This documentation will include the processes and records of identification of customer needs, resourcing, costing, scheduling and finally reviewing written tenders and quotations prior to their submission.

Additionally, small or one-off jobs also reflect a controlled quotation process and record keeping.

Ongoing contracts are reviewed annually for customer satisfaction and profitability.

The following section provides for the implementation of this policy.

- Tender Procedure
- Quotation Procedure
- One-off Jobs Procedure
- Contracts Management Procedure
- Contract Start-Up Procedure

Tenders

OVERVIEW

This procedure details the process of tendering for additional contracts.

RESPONSIBILITIES

This procedure is the responsibility of the Managing Director. Accountability for reviewing and signing tenders prior to submission remains the responsibility of the Managing Director.

PROCEDURE

Receiving Tenders

The decision to tender for work rests with the Managing Director, who will request tender documents.

Preparation of the Tender Submission

Is coordinated by the Managing Director and will include:

- identification of customer requirements and the resource needs of the job
- skills and competency needs and capability to deliver on these
- communication and negotiation with the client
- tender documents

The Managing Director will review the tender and sign off prior to submission.

Short Listing

If the company is shortlisted, the Managing Director will:

- negotiate amendments and changes
- review document modifications
- verify costing to ensure cost effectiveness and profit margin
- Keep records of all changes and amendment negotiations.

Quotations

OVERVIEW

This procedure details the process for work requests (period work).

RESPONSIBILITIES

The Managing Director delegates responsibilities as appropriate.

PROCEDURE

Quotations

Quotations are prepared by the Managing Director, or by delegation where appropriate, using a quotation checklist and filed electronically.

Amendments and negotiations are handled by the Managing Director or delegated as appropriate.

Records

All quotations are supplied in writing and are signed and dated. An electronic copy is kept on file.

One-Off Jobs

OVERVIEW

This procedure details the process for performing one-off jobs or extra work on an existing job.

RESPONSIBILITIES

The Managing Director has ultimate responsibility for processes relating to one-off jobs and extra work on existing jobs and will delegate this responsibility as appropriate.

PROCEDURE

Client Site

Job is recorded by contractor and invoice amended for 'extra'.

Request

Requests for one-off jobs or extra work on a job will be quoted by the Operations Manager.

Note quotation cost and work details in the contract file and email client. Keep record of customer purchase order on file if required.

Potential Risk

The risks of additional work or one-off jobs include:

- contractors given work they are unfamiliar with and may be at risk of injury
- jobs may not be followed up and charged for, causing a loss to the company
- standard of workmanship may not be as well supervised or followed up and company reputation and future work opportunities may be lost.

Risk Controls

Do not over-commit the company to do work when it does not have the available resources at the particular time.

Explain to the client and attempt to negotiate a more effective arrangement.

Make sure contractors are capable of doing the work:

Check that the job has been invoiced.

Contracts Management

OVERVIEW

This procedure details the contract management all jobs with more than 10 hours per week cleaning. The acceptance of a tender or quotation and subsequent contract management.

RESPONSIBILITIES

This function is managed by the Operations Manager.

PROCEDURE

Winning of Tender or Quotation

On winning a tender or quotation a letter of acceptance, or contract or agreement will be developed and signed by the Managing Director. Copy will be kept on file (disk or hard copy).

Amendments and Modifications

Will made and attached directly to contracts. The Managing Director must sign/initial and date:

Communications

The Operations Manager will be made aware of all amendments by the person responsible for managing the changes.

Site Management

A representative will be delegated to take over the contract/agreement once the job commences.

Contract Review

The Managing Director will review contracts on an annual basis and record this on the checklist in the job file.

Contract Start-Up

OVERVIEW

This procedure details the system in place for the pre-contract start-up process.

RESPONSIBILITIES

The Managing Director has ultimate responsibility for contract start-up.

PROCEDURE

Signing of Contract

A site set-up plan will be initiated for the site start-up of jobs requiring more than 10 hours of cleaning per week.

The plan will be managed by the Operations Manager who will complete stages of the plan throughout the start-up process and attach records and notations to the plan or include them separately in the site file.

Risk Assessment

Prior to the start-up of the contract (approximately one week) and within a month of the start of the job, complete the QA and OH&S checklists and action accordingly.

Records

Maintain records of start-up in the site file.

SECTION 4 – PURCHASING & STOCK CONTROL

Purchasing & Stock Control Policy

It is the policy of this company to purchase cleaning products that provide effective cleaning, are safe to use, and are environmentally friendly.

Product suppliers are reviewed for quality of product and service delivery regularly.

Sub-contractors are selected according to their expertise and capability to deliver the service to our specification. They are also reviewed regularly and recorded on the suppliers register.

Records of purchase and sub-contractor transactions are kept.

Stock control is managed through:

- safe handling and decanting practices
- storage of solvents and other cleaning agents in labelled containers
- requests for supplies from sites managed through a centralised ordering system
- transporting of supplies via a company vehicle or directly to sites by the contractor.

Purchasing and Subcontracting

OVERVIEW

This procedure covers purchasing of products and services and general stock management.

RESPONSIBILITIES

Purchasing and sub-contracting is the overall authority of the Managing Director.

The selection of products and service providers is the sole responsibility of the Managing Director and is delegated where appropriate.

The handling and use of products on sites and the supervision of subcontractors is the responsibility of the Operations Manager and the contractors.

PROCEDURE

Selection Product Suppliers and Service Providers

Product suppliers and service providers are evaluated against:

- their ability to meet the expected need
- safety and environment standards of the product or service
- past history of satisfactory performance
- reputation sourced from other users
- suitable sub-contractor insurance indemnities

- client demands
- a need to have additional suppliers

Recording and Reviewing Suppliers and Providers

Preferred suppliers are recorded on a register that documents:

- supplier/provider details
- contact details
- product/services supplied

The supplier register will be reviewed regularly when changes may be made by adding or deleting a supplier/provider. Each entry will be initialled and dated.

Supplier/Provider Problems

Should a supplier/provider fail to deliver as required, the Operations Manager should be informed immediately.

The Managing Director or Operations Manager will inform and negotiate with the supplier/provider.

Should the supplier/provider be removed from the register, the Operations Manager will remove the register entry.

Purchasing

Purchasing or subcontracting may be initiated through:

- new contract requirements
- sites identifying the need for stores or equipment
- the need to replace or increase plant and equipment
- the need to sub-contract out work.

To initiate a purchase:

Notify Managing Director of the requirements, including description of goods, amount and any preferred or specialist needs (including URGENT requests).

Managing Director or delegate will purchase against the preferred supplier register through either credit card, cash or an email or telephone request to an established provider.

Where repeat orders are placed, these may be either verbal or briefly notated, but, only in instances of repeat orders to frequently used suppliers/providers.

OH&S Requirements

Where plant, equipment and solvents are purchased, OH&S requirements for safety standards, guarding, MSDS and electrical safety should be evaluated.

Receiving Goods

Goods are generally delivered to sites by the contractor. When delivered directly to sites, the contractor should always check delivery dockets and any discrepancies followed up.

Verifying Sub-contracted Services

When sub-contracted work, such as carpet cleaning:

- the Operations Manager should visually check the quality of the work completed and the actual quantity/area of work undertaken
- if the work is considered sub-standard, or there is some doubt as to the actual job being completed satisfactorily, the Operations Manager will take action
- where corrective action is required, a report should be initiated.

Records

The following records will be kept:

- proof of receipt of purchase
- supplier register and reviews
- sub-contractor performance and insurances.

Stock Management & Control

OVERVIEW

This procedure covers general handling and storage of stock on receipt, during storage and during use.

RESPONSIBILITIES

The Operations Manager is responsible to ensure all contractors/employees using stores do so in a correct and safe manner. This includes manufacturer's instructions for environmental waste management controls where appropriate.

PROCEDURE

This procedure should be read in conjunction with relevant safety procedures, manufacturer's instructions and material safety data sheets.

Goods Received

Reviewer to verify goods as per procedure 'purchasing and subcontracting'. Goods should be handled using appropriate personal protective wear.

Heavy containers should be moved with the aid of another person/s and/or lifting aids or devices.

Make sure MSDS are available (and up to date) for products received.

Storage

Where placing goods on shelves or in storage areas:

- keep flammable goods away from heaters/electrical equipment
- keep acids segregated
- electrical equipment stored away from (and not under) liquids
- products with 'use by' dates stored with old dates to front of shelf

Decanting

Only dilute as indicated on the container.

Decant only into correctly labelled containers.

NEVER decant into containers meant for other products such as cool drinks or fruit juice. This is an offence and is dangerous! A formal warning may be given to offenders.

Transferring Site to Site

When transferring goods from site to site:

- make sure goods are well sealed
- tie goods into vehicle station wagon or boot where possible
- NEVER sit heavy or bulky containers on front and back seats
- use personal protective equipment and lifting devices as necessary
- make sure appropriate MSDS are available at the new site.

SECTION 5 – MANAGING CLEANING CONTRACTS

Managing Cleaning Contracts Policy

It is the policy of this company to ensure that cleaning is managed on client's sites in a manner that ensures:

- premises are cared for, cleaned and secured so as to protect the client's buildings and property to the best of our ability
- the quality of cleaning is of a consistently high standard
- cleaning schedules meet the requirements of the contract
- cleaning processes are undertaken in a safe and efficient manner by competent personnel
- equipment is maintained and repaired so as to work safely and effectively.

Records of activities undertaken on sites are kept and are traceable to the activity, including contractor, product and work undertaken.

Managing Contract Cleaning on Sites

OVERVIEW

Management of client's premises and undertaking work sufficient to meet the contract to the required schedule and standards. This includes handling and storage and decanting of chemicals and general cleaning products.

RESPONSIBILITIES

The Operations Manager is responsible for activities and outcomes on sites and is responsible to follow-up site activities and monitor workplace safety and quality standards of workmanship.

Contract cleaners are responsible for the day-to-day activities included in their Scope of Work for each site. They are also responsible to report safety issues to the Operations Manager and to work in a safe manner so as not to endanger themselves or others.

Any contractor may receive cleaning products when delivered.

Only delegated employees and authorised contractors may manage security issues such as keys or alarms.

PROCEDURE

Site Security

Where lockup and unlock responsibilities are allocated in work schedules, the contractor must:

- make sure keys allocated to them are not left unattended.
- not unlock areas for strangers entering the building unless they are police, fire or ambulance officers (in which case, take note of their names or numbers)

- if unlocked for persons known to the contractor a note must be made of the person, time and area visited.
- if an area cannot be locked after completion, the Operations Manager should be informed immediately and the contractor must remain on site until the situation is rectified and the building secured.

Contractor's Records

The following documents must be kept by contractors:

- Scope of Works for each site
- emergency contact numbers
- MSDS
- accident/injury register
- specific OH&S procedures
- records of stock

Contract Cleaner Rules

- only use approved containers to store chemicals
- store electrical goods away from liquids so that nothing drips/spills on them
- wipe up spills immediately
- keep mops, buckets and cleaning cloths in a clean, neat, useable condition and store away from walkways
- make sure safety signage is kept clean and easily accessible.
- check cords and plugs do not show any dangerous wear or tear when putting away.

Decanting and Diluting

- use rubber gloves and eye protection
- dilute according to user instructions or cleaning procedures
- use the same measure container each time to make sure the dilution is consistent.
- clean measure after use
- decant into a container that is clearly and accurately labelled and does not leak.

Caring for Client Premises

It is the responsibility of the contractor on site to ensure:

- Any damage incurred during the cleaning process (or whilst on site) is communicated to the Operations Manager.
- If damage is considered substantial (over \$500.00) or is a breach of security standards, the Managing Director must be informed as this may require an insurance claim/report.

Personnel on Site

Only authorised personnel are allowed on site. Children are not allowed on site.

All contractors entrusted with security alarms are UNDER NO CIRCUMSTANCES WHAT-SO-EVER to disclose that information to any other person.

Equipment Maintenance and Repair

Contractors are expected to use and maintain their equipment in a manner that is safe and effective.

General Cleaning

OVERVIEW

The company expects contractors to clean to the documented company cleaning standards.

RESPONSIBILITIES

Contractors are responsible for cleaning processes listed on the Scope of Works as agreed by the client. This includes the quality of workmanship and safety in the workplace.

SECTION 6 – INSPECTIONS, AUDITS, COMPLAINTS & IMPROVEMENT OPPORTUNITIES

Inspections, Audits, Complaints & Improvement Opportunities

Policy

It is the policy of this company to ensure that quality systems are in place relating to:

- quality of service delivery
- customer complaints and feedback
- identifying and correcting problems
- analysing problems to ensure long term prevention and continued sustainability of good processes
- internally auditing the quality management systems to ensure we are meeting our own designated standards.

Inspections are held on a regular basis depending on the size and type of the contract and the general satisfaction of the client. Results of inspections are reviewed by the Operations Manager.

The report may initiate corrective action if the standard of service is believed to be below company standards or client expectations.

Client complaints are addressed as a matter of priority. Daily calls regarding small issues are not considered as complaints.

All written and verbal complaints are considered formal complaints and will initiate corrective action. After investigation and contact with the contractor, a site inspection will be undertaken.

Problems are identified under the following general categories:

- poor contractor service standards
- faulty products
- procedures not being followed
- internal audit failures
- customer complaints
- unsatisfactory audit outcomes.

These problems are documented (*FORM 140826-PRO-Corrective Action Report-V1.pdf*) and followed through to seek a solution. The follow up will include immediate corrective action if warranted, or corrective action that may be delegated to a responsible person for action.

Where the problem may recur, it will be reviewed and assessed to look for the underlying problem with the purpose of permanently eliminating the problem in the future.

Additionally, the company will undertake a schedule of internal audits to ensure systems are being followed and look for opportunities for improvement

Records of audits, corrective action, site inspections and customer complaints are kept and reviewed as necessary.

Site Inspections – Quality of Service

OVERVIEW

This procedure identifies the process of undertaking site inspections and the review of these to determine the quality of service being provided to the client.

RESPONSIBILITIES

The Operations Manager is responsible for undertaking inspections on site.

Where an inspection report is unsatisfactory, the Operations Manager is responsible for a follow up inspection.

PROCEDURE

Site inspections are undertaken when a client complains, when a contract specifies a particular frequency or at random regular intervals.

The inspection is undertaken by the Operations Manager and a site inspection checklist is used based on the Scope of Works.

Areas requiring improvement are documented on the checklist, including appropriate actioning as necessary.

Where several problems arise and the quality of cleaning is below company standard or does not meet the contract specifications, corrective action will be initiated.

Actions Arising

Items listed on the inspection report as requiring attention will be followed up and signed off as completed effectively.

Corrective action will be followed up by the Operations Manager for:

- completion of the corrective action
- analysis and review of the problems
- sign off to ensure the problem does not re-occur.

Records

A site inspection record is kept on the electronic site file. Correspondence with the client and the contractor in relation to the inspection is also kept.

Client Complaints

OVERVIEW

This procedure details the process to be followed regarding client complaints, which are addressed as a matter of priority.

Daily calls or correspondence regarding small issues are not considered as complaints.

RESPONSIBILITIES

All management, personnel and contractors have a responsibility to deal with customer complaints.

PROCEDURE

Receiving a Complaint

Customer complaints must be addressed as a matter of priority.

All written and verbal complaints from site managers are considered formal complaints.

Make notes as necessary.

Log complaints on site file.

Actioning on a Complaint

Contact the client immediately and seek further details where appropriate.

Follow up on the complaint with the contractor to seek their view of the matter.

Document the complaint on the site file and include the nature of the complaint and what has been done or will be done to fix it.

Communicate

Inform the contractor of the complaint and involve them in the solution. Inform the client of the actions to date.

Improve

Review the process to analyse 'what went wrong'. Look for what can be changed so that the problem/complaint does not happen again.

Document the action and follow up on the site file.

Check whether procedures need to be changed or whether contractors are capable

Reports are to be reviewed at the next management meeting.

Problem Identification, Solutions & Improvements

OVERVIEW

Problems will be identified, documented, reviewed for effective solutions and also for improvement opportunities.

This procedure identifies the process and documents involved.

Note: This procedure is similar to the customer complaints procedure as complaints are also a problem requiring a solution.

RESPONSIBILITIES

All personnel and contractors have a responsibility to assist in the identification of problems and subsequent actioning. Contractors are encouraged to identify problems or improvement opportunities and refer these to the Operations Manager for follow up.

PROCEDURE

Problem Identification

Problems may include:

- poor sub-contractor performance
- faulty products supplied
- procedures not being followed
- internal audit failures
- lack of capability or competency
- client complaints
- unsatisfactory internal audit outcomes

Action on a problem

Record the actual problem on the site file or contractor's file. Report to the Managing Director if warranted.

Identify what actions are appropriate for an immediate fix, a follow up review or the original cause of the problem.

Action for an immediate fix and improvement opportunities.

Allow time for contractors to analyse the problem and initiate the quick fix.

Follow-Up

Record appropriate actions (corrective and preventive).

Follow up when major changes have been initiated, to make sure the changes have been effective.

Check procedural changes have been implemented. Check coaching needs have been identified and met.

Improvements

Where contractors see the need for improvements, they should contact the Operations Manager.

Records

All meetings, improvements, procedural changes and coaching opportunities should be documented on the contractor file.

Internal Audits

OVERVIEW

This procedure covers the scheduling of internal audits.

RESPONSIBILITIES

The Operations Manager is responsible to organise and ensure the completion of internal audits.

PROCEDURE

Audits are conducted on a regular basis to comply with legislation, if necessary, and to fit in with the general day-to-day operations of the company.

Audit results are documented on contractor or site files and are reviewed by the Managing Director.

Results of audits are discussed at the next management meeting.