



**PARKER CC**

**EQMS**

**MANUAL**

**Revision 3**

**Issued 10.22**

Conforms to ISO 9001: 2015 and ISO 14001: 2015

---

## TABLE OF CONTENTS

0.0	Revision History and Approval.....	3
1.0	Welcome to Parker Contract Cleaning (PCC).....	4
2.0	About the PCC Environmental Quality Manual .....	4
3.0	Terms and Definitions.....	4
4.0	About Our Organisation.....	5
4.1	Understanding the Organisation and Its Context .....	5
4.2	Understanding the Needs and Expectations of Interested Parties.....	5
4.3	Determining the Scope of the Environmental Quality Management System .....	5
4.4	Environmental Quality Management System and Its Processes .....	6
5.0	Leadership .....	9
5.1	Leadership & Commitment .....	9
5.1.1	Quality and Environmental Management .....	9
5.1.2	Customer focus.....	10
5.2	Quality and Environmental Policies.....	10
5.3	Organisational Roles Responsibilities and Authorities .....	10
6.0	Planning .....	11
6.1.1	Actions to Address Risks and Opportunities.....	11
6.1.2	Environmental Aspects.....	12
6.2	EQMS Objectives and Planning to Achieve Them.....	12
6.3	Planning for Change .....	13
7.0	Support .....	13
7.1	Resources .....	13
7.1.1	General .....	13
7.1.2	People.....	14
7.1.3	Infrastructure .....	14
7.1.4	Environment for the Operation of Processes .....	14
7.1.5	Exempt.....	15
7.1.6	Organisational Knowledge.....	15
7.2	Competence .....	15
7.3	Awareness .....	15
7.4	Communication .....	15
7.5	Documented Information.....	16
8.0	Operation.....	18

---

8.1	Operational Planning and Control .....	17
8.1.1	Environmental management.....	18
8.1.2	Quality Management.....	18
8.2	Requirements for Services.....	18
8.2.1	Customer Communication.....	18
8.2.2	Determining the Requirements Related to Services .....	18
8.2.3	Review of Requirements Related to Services .....	18
8.2.4	Changes to Requirements for Services .....	19
8.3	Exempt.....	19
8.4	Control of Externally Provided Processes, Products and Services .....	19
8.5	Service Provision .....	19
8.5.1	Control of Service Provision .....	19
8.5.2	Identification and Traceability.....	20
8.5.3	Property Belonging to Customers or External Providers.....	20
8.5.4	Exempt.....	20
8.5.5	Post-Delivery Activities.....	20
8.5.6	Control of Changes .....	21
8.6	Release of Services .....	21
8.7	Control of Nonconforming Outputs.....	21
8.8	Control of Emergency Services.....	21
9.0	Performance Evaluation.....	21
9.1	Monitoring, Measurement, Analysis and Evaluation .....	21
9.1.1	General .....	21
9.1.2	Customer Satisfaction.....	22
9.1.3	Analysis and Evaluation .....	22
9.2	Internal Audit.....	23
9.3	Management Review.....	23
10.0	Improvement .....	23
10.1	General .....	23
10.2	Nonconformity and Corrective Action.....	24
10.3	Continual Improvement .....	24
Appendix A: Overall Process Sequence & Interaction .....		25
Appendix B: Organisation Chart .....		26

## 0.0 Revision History and Approval

Rev.	Nature of changes	Written by	Date
V1	Original release.	Tim Holton	9.12.19
	Quality Policy updated	Tim Holton	15.01.20
V2	Quality Policy updated – organization Chart	Matt Lewis	24.03.21
V3	Environmental additions and removal of policies	Tim Holton	5.10.22

## 1.0 Welcome to Parker Contract Cleaning (PCC)

PCC worked to the ISO 9001: 2008 and ISO 14001 standards from 2013 onwards but never went for ISO accreditation. PCC now wants to take an integrated approach to quality, environmental and safety management and use ISO 9001: 2015 and ISO 14001 as a framework to improve quality and environmental policies which their current and future customers will require.

We have converted the PCC 2008 manuals into one consolidated EQMS manual that is laid out in the 2015 standard in the PLAN, DO, CHECK, ACT format.

## 2.0 About the PCC Environmental Quality Manual

This manual is prepared for the purpose of defining the **company's interpretations** of the ISO 9001:2015 and ISO 14001 international standards, as well as to demonstrate how the company complies with that standard.

This manual presents "Notes" which are used to define how PCC has tailored its management system to suit its purposes. These are intended to clarify implementation approaches and interpretations for concepts which are not otherwise clearly defined in ISO 9001:2015 and ISO 14001:2015. *'Notes' appear in italics, with grey background.*

Where subordinate or supporting documentation is referenced in this manual, these are indicated by ***bold italics***. Relevant processes and procedures ***are in red***

## 3.0 Terms and Definitions

PCC adopts the following terms and definitions within its Environmental Quality Management System. Where no definition is provided, the company typically adopts the definitions provided in ***ISO 9000: Quality Management and ISO 14000 Environmental Management – Fundamentals and Vocabulary***. In some cases, specific procedures or documentation may provide a different definition to be used in the context of that document; in such cases, the definition will supersede those provided for in this Environmental Quality Manual or ISO 9001/14001.

### General Terminology

**PCC** – Parker Contract Cleaning

**Document** – written information used to describe how an activity is done.

---

**Record** – captured evidence of an activity having been done.

### **Risk-Based Thinking Terminology**

**Risk** – Negative effect of uncertainty

**Opportunity** – Positive effect of uncertainty

**Uncertainty** - A deficiency of information related to understanding or knowledge of an event, its consequence, or likelihood. (Not to be confused with measurement uncertainty.)

## **4.0 About our Organisation**

### **4.1 Understanding the Organisation and Its Context**

PCC has reviewed and analysed key aspects of itself and its stakeholders to help with the strategic direction of the company. This requires understanding internal and external issues that are of concern to PCC and its interested parties (per 4.2 below); the interested parties are identified in the document ***Context of the Organisation Procedure (known as the COTO Log)***

Such issues are monitored and updated as appropriate and discussed as part of management reviews.

### **4.2 Understanding the Needs and Expectations of Interested Parties**

The issues determined per 4.1 above are identified through an analysis of risks facing PCC and its interested parties. “Interested parties” are those stakeholders who receive our Services, or who may be impacted by them, or those parties who may otherwise have a significant interest in our company. These parties are identified per the document ***Context of the Organisation Procedure (COTO Log)***

This information is then used by senior management to determine the company’s strategic direction in line with the business plan. This is defined in records of management review, and periodically updated as conditions and situations change.

### **4.3 Determining the Scope of the Environmental Quality Management System**

Based on an analysis of the above issues of concern, interests of stakeholders, and in consideration of its services, PCC has determined the scope of the management system as follows:

---

The provision of cleaning services, hygiene consumables and basic facilities management.

The quality system applies to all processes, activities and employees within the company. The facility is located at:

141 Banbury Road,  
Kidlington,  
Oxford OX5 1AJ  
Telephone: 01865 376655  
e-mail: parkercontractcleaning@ntlworld.com  
www.parkercontractcleaning.co.uk

The following clauses of ISO 9001/14001 were determined to be not applicable to PCC:

Clause	Exclusion
8.3.2, 8.3.3, 8.3.4, 8.3.5 and 8.3.6	PCC does not design or modify components
7.1.5.1 and 7.1.5.2	PCC does not use equipment for testing and inspection

## 4.4 Environmental Quality Management System and Its Processes

### 4.4.1 Process Identification

PCC has adopted a process approach for its management system. By identifying the top-level processes within the company, and then managing each of these discretely, this reduces the potential for nonconforming services discovered after delivery. Instead, nonconformities and risks are identified in real time, by actions taken within each of the top-level processes.

*Note: not all activities are considered “processes” – the term “process” in this context indicates the activity has been elevated to a higher level of control and management oversight. The controls indicated*

*herein are applicable only to the top-level processes identified.*

The following top-level processes have been identified for PCC:

- EQMS Admin Process – Context of the Organisation (Plan)
- EQMS Admin Process – Leadership (Plan)
- EQMS Admin Process – Planning (Plan)
- Support/Resource Process (Plan)
- Sales and Business Development Process (Do)
- Procurement and Outsourcing Process (Do)
- Service Process (Do)
- Emergency Preparedness and Response Process (Do)
- Performance Evaluation Process (Check)
- Improvement Process (Act)

Each process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of top-level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a **supporting** document which defines:

- applicable inputs and outputs
- process owner(s)
- applicable responsibilities and authorities
- applicable risks and opportunities
- critical and supporting resources
- criteria and methods employed to ensure the effectiveness of the process
- performance objectives related to that process

The sequence of interaction of these processes is illustrated in **Appendix A**.

*Note: Appendix A represents the typical sequence of processes and may be altered depending on customer or regulatory requirements at the job or contract level, as needed.*

There used to be 9 processes required to define the QMS. Now that PCC have integrated the EMS system an additional process has been added – Emergency Preparedness and Response.

#### **4.4.2 Process Controls & Objectives**

Each process has at least one objective established for it; this is a statement of the intent of the process. Each objective is then supported by at least one “metric” which is then



---

measured to determine the process' ability to meet the performance objective.

*Note: some processes have multiple objectives and multiple metrics. This is determined by the nature of the process, it's impact on Services, and associated risks.*

*Note: Whereas ISO 9001/14001 discuss process measurements and "quality/environmental objectives" as separate concepts, PCC combines them, i.e. performance objectives are used to control the processes. Additional objectives for Services may be assigned, but these will also be used to measure process effectiveness.*

Throughout the year, metrics data is measured and gathered by the Executive Manager or other assigned managers, to present the data to the Management Team. The data is then analysed by the Executive Manager in order that the Management Team may set goals and adjust for the purposes of long-term continual improvement.

The specific performance objectives for each process are defined in the applicable **top-level process**

Metrics, along with current standings and goals for each objective, are discussed either in process audits or management reviews. Progress towards objectives are recorded in the **COTO Log**.

When a process does not meet a goal, or an unexpected problem is encountered, corrective and preventive action is implemented to research and resolve the issue. In addition, opportunities for improvement are sought and implemented, for the identified processes.

#### **4.4.3 Outsourced Processes**

Any process performed by a third party is considered an "outsourced process" and must be controlled, as well. The company's outsourced processes, and the control methods implemented for each, are defined in the **Purchasing and Outsourcing Process**.

The type and extent of control to be applied to the outsourced process take into consideration:

- a) the potential impact of the outsourced process on the company's capability to provide services that conform to requirements,
- b) the degree to which the control for the process is shared,
- c) the capability of achieving the necessary control through the purchasing contract requirements.

## 5.0 Leadership

### 5.1 Leadership & Commitment

#### 5.1.1 Quality and Environmental Management

The Management Team of PCC provides evidence of its leadership and commitment to the development and implementation of the EQMS and continually improving its effectiveness by:

- a) taking accountability of the effectiveness of the management system.
- b) ensuring that the **Quality and Environmental Policies** and resultant objectives are established for the management system and are compatible with the strategic direction and the context of the organisation.
- c) ensuring the integration of the management system requirements into the organisation's other business processes, as deemed appropriate (see note below).
- d) promoting awareness of the process approach.
- e) ensuring that the resources needed for the management system are available.
- f) communicating the importance of effective quality and environmental management and that it conforms to the management system requirements.
- g) ensuring that the management system achieves its intended results.
- h) engaging, directing, and supporting persons to contribute to the effectiveness of the management system.
- i) promoting continual improvement.
- j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

*Note: "business processes" such as accounting, employee benefits management and legal activities are out of scope of the QMS.*

The Managing Director has delegated the authority and responsibility for managing the Quality Processes to the Executive Manager and for the Environmental Processes to the Business Development & Cleaning Manager. Verification of EQMS effectiveness is determined by internal auditing by the ISO consultant who is part of the management

---

team. Management reviews and informal meetings ensure that our EQMS is effective and can react to emerging issues.

### **5.1.2 Customer focus**

The Management Team of PCC adopts a customer-first approach which ensures that each customer needs and expectations are determined, converted into requirements, and are met with the aim of enhancing customer satisfaction.

This is accomplished by assuring:

- a) customer and applicable statutory and regulatory requirements are determined, understood, and consistently met.
- b) the risks and opportunities that can affect conformity of services and the ability to enhance customer satisfaction are determined and addressed.
- c) the focus on enhancing customer satisfaction is maintained.

Customer complaints and feedback are continually monitored to identify opportunities for improvement. Customer feedback is also requested by customer surveys and poor scoring is acted on.

## **5.2 Quality and Environmental Policies**

The Management Team have developed an Environmental and Quality Policy, defined in section 3.0 above, that govern day-to-day operations to ensure quality and environmental standards are met.

The Environmental and Quality Policies are released as standalone documents and are communicated to employees at inductions and reviews. They are present on the PCC website

## **5.3 Organisational Roles Responsibilities and Authorities**

### **5.3.1 Internal Communication**

The Management Team has assigned responsibilities and authorities for all relevant roles in the company. These are communicated through the ***Organisation Chart***.

Main channels of communication to employees are by e-mails

In addition, the following overall EQMS responsibilities and authorities are assigned as follows:

Responsibility	Assigned To
Ensuring that the management system conforms to applicable standards	Management Team
Ensuring that the processes are delivering their intended outputs	Executive Manager
Reporting on the performance of the management system and providing opportunities for improvement for the management system	Executive Manager
Ensuring the promotion of customer focus throughout the organisation	Management Team
Ensuring that the integrity of the management system is maintained when changes are planned and implemented	Management Team

The Executive Manager has been assigned the role of ISO9001 Coordinator as a single point of contact to represent the PCC quality system. This is useful if the PCC quality system is required by customers or regulators.

The Business Development & Cleaning Manager has been assigned the role of ISO 14001 Coordinator as a single point of contact to represent the PCC environmental management system

**Organizational Chart – See Appendix B**

**5.3.2 External Communication**

The PCC management team determine the need to communicate external information to interested parties as defined in section 4.2 regarding the effectiveness of our EQMS. The main means of transmitting EQMS effectiveness has been via emails and the company website with the later addition of a Company newsletter.

**6.0 Planning**

**6.1.1 Actions to Address Risks and Opportunities**

*Note: PCC deviates slightly from the approach towards risk and opportunity presented in ISO 9001. Instead, PCC views “uncertainty” as neutral, but defines “risk” as a negative effect of uncertainty, and*

*“opportunity” as a positive effect of uncertainty. PCC has elected to manage risks and opportunities separately, except where they may overlap. Formal risk management may not be utilised in all instances; instead, the level of risk assessment, analysis, treatment, and recordkeeping will be performed to the level deemed appropriate for each circumstance or application.*

PCC considers risks and opportunities when taking actions within the management system, as well as when implementing or improving the management system; likewise, these are considered relative to the services provided. Risks and opportunities are identified as part of the “Context of the Organisation Exercise” defined in **Context of the Organisation procedure (COTO Log)**, as well as throughout the 10 processes of the EQMS.

Risks and opportunities are managed in accordance with the procedure **Risk Management**. This procedure defines how risks are managed to minimise their likelihood and impact, and how opportunities are managed to improve their likelihood and benefit.

### **6.1.2 Environmental Aspects**

PCC identifies relevant environmental aspects and subsequent impacts that can reflect on our business operation. They are recorded in the **Environmental Aspect Register and Legal Register**.

Within the register is an assessment of the environmental impact of each aspect recorded along with relative risk. The EQMS is structured to identify and manage these aspects in the form of a cost benefit analysis in which the highest cost saving/highest risk to the environment/legal requirement get done first and the rest in a descending order of priority

### **6.1.3 Compliance Obligations**

The Executive Manager receives an Environmental Law Overview from The Royal Bank of Scotland Mentor Services and compliance obligations are reviewed on a regular basis and the Aspect Register updated

## **6.2 EQMS Objectives and Planning to Achieve Them**

As part of the adoption of the process approach, PCC utilises its process objectives, as discussed in 4.4 above, as the main quality and environmental objectives for the EQMS. These include overall service-related quality objectives and environmental objectives

The process objectives have been developed in consideration that they:

- a) be consistent with the quality and environmental policies.
- b) be measurable.
- c) consider applicable requirements.
- d) be relevant to conformity of services and to the enhancement of customer satisfaction.
- e) be monitored.
- f) be communicated.
- g) be updated as appropriate.

Process quality objectives are defined in the minutes of management review per section 9.3 below.

The planning of process quality and environmental objectives is defined in section 4.4. above.

***The current quality objectives are presented in the 10 Parker Processes document and the environmental objectives in Environmental Objectives and Targets document***

### **6.3 Planning for Change**

PCC's EQMS is planned and implemented to help achieve the Business Objectives and long- term plan as well as the requirements of ISO 9001:2015 and ISO 14001:2015. Management reviews, monthly internal audits and customer surveys ensure the integrity of EQMS system on a day- to- day basis. The Change management document describes how to change and monitor top level processes in a controlled manner so as not to affect the EQMS in the longer term

Changes to the quality management system and its processes are carried out in a planned manner per the procedure ***Change Management.***

## **7.0 Support**

### **7.1 Resources**

#### **7.1.1 General**

Parker Contract Cleaning determines and provides the resources needed:

- a) to implement and maintain the management and environmental systems and continually improve its effectiveness

- 
- b) to enhance customer satisfaction by meeting customer requirements

Resource allocation is carried out with consideration of the capability and constraints on existing internal resources, as well as needs related to supplier expectations.

Resources and resource allocation are assessed during management reviews and ad hoc meetings

### **7.1.2 People**

The management team ensures that it provides enough staffing for the effective operation of the management system, as well its identified processes.

### **7.1.3 Infrastructure**

PCC determines, provides, and maintains the infrastructure needed to achieve conformity to service requirements. Infrastructure includes, as applicable:

- a) buildings, workspace, and associated facilities.
- b) service equipment, hardware, and software.
- c) supporting services such as transport.
- d) information and communication technology.

### **7.1.4 Environment for the Operation of Processes**

PCC ensures that the offices comply with relevant health and safety regulations. The Management Team of PCC is committed to providing:

- a place of work that is safe, including all equipment and methods of work
- training, instruction, information, and supervision for employees
- a means of safe handling, storage, use and transportation of equipment, materials, and chemicals
- safe working environment with good lighting, ventilation, safe passageways, stairs, and corridors

*Note: Social, psychological and safety aspects of the work environment are managed through activities outside of the scope of the management system. Only work environment aspects which can directly affect process efficiency or product and service quality are managed through the management system.*

### **7.1.5 Exempt**

### **7.1.6 Organisational Knowledge**

PCC also determines the knowledge necessary for the operation of its processes and to achieve conformity of services. This may include knowledge and information obtained from:

- a) internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property.
- b) external sources such as standards, academia, conferences, and/or information gathered from customers or suppliers.

When addressing changing needs and trends, PCC shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge.

## **7.2 Competence**

Staff members performing work affecting service quality are competent based on appropriate education, training, skills and experience. Supervisors provide the training from training manuals. Records are kept of competence

*Note: the management system does not include other aspects of Human Resources management, such as payroll, benefits, insurance, labour relations or disciplinary actions.*

## **7.3 Awareness**

Training and subsequent communication ensure that staff are aware of:

- a) the quality policy.
- b) The environmental policy
- c) their contribution to the effectiveness of the management system, including the benefits of improved performance and spotting any corrective actions required.
- d) the implications of not conforming with the management system requirements.

## **7.4 Communication**

The Executive Manager of PCC ensures internal communication takes place regarding the effectiveness of the management system. Internal communication methods include:

- a) internal emails and telephone calls



- 
- b) PCC “open door” policy which allows any employee access to the Management team for discussions on improving the quality system
  - c) A newsletter ‘Parker Post’ has been introduced to extend communication to our strategic partners listed in the Context Section 4.2

## 7.5 Documented Information

The management system documentation includes both documents and records.

*Note: the ISO 9001:2015 standard uses the term “documented information”; PCC does not use this term, but instead relies on the terms “document” and “record” to avoid confusion. In this context the terms are defined by PCC as provided for in section 3.0 above. Documents and records undergo different controls as defined herein.*

The extent of the management system documentation has been developed based on the following:

- a) The size of PCC
- b) Complexity and interaction of the processes
- c) Risks and opportunities
- d) Competence of personnel

Documents required for the management system are controlled in accordance with procedure **Control of Documents**. The purpose of document control is to ensure that staff have access to the latest, approved information, and to restrict the use of obsolete information. All documented procedures are established, documented, implemented, and maintained.

A documented procedure **Control of Records** has been established to define the controls needed for the identification, storage, retrieval, protection, retention time, and disposition of quality records. This procedure also defines the methods for controlling records that are created by and/or retained by suppliers.

## 8.0 Operation

### 8.1 Operational Planning and Control

#### 8.1.1 Environmental Management

PCC has identified its significant environmental impacts in the ***Environmental Aspect Register and Legal Register***. We consider the environmental aspects that PCC can impact on throughout their life cycle and set priorities for their management, for example in transport emissions, waste generated to landfill and chemical pollution of rivers

#### 8.1.2 Quality Management

PCC plans and develops the processes needed for realisation of its Services. Planning of Service realisation is consistent with the requirements of the other processes of the management system. Such planning considers the information related to the context of the organisation (see section 4.0 above), current resources and capabilities, as well as Service requirements.

Such planning is accomplished through:

- a) determining the requirements for the Services.
- b) establishing criteria for the processes and the acceptance of Services.
- c) determining the resources needed to achieve conformity to the Service requirements.
- d) implementing control of the processes in accordance with the criteria.
- e) determining, maintaining, and retaining documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity of Services to their requirements.

Changes to operational processes are done in accordance with the procedure ***Change Management***.

Outsourced processes and how PCC controls them are defined in the documented process ***Procurement and Outsourcing***.

## **8.2 Requirements for Services**

### **8.2.1 Customer Communication**

PCC has implemented effective communication with customers in relation to:

- a) providing information relating to Services.
- b) handling enquiries, contracts, or orders, including changes to contracts and purchase orders.
- c) obtaining customer feedback relating to services, including customer complaints and annual customer surveys.
- d) Relaying our environmental policy and requesting our customers to work to PCC's policy if they do not have one themselves
- e) handling or controlling customer property.
- f) establishing specific requirements for contingency actions, when relevant.

This is detailed in the Service Level Agreement (SLA). This is either a customer specific SLA or a PCC generic SLA

### **8.2.2 Determining the Requirements Related to Services**

During the intake of new business, PCC captures:

- a) requirements specified by the customer, including the requirements for delivery and post-delivery activities.
- b) requirements not stated by the customer but necessary for specified or intended use, where known.
- c) statutory and regulatory requirements related to Services.
- d) any additional requirements determined by PCC.

These activities are defined in greater detail in the procedure ***Quoting and Orders.***

### **8.2.3 Review of Requirements Related to Services**

Once requirements are captured, PCC reviews the requirements prior to its commitment to supply the Service. This review ensures that PCC has the capability and capacity to:

- a) meet all requirements specified by the customer, including requirements for delivery and post-delivery activities.

- 
- b) meet any requirements not stated by the customer, but which PCC knows as being necessary.
  - c) meet all requirements determined necessary by PCC itself.
  - d) meet all related statutory and regulatory requirements.
  - e) meet any contract or order requirements differing from those previously expressed (i.e., from a previous PCC quote).

These activities are defined in greater detail in the procedure ***Quoting and Orders.***

#### **8.2.4 Changes to Requirements for Services**

PCC updates all relevant requirements and documents when the requirements are changed and ensures that all appropriate staff are notified; see the documented procedure ***Change Management.***

### **8.3 Design and Development - Exempt**

#### **8.4 Control of Externally Provided Processes, Products and Services**

PCC ensures that purchased Services conform to specified purchase requirements. The type and extent of control applied to the supplier and the purchased products or services are dependent on the effect on subsequent Service realisation.

PCC evaluates and selects suppliers based on their ability to supply services in accordance with the organisation's requirements. Criteria for selection, evaluation and re-evaluation of new customers are established. This is described in the ***Purchasing Procedure.***

Purchases are made via the release of formal purchase orders and/or contracts which clearly describe what is being purchased. PCC received services are then verified against requirements to ensure satisfaction of requirements. Suppliers who do not provide conforming services may be requested to conduct formal corrective action.

These activities are further defined in the process ***Purchasing and Outsourcing.***

### **8.5 Service Provision**

#### **8.5.1 Control of Service Provision**

To control its provision of Services, PCC considers, as applicable, the following:

- 
- a) the availability of documents (SLA's) – either customer or PCC generated which describe the standard of service – usually a cleaning specification, risk assessments and method statements
  - b) the availability and use of auditing to ensure conformity – either with customer present or absent
  - c) the implementation of post-delivery activities if services do not conform – these can be a combination of meetings, telephone calls or e-mails

If no in-house expertise exists and must be carried out by suppliers, it is controlled as an outsourced process per ***Purchasing and Outsourcing***.

### **8.5.2 Identification and Traceability**

Where appropriate, PCC identifies its Service from the signed or verbally agreed quotation document. This becomes the “contract”. Such identification includes the status of the Service with respect to monitoring by auditing. If quotations are varied throughout the lifetime of the contract, then traceability is maintained from the filing system by reference to ‘customer/date/final’. ***This can be found in the Contracts Register***

The documented process ***Service Process*** defines this in detail.

### **8.5.3 Property Belonging to Customers or External Providers**

PCC exercises care with customer or supplier property while it is under the organisation's control. If property of the customer is lost (e.g. ID cards or keys) or damaged (e.g. furniture damaged while cleaning) then the customer is contacted. Records are kept.

### **8.5.4 Exempt**

### **8.5.5 Post-Delivery Activities**

PCC conducts the following which are considered “post-delivery activities”:

- Customer feedback via custom satisfaction surveys
- Meetings with customer (fortnightly or monthly)
- Telephone calls

### **8.5.6 Control of Changes**

PCC reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all requirements.

Process change management is defined in the procedure ***Change Management.***

Documents are changed in accordance with procedure ***Control of Documents.***

### **8.6 Release of Services**

Acceptance criteria for Services are defined in the Service Level Agreement (SLA) – either a customer or PCC based SLA. These are described in the cleaning specification in association with performance standards. Acceptance criteria are evaluated after services have been delivered. This is either in the form of an audit or an inspection by the customer

### **8.7 Control of Nonconforming Outputs**

PCC ensures that services that do not conform to their requirements are identified, and actions are taken to rectify non-conformance.

The controls for such nonconformances are defined in the procedure ***Control of Nonconforming Service***

### **8.8. Control of Emergency Situations**

PCC has identified potential emergency situations which may lead to an undesired environmental impact or health and safety risk. The Executive Manager and Business Development/Cleaning Manager are responsible for procedures and practices for Health and Safety and Environment respectively. These are described in the process ***Emergency Preparedness and Response.***

***Health and Safety manuals are present on the PCC website***

## **9.0 Performance Evaluation**

### **9.1 Monitoring, Measurement, Analysis and Evaluation**

#### **9.1.1 General**

PCC has determined which aspects of its EQMS system must be monitored and measured, as well as the methods to utilise and records to maintain.

---

Monitoring and measurement of the processes, as defined in 4.4 above, ensure that the Senior Management Team evaluates the performance and effectiveness of the quality management system and environmental objectives.

### **9.1.2 Customer Satisfaction**

As one of the measurements of the performance of the management system, PCC monitors information relating to customer perception as to whether the organisation has met customer requirements. The methods for obtaining and using this information include:

- recording customer complaints
- repeat orders for services
- submitting customer satisfaction surveys
- telephone conversations

The corrective and preventive action system shall be used to develop and implement plans for customer satisfaction improvement that address deficiencies identified by these evaluations and assess the effectiveness of the results.

### **9.1.3 Analysis and Evaluation**

PCC analyses and evaluates the data and information arising from monitoring and measurement to evaluate:

- a) conformity of services.
- b) the degree of customer satisfaction.
- c) the performance and effectiveness of the EQMS system.
- d) if planning has been implemented effectively.
- e) the effectiveness of actions taken to address risks and opportunities.
- f) the performance of external providers
- g) the need for improvements to the EQMS system.

In general, 2 measures are nominated from the COTO Log – this is usually (but not always) one risk and one opportunity for quality and at least one cost effective risk/opportunity for the environment.

An annual report called Data Analysis Review is issued which summarises findings and

makes recommendations.

## 9.2 Internal Audit

PCC conducts internal audits by the ISO Consultant at planned intervals to determine whether the processes and their constituent procedures are working to the requirements of ISO 9001, and there are no non-conformities further down the track. They are also used to spot opportunities or improvements to the process.

Audits have now been extended to determine progress towards meeting the environmental objectives listed in the COTO Log in section 4.2

An annual report is issued by the ISO Consultant which summarises the findings of the individual audits. See document ***Internal Audit Report***

These activities are defined in the procedure ***Internal Auditing.***

## 9.3 Management Review

The Executive Manager and Managing Director review the management system, at planned intervals, to ensure its continuing suitability, adequacy, and effectiveness. The review includes assessing opportunities for improvement, and the need for changes to the management system, including both the ***Quality Policy*** and quality objectives and the ***Environmental policy*** and its objectives.

Management review frequency, agenda (inputs), outputs, required members, actions taken, and other review requirements are defined in the documented procedure ***Management Review.***

Records from management reviews are maintained.

## 10.0 Improvement

### 10.1 General

PCC uses the EQMS system to improve its processes and services. Such improvements aim to address the needs and expectations of customers as well as other interested parties.

Improvement shall be driven by an analysis of data related to:

The results of analysis shall be used to evaluate:

- a) conformity of services.



- b) the degree of customer satisfaction.
- c) the performance and effectiveness of the EQMS system.
- d) the effectiveness of planning.
- e) the effectiveness of actions taken to address risks and opportunities.
- f) the performance of external providers.
- g) other improvements to the management system.

## 10.2 Nonconformity and Corrective Action

PCC takes corrective action to eliminate the cause of nonconformity to prevent recurrence. The Executive Manager initiates the investigation once the nonconformity has been discovered by either employees, customers, or regulatory authorities.

These activities are carried out using the formal procedure for Corrective Action via the procedure **Control of Nonconforming Service** and a nonconformance report is issued, referred to as an NCR. When trends are noticed by reoccurrence of nonconforming service reports then the procedure **Corrective and Preventative Action** kicks in. The report issued is logged and the system is referred to the CAR system. CAR's and NCR's are discussed at Management reviews.

The document **NSR Log** details all the NSR's issued, their 'root cause analysis' and whether they have sufficient repetition to warrant issue of a CAR

For issues which are the fault of suppliers, these are dealt with in the process **Procurement and Outsourcing**

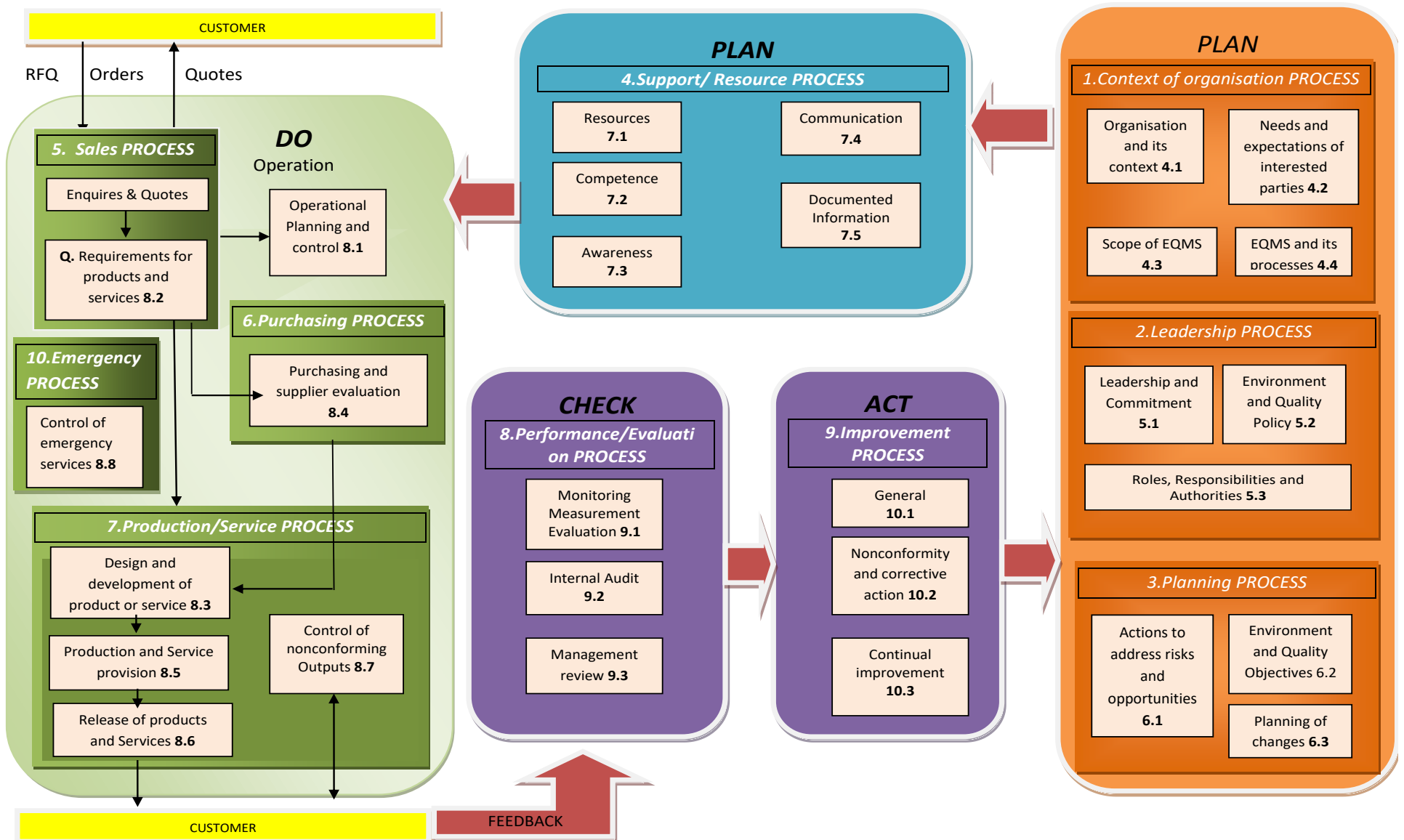
## 10.3 Continual Improvement

PCC continually improves the effectiveness of its EQMS through the effective application of the business plan, its strategic tools, and methods, the 5-year plan (including strengths/weakness/opportunities and threats analysis), auditing, data analysis, corrective and preventative actions and management reviews.

The overall effectiveness of continual improvement is evaluated at the management reviews.

The document **Improvements Log** details all the improvements made to PCC and some of these are selected for publication in the company Newsletter.

Plan Action Review Improve are now part of the PCC culture



Appendix A: Overall Process Sequence & Interaction

## Appendix B: Organisational Chart

