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Introduction to the Policy Manual

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1.

# Policy Manual

Issue No. 1

Paper Copy Number:.....

This manual explains how Dunnella Civil Engineering Ltd. has applied the principles of the ISO 9001:2000, ISO 14001:1996, OHSAS 18001:1999 and Investors in People Standards to their activities.

This document is also intended to direct the reader to the various processes and procedures, which must be followed if the Company is to carry out its responsibilities, in a controlled and disciplined fashion.

All policy and procedural information contained within the Integrated Management System may be found in both controlled paper copies of the documents or on the Company's computer network.

If you are reading this information direct from a screen (except via the internet) you can be assured that the details in this or any other system document are correct. However if you are reading this information from a paper copy please exercise **GREAT CAUTION** because only copies marked with a RED approval mark are controlled copies and other copies **WILL NOT BE UPDATED!**

If you would like to suggest any changes or improvements to the system please contact the author of the document or the Management Representative who will be delighted to discuss your suggestions and introduce any agreed changes.

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### **3.1 General requirements**

Dunnella Ltd. (the Company) will develop and continually improve their Integrated Management System in accordance with the requirements of ISO 9001:2000, ISO 14001:1996, OHSAS 18001:1999 and Investors in People Standards.

The Company will identify and document the key processes needed to ensure that they deliver their products and services in accordance with agreed requirements. The interaction of these business processes is shown in the flow charts in section 8. of this manual and the effectiveness of these processes will be regularly monitored and measured to ensure that the processes are implemented correctly, maintained and whenever possible continually improved.

The Managing Director will ensure that appropriate resources and necessary information are available to effectively support the operation of the Integrated Management System.

### **3.2 Scope of documentation**

The scope of the documentation within the Integrated Management System is intended to cover the full range of activities of the Company and can be described as follows:-

***“Design, Construction and Civil Engineering Works including Waste Water Treatment Projects”***

### **3.3 Exclusions**

The Company has no activities or processes that require validation as per clause 7.5.2 of ISO 9001:2000 and therefore this clause have not been addressed within this document.

### **3.4 Documentation**

The Integrated Management System consists of the following elements:-

- a) Written objectives for Quality, Health, Safety, Staff Welfare and Environmental Performance.
- b) Policy Manual.
- c) Flowcharts, Procedures or Work Instructions.
- d) Records.
- e) Other documents of internal or external origin necessary for the effectiveness of the system.

Such documents may exist in either hard copy (paper) or electronic (computer based) format.

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### **3.5 Policy Manual (this document)**

This Policy Manual describes the policies that will be adopted by the Company and refers to the processes and procedures required to make the Integrated Management System effective.

### **3.6 Control of documents and data**

This policy applies to all pertinent documents of internal or external origin.

Document control processes will be implemented to ensure that all pertinent documents and data relating to the Integrated Management System adopted by the Company are, where applicable:-

- a) Generated when needed
- b) Reviewed by appropriate persons
- c) Approved by authorised persons
- d) Issued in a timely manner
- e) Distributed to point of use or reference
- f) Controlled to ensure only correct information is available
- g) Withdrawn or replaced when obsolete

Changes to documents will be identified and any obsolete documents retained will be suitably identified.

Data relating to the Integrated Management System held on computers, such as records, procedures, work instructions etc. will be backed up regularly.

Mail, faxes and e-mail shall be printed and/or saved to appropriate files and treated according to their content. Telephone messages shall be recorded and passed to applicable recipients.

### **3.7 Control of records**

Records of all activities affecting the operation of the Integrated Management System and records relating to customer's requirements will be maintained in a manner that ensures that they are systematically filed and easily retrievable. The method of filing, storage and retention of these records shall be included in each individual Company Procedure.

Documented instructions will be developed to define the process of archiving and eventual disposal of records.

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#### **4.1 Management commitment**

The Directors and Managers of the Company are committed to supporting the Integrated Management System and this will be demonstrated by their involvement in communicating to all staff the need to meet every requirement and obligation placed upon them by customers, regulatory bodies and legislation.

The Managing Director will establish and endorse the overall Quality, Health & Safety and Environmental policies and will regularly set and review new objectives.

The Managing Director shall convene and participate in regular formal Management Reviews of the Integrated Management System and ensure that suitable resources are available to implement, support, maintain and continually improve the system.

#### **4.2 Business Focus**

##### **4.2.1 Customer focus**

The aim of any Management System is to ensure that the services or products provided completely satisfy all customer requirements. To help achieve this aim, the Directors and Managers will ensure that customer requirements are clearly identified and communicated to all staff.

##### **4.2.2 Legal and other Requirements**

Whilst satisfying customer requirements the Company will be equally focused on ensuring that all applicable legislation and regulations relating to health and safety in the workplace and environmental compliance are complied with.

#### **4.3 Main Policies**

Dunnella's overall aim can be expressed as follows:-

“To be the first choice of existing and potential Clients when a need arises for our capabilities”

Only by adopting the policies on the following pages and ensuring they are understood and applied can we hope to achieve our stated aim.

To support these policies Dunnella Ltd. has implemented an integrated Management System based upon the principles of ISO 9001, ISO 14001, OHSAS 18001, and the Investors in People Standard.

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This Management System Manual and the supporting Company Procedures have the full commitment of the Directors and all employees are required to perform their duties and tasks in accordance with the documented policies and instructions.

#### **4.3.1 Quality Policy**

Our aim to provide a service that totally satisfies the Client's needs and expectations, together with any contractual specifications in terms of quality time and cost whilst continually looking to improve our methods of operation.

#### **4.3.2 Health, Safety and Welfare Policy**

We will provide safe and healthy working conditions and systems of work to protect the health and safety of any employees or other persons and shall strive to continually improve the processes for achieving this policy.

This policy will be achieved by analysing the risks involved to employees or others by the nature of our work and ensuring that appropriate protective or preventive measures are adopted. Furthermore, and whenever possible we will seek to eliminate or reduce the risks associated with the work whilst at all times complying with any regulatory or statutory requirements.

#### **4.3.3 Environmental Policy**

We will ensure that as few as possible of our activities adversely affect the current environment in any way whatsoever. Whenever possible we will seek to develop processes of work which provide a positive contribution to the environment of the future.

This positive contribution will be achieved by our commitment to continual improvement in the methods of our work and the prevention of actual or potential pollution and ensuring that all our activities comply with any applicable environmental legislation, regulations, or codes of practice.

#### **4.3.4 Equal Opportunities Policy**

We are committed to providing equal opportunities in employment to the extent that all job applicants and employees will receive equal treatment in all aspects of the job regardless of gender, sexual orientation, marital status, race, colour, nationality, ethnic or national origins. This policy also extends to physical disabilities where not restricted by the scope of the work required.

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This Integrated Management System and its policies have been developed in such a way as to provide a framework for establishing and reviewing our business objectives. Clear objectives will be established in order that the achievement of our aims and goals can be meaningfully measured and reviewed.

We are committed to a culture of continuous improvement whereby all staff are required to comply with the requirements of the Integrated Management System and are actively encouraged to suggest improvements.

The Managing Director will ensure that all Policies and Procedures are communicated to, and understood throughout the organisation and all Company employees are required to comply with them.

All documented company policies will be made available to interested parties upon request.

We will regularly review all our policies and procedures to ensure they remain effective in helping us meet our stated aims.

ENDORSED:        John Farley – Managing Director

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#### **4.4 Planning**

##### **4.4.1 Objectives and Targets**

Strategic planning has been applied during the design and development of the integrated management system shown in the block diagram in figure 2.

Programmes for the achievement of measurable objectives or targets for quality, health & safety and environmental performance will be clearly stated in each Management Review and revised annually.

More general and detailed objectives at varying functional levels are contained within each individual Company Procedure.

##### **4.4.2 Quality Planning**

The use of a tender appraisal and contract review process ensures that all the needs and requirements of the customer are understood and that all quality aspects relating to that job are planned for. When applicable a Project Programme may be produced to define the stages of work.

These processes ensure that suitable resources will be available, a clear specification for the work is understood and agreed, and the sequence of activities planned.

##### **4.4.3 Health & Safety Planning**

Planning for health, safety, & welfare is performed by conducting risk assessments and producing individual Method Statements for jobs undertaken.

Where CDM regulations apply, pre-tender and construction phase Health & Safety Plans may also be produced.

The purpose of such planning is to ensure that all routine and non-routine hazards and risks to persons associated with the proposed or actual work have been assessed and the necessary provisions made for people's safety and welfare.

##### **4.4.4 Environmental Aspects and Planning**

Prior to undertaking any work the Company shall evaluate the potential impact that their activities may have on the proposed work and the surrounding environment. Consideration shall be given to both the direct and indirect consequences of undertaking the work. This planning shall consider what precautions

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must be taken to minimise or eliminate the possibility of pollution to air, soil or water caused directly by the Company whilst operating at a site and must also include an analysis of the risks and precautions to be taken to avoid causing other organisations to emit similar pollutants.

#### 4.4.5 Management programmes

A programme will be established and maintained to achieve all the stated objectives of the company.

The programme will be defined at Management Review meetings and clear responsibilities, actions and timescales will be specified for the achievement of the objectives.

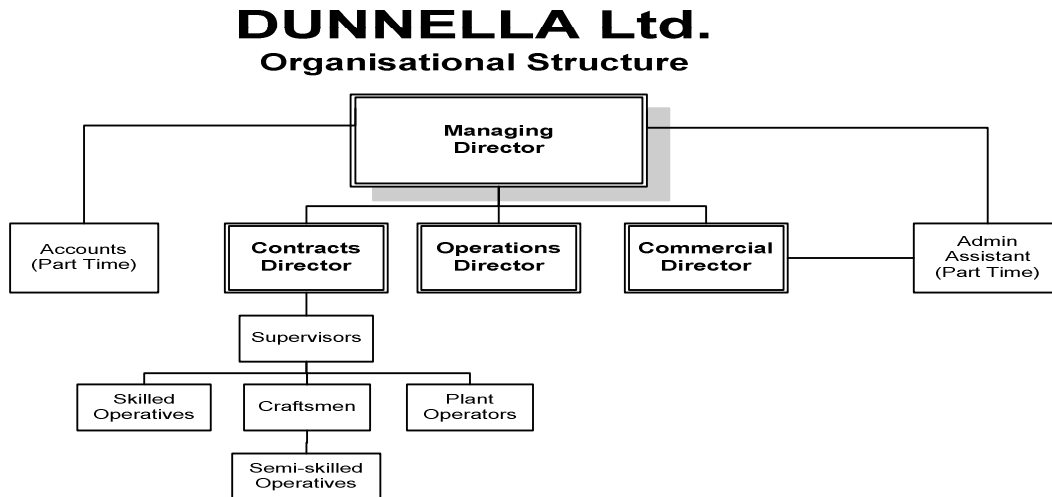
#### 4.5 Responsibility, authority and communication

##### 4.5.1 Responsibility and authority

The responsibility, authority and lines of reporting of all staff within the Company are shown in the organisation chart in Fig 1.

[Job Descriptions](#) will also be produced for all members of staff and these will contain detailed duties and objectives relative to the role.

##### 4.5.2 Company structure and lines of reporting Fig.1



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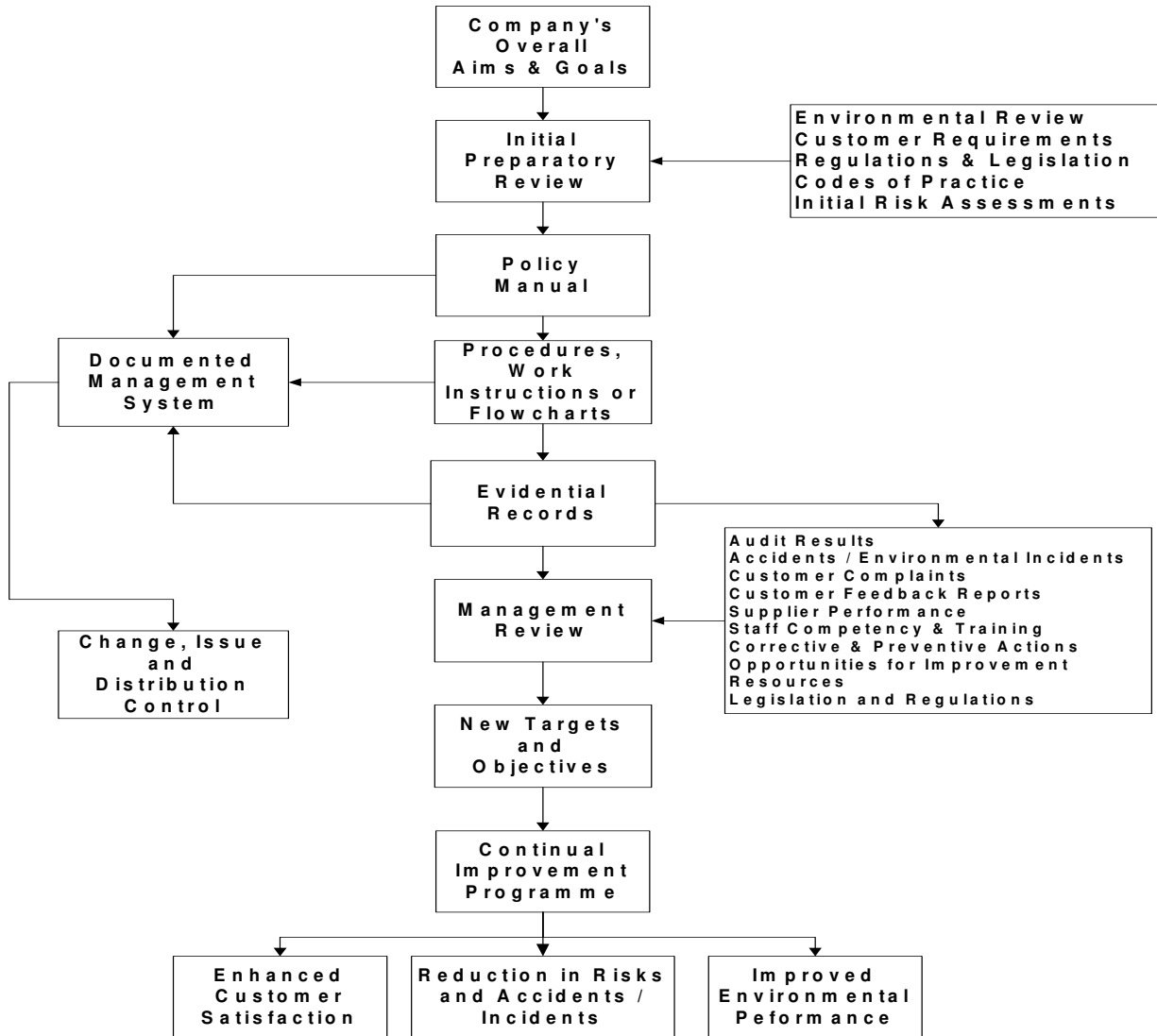
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**4.5.3 Strategic Integrated Management System plan Fig.2**

**Strategic Planning Process**



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#### **4.6 Management representative**

The Company will nominate a senior member of staff as the Management Representative, who irrespective of their other responsibilities will ensure that the Integrated Management System developed by the Company is implemented and maintained throughout.

The Management Representative shall also be responsible for helping ensure that customer, management system and regulatory requirements are communicated to all staff.

The Management Representative will ensure that Directors and Managers are kept informed of the performance of the Integrated Management System and advise them of the need for any improvements.

In the absence of the Management Representative another senior member of staff will be nominated to deputise for their responsibilities.

#### **4.7 Communication**

##### **4.7.1 Internal Communication and Consultation**

The Managing Director shall establish clear communication and consultation processes at all levels within the Company and ensure that these processes are effective. These processes shall include but not be limited to:-

- a) Regular meetings with all staff
- b) Use of notice boards
- c) Circulation of Company Reports (including Management Review Reports)

##### **4.7.2 External Communication**

The Company will ensure that a process exists for communication with relevant external interested parties. This process will cater for:-

- a) Declaring the Company's Quality, Health, Safety, Welfare and Environmental policies.
- b) Providing details of the Company's health and safety record.
- c) Declaring the Company's significant environmental aspects and performance.

#### **4.8 Management review**

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**4.8.1 General**

To ensure the ongoing effectiveness of the Integrated Management System it will be subject to periodic formal reviews by the Directors together with other staff or advisors considered necessary.

The prime aim of these reviews will be to review data and information relating to the performance of the Company against stated objectives and requirements and identify opportunities for improving Company performance.

On conclusion of the reviews the Managing Director shall consider the appropriateness of all current policies, processes and procedures and recommend any changes considered necessary.

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#### **4.8.2 Review input**

The Company will produce an agenda for the review. As a minimum this agenda shall include but not be limited to the following topics:-

- a) Status of actions relating to previous reviews.
- b) Progress towards or achievement of any previously stated targets, goals or objectives.
- c) Results of all internal and second or third party audits performed since the last review.
- d) Accidents, incidents and risks assessments (of both a health and safety or environmental nature).
- e) Complaints, concerns and any other documented instances of non-conformance together with the effectiveness of any corrective actions taken.
- f) Customer feedback reports.
- g) The effectiveness of any preventive actions previously taken.
- h) Changes to any regulations, legislation, codes of practice or any other document that has a bearing on the content of the Integrated Management System or stated objectives.
- i) The overall effectiveness of training undertaken during the period since the last review.
- j) Suggestions for changes and improvement of the Integrated Management System.

#### **4.8.3 Review output**

The output of the review meetings will be a written report. This report shall contain but not be limited to the following information:-

- a) Statements on the effectiveness of the Integrated Management System, policies and procedures together with any recommendations for change.
- b) Any preventive actions considered necessary to avoid the occurrence of non-conformances or mitigate / eliminate risk.
- c) Any other actions required as a result of the review together with the names of persons responsible for taking such actions and the dates by which they should be achieved.
- d) Future objectives for the improvement of the Integrated Management System and Company performance.
- e) Adequacy or need for further resources

The report shall be signed by the Managing Director and circulated to those persons with actions to complete, with further copies circulated to other Managers and Notice Boards.

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**Resources**

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### **5.1 Provision of resources**

The Managing Director will determine and continually review all resources required to achieve the Companies overall aims and ensure these resources are made available.

In determining and reviewing these resources consideration shall be given to the following:-

### **5.2 Human resources**

#### **5.2.1 General**

Ensuring that appropriately trained, qualified, experienced and competent staff are available for assignment to tasks.

#### **5.2.2 Competence, awareness and training**

The Company is committed to training and developing their entire staff to the levels necessary for them to conduct their tasks competently, safely and in accordance with procedures and legislation or regulations.

All staff will receive adequate induction and training in order to perform the tasks required of them.

The induction and training provided will ensure that each member of staff is capable of performing their duties correctly and consistently to the standards required by the Company and industry guidelines.

All staff will be regularly appraised by a Supervisor or Manager who will be responsible for reviewing their competency and identifying any training needs and ensuring that recommended training requirements are addressed.

Records of training and competence will be kept as part of personnel records.

The Company will review the effectiveness of its training and development activities on a continual basis and formerly at each Management Review meeting.

### **5.3 Infrastructure**

#### **5.3.1 Work environment**

The Managing Director shall ensure that adequate and proper facilities, equipment, and materials are available for tasks to be carried out in a safe and economic manner and that the results of these tasks are capable of achieving the desired specifications with minimal impact on the environment

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**5.3.2 Financial resources**

The Managing Director will, as far as practically possible within Company budgets, ensure that adequate financial funds are available to provide the resources necessary to implement, maintain and continually improve the Integrated Management System and the Company's performance and effectiveness.

**5.3.3 Information resources**

Information systems and processes shall be established to ensure that all information necessary to achieve the aims and objectives of the Company is made readily available to those staff that need it and ensuring that any information that needs to remain confidential does so.

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**Business Processes**

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### **6.1 Service realisation**

The Managing Director will ensure that the Company has defined processes to enable its services to be provided on a consistent basis and in accordance with the customer's specifications whilst complying with all applicable legislation and regulations affecting the industry.

### **6.2 Planning of service realisation**

Managers will plan and develop the processes necessary to deliver civil engineering services in accordance with customer specifications and other specified regulatory requirements. As part of this planning process, the Company shall determine:-

- a) The objectives and requirements of its services.
- b) Health, safety and environmental aspects, risks and controls.
- c) The processes and documentation required to deliver the company's' services.
- d) The checks that need to be conducted to measure, inspect or test the service to be delivered and health, safety and environmental aspects of the work.
- e) The records or evidence that need to be kept to provide assurance that specified requirements have been met.

Such planning will be documented and may take the form of any one or combination of the following:-

- i. Procedures
- ii. Specifications
- iii. Work Instructions
- iv. Flow Charts
- v. Check Lists

### **6.3 Customer related processes**

#### **6.3.1 Determination of requirements related to the product or service to be provided**

In order to accurately identify the requirements of the work to be conducted for the customer the Company will employ a number of processes. These processes will ensure that:-

- a) A clear understanding of the scope of work to be conducted is obtained and documented.
- b) Elements not specified by the customer but necessary to fulfil the intended requirements of the job are identified.
- c) Any statutory or regulatory requirements are considered and catered for.

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### **6.3.2 Review of the requirements related to the product or service to be provided**

Prior to accepting an instruction, order, or contract to undertake work, the identified requirements shall be reviewed by a suitable member of the Company's staff to ensure that:-

- a) The requirements have been adequately and clearly documented by either the customer or the Company.
- b) That any ambiguities have been clarified or resolved.
- c) The Company has, or can access the necessary resources to fulfil its obligations defined by the requirements and applicable legislation or regulations.

Such reviews shall also be repeated to the degree necessary should for any reason the requirements change either prior to, or during the provision of the work.

### **6.3.3 Customer communication**

The Company will have a variety of processes to ensure clear communication paths with its customers. These processes cover the following aspects of communication:-

- a) Liaising with customers on the day-to-day aspects of the job.
- b) Taking enquiries for new jobs, determining the Customer's needs and providing a response.
- c) Recording, investigating and responding to any concerns or complaints.
- d) Determining levels of Customer satisfaction.

## **6.4 Design and development**

### **6.4.1 Design and development planning**

The Company has developed a procedure to control all the design stages to ensure that the design meets the needs of the Client and any applicable legislation or regulations.

Plans will be prepared for projects requiring a design element. These plans will normally take the form of a Method Statement, usually accompanied by a Project Programme.

Such plans will address each activity and state who is responsible for what. Only appropriately qualified personnel will be assigned to these activities and the Company will ensure that they are supported by adequate resources.

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At the outset of a design project the names of all the parties involved shall be established in order to ensure that the necessary information can be gathered and transmitted to the respective parties for review.

#### **6.4.2 Design and development inputs**

Design input requirements relating to a project are determined by the design planning team at the point of enquiry or invitation to tender.

At the same time, all possible applicable statutory and regulatory requirements are identified.

Any incomplete, ambiguous or conflicting requirements shall be resolved with those parties responsible for specifying the requirements.

#### **6.4.3 Design and development outputs**

There will be full documentation of the finally agreed design. Such documentation will show that the proposed design conforms with the design input requirements and any agreed documented modifications thereto. The design will make reference to design acceptance criteria and will identify any characteristics of the design that are crucial to the safe and proper working of the design.

The design output will be in such a form that it can be verified and validated against design input requirements, with any amendments (see below).

Design output documents are reviewed by the Design Team before being released to those who are responsible for further work on the project.

#### **6.4.4 Design and development review**

Design reviews will normally take place at two stages :-

- a) after having gathered the initial information to establish that sufficient information has been gained and that this information is correct.
- b) before submitting any proposal to a Client to ensure that the design is feasible.

#### **6.4.5 Design and development verification**

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Design verification takes place during the design stages so as to ensure that the developing design will indeed satisfy the agreed final brief of the Client.

Competent personnel are always assigned to this verification task. Verification is conducted by an individual who has not been responsible for the detailed proposal. In some cases, calculations will be repeated by others who have not been involved in the detailed calculations in the first place. Alternatively, it may only be necessary to compare the new design with similar existing designs. In other cases, tests and demonstrations may be all that is required.

On other occasions, it may only be necessary, or perhaps only be possible, to review the final design documents before release for the next stage.

#### **6.4.6 Design and development validation**

Validation of the design means that evidence will be provided to ensure that the design does indeed conform to the Client's needs and /or requirements. The means of validation will be agreed with the Client beforehand and is normally confirmed by the use of a Post Construction Validation Report.

Whatever method is agreed, the validation will be documented and final approval obtained in writing from the Client.

#### **6.4.7 Control of design and development changes**

Very few design proposals remain unchanged from first drafting. The brief from the Client may prove to be incomplete or even ambiguous when the details of the design are being considered.

Whenever there is a need to deviate from the original brief received from a Client, the proposed deviations from the brief will be discussed with the Client and formal approval will be sought from the Client before proceeding further with the design.

It is recognised that it may become necessary to make changes to a design at any stage of the design process. Such changes will only take place with the formal documented approval of both parties.

### **6.5 Purchasing**

#### **6.5.1 Purchasing processes**

Purchasing of products, materials, equipment or subcontract services for use in connection with the work undertaken by the Company shall be conducted from approved suppliers who have either been assessed by

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the Company or demonstrated their ability to regularly supply products in conformance with appropriate standards, by trial or past performance.

### **6.5.2 Purchasing information**

In order to assist our suppliers to supply the correct materials or products on time, they shall be given a clear description of what is required. This may either be by written Purchase Order or verbally, confirmed by a unique Purchase Order for a specific contract.

### **6.5.3 Verification of purchased product**

The Company has no need to check the performance of any of its suppliers or subcontractors at their own premises. However it is a condition of all subcontracted work that the performance of subcontractors may be monitored at site by the Contract Director or Site Manager.

Customers (or representatives of the customer) shall always be afforded the right to check on the activities or performance of the Company or its subcontractors.

## **6.6 Production and service provision**

### **6.6.1 Control of operations**

Operational control of the Company's activities is primarily achieved through the use of suitably qualified, experienced and supervised staff, properly equipped and carrying out their duties in accordance with documented instructions (Company Procedures or Method Statements). A full list of Company Procedures may be found in the index to the Procedures Manual. The Contracts Director and Site Supervisors have direct responsibility for communication with the customer (or their representative) and shall attend site meetings as required.

Company plant is serviced on either a pre-planned, or hours worked basis to maintain its functionality.

Other than the laying of concrete or asphalt there are no other special processes that need any form of control or validation. When it is a requirement of the contract to perform testing of concrete or asphalt materials, the appropriate samples shall be taken, and tested in accordance with the agreed specifications. The results of such tests shall be passed to the customer (or their representative) and a copy kept with project records.

All electrical equipment and critical safety equipment is subject to regular checks for statutory purposes and the Company maintains records of all such equipment.

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All health, safety and environmental aspects of the work to be undertaken will be identified prior to the commencement of the work. Any risks identified during this process will be eliminated or minimised by the application of stated controls.

### **6.6.2 Emergency Preparedness and Response**

The Company has considered all the processes and procedures necessary to ensure that, as far as practically possible, any risks to the health and safety of employees or others and the potential for any negative environmental impact have been identified and control measures specified.

Where practicable these control measure or procedures will be tested for effectiveness.

### **6.6.3 Identification and traceability**

There are no Client or legislative requirements for the Company to maintain any traceability of equipment or materials used in connection with the work performed.

All Jobs are allocated a unique Job Number and a title. Any documentation associated with either the Job Number or title and filed in Job File.

Staff working on sites complete and submit Timesheets to the Office. From these documents the times, dates, names of personnel involved and nature of work performed can be established.

### **6.6.4 Customer property**

Any property (including intellectual property) provided to the Company by Customers shall be treated and cared for in such a way as to protect it from damage, deterioration or loss. If upon receipt of such property it is found to be unsuitable for the intended purpose, or the property is lost or damaged whilst in the possession of the Company, the Company shall record the situation and report it to the provider at the earliest opportunity.

### **6.6.5 Preservation of products or services**

The Company shall consider the processes necessary to protect the products and services it provides from damage or deterioration at all stages up to the point of final hand over to the customer. In doing so, the Company shall consider the effects of handling, storage, packaging, marking or labelling and transportation.

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Any techniques considered essential to the preservation of the products or service shall be documented.

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**6.6.6 Control of monitoring and measuring devices**

All equipment used for measurement to decide the acceptability of work performed by the Company or for use in a health & safety or environmental monitoring capacity shall be controlled.

The control shall include:

- the location or whereabouts of equipment being recorded.
- the unique identity and equipment type being recorded.
- a schedule of Calibration or Testing, giving the frequency and calibration/test method.
- the degree of accuracy required for use and its acceptable level of error

Records of the results of this control will be maintained and where any equipment is found to be in error, the consequence of that error shall be investigated and the appropriate action taken.

Statutory inspections for lifting chains, cable/gas detectors, tachographs, etc., are controlled to ensure that the necessary inspections or checks are performed at the specified intervals.

Should any item of equipment be found to faulty during these inspections, the impact of the prior use of this equipment will be assessed and any applicable actions taken.

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### **7.1 General**

The Company will determine the processes required to monitor, measure and analyse the performance of the Integrated Management System to check its compliance with stated requirements and identify opportunities for improvement.

Furthermore the Company will determine the monitoring, measurement and analysis processes that need to be applied to the products or services provided to ensure they meet the defined requirements.

If any of these processes make use of statistical techniques, then the application and any limitation of these techniques shall be documented.

### **7.2 Monitoring and measurement**

In order to monitor and continually improve the way in which the Integrated Management System achieves its aims and objectives it shall be subject to a number of measures. These measures shall include:-

- a) Regular reviews of customer satisfaction levels.
- b) Periodic reviews of the Integrated Management System.
- c) Degrees of compliance with stated policies and procedures by internal auditing.

#### **7.2.1 Customer satisfaction**

The Company shall determine and document a process for the measurement of satisfaction of its customers. The information obtained from these measurements shall be used as the basis upon which to improve the products or services provided.

The effectiveness of the measurement processes shall be periodically reviewed to ensure that valid information is being obtained and used to best effect.

#### **7.2.2 Internal audit**

Internal audits shall be conducted throughout the Company on a regular basis. These audits shall be carried out in accordance with a schedule, plan and documented instructions; the purpose of which is to ensure that the entire Integrated Management System is thoroughly and systematically checked for compliance with declared policies and procedures and meets all the applicable requirements of ISO 9001:2000, ISO 14001:1996 and OHSAS 18001:1999 together with other regulations or Codes of Practice with which the Company needs to comply.

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### **7.2.2 Internal audit (continued)**

The audits shall be co-ordinated by the Management Representative who will define the frequency of the audits and adjust the frequency dependant upon the results and findings. However, all procedures, processes and functions identified on the Audit Schedule shall be audited at least once a year.

A suitably trained or experienced auditor who shall be independent of the process, function or activity audited will conduct the audits.

Audit reports shall whenever applicable identify opportunities for improvement in the processes, products and services provided. Records of all audits and their findings shall be kept and a summary of them included as a regular agenda item for each Management Review Meeting.

### **7.2.3 Monitoring and measurement of processes**

Most processes and activities conducted within the Company will be monitored or measured by supervision. Managers and employees will be responsible for ensuring that the activities conducted within their areas of responsibility meet all specified requirements for the activity. Additionally they shall have a responsibility to identify and recommend opportunities to improve the processes within their area of responsibility.

### **7.2.4 Risk Assessments**

Risk assessments shall be performed on all sites where work is to be carried out. These risk assessment are intended to determine the possible hazards and the corrective and preventive measures required to avoid any dangerous occurrence.

### **7.2.5 Environmental Assessments**

Prior to bidding for any jobs and before commencement of work on site the Company shall ensure that it has considered all environmental implications of the proposed works. The assessment shall take into consideration the following aspects:-

- a) The sustainability of materials to be used.
- b) The avoidance of direct or indirect causes of pollution.
- c) Possibilities for positive environmental contribution of the works.

### **7.2.6 Site Safety Audits**

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In addition to the Management System audits, the Contracts Director shall perform random site safety audits.

These audits will cover all activities being conducted at a works site which may have an impact on Company personnel. The results of these audits shall be recorded.

### **7.2.7 Monitoring and measurement of work**

The Company shall identify and document any measurements or checks that need to be performed on the products or services provided. Any such documents shall specify who is responsible for carrying out the measurements or checks, at what stage they are to be performed and the records or evidence to be kept.

Any records or evidence of inspection or checks shall show who performed the inspection or check and the result of this activity.

### **7.3 Control of nonconforming products, services or processes**

The Company will have documented instructions to specify the actions that need to be taken in the event that products, services or processes are found to be incorrect.

These instructions shall ensure that whenever products, services or processes are found to be incorrect the situation is recorded and the fault or problem identified to prevent inadvertent use or further processing until such time as the situation has been reviewed and a course of action specified.

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#### **7.4 Analysis of data**

The Managing Director shall determine what types and sources of data are important in providing information on the performance of the Company and the effectiveness of the Integrated Management System.

This data will be gathered on a regular basis and analysed or reviewed with the intent identifying opportunities to improve performance.

When collecting and reviewing this data the need to apply statistical techniques to either the collection or analysis of the data shall be considered. If such techniques are thought to be necessary or advantageous, the use of the techniques shall be documented.

The prime process for gathering and reviewing this data shall be the Management Review process, however if other processes are used then a summary of the findings or recommendations of these processes shall be provided to the Management Review meetings.

#### **7.5 Improvement**

##### **7.5.1 Continual improvement**

The Company will develop a variety of processes and procedures specifically designed to assist with identifying opportunities to improve its products, processes and services.

In particular Procedures or Work Instructions will be structured and implemented in such a way as to provide a framework for continuous improvement.

#### **7.6 Corrective action**

Whenever non-conformances occur within the Company or during the provision of products or services, appropriate actions shall be specified that will either correct and/or prevent the recurrence of such events.

Procedures aimed at detecting or recording non-conformances shall contain instructions to ensure that whenever problems are identified they are investigated and suitable corrective and/or preventive measures are specified and taken.

When applicable appropriate follow up checks shall also be made to ensure the corrective action has been taken and is effective.

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**7.7 Preventive action**

A prime aim of gathering and analysing the data referred to in 7.4 shall be to identify the potential for occurrences of non-conformances or risks within the Company's activities.

When such analysis indicates the need for action to be taken, the action shall be clearly specified along with the names of those persons responsible for taking the action and the timescales for achievement.

To ensure that preventive actions are effective, when stating the actions to be taken the statements shall also include what further actions may be necessary to review the situation. Such information shall be submitted to the next Management Review meeting.

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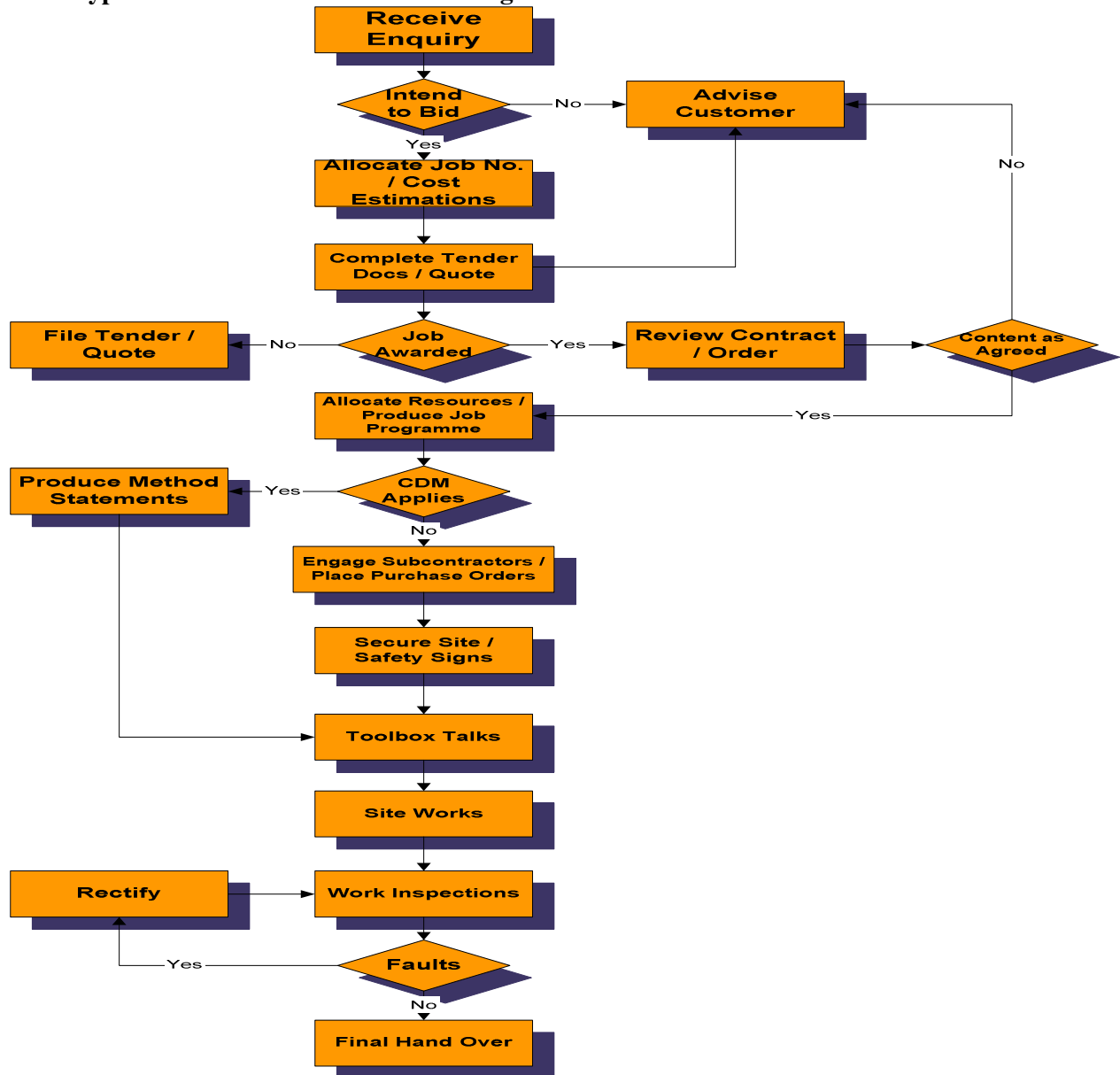
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8.1 Typical Business Process Fig 3.



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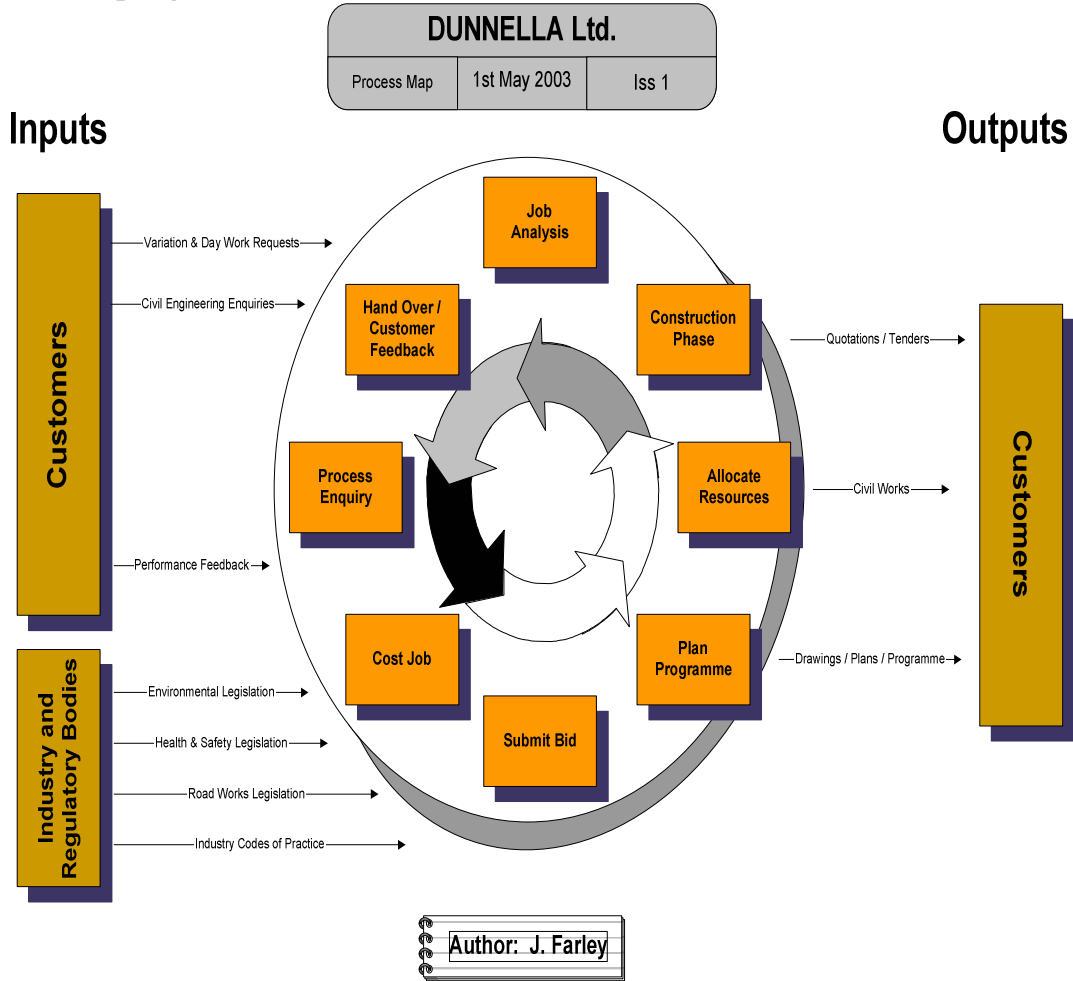
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8.2 Process Map Fig 4.



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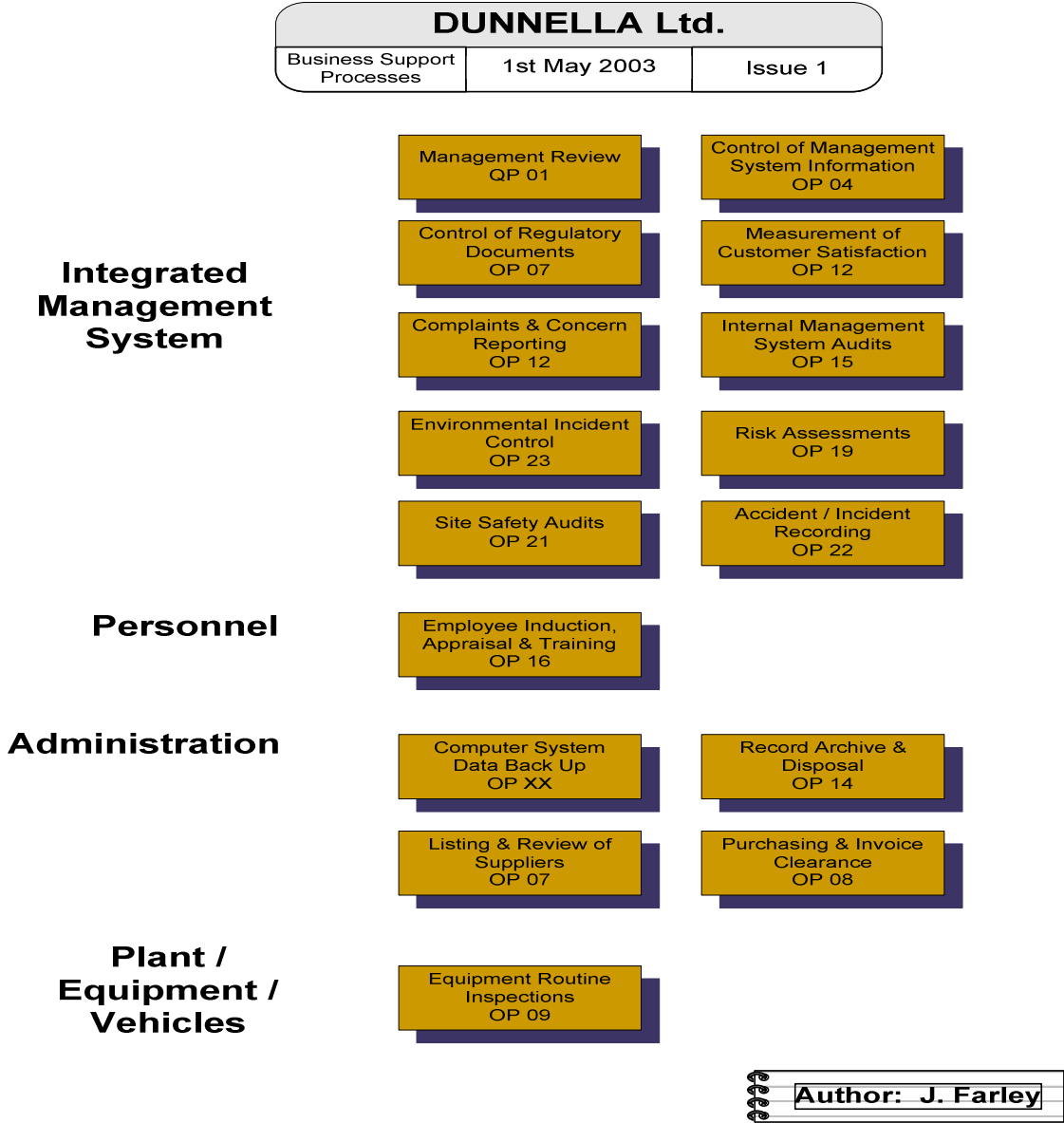
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8.3 Business Support Processes Fig 5.



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9.1 List of Job Descriptions

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[Contracts Director](#)

[Operations Director](#)

[Commercial Director](#)

[Supervisors](#)

[Administration Assistant \(part-time\)](#)

[Accounts Assistant \(Part-time\)](#)

[Tradesmen Bricklayers/Carpenters](#)

[Semi-skilled Operatives](#)

[Plant Operatives](#)

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**JOB DESCRIPTION:                    Managing Director**

**OBJECTIVES:**

**To guide the business into the future with planned growth ensuring that all stated objectives, aims and targets are met and lead to the overall Company Goal.**

Primary Responsibilities include, but are not limited to:

- 1.0 Day-to-day financial control of the business including:
  - 1.1 Development of the business in line with stated objectives
  - 1.2 Payment of staff and suppliers
  - 1.3 Adherence to requisite PAYE, NI and VAT legislation
- 2.0 Liaison with organisations and Clients for which the Company conducts work, including the involvement in design of new projects, as applicable.
- 3.0 The keeping and presentation of true and fair Company records.
- 4.0 Ensuring that the business is run in compliance with the Companies' Act.
- 5.0 Briefing staff on all relevant aspects of the Company business.
- 6.0 Determining the Company Policies with regard to Quality, Health & Safety and the Environment and ensuring that these are communicated and understood.
- 7.0 Undertaking the role of Management System Representative ensuring that the Management System is implemented reviewed, maintained, and where possible continually improved.
- 8.0 Chairing monthly meeting with Directors and Supervisors
- 9.0 Preparations of payroll figures providing information for money transfer
- 10.0 Payment of all suppliers.
- 11.0 Taking ultimate responsibility for health, safety, and welfare of staff.

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**JOB DESCRIPTION:                    Contracts Director**

**OBJECTIVES:**

**To ensure that all work carried out by the Company meets the stated needs of the Client.**

**To ensure that employees work in a manner that protects their health, safety, and welfare together with others that may be affected by their acts.**

**To minimise the impact of any site operations that may have an effect on the environment.**

Primary Responsibilities include, but are not limited to:

- 1.0 Day-to-day operational/contractual control of the business including:
  - 1.1 Supervision of all sites and their staff.
  - 1.2 Health and safety requirements for sites
  - 1.3 Minimising or mitigating any negative environmental impact of site operations.
- 2.0 Assistance with the preparation of the business plan and Company objectives.
- 3.0 Propose, design and sketch requirements prior to submission to Clients and liaise with external parties for design work and calculations.

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**JOB DESCRIPTION:                    Operations Director**

**OBJECTIVES:**

**To ensure that plant and/or equipment is maintained and used in a manner that prevents unnecessary emissions to the environment.**

**To ensure correct manning and equipping of contracts to provide a safe working environment.**

**To ensure jobs are programmed and planned to meet customer requirements.**

- 1.0 Allocation of duties to all staff.
- 2.0 Allocation of the daily workload for all contractual site-based staff.
- 3.0 Allocation of all inter-site transport requirements.
- 4.0 Ensuring that Company vehicles, plant and machinery comply with employment/health and safety legislation and codes of practice.
- 5.0 Overseeing jointly with the Managing Director the appraisal, training and development of all staff.
- 6.0 Deputising for the Managing Director in all matters relating to the Management System.

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**JOB DESCRIPTION:**

**Commercial Director**

**OBJECTIVES:**

Purchasing of materials required for the works and hiring of plant for same.

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**JOB FUNCTION: Supervisors**

**OBJECTIVES:**

**To ensure that all information and requirements of the job are communicated to their team and that work is conducted to meet these requirements.**

**To ensure that each member of their team is suitably equipped and works in a manner to ensure their individual health & safety and that of others who may be affected by their acts.**

Primary Responsibilities include but are not limited to:-

- 1.0 Co-ordination of site Activities including:
  - 1.1 Evaluating contracts and determining needs and requirements to carry out works.
  - 1.2 Liaison with Clients on a day-to-day basis of the contract and/or any problems which may arise during the works and the action to be taken.
  - 1.3 Checking the delivery of materials and plant and notifying any nonconformances.
  - 1.4 Overseeing the work performed by any subcontractors.
  - 1.5 Allocation of work to individual team members.
  
- 2.0 General Duties including:
  - 2.1 Site health and safety, welfare and discipline.
  - 2.2 Assisting with the appraisal or review of team members and providing feedback to the Operations Director.
  - 2.3 Advising directors on staff development matters.
  - 2.4 Supervision of site works as applicable.
  - 2.5 Maintenance of appropriate site records.

Secondary Responsibilities include but are not limited to:-

- 3.0 Deputising for other staff duties in their absence.
  
- 4.0 Performing any other duties which may be requested by the Directors and for which they are experienced or trained to carry out.

**NOTE: Every member of staff is obliged to report to the Directors any situation which may affect the Health and Safety of themselves or any other member of staff or be of risk to the Company.**

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**JOB FUNCTION: Administration Assistant (part-time)**

**OBJECTIVES:**

**To provide help to the Directors with all administrative aspects of the business.**

Primary Responsibilities include but are not limited to:-

1.0 Administration activities including:-

1.1 Typing and data processing as may be requested by the Directors.

Secondary Responsibilities include but are not limited to:-

2.0 Performing any other duties that may be requested by the Directors for which the staff member is experienced or trained to carry out.

**NOTE: Every member of staff is obliged to report to the Directors any situation which may affect the Health and Safety of themselves or any other member of staff or be of risk to the Company.**

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**JOB FUNCTION: Accounts Assistant (Part-time)**

**OBJECTIVES:**

**To provide help to the Directors with all accountancy aspects of the business.**

Primary Responsibilities include but are not limited to:-

1.0 Accounts activities including:-

- 1.1 Preparation of accounts information including credits list, expenditure and income sheets, salary analysis and other accounting information as may be required by the Directors.
- 1.2 Maintenance of all manual and computer based books and ledgers.
- 1.3 Checking of all payments made and approved by Directors.
- 1.4 Operation of Company VAT schemes. Maintenance of all records relating to payroll and payments.
- 1.5 Preparation of tax records and all information on employment status.

Secondary Responsibilities include but are not limited to:-

- 2.0 Performing any other duties that may be requested by the directors for which the staff member is experienced or trained to carry out.

**NOTE: Every member of staff is obliged to report to the Directors any situation which may affect the Health and Safety of themselves or any other member of staff or be of risk to the Company.**

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TITLE:

**Job Descriptions & Responsibilities**

SECTION REF:

**9.**

**JOB FUNCTION: Tradesmen Bricklayers/Carpenters**

**OBJECTIVES:**

**To conduct work in accordance with the specified requirements of the job.**

**To carry out duties in a manner to ensure personal safety and the safety of others who may be affected by your acts.**

**To report any activity that has, or may have, a negative affect on the site or surrounding environment and take such actions necessary as directed or advised.**

Primary Responsibilities include but are not limited to:-

1.0 Site Activities including:

- 1.1 Setting out for their specific works.
- 1.2 Ensuring that all labour plant and materials necessary for carrying out the works are in place.
- 1.3 Organising with the help of the Site Supervisor replacement of plant, materials or additional requirements.
- 1.4 General housekeeping on all sites.

2.0 Administrative Activities including:

- 2.1 Keeping of accurate site records relating to their specific trade.
- 2.2 Preparation of day-works sheets relating to their specific trade.
- 2.3 Ordering or giving actual requirements to the Site Supervisor to order goods or services to carry out works related to their trade.

Secondary Responsibilities include but are not limited to:-

- 3.0 Performing any other duties that may be requested by the Directors or Site Supervisor for which the tradesman is experienced or trained to carry out.

**NOTE: Every member of staff is obliged to report to the Directors any situation which may affect the Health and Safety of themselves for any other member of staff or be of risk to the Company.**

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**TITLE:**

**Job Descriptions & Responsibilities**

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**9.**

**JOB FUNCTION:           Semi-skilled Operatives**

**OBJECTIVES:**

**To provide assistance to the site team in accordance with the specified requirements of the job.**

**To carry out duties in a manner to ensure personal safety and the safety of others who may be affected by your acts.**

To report any activity that has, or may have, a negative affect on the site or surrounding environment and take such actions necessary as directed or advised.

Primary Responsibilities include but are not limited to:-

1.0 Site Activities including:

- 1.1 Assist tradesmen and or site managers in setting out, organising materials and plant requirements.
- 1.2 Assist in all aspects of construction including
  - excavation
  - concrete works
  - drainage works
  - carpentry
  - brickwork
  - landscaping

Secondary Responsibilities include but are not limited to:-

- 2.0 Deputising for other team member duties in their absence.
- 3.0 Performing any other duties that may be requested by the Directors or Site Supervisor for which the operative is experienced or trained to carry out.

**NOTE: Every member of staff is obliged to report to the Directors any situation which may affect the Health and Safety of themselves or any other member of staff or be of risk to the Company.**

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**DUNNELLA Ltd. – POLICY MANUAL**

**TITLE:**

**Job Descriptions & Responsibilities**

**SECTION REF:**

**9.**

**JOB FUNCTION: Plant Operatives**

**OBJECTIVES:**

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