

**RMCG**

**AUGUST 2021**

# **Quality Management System**

Overview

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# 1 Scope

## 1.1 AIMS OF THE QUALITY MANAGEMENT SYSTEM

RMCG's Quality Management System (QMS):

- Assists in achieving our core purpose
- Provides a framework for business operations
- Supports the delivery of quality and consistent products and services
- Enhances customer satisfaction
- Ensures an efficient work environment
- Engenders continuous improvement across the business

## 1.2 REQUIREMENTS OF ISO9001:2015

Our QMS is consistent with the principles of ISO9001:2015 in that we aim to:

- Have effective leadership within the business to drive strategic and operational outcomes
- Always looking at ways to improve our performance
- Establish effective use of RMCG resources
- Enhance our relationships and provide reliable and reputable service to our clients
- Improve staff morale and working conditions

## 1.3 QUALITY POLICY AND OBJECTIVES

RMCG's Quality Policy underpins what we do as a business.

We recognise that our good reputation and success depends on the quality of the service we deliver to our clients. It is important for us to be respected by our clients for the quality of work and services, for the value for money we give, and for our attitude and behaviour towards them (and this relies on the quality of our people).

RMCG is committed to providing quality service to our clients. This is achieved by:

- Listening to our clients and understanding their goals
- Always being open to new ideas/concepts
- Periodically comparing our performance with our peers/competitors
- Continually reviewing procedures to ensure steady improvement and growth
- Involving all employees in a continuous process of training and personal development
- Communicating the importance of the QMS to new (via induction) and existing staff (staff meetings, forum, newsletters) to ensure it is understood and considered in all of our work and dealings with clients
- Having a working environment and culture, which encourages people to be happy, motivated, and enthusiastic and take pride in their work.

Linked to this policy are our quality objectives, which exist for all of our key business processes. Each objective has Key Performance Indicators (KPIs) related to it that are monitored, analysed and reviewed to ensure continuous business improvement.

## **1.4 PLANNING AND DESIGN OF THE QMS**

In planning the QMS, RMCG has taken into account its context and has undertaken a risk assessment to understand the key internal and external factors that may influence the achievement of our quality objectives.

The approach taken in planning the QMS was to:

- Identify the five key components of the QMS (see section 1.5)
- Identify the processes required by the business
- Determine how each process interrelates
- Document information for each process relevant to the business

Each process highlights its key objectives and identifies Key Performance Indicators (KPIs) that the business will monitor (measure), analyse and review.

In terms of the business, the QMS is designed to:

- Be incorporated into business planning and operations
- Satisfy the needs and objectives of the business
- Reflect the way RMCG works as a business
- Incorporate all of the future improvements as the need arises

## **1.5 QMS ELEMENTS**

The QMS has six important elements, which can be seen diagrammatically in the Framework Flowchart in Section 3. These elements are described below.

### **1. Overview**

The Overview provides the scope of the QMS. This includes definitions of terms, the QMS framework, the processes required and their interactions, documented information required by the standard and the business, the Quality Policy and the process for management, review and continuous improvement.

### **2. Business processes**

RMCG has six interrelated business processes, which are:

BM: Business Management

PD: Project Delivery

FM: Financial Management

HR: Human Resources

ICT: Information and Communications Technology

OO: Office Operations

An 'Overview' document has been prepared for each process that provides:

- A description of the objectives
- KPIs relevant to the objectives and how they are monitored (measured), analysed and reviewed for continuous improvement
- Relevant policies
- Key components of the process
- Responsibilities (strategic and operational) of personnel
- Internal and external resources required to administer the process
- Procedures

In monitoring the processes, RMCG adopts a preventative rather than a corrective approach.

### **3. Monitoring (measuring), analysis and review**

The KPIs for each business process are taken into consideration when developing the business's annual action plan, including who has responsibility and how each one is monitored and reported.

### **4. Non-Conformity and Corrective Action**

The Nonconformity and Corrective Action process identifies how nonconformities are dealt with in the business to ensure they do not reoccur.

### **5. Internal Audit**

The Internal Audit process identifies how audits are conducted within the business and assesses the effectiveness of the QMS. A two-year audit plan has been established to ensure all processes are audited at the required frequency, the focus being on the most critical to the business.

The Operations Manager is responsible for the implementation of all of these elements.

### **6. Resource Templates Index**

The Resource Templates Index provides the tools required to assist in carrying out the functions identified in the process documents.

## **1.6 DOCUMENTED INFORMATION**

As required by ISO9001:2015, the QMS has documented information for the following:

- **Scope of the QMS** – This can be found in the 'Overview' (Part 1)
- **Business processes** – See all process documents (Part 2)
- **Quality Policy and Objectives** – The Quality Policy can be found in the 'Overview' (Part 1) and related quality objectives can be found in each of the business process documents (refer to section 1)
- **Monitoring and measurement resources** – This can be found in each of the business process documents (refer to section 2)
- **Control of documented information** – This can be found within the 'Office Operations Overview' process (refer to section 4.3.1)
- **Nonconformity and Corrective Action** – This is documented in the 'Nonconformity and Corrective Action' process (Part 4)
- **Internal Audit** – This is documented in the 'Internal Audit' process (Part 5)

The QMS has also documented all business systems within RMCG.

## **1.7 APPROVAL OF THE QMS**

The QMS is approved and implemented by RMCG's Leadership Team.

## **1.8 MANAGEMENT REVIEW**

The Leadership Team is actively involved and engaged in the QMS and is continually reviewing its ongoing suitability, adequacy and effectiveness to the business at bi-monthly management meetings. A formal review of the QMS is undertaken annually by the Managing Principal and Operations Manager.

The Business Management 'Overview' describes the review process in more detail.

## **1.9 QMS RESPONSIBILITIES**

The Leadership Team has overall responsibility for implementation of the QMS. This role may be delegated to an individual member of the Leadership Team or a specific working group.

It is the responsibility of all employees to adhere to the QMS.

## **1.10 COMMUNICATION OF THE QMS**

The QMS is communicated to new staff via the induction process and existing staff via staff meetings, Yammer (internal forum), the monthly business newsletter and email.

Staff also have easy access to the QMS system electronically via Sharepoint.

## **1.11 CONTINUOUS IMPROVEMENT**

The business undertakes a number of processes to ensure continuous growth and improvement as required by the standard. These include:

- Risk assessment
- Strategic Plan
- Monitoring, analysis and review of strategic KPIs (as per business process 'Overview' documents)
- Annual management review
- Opportunity for Improvement and Non Conformance forms
- Client feedback

## **1.12 STANDARD NOT APPLICABLE TO SCOPE**

During the QMS planning process it was identified that section 7.1.5 of the ISO9001:2015 in relation to '*Monitoring and Measuring resources*' was not applicable to our business as we use external suppliers/contractors for this purpose.

## 2 Terms and definitions

**Process:** A stated course of action with a defined purpose and scope to guide decision-making under a given set of circumstances within the framework of strategic objectives, key performance indicators and management philosophies.

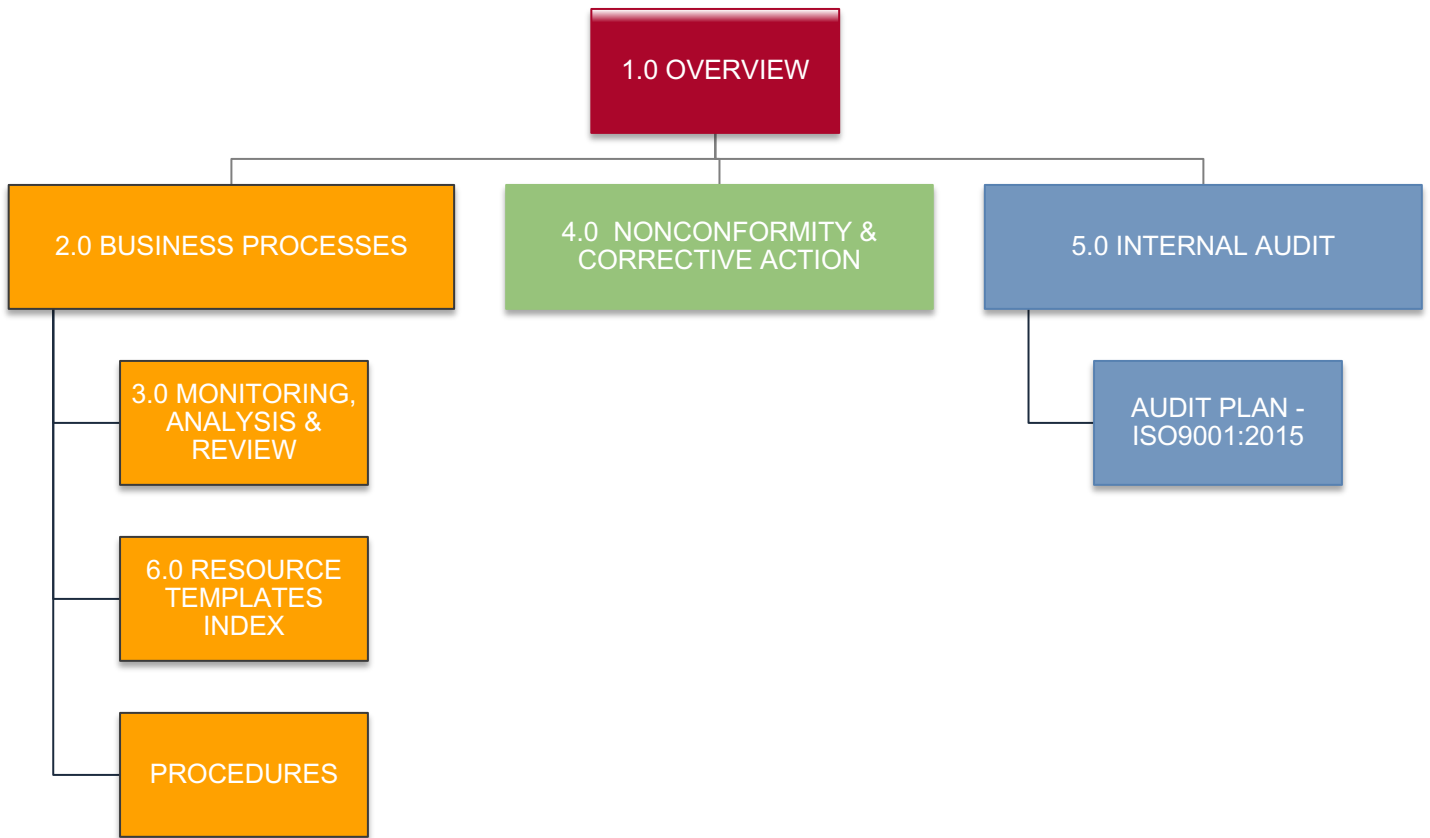
**Components:** The various segments of a process which, when used effectively and in the prescribed manner, ensure adherence to the guidelines set forth in the process to which the components apply.

**Procedures:** A series of more specific steps within process components, to ensure adherence with the guidelines set forth in the components to which the procedures apply.

**Resource Templates:** A pre-formatted document containing instructions and placeholders for data entry to monitor progress through a particular element and to ensure proper record keeping.

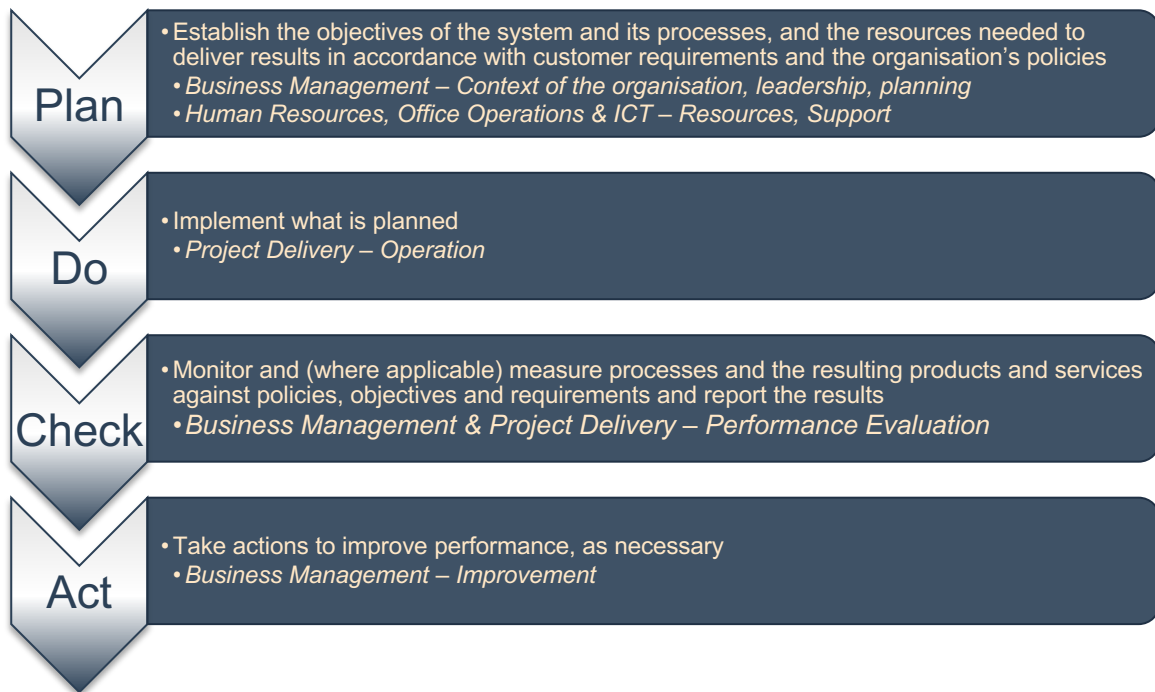
**Product:** An activity designed and developed by the business to sell to its clients.

### 3 Framework flowchart

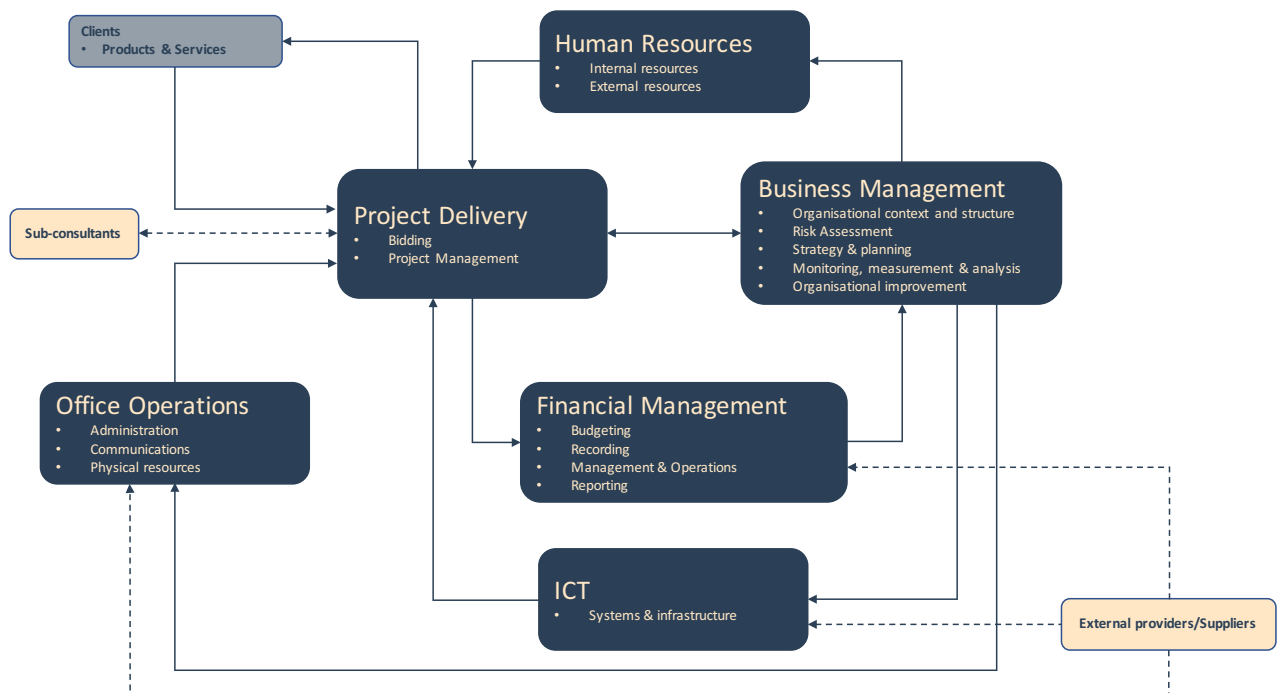




# 4 Relationship diagram



## Interrelated processes



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