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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

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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.