
Section 2:

Quality
Management

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INTRODUCTION

Right-Way Electric is an organisation which is committed to ensuring a quality service and ensuring all needs and requirements of the customer are met at all times. Therefore a quality management system is in place to ensure:-

- the organisations effectiveness in meeting customers requirement;
- customer satisfaction
- minimising non-conformance with workmanship, equipment and products; and
- quality improvement in all aspects of the organisation

Status of the Program

This Quality Management System was developed with the aim of being compatible and consistent with the standard relating to Quality Management, AS/NZ ISO 9001: 2000

1.0 PURPOSE, SCOPE AND FIELD OF APPLICATION

This is the Quality Management Manual, which sets out the policies, and practices of Right-Way Electrics . These practices conform to the Australian/New Zealand Standard ISO9001: 20000 requirements

The aim of the OHS&IM Manual is to implement a systems approach, which will become an integrated part of all aspects of Right-Way Electrics activities. Right-Way Electrics wishes to effectively manage quality issues in the workplace.

The Organisation wishes to create an organisation which will ensure the provision of quality services, products and information to all clients and customers whilst recognising that the needs and requirements of the customer must be met at all times. The Organisation also regards the process of continuous improvement as being integral to the process of achieving these aims.

1.1 Implementation

The aim of the Quality Management System is to produce a coordinated and global approach to the provision of a quality service. To facilitate this process the following three elements are seen as necessary to ensure the continuous improvement in all aspects of the business

- Culture
- Organisation
- Physical Components

The culture of the Organisation at all levels will be one of commitment to Quality Management, of ensuring at all times quality service, workmanship customer service. It is recognised that the crucial factor in creating Management culture is the commitment of management to quality and communication of this commitment to all levels of the Organisation.

The Organisation's management systems have been designed to ensure the practical and systematic implementation and maintenance of a sound Quality Management system and in addition to support and promote a safe working culture.

The Quality System applies to all aspects Right-Way Electrics activities and will focus initially on eight principal areas:

- Ensuring compliance with relevant legislation, regulations and standards
- Reporting all non conformance issues
- Undertaking continuous improvement activities
- Assessing the needs of the customer
- Evaluating customer feedback
- Involvement and consultation of personnel in all aspects of quality management
- Training all personnel to ensure quality workmanship and service provision
- Ensuring all plant and equipment purchase& maintenance ensure quality service provision

1.2 Compliance of the Organisation's Occupational Health and Safety /Injury Management System

The Quality Management System complies with the Quality Management System Safety the Australian/New Zealand Standard ISO 9001:2001 Quality Management System Requirements

2.0 NORMATIVE REFERENCES

AS/NZ ISO 9001:2001 Quality Management System Requirements

AS 4801:2000 Occupational, Health, Safety Management Systems – specification with guidance for use

AS 4804:1997 Occupational, Health, Safety and Injury Management Systems – General Guidelines on Principles, systems and supporting techniques

AS/NZS 436 Risk Management

AS/NZS 4581:1999. Management system integration—
Guidance to business, government and community organizations

AS/NZS ISO 9001:1994 Quality systems- Model for assurance in design, development, production, installation and servicing.

AS/NZS ISO 14001:1996, Environmental management systems- Specification with guidance for use.

Web Sites

<http://www.standards.com.au>

3.0 QUALITY MANAGEMENT SYSTEM

3.1 General Requirements

The Quality Management System at Right-Way Electrics has been developed to ensure that at all times the needs and requirements of the customer are met through the provision of a timely and quality service. This includes maintaining compliance in meeting relevant statutory and regulatory obligations. It also includes identifying, assessing, controlling and reviewing all of the organisations activities and processes as required and the provision of adequate resources to fulfil the abovementioned needs.

The main process areas within the Organisation are to provide electrical contract services to private customers, small to large businesses and organisations, state and federal government organisations as well as the sub contracting to provide electrical services to other trades related organisations.

In the provision of these services the Organisation recognises that the needs and requirements of the customer must be met at all times.

3.2 Quality Policy

RIGHT-WAY ELECTRICS QUALITY POLICY

At Right-Way Electrics, our Quality Policy is based on a belief that the needs and the requirements of the customer must be met at all times through the provision of a quality service.

Customers are valued in our organisation

The objectives of our Quality Policy are:

- To ensure the needs and requirements of the customer are met at all times
- To provide timely service provision at all times
- To provide quality services, products and information at all times
- To quality an integral part of every managerial and supervisory position.
- To ensure quality is considered in all planning and work activities.
- To involve our employees in quality improvement activities through regular communication, consultation and training.
- To provide a continuous program of education and learning to ensure that our employees work in the most effective manner.
- To identify and control all non conformance issues
- To ensure all non conformance issues and grievances are dealt with quickly and effectively.

The success of our health and safety management is dependent on:

1. Pro-active planning of all work activities with due consideration to the needs of the customer and their requirements.
2. Ensuring the work team is totally committed to achieving our objectives.
3. Ensuring that open and honest communication exists between management and all employees.

This policy will be carried out through an quality program, which includes:

- Active involvement and commitment of managers;
- Identification of the needs of the customer
- Investigation and reporting of all non conformance and complaints
- Participation and consultation with, employees on quality matters through the continuous improvement programme
- Provision of information, training and supervision as necessary to ensure quality services.
- Reviewing of the services provided and the needs of the customer

Responsibilities of Management

Managers will carry out this Policy, being responsible for the overall quality of the organisation. They will ensure that all employees are provided with the necessary instructions, training and resources to implement this Policy and will hold them accountable to do so.

Responsibilities of employees.

Employees must ensure that they comply with all policies and procedures so to ensure that quality services are provided.

Responsibilities of Contractors

Contractors working in association with Right-Way Electrics must follow the Quality policies and procedures of Right-Way Electrics

3.3 Planning

3.3.1 Planning identification of the needs of the customer.

Right-Way Electrics Electric's Occupational, Quality Management planning framework is essential in ensuring that quality services and products are supplied to the customer at all times and the needs of the customer are met.. The framework also ensures that the Organisation's objectives under its OHS&IM Policy are fulfilled and as such services are supplied in a safe manner at all times.

Right-Way Electrics shall ensure that its procedures for risk management for its activities, products and services where applicable in the workplace are adequately implemented and maintained to enable:

- Existing and foreseeable occupational, health and safety hazards to be identified as soon as practicable;
- All risks to be assessed applying suitable methodologies;
- Risks to be controlled through the application of recognised OHS hierarchal regimes;
- On-going review of risk assessment and control measures.

The services and products supplied by the organisation will be discussed by management and at staff meetings to ensure that products and services are meeting market demand.

3.3.2 Planning for the identification of non conformance issues, including customer complaints

Through the procedural system , non-conformance problems will be identified and dealt with in a systematic manner. Action plans relating to substandard workmanship, defective materials and any other sub-optimal performance will be developed in consultation with employees.

3.3.3 Planning for the purchase and maintenance of plant and equipment

All plant and equipment is to be purchased with regard to safety, reliability so to ensure quality workmanship, defective materials, and any other sub-optimal performance will be developed to ensure this process occurs.

3.3.4 Planning Provision of information and training

Right-Way Electrics shall ensure that through its Occupational, Health, Safety & Injury , quality and environmental planning framework that all employees will receive appropriate induction and ongoing training. This training will ensure all major hazards are identified and discussed with employees understanding clearly the necessary risk control measures.

The training needs of the organisation is to be modified as demanded by the identification of new risk and with changes in legislation, regulatory requirements, codes and guidelines.

The access of this information extends to contractor and supplier activities where applicable.

3.3.5 Objectives and targets

Right-Way Electrics Electric's Quality Management t Action Program (see below) is to be developed to ensure that the Organisation's Occupational Health and Safety objectives and targets are met and are consistent with Right-Way Electrics Quality Policy towards continual improvement.

When establishing and reviewing objectives under the Program, the Organisation shall consider the following items:

- Its legal and other requirements;
- The needs of clients
- The provision of excellent services
- Technological options
- Operational and business related requirements and
- Views of other key stake holders

The objectives and targets will be measured by the Key Performance Indicators (KPIs) :-

1. Growth in business (reflected by both the number and size of the client organisation)
2. Client survey forms
3. The number of non-conformance forms submitted
4. Training and competencies of employees.

3.3.6 Quality Management Action Program

Right-Way Electrics shall ensure that its Occupational, Health, Safety and Injury Management Action Program is adequately maintained in order to achieve its objectives and targets.

When establishing and reviewing objectives under the Program, the Organisation shall consider the following items:

- Defined responsibility and functionality throughout the Organisation for meeting relevant occupational, health, safety and injury management objectives and targets;
- Defined mechanisms clearly stating how the objectives and targets are to be met, and
- Defined timeframes in which objectives and targets are to be completed by.

Procedures shall be established to ensure current plans are reviewed when new activities, products and services are introduced to the Company and when significant changes in operating conditions occur.

3.4 Implementation

3.4.1 Structure and responsibility

3.4.1.1 Resources

Quality, Environmental and Occupational, health, safety and injury management is an integrated part of Right-Way Electrics Electric's activities and its commitment is evident in all operational functions and at all organisational levels throughout the Company.

The Organisation's integrated approach and its appropriate allocation of resources will ensure its Quality System is successfully implemented on a continual basis.

The following items shall be considered when allocating resources:

-
- Human resources;
 - Specialised skills;
 - Technology, and
 - Financial Resources

3.4.1.2 Responsibility and accountability

Documented procedures forming Occupational, Health, Safety and Injury Management System shall ensure defined responsibility and accountability where applicable for the Company's employees.

Accountability and responsibility for occupational, health and safety shall extend to contractors and/or suppliers where applicable. Right-Way Electrics shall ensure that these parties are appropriately informed and acknowledge their obligations in writing.

The responsibilities of all employees within the company are shown in the occupational, health, safety & injury management standard procedures and work instructions generated to meet the Organisation's needs.

Each manager or supervisor or other individual nominated in these documents has the authority to carry out their responsibilities.

Management commitment is identified and confirmed by:

- Management Review
- Management attendance at Staff Meetings;
- Issue of Job Descriptions or Operating Procedures, which identify persons responsible for all activities and
- Establishing training needs for the Organisation.
- Allocating appropriate resources towards effective quality, environmental and occupational, health and safety and injury management.

3.4.2 Training and competency

Right-Way Electrics recognises that providing appropriate information and training to all its employees and contractors is an essential part of maintaining a conscientious and dedicated organisational culture.

Provision of relevant information extends to visitors whilst on the premises.

Appropriate training needs analysis shall be performed in consultation with all employees and contractors to determine relevant occupational, health and safety competencies.

Determination of training needs shall consider the following items:

- New employees commence employment.
- Employees are assigned new tasks.
- New operational processes are introduced.

-
- Modified and/or new technology is introduced.
 - Specified in Organisation's policies, programs and documentation.

Employees and contractors shall be assessed as being competent meeting their applicable occupational, health, safety & injury management criteria based on their:

- Knowledge and skills achieved through formal and informal education; &
- Training and experience undertaken; and
- Exposure to hazards and risks in the workplace

Right-Way Electrics shall ensure that its training programs consider:

- The characteristics and composition of its employees and contractors in regards to occupational, health, safety & injury management and
- Plant and equipment operational requirements
- Legislative demands for licencing

Other matters:

1. How and when training is conducted must take into account the literacy levels of employees

3.4.3 Training Records and Procedures

See Procedures 03 Employee Training with forms 07, 08
04 Induction Training with forms 09

3.4.3 Consultation, communication and reporting

3.4.3.1 Consultation

Right-Way Electrics shall establish and maintain a consultation framework in accordance with legislative and regulatory compliance requirements, relevant codes and guidelines ensuring:

- All employees are consulted during the development, implementation and review of policies and procedures to utilised in the workplace.
- Consultation takes place appropriately when there are any changes that affect the workplace.
- All employees are involved in the discussion of non-conformance issues at staff meetings
- The consultation arrangements will be reviewed in accordance with legislative requirements.
- All employees receive positive feedback from clients when it is received.

3.4.3.2 Communication

Right-Way Electrics shall ensure that it establishes and maintains a communication framework for receiving, documenting and responding to interested parties in regards to quality management issues.

The framework is an important tool to motivate all employees and encourage participation in improving occupational, health, safety & injury management performance throughout the Organisation.

This framework shall consider the following internal and external stakeholders and their related concerns:

- Employee(s)
- Owners/ Managers
- Associated Contractors
- Local, state and federal governmental regulatory bodies

Methods of communication shall consider all available means, including the following formal and informal communication systems:

- Staff Meetings/ Minutes of meetings
- Tool Box meetings
- Reports
- Signage

3.4.3.2.1 Minutes

All meetings are to be minuted in a way which is easy to interpret with responsibilities identified and actions plans noted.

3.4.3.3 Reporting

Right-Way Electrics shall ensure that it has systems in place that enable all employees and contractors to readily report :-

- Non conformance issues and sub optimal occurrences
- Hazards and Incidents
- Defective equipment
- Clients complaints and grievances
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All incidents and occurrences shall be reported in accordance with Incident Notification, Reporting Procedure (see later) and Investigation to permit necessary corrective and preventive action to be followed up by designated employee(s).

Reporting of incidents shall be carried out in accordance with legislative and regulatory requirements and relevant standards, codes and guidelines.

Appropriate key performance indicators (KPI's) shall be determined by Right-Way Electrics and designated employees.

Statutory and stakeholder reporting to external bodies shall also be conducted where applicable.

3.4.4. Documentation

All documents and data that affect quality, environmental and occupational, health, safety & injury management, and are essential to the completion of work in a safe manner, shall be systematically controlled and maintained.

Right-Way Electrics ensures that documents remain legible and are readily available at the point of use.

The procedure also covers how external documentation including legislative documentation is controlled.

The following documents are controlled:

- Copies of the Occupational, Health, Safety & Injury Management Manual;
- Workplace Procedures
- Legal documents, i.e. licenses, permits, certificates`
- Training records
- Inspections and Audits provided by external sources

See Procedure 02 Employee Consultation with forms 04, 05,06

3.4.5 Document and data control

Quality management documents and recorded data provide evidence of conformance and/or non conformance of the management system and compliance with relevant legislative and regulatory requirements.

The Document and Data Control Procedure describes how these document materials are kept, identified, their retention time and how they are to be disposed.

All relevant documents and data shall be:

- Readily identifiable, accessible and current denoting dates of revision
- Legible and kept in such a way to prevent deterioration.
- Maintained in a confidential manner, when relating to personal employee information, injury records and return-to-work / rehabilitation files of specific employees .
- Periodically reviewed, revised as necessary
- Appropriately archived where the material is required for legal and/or knowledge preservation purposes

3.4.6 Non Conformance Identification

3.4.6.1 General Principles

The Right-Way Electrics quality management process shall be undertaken in accordance with legislative and regulatory requirements to enable:

- All non conformance issues and sub optimal performances to be appropriately identified;
- Assessment of non conformance issues applying suitable methodologies
- Risk control measures to be implemented applying recognised hierarchal method(s); and
- The evaluation of the quality management process

3.4.6.2 Non conformance
See Procedure 35

Identification Guidelines

**SUB OPTIMAL / NON
CONFORMANCE
TASK**

Can you fix it?
Yes No

FIX IT !

1. **Report the PROBLEM** to your supervisor.
2. Complete a non - conformance report form.
3. Submit form to supervisor

General Staff Meeting to assess and make recommendations regarding control measures in **consultation** with employees.

Commence planning to address the issue/s
Action Plan to outline corrective action. Persons responsible and time frames.

Control Problem

Evaluate control measure has been successful.
If not recommence planning

3.4.7. Purchasing

All equipment is to be purchased in consultation with employees, with regard to consideration of quality and safety needs. In all instances reliability, ongoing maintenance needs and the quality of the equipment is to be discussed before any purchase is made.

See Procedure 21

3.4.8 Customer Needs Analysis

The needs of the customer are to be considered through feedback sheets and verbal comments and suggestions. The results of the feedback sheets and any verbal reports from customers are to be discussed at general staff meetings.

See Procedure 34

3.4.9 Contractors

Sub-Contractors are to perform all tasks on behalf of the organisation with regard to policies and procedures of Right-Way Electrics.

Management will review contractors' performance with regard to quality performance and makes recommendations to contractors and modify contract as necessary so to ensure quality in all services provided by Right-Way Electrics

See Procedure 17 with forms 17-20

3.5 MEASUREMENT & EVALUATION

3.5.1 Monitoring and measurement

3.5.1.1 General

Procedures shall be established, implemented and maintained in order to monitor and measure on a regular basis the Organisation's operations and activities that can cause suboptimal performance.

Right-Way Electrics shall use appropriate tools and equipment for monitoring and measurement of quality in the workplace.

All equipment used for the quality purposes shall be clearly identified, calibrated, maintained and stored as necessary. Records from monitoring and measurement activities shall be retained and be stored in an efficient and orderly manner. Data from records will be collected, summarised and collated to identify and measure performance in the key performance indicator areas specified earlier.

Right-Way Electrics shall ensure that it establishes, implements and maintains procedures to monitor :through:-

- quality performance of process, tasks and equipment
- The effectiveness of relevant operational controls
- Conformance with the company's quality environmental and occupational health and safety objectives and targets and:
- Compliance with relevant legislative and regulatory requirements.

Monitoring records shall be retained and stored in an efficient, orderly and confidential manner.

3.5.3 OHSMS Audit

Right-Way Electrics shall ensure that periodic internal audits of the quality System based on the audit program are carried out in a planned manner in order to determine that:

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- The documented system is being maintained to meet the requirements of ASNZ 9001:2000 and the company's needs.
 - The quality policy and objectives and targets for continual improvements are being met.

Performing these audits will also provide important information, which shall be communicated to management and employees as appropriate. The auditor(s) shall be competent in performing the necessary audits and not have responsibility in the area that is to be audited.

3.6 MANAGEMENT REVIEW

The policy of Right-Way Electrics is to review its Quality System at least once a year to ensure suitability, adequacy and effectiveness. All relevant information shall be collected to enable accurate evaluation and review by management.

The agenda shall detail the items to be addressed in respect to the relevance of the System by taking into consideration objectives and targets being met, audit results, and any other changing circumstances in the workplace. Where deficiencies in the system are identified during the review, they shall be appropriately followed up.

Meetings will be held at any time if the system has a major breakdown. The Manager, relevant supervisors and employees shall convene and conduct the reviews.