**ISO 9001:2008**

**QUALITY MANUAL**

**ISSUED TO:** Jason Peck **TITLE:** Lead Auditor

 International Certifications

**LOCATION:** E-Copy **AUTHORIZED BY:** M Cadotte

**TITLE:** National Director –

 Safety / Quality

**DOCUMENT NO.:** QCM-013 **DATE ISSUED:** 12/11/2015

Unless otherwise indicated with “N/A” under Document Number, this manual is a controlled document. The document number assigned to this manual is registered with our Quality Assurance Department.

In order for the recipient to continue to receive updates as they are incorporated into the manual, confirmation of receipt of this manual is required. Receipt shall be acknowledged by returning one signed copy of this cover sheet to the National Director of Quality - U.S. at:

GDI

24300 Southfield Road

Suite 220

Southfield, Michigan 48075

Failure to return a signed copy of this cover sheet, as acknowledgment, will change the status of this manual to uncontrolled. The status of this document may be altered with written notification to the recipient from GDI.

Procedures and instructions that are contained and referenced throughout this manual are confidential to GDI and are not to be distributed to other persons or agencies. Copies, scans, e-copies and distribution without specific approval are strictly prohibited.

Return to GDI



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Signature Date



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Approval**Index 0.1**

0.0 Cover Page of quality manual

* 1. Index
	2. Revision log
1. Introduction
2. GDI’s Quality Policy
3. Definitions
4. **Quality Management System**

4.1 General Requirements

4.2 Documentation Requirements

**5.0 Management Responsibility**

5.1 Management Commitment

5.2 Customer Focus

5.3 Quality Policy

5.4 Planning

5.5 Responsibility, Authority and Communication

5.6 Management Review

**6.0 Resource Management**

6.1 Provision of Resources

6.2 Human Resources

6.3 Infrastructure

6.4 Work Environment

**7.0 Product Realization**

7.1 Planning of Product Realization

7.2 Customer Related Process

7.3 Design and Development

7.4 Purchasing

7.5 Production and Service Provision

7.6 Control of Monitoring and Measuring Devices

**8.0 Measurement, Analysis and Improvement**

8.1 General

8.2 Monitoring and Measurement

8.3 Control of Nonconforming Product

8.4 Analysis of Data

8.5 Improvement

**Revision Log 0.2**

|  |  |  |  |
| --- | --- | --- | --- |
| Rev.: | Date: | Responsible Person: | Description of Change: |
| 1 | 12/23/96 | M. Cadotte/DQA | Initial Release |
| 2 | 04/28/97 | M. Cadotte/DQA | Audit |
| 3 | 08/08/97 | M. Cadotte/DQA | Revised/Structure |
| 4 | 2/28/98 | M. Cadotte | Audit |
| 5 | 03/09/98 | M. Cadotte | Audit |
| 6 | 12/01/98 | M. Cadotte | Level 1 Audit Corrections |
| 7 | 10/22/02 | QUEST | 4.6 process changes |
| 8 | 12/10/02 | QUEST | 4.18 process change(s) |
| 9 | 01/08/04 | M. Cadotte / Dir of Admin. | New ISO9002-2000 standard |
| 10 | 06/14/06 | M Cadotte | Changes to 7.4.1 in regards to monitoring, reporting preventing out of standard supply budgets to actual. |
| 11 | 12/13/07 | 08-03 Audit Team | Changed titles in 4.2.1 and 4.2.3 as well as added new codes in 4.2.3 document control series. |
| 12 | 07/12/2010 | 10-02 Audit Team | Revise QM to reflect 2008 standard per audit no. 10-02 as assigned. |
| 13 | 10/29/10 | M Cadotte | Section 6.3 addition of property management, & IT infrastructure |
| 14 | 07/08/2011 | 11-02 Audit Team | Added section 8.4.5 – online CAR. Action from Internal Audit no. 11-02 |
| 15 | 07/08/2012 | 12-02 Audit Team | Re-write of section 8.5.3 Preventative Action |
| 16 | 9/18/12 | Safety Committee | Added preventative safety actions to section 8.5.3 |

CHANGE LOG Cont. from page 3…

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| --- | --- | --- | --- |
| 17 | 03/06/2014 | 14-01 Audit Team | Corrections to process in Section 6.2 |
| 18 | 11/17/2014 | J. Johansson / Audit Team | Explanation of Frequency 5.6.1 |
| 19 | 11/17/2014 | J. Johansson | Replaced Omni with GDI |
| 20 | 8/31/15 | M Cadotte | Updated section 8.5.4 with new breakdown of the 8 steps in corrective action review |
| 21 | 10/30/15 | M Cadotte | Update to §4.2.3-a with new coding structure for all U.S. offices. |

**Introduction 1.0**

**1.1 General**

This quality manual addresses the requirements of the ISO 9001:2008 Standard.

The content of this manual applies to GDI headquartered at:

24300 Southfield Road

Suite 220

Southfield, Michigan 48075

And encompasses the following operational regions:

* North America
	+ United States
		- Michigan
			* Ann Arbor
			* Battle Creek
			* Flint
			* Lansing
			* SE Michigan (a.k.a. Metro Detroit)
		- Illinois / Indiana
		- Southern U.S.
		- Continental US (excluding above regions)
	+ Canada
		- Ontario
	+ Mexico (pending)

GDI performs a variety of contracted facility services (primarily janitorial and food plant sanitation services) to large corporate office centers, multi-tenant complexes, corporate headquarters and food processing plants. GDI’s operational units have been providing such services going back to 1910 in some regions under the ownership pervious to GDI’s acquisition of the division in the mid 1990’s.

GDI has been a leader in the facility services industry and a pioneer in its quality programs being one of the first janitorial companies in the United States to receive ISO 9002 certification. GDI was also one of the first twenty privately selected firms in the world to become charter members to ISSA’s janitorial quality standard known as Cleaning Industry Management Standard [CIMS 1101:2006] and achieved certification with honors.

The quality manual is approved by the President / CEO.

This manual is stored electronically with access rights/protection in place to ensure authenticity and security. The folder, and files, have access control and can only be modified by the National Director of Quality - U.S. or authorized delegate.

The quality manual may be issued as either a controlled document or uncontrolled document. Controlled copies are registered to one person and are updated through the issue of revisions. A distribution list is maintained at the office of the National Director of Quality - U.S., or delegate. Uncontrolled copies are not given an identification number or updated.

The quality management system is documented in this manual containing three introductory sections 1.0 through 3.0 and numbered Sections 4.0 through 8.0 relating to the corresponding sections described in the ISO 9001:2008 Standard.

Work instructions, Standard Operating Procedures and Job Descriptions may be identified or referenced within the quality manual but are maintained separately from this document and controlled within GDI’s document control system.

Unless otherwise defined, the definition of a specific term used within this document shall be as described in ISO 9001:2008. Other definitions, or deviations from defined definitions, shall be contained within the policy manual, Section 3.0, Definitions.

* 1. **Application**

GDI lists the following subsections of Section 7.0, Product Realization, as not having any suitable application to our processes:

*There are no sections that fail to apply*

**Quality Policy 2.0**

GDI, through the efforts of all its employees, will pursue the highest levels of quality to exceed our customer’s expectations.

We will achieve this through cross-functional teamwork, communication (internally and externally), adherence to the ISO 9001:2008 Standard and a dedicated commitment to our mission, values and principle statements.

We see our mission as an established and innovative leader in the facility services industry, as a commitment to provide quality services and exceptional value. This is accomplished through continuous improvement, profitability and long term growth by empowering our employees to exceed our customer’s expectations.

GDI defines itself through the following values and principles:

* We will focus all of our energy toward effectively satisfying the needs of our customers both internal and external. The voice of the customer will be made heard throughout the organization.
* Our employees are our most valued assets. It is the focused work of our trained employees that makes up the heart of our business. We will involve employees on all levels in the continuous improvement of our quality services.
* We will use the best available cleaning and finishing supplies, equipment, and methods. New ideas, technologies and products will be continually incorporated to help maximize the value of the services we offer our customers.
* We will do what we say we are going to do.
* We will stand behind our service and our employees.
* We will not compromise our commitment to:
	+ The environment
	+ The laws of our country
	+ The ethical conduct of our business
	+ The rules and policies our customers have in place at their facilities.
	+ The standards of safety we have in place for all employees.

Responsibility for quality lies with management and with each individual, section and department within the organization. All individuals charged with a responsibility within the quality management system are ultimately accountable to the President / CEO.

The National Director of Quality - U.S. has full authority and final responsibility for ensuring that all activities conform to the quality management system. Should any disagreement arise between the National Director of Quality - U.S. and GDI departmental personnel concerning a quality matter, the problem shall be referred to the President / CEO whose decision shall be final and in concert with the requirements of the quality management system.



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President / CEO Date

**Definitions 3.0**

Customer The word customer refers to the ‘end user’ of our services or the individual(s) that occupy and use the facilities we services. Commonly a customer refers to the tenants or employees of our *client*.

Client The word client as used throughout the quality system manual and related documentation refers to the company or company representative that has retained services from GDI.

Contract GDI rarely enters into legal contracts with its clients and more often recognizes formal client purchase orders as the binding agreement between the company and our clients. The term *contract*, therefore, is synonymous with the word purchase order and visa versa.

Document Where the word document, or documentation, is used, it can refer to a physical text document or a computer file.

Gender The use of the masculine (his) or feminine (her) form is meant to be inclusive and does not preclude the opposite gender.

Record A quality record may be in documented or electronic format.

Specifications Any service requirement that defines the customer’s expectations, and thus the service delivery GDI will provide and bill for, is considered the specifications. These are often listed as specifications but also referred to as Master Sanitation Schedule (MSS) or Service Level Agreement (SLA) or Scope of Service (SOS) as well.

Signature At any point where a statement is made that a document or form is signed to show proper approval and/or acceptance it is understood that either a full signature or initials are acceptable.

**Quality Management System 4.0**

**4.1 General Requirements**

GDI has established documented, implemented, maintains, and continually improves its quality management system, managed in accordance with the requirements of ISO 9001:2008.

The National Director of Quality - U.S. is responsible for evaluating the quality management system through internal audits and documentation reviews and reporting the results of the evaluation, as well as the status, adequacy, and effectiveness of the system at management reviews (Quality Executive Steering Team or Q.U.E.S.T.).

To implement the quality management system, GDI:

1. identifies the process needed for the quality management system and their application as detailed in Procedure 7.1, Planning and Product Realization.
2. determines the sequence and interaction of these processes as detailed in Procedure 7.1, Planning of Product Realization.
3. determines criteria and methods required to ensure the effective operation and control of these processes detailed in Procedure 7.5.1, Control of Production and Service Provision.
4. ensures the availability of resources and information necessary to support the operation and monitoring of these processes as detailed in Procedure 6.1, Provision and Resources.
5. monitors, measures and analyzes these processes as detailed in Procedure 8.2, Monitoring and Measurement.
6. implements actions necessary to achieve planned results and continual improvements as detailed in Procedure 8.2, Monitoring and Measurement, and 8.5, Improvement.

Where GDI chooses to outsource any process that affects product conformity with requirements, for example, sub-contracted janitorial services or landscaping services, we ensure control over such processes through inspection of services / product delivered.

* 1. **Documentation Requirements**
		1. General

Senior management (Q.U.E.S.T.) shall establish a quality manual to identify all aspects of its quality program in compliance with ISO 9001-2008 standards and furthermore reviews the quality manual where applicable. This is indicated by the approval of the National Director of Quality - U.S. under *Reviewed By*.

The quality manual is approved by the President / CEO or National Director of Quality - U.S.. This is indicated by their signature under *Approved By*.

The National Director of Quality - U.S. is responsible for approving all procedures, work instructions and job descriptions and reviewing the same with Q.U.E.S.T. as well.

The National Director of Quality - U.S. is responsible for evaluating the quality management system through internal audits, documentation reviews and reporting the results of the evaluation, as well as the status, adequacy and effectiveness of the system during Q.U.E.S.T. meetings.

The results of the management review are used to make changes, which improve the quality of the services provided.

Documented procedures and documents may be in any form or type of medium.

The quality management system documentation includes:

1. GDI’ stated quality policy, which is documented in Section 2 and the quality objectives, which are documented in Procedure 5.4.1, Quality Objectives.
2. The quality management system is documented in this manual, which states GDI’ policy concerning quality related issues. The quality management system in total represents the quality plan GDI uses to achieve conformity of service.
3. This quality manual contains the documented procedures required by ISO 9001:2008. These are 4.2.3, Control of Documents; 4.2.4, Control of Records; 8.2.2, Internal Audit; 8.3, Control of Nonconforming Product; 8.5.2, Corrective Action; and 8.5.3, Preventative Action.
4. Where additional data is required, and where the absence of such may affect the quality of the service delivered, the procedures are written in more detail and outline what specific activities are performed to achieve the objectives stated in 5.4.1. Each procedure represents a part of the quality plan that GDI uses, to achieve a specific aspect of the quality management system. In addition to the above, additional procedures and work instructions provide GDI’ employees with detailed instructions on how specific activities are to be undertaken, and where the absence of such documentation could affect the realization of the service. Other documentation may be added to the system as needed to ensure the effective planning, operation and control of the processes.
5. Quality records where required by ISO 9001:2008 and GDI’s quality management system, are established and maintained to provide evidence of conformity to requirements and of the effective operation of the quality management system.

The extent of the quality management system documentation is dependent on the following:

1. the size of the department or account;
2. complexity and interaction of the particular processes;
3. competence of personnel.
	* 1. Quality Manual

The quality management system is established, maintained and documented in the quality manual; along with written standard operating procedures describe the quality system in increasing detail.

The quality manual:

1. implemented by GDI is written to meet the requirements of ISO 9001:2008. The scope of the quality management system is applicable to all quality related activities within the organization. There are no sections of this quality standard excluded in this quality manual.
2. this quality manual contains the procedures which detail the processes and activities required to ensure that our services delivered are consistently meet the needs of the customer and to documents the necessary information to fulfill the quality policies. The quality procedures are consistent with ISO 9001:2008 and GDI’s quality policies.

In addition, the quality manual references work instructions (standard operating procedures/SSOPs) which detail specific tasks, checks, specifications, and standards that directly affect the quality of professional services provided by GDI.

1. the interaction and sequence of the processes included within the quality management system are documented in Section 7.1, Planning of Realization Processes.

The controlled copy number of the manuals identifies controlled copies and is recorded in the Manual Distribution List shown at the end of this section.

* + 1. Control of Documents

**UNIFICATION NOTE: as we continue to work toward full U.S. unification control of documents is vital. GDI is working for the 1Q 2016 to establish a cloud base, secure file system for all company documents within the U.S. corporate operating unit. All documents will follow the new coding system as established in section 4.2.3.a below.**

GDI has established a documented quality management system as a means of ensuring that the services provided to our customers conform to specified requirements. All documents that have a significant effect on the external or internal operation of the company are controlled through the following:

1. All documents within the quality management system are reviewed and approved by the person responsible for the department most directly affected by the document. The National Director of Quality – U.S. controls the approved documents.

The CEO, President is responsible for the approval of the quality manual. His signature on the manual indicates this. The department heads are responsible for approval of all standard operating procedures and work instructions and departmental forms. This is indicated through the approval signature (real or electronic) of the CEO, President, or National Director of Quality - U.S. and or department director.

Executive management is responsible for the overall structure of the quality management system.

Each controlled document is issued a unique number for identification purposes. Allocation of a number by the National Director of Quality - U.S. indicates that the document has undergone an approval process.

Controlled copies are indicated by a notice such as “controlled copy” or “COPYRIGHT – Reproduction / Distribution Prohibited” and limited in distribution to authorized individuals and/or parties. Uncontrolled copies are available to any employee via request or through electronic server(s) based on access permissions. To maintain the integrity of documents, changes are not permitted without written request/authorization through the completion of an Employee Suggestion/Change Form [F600-0008] and authorized by the creator of the document (Document Champion).

Forms are identified through a coding system. Each form is assigned a category:

 100 = General

 110 PA/NY Offices – General

 120 MI Offices – General

 130 IL Offices - General

 200 = Finance

 210 PA/NY Offices – Finance

 220 MI Offices – Finance

 230 IL Offices - Finance

 300 = Human Resources - Safety

 310 PA/NY Offices – HR-Safety

 320 MI Offices – HR-Safety

 330 IL Offices – HR-Safety

 400 = Site Specific forms

 500 = Employee Health and Safety

 600 = Quality Assurance

 610 = Quality Inspections

 700 = Signs & Graphics

 800 = Corporate Policies

 Q100 = Controlled Quality Documents

 ‘Unused Forms’ = Archive storage for inactive forms

Once a category is assigned, the form is issued the first half of its code (FXXX where XXX = the category). The form is then issued the second half of its code in an escalating number sequence using a four-digit format (FXXX-XXXX).

On the bottom of each form, the form number revision number and revision month/year should always be listed as demonstrated in the example below:

 F200-0001

 Rev. No.: 2/02-15

1. Committee Chairs/Members and National Director of Quality - U.S. can initiate a change to a quality document through new business of committee meetings. National Director of Quality - U.S. reviews the change request and makes needed updates to appropriate control logs.

QUEST reviews all changes. If the change is approved, National Director of Quality - U.S. is responsible for updating affected documents. Respective committee chairs/National Director of Quality - U.S. is responsible for making the change. National Director of Quality - U.S. approves the changes to procedures. National Director of Quality - U.S., or delegate, increments the revision level of affected documents and logs revised documents in the audit roster.

For general forms, a Suggestion Change Form (F600-0008) should be filled out. This form is used to make any alterations to an existing form or to enter a new form into the controlled document system. The form is submitted to the word processing department who then identifies the champion of the form in question for authorization to make the change. Once authorized the form is revised and the revision date/number is updated. Forms are stored in the central computer network and are available to all employees with access rights. Forms are, however, read-only to maintain control over changes. Typographical correction and minor editorial changes are not considered as “changes” for the purpose of this policy.

All forms should identify in the master log how the record is to be dealt with. This should indicate both length of time to retain the record and proper method of disposal (trash or shred). It is the responsibility of the form’s champion to keep this section updated. In the event the form is printed at a print house then the re-order quantity should also be indicated. A master log is maintained for each code block (i.e.: F100) in the form of the main database directories.

Where changes are being made to a document, those persons making the change shall have access to any pertinent background information required on which to base their review and approval. All personnel have the responsibility to recommend the development of new documents, improvements and/or revisions to existing documentation that are utilized in their respective duties. Requests for changes are to be made on the Employee Suggestion/Change Form [F600-0008].

1. A record of changes is found in the Quality Assurance Office. National Director of Quality - U.S., or delegate, is responsible for maintaining the change record. National Director of Quality - U.S. records the status of the change in the change log.

For general forms, changes are noted in the master log and on the bottom of every form. Each form should indicate the form number, revision number and revision date. The master log further indicates form champion, disposal method, retention period and reorder information if applicable.

Documents filed within the file server are recognized as the most up-to-date versions.

1. Department directors / managers are responsible for ensuring that relevant versions of applicable documents are available at points of use where operations essential to the effective functioning of the quality management system are performed.
2. All quality documents are legible and identifiable to either a specific project or process as indicated by their document code or form number. Such documents are filed in an orderly, secured and easily assessable by authorized users within our electronic filing system.
3. The quality management system includes, where necessary, externally generated documentation such as external standards. Such documentation is identified to a specific project or process and the distribution is controlled by the externally generating manager.
4. Obsolete documents are removed from point of use or otherwise marked to prevent unintended use. If a document is to be kept for reference it is segregated to a special location within the file server specifically marked for unused forms.

Senior management is responsible for approving work instructions as appropriate for their own departments. Work instructions are written where the absence of such would affect the quality of our service and to ensure the effective control and operation of the process involved.

Senior management is also responsible for assigning personnel to tasks that affect the quality of the product/service. Personnel must be trained, competent and aware of the importance of meeting customer, as well as regulatory and legal requirements. Competency of personnel is documented in their training records as per section 6.2.2, Competence, Awareness and Training, found later in this manual.

Documented procedures and documents may be in any form or type of medium but generally are created electronically and available for print from the file server.

Quality records generated by this process are controlled according to Procedure 4.2.4, Control of Records, in this quality manual.

A Master List of documents is located at the central word processing office as authorized by the National Director of Quality - U.S. This list is maintained on a continuing basis to include all documents, form codes, revision status/dates, champion of the document and disposal method & storage time for the corresponding record.

* + 1. Control of Records

**UNIFICATION NOTE: all departments already follow the general policies below. Further unification and identification of storage, retrieval and disposal per administrative region to be defined and audited by June 2016.**

General

The Director of Finance is responsible for ensuring that all contract documents are filed, maintained and stored according to this procedure.

The National Director of Quality - U.S. is responsible for verifying that all records relating to the quality management system are maintained as per this procedure.

All records are legible and identifiable to either a specific project or process. Such records are filed in an orderly, well-indexed and logical fashion that facilitates easy retrieval in a normal office working environment.

The original copy of a record, filed in the appropriate file, is maintained as the official record. This official record may be used in any investigation or nonconformance, corrective action, process conditions or document changes. There is no procedure governing the storage of additional records.

GDI maintains legible records to verify conformance to, and the effective operation of, the quality management system.

GDI maintains records as objective evidence to verify that:

* 1. the quality management system met all requirements during the completion of a contract;
	2. the services supplied and the associated documentation prepared met all the requirements at the time;
	3. work was performed in accordance with the current issue of the approved documentation at the time;
	4. the quality manuals are reviewed, revised and approved as required.

These records are collected, filed appropriately and stored in a suitable environment to prevent damage, deterioration or loss. Records may contain documents from external sources.

Containers used for the purpose of document storage are clearly marked as to their contents, date of disposition and other relevant information. The National Director of Quality - U.S. ensures that periodic verification of stored documentation is undertaken to ascertain that environmental, access and other requirements are met. These verifications are performed in accordance with Procedures 4.2.3, Control of Documents, and 8.2.2, Internal Audit, of this quality manual.

The retention period for records is defined in the master log of forms.

The responsibility for individual records is shown in the master log. This responsibility includes the determination for the disposition of the records.

Records may be in hard copy or electronic format.

If contractually required, quality related records are made available for evaluation by the customer or the customer’s representative.

Subsequent to the closing of a contract, all applicable records are assembled and stored. GDI considers the closing date of a contract to be that date when all contractual obligations to the customer and to GDI have been met.

Unless otherwise specified, the retention period for *quality* records is four (4) years from the initiation date of the record.

Computer files are stored on the file server where appropriate backups and archives are made.

**Management Responsibility 5.0**

* 1. Management Commitment

**Purpose**

This document details the responsibility of senior management to follow and maintain the documented quality management system implemented at GDI.

**Scope**

This procedure applies to and is communicated to all GDI personnel

**General**

It is the policy of GDI to provide services that meet the requirements & expectations of our customers in accordance with our quality policy. Management and employees are committed to achieving this policy through the implementation and maintenance of our various quality systems, procedures and controls.

* 1. This includes determination and implementation of any regulatory and legal requirements. This is achieved through communication of GDI’s quality policies, goals and procedures. As part of the quality management system, GDI has implemented procedures to communicate to all GDI personnel the importance of fulfilling our customer’s requirements. This communication includes, but is not limited to,:
		1. Ensure that all GDI employees receive documented training of procedures, policies and safety concerns in general and specific to their work site/location. Training is to be documented by individual and site matrix.
		2. Communication of policies & procedures is to be made readily available to all employees and posted for easy communication / accessibility whenever possible.
		3. Posting of corporate and process objectives on notice boards as relevant to individual job locations.
	2. Senior management at GDI has established the quality policy of the company, detailed in Sections 2 and 5.3, and is responsible for ensuring that the quality policy is understood and maintained by all personnel. The quality policy is posted with the objectives on the relevant notice boards. The Director of Quality is senior management’s voice and is charged with the implementation of the quality policy throughout the company.
	3. The quality objectives relevant to GDI are described in Section 5.4.1 and are made known to employees at all levels through e-mail, notice boards, newsletters and memorandum.
	4. Senior management shall conduct reviews of the quality management system at least once per calendar year. The requirements for this review are documented in Section 5.6;
	5. Senior management will further identify all resource requirements and allocates resources to ensure an effective quality management system.

This is accomplished by the review of the quality management system that takes place at least annually. This review includes but is not limited to:

Identification and allocation of the required human resources, training, equipment and services;

Verification activities as described by the quality plan.

Resource allocation will be further detailed in Section 6.

* 1. Customer Focus

It is the responsibility of top management to ensure that customer requirements are determined, that said requirements are met and further that the voice of the customer is heard at all levels of the organization in ensure that our goal of exceeding our customer’s expectations is meet.

* + 1. Scope

This section applies to all customer contracts and/or agreements.

* + 1. General

Top management, to include President, CEO, and V.P. of Business Development, are responsible for ensuring that proposals and quotations to the customer are approved prior to release and that contracts received are reviewed for acceptability according to documented procedures. This is further detailed in Section 7.2, Customer-Related Processes.

Inherent in this review is the fact that the customer has certain basic needs and requirements that are met without comment. Such needs and requirements may include, but are not limited to, documented procedures, qualified staff, suitable equipment and any regulatory and/or legal requirements.

Internally, GDI identifies employee needs for recognition, work satisfaction and personal development. Such attention helps to ensure that the involvement and motivation of employees is as strong as possible.

5.3 Quality Policy

5.3.1 Purpose

To ensure that senior management at GDI establishes and maintains a quality policy which ensures the customer’s satisfaction with our services contracted and reflects GDI’s corporate business policies. This policy is communicated at all levels of the organization

* + 1. Scope

The quality policy applies to all employees at GDI.

* + 1. GDI Facility Service’s Quality Policy

GDI has established and maintains quality policies and procedures to ensure that the customer is provided with the service that was contracted.

Management and employees alike are committed to achieving this policy by providing services that satisfy our customer’s needs and meets, if not exceeds, their expectations.

* + - 1. General

Executive management has established GDI’s quality policy, which is documented in Section 2 and below.

Senior management is responsible for ensuring that the quality policy is established and ensures that such policy

1. is appropriate to GDI’s organizational goals and needs of its customers. This functionality is reviewed during the management review process. The quality policy for GDI is stated in the quality policy manual, Section 2, quality policy.

GDI’s quality management system establishes quality policies and procedures to ensure that the customer is provided with the product or service that was contracted.

1. Management and employees are committed to this policy by providing a service that satisfies the customer’s needs and expectations. This commitment includes the requirement to continually improve the quality management system as identified and required through the management review process and corrective and preventive actions according to sections 5.6, 8.5.2 and 8.5.3. Customer satisfaction is measured according to section 8.2.1.

While it’s the responsibility of senior management to ensure that quality standards are met, all employees are responsible for the quality of their own work.

The National Director of Quality - U.S. has full authority and final responsibility for providing assurance that all activities and documentation conform to the quality management system. Should any disagreement arise between the National Director of Quality - U.S. and GDI’s departmental personnel concerning a quality matter, the problem shall be referred to the President. The President’s decision shall be final and in concert with the requirements of the quality management system.

1. These quality objectives of the company are documented in Section 5.4.1, reviewed at least annually during the quality management review, Section 5.6, and revised as necessary to reflect that they are appropriate to the purpose of the organization.
2. The quality policy is communicated to all levels of the company through posting on notice boards, company newsletter and/or memorandum. Comprehension of the policy is verified through internal audits.
3. The quality policy is reviewed at the management review, and other times as deemed appropriate, to ensure that it continues to be applicable to GDI. The quality policy is controlled as per Section 4.2.3.
	1. Planning

Quality planning is a key segment of GDI’s quality operating & management systems and thus is a cornerstone in our continuous efforts to exceed our customer’s expectation. This is in no small part accomplished through a team effort of all of GDI’s employees in all departments and levels.

* + 1. Quality Objectives

It is the responsibility of senior management to plan and establish quality objectives at relevant functions and levels of the organization. These objectives are measurable and consistent with the quality policy and GDI’s commitment to continual improvement. Corporate objectives as well as process objectives are planned, established, and/or reviewed.

Corporate objectives are established by senior management and process objectives by department heads and/or senior management. Process objectives are consistent with the corporate objectives. Both are posted or otherwise made available to all persons to whom they would apply. In most cases this would be all employees, however, an objective unique to ownership would be only posted for review by ownership – for example.

GDI Facility Service’s corporate quality objectives are as follows:

1. achieve 85% customer satisfaction as determined through desk top surveys (where applicable)
2. achieve 90% internal inspection fulfillment
3. Maintain an ‘at zero’ or ‘near zero’ OSHA recordable on each job site.
4. Maintain zero or near zero accounts receivables over 90 days.
5. Maintain an excess in the Borrowing Base Certificate with the bank(s).

The methods of measuring these objectives are defined in sections 5.4.1 and 5.4.2 of this manual.

All quality objectives are reviewed at least annually during a quality management system review and/or quarterly reviews of our commitment with our various customers. Data presented at the quality management system review is used to provide input for the review of the corporate and process objectives. Outputs of the quality management system review are recorded and controlled as detailed in section 4.2.4 of this manual.

* + 1. Quality Management System Planning

It is the responsibility of GDI’s senior management to ensure that:

* 1. The quality management system is planned in order to ensure the requirements stated in section 4.1 and the quality objectives are met. This specifically related to continual improvement, which is identified later in section 8.
	2. Quality planning ensures that change is conducted in a controlled manner and that the integrity of the quality management system is maintained during this change through the control of the National Director of Quality - U.S. (or designate). The changes made to the quality management system are made through a document change request form [F600-0008] and approved/disapproved by that document’s champion.

The quality management system is approved by the President and controlled by the National Director of Quality - U.S.. It is therefore independent of organizational changes.

Should the customer request different quality requirements, they will be written into a procedure/work instruction ‘for this contract only.’

* 1. Responsibility, authority and communication

This section details the responsibility of senior management to define and communicate responsibility and authority within GDI, in order to implement and maintain the quality management system effectively and efficiently.

Scope

This procedure applies to all personnel at GDI.

The responsibilities, authorities and interrelationships of personnel within GDI who manage, perform and verify work affecting quality are defined. Such responsibilities and authorities include the organizational freedom necessary to perform tasks that affect quality.

* + 1. Responsibility and Authority

The CEO & President of GDI is ultimately responsible for the complete operation of the company including setting the general policy, defining the authority, responsibility, and interrelationship of all personnel within GDI.

All employees are responsible for the quality of their own work and are empowered to seek out various means of improvement in any/all processes.

The executive management team is responsible for approval of the quality manual.

Executive management is responsible for the strategic & financial planning and setting or approving all corporate policies.

Executive management is responsible for the overall structure of the quality management system and sets the basic quality policies for the company and ensures that objectives are met through the management review process.

Executive management, and its designates, are responsible for communication with the customer through all stages of the projects. This responsibility includes ensuring that the process is evaluated and documented to the degree required to ensure that GDI understands and meets the customer’s needs.

The Director of Administration and the CFO are responsible for the administrative task of developing and maintaining management organizational systems. The CFO is further responsible for financial control and financial reporting, ensuring that such procedures meet the requirements of sections 7.2 and 7.4.

The Director of Administration is responsible for the administrative and internal support systems that control the archiving and retrieval of customer, service and quality related documentation per section 4.2.3 and 4.2.4.

Department heads, area managers and operation managers are all responsible for ensuring that each project proceeds in accordance with the policies and procedures outline in the quality management system. They are also responsible for the physical execution and control of all processes required to provide the customer with the service which was contracted. This may include:

* Reviewing the contract, or specifications, and resolving any incomplete, ambiguous, or conflicting requirements as per the quality management system.
* Ensuring that the correct time, resources, personnel and equipment are available and assigned to enable the proper and timely process of projects in accordance with the quality management system.
* Ensuring that personnel have the qualifications necessary to perform effectively
* Keep each account/project within the set budget controls
* Dealing appropriately with customer complaints and/or requests
* Initiating, implementing and verifying corrective or preventive action in their respective areas when informed of problems concerned with quality of service delivery.

Operation Management is responsible for ensuring that training records are kept on all personnel as per section 6.2.2.

All directors and managers are responsible for assisting the National Director of Quality - U.S. in ensuring that GDI’s processes are carried out in accordance with the quality management system herein laid out.

The National Director of Quality - U.S. is responsible for:

developing and maintaining the quality management system, and evaluating the quality plans used by GDI.

in conjunction with senior management, is responsible for establishing the quality policies and procedures and making decisions regarding the quality management system.

the verification of the quality management system.

the preparation, revision, and distribution of the quality policy and procedures manuals.

the administration and control of all systems and documentation required to implement the quality plans.

Verifying that GDI’s personnel adhere to the quality plan.

Evaluating and ensuring that the quality management system in place meets the requirements of GDI and its customers and is in compliance with the ISO 9001:2008 Standard. This responsibility includes the review of this manual, the corresponding departmental procedures manuals, and the associated work instructions.

Coordinating inspections undertaken by the customer and/or the authorized inspectors and obtaining their acceptance.

Evaluating and reporting on the status, adequacy, and effectiveness of the quality management system to senior management for their information and evaluation. This report normally takes place during one of the monthly statewide manager meetings.

Evaluation of the effectiveness of the quality management system through measuring and monitoring as per section 8.2.2, Internal Auditing.

In the absence of the National Director of Quality - U.S., the Director of Administration or the CFO shall assume such responsibilities.

Application of the quality management system policies, procedures and work instructions assist the employees to:

* 1. identify any quality problems;
	2. initiate or recommend any solutions;
	3. verify implementation of the solutions;
	4. control all nonconforming products or services;
	5. initiate actions to prevent nonconforming products or services.

The Purchasing Manager is responsible for the purchase of all materials required by GDI’s operations and the Administrative Assistant is responsible for the purchasing of all office related materials at their specific office location. The duties of the Purchasing Manager are laid out on Job Description PHJ-002.

The purchasing manager is responsible for ensuring that supplies are capable of achieving the requirements of the quality management system.

Senior management is responsible for the review of customer quotations and proposals through the Business Development Department.

Department heads and Area Operations Managers are required to initiate, implement, and verify corrective or preventative action in their respective areas when informed of problems concerned with quality or service delivery. Furthermore, Area Operations Managers are responsible for ensuring that work is performed in accordance with the required specifications, customer needs, procedures, work load engineering and/or schedules to satisfy the customer’s ‘contractual’ needs.

Managers at all levels of the company are responsible for recommending to executive management the purchase of tools, equipment, and materials as required within their department or at their specific job location/account.

Operation managers and coordinators are responsible for ensuring that all inspections and verifications are performed and documented through the Department of Quality Assurance and that any procedures, work load engineering forms/drawings, documents, material and/or equipment that are not in conformance with the requirements set forth in the specification are identified as per section 8.3.

Operation managers and coordinators are responsible for all operational processes while administrative department heads are responsible for all their departmental processes. Such responsibilities may include, but are not limited to:

1. maintenance of standards;
2. meeting schedules;
3. assignment of staffing;
4. recommending acquisition of capital equipment

Other personnel whose responsibilities are not specifically defined shall work under the direction of their supervisor within the bounds of their qualifications in accordance to their job descriptions.

ALL personnel are required to initiate action to prevent the occurrence of any nonconformance relating to the quality management system, processes, or service delivery.

Where a nonconformance has been raised, work may continue in order to rectify the error at the discretion of the Site Coordinator or Operations Manager.

* + 1. Management Representative

The VP of Quality, reporting to the President, is the appointed management representative on all matters of quality.

Each department head is in turn responsible to the National Director of Quality - U.S. on matters of quality. These department heads/managers are representatives of executive management team.

The VP of Quality:

1. ensures that the processes needed for the quality management system are established, implemented and maintained in accordance with ISO 9001:2008. This is achieved through training of personnel and internal quality audits. Process verification is undertaken through section 8.2.
2. prepares a report on the effectiveness of the quality management system for executive management to review as requested by same.

Records of such reviews are maintained in accordance with section 4.2.4. The VP of Quality forwards the reports of such reviews to the senior management team for review and to be used as a basis for improving the quality management system.

1. in conjunction with department heads and/or managers, is responsible for promoting awareness of customer needs throughout GDI. This is achieved through trainings, meetings, e-mails, postings, company newsletter and other means.

The VP of Quality also will act as official liaison with external parties such as registrar or ANSI on matters relating to the quality management system.

5.5.3 Internal Communication

Internal communication within GDI regarding the quality management system follows standard procedures as detailed in the quality manual, work instructions or current practices.

Communication within and between departments is as detailed on the organization chart as discussed in section 5.5.1.

Specific information or requirements are communicated through notice boards, e-mail, staff meetings, company memorandums, or newsletters.

Internal audits may be used to verify the effectiveness of this communication.

5.6 Management Review

5.6.1 General

The purpose of this element is to ensure the quality management system is reviewed at planned intervals to ensure its continuing suitability, adequacy and effectiveness at GDI.

This procedure applies to the quality management system at GDI.

Executive management will review the quality management system weekly with an in depth review no less than once per year to verify that the system meets the requirements of GDI and ISO 9001:2008. This review includes assessing opportunities for improvement and an evaluation of the need for changes to the quality management system, including the quality policy and objectives.

* + 1. Review Input

The management review follows the agenda described in QS01. This review may include, but is not limited to, current performance and improvement opportunities related to the following:

* 1. results of audits, internal and external;
	2. customer feedback;
	3. process performance and service conformance;
	4. status of preventive and corrective actions;
	5. follow-up actions of earlier management reviews;
	6. changes that could affect the quality management system;
	7. Recommendations for improvement.
		1. Review Output

Outputs from the management review include, but are not limited to, any decisions and actions related to:

1. improvements of the effectiveness of the quality management system and its processes;
2. improvement of products and services related to customer needs;
3. resource needs.

Corrective actions identified from these reviews are forwarded to the relevant department head responsible for timely implementation.

Records of such reviews are maintained in accordance with section 4.2.4. The National Director of Quality - U.S. forwards the reports of such reviews to the senior management team for review and to be used as a basis for improving the quality management system.

**Resource Management 6.0**

Purpose

To describe the methods utilized as well as those responsible for the use of resources at GDI.

Scope

This element is applicable to all GDI employees.

* 1. Provision of Resources

Provision of resources within GDI is the responsibility of senior management. Provision of resources within departments is the responsibility of department heads. Resources may be classified as personnel, time, equipment, facilities, and finances. The total of theses is divided within GDI according to determined requirements and the resources available at the time.

Allocation of resources may be addressed at the management review meeting, be part of an annual business (budget) review or on a specialized basis.

Determination of such resources normally takes place during the management review or general board meeting.

* 1. Human Resources

**UNIFICATION NOTE: HR currently is fully unified under common management and reporting. Hiring processes are merging in 4Q 2015 and 2Q 2016 we are looking to have full automated and standardized application processes, onboard training processes as well as workers’ compensation processes and KPIs.**

6.2.1 General

Personnel assigned responsibilities defined in section 5.5.1 are deemed competent on the basis of their education, training, skills and/or experience.

Each job’s requirements are defined within that job’s job description but may vary from job site to job site in which case specific job site alterations may be made and documented like all other job descriptions.

* + 1. Competence, Awareness, and Training

Employees are hired on the basis of their existing experience as it relates to the position they have applied/considered for. There are, therefore, no training requirements that need to be implemented within the company, except in those procedures that are specific to GDI. These are dealt with in the orientation process (ie: safety, right-to-know, bloodborne pathogen, SDS, Haz Com and the like). This does not preclude, however, the need for personnel to continue their training and education and to remain current in procedures, processes and policy as they are developed. Such training is allocated as the need is determined to ensure that only qualified personnel are undertaking tasks that affect quality.

The persons(s) with overall responsibility for training are:

1. Safety – the VP of Safety as carried out by department heads and others as directed by the Director of Safety.
2. Quality – the VP of Quality
3. Process – all training, and assessment of training needs, of specific processes within a department are the responsibility of that department director or manager. In most cases, requirements for specific processes are identified within the job description assigned to that process.
	1. Authorized to trainers – As training is conducted in the field managers/supervisors (and operational positions above site management) overseeing site work are deemed competent to conduct said training. The exceptions are with certified training wherein such trainers must have specific certifications/degrees/certificates of proficiency to deem themselves qualified to train (examples: confined space, working at heights or boom lift operations).

All training is to be documented on training sign-in forms [F300-0025] and retained at the job site in employee files until such time the employee is separated from said job site all documents are then transferred to the employee’s central HR file. All training is further notated on GDI’s Training Matrix System online. Such forms will identify the following pieces of information when documenting a training event:

1. Date of training
2. Location of training
3. Insturctor(s) who conducted the training
4. Topic and list of handouts giving at the training
5. List of attendees along with their initials next to their name to verify that they indeed did complete the training.
6. Amount of time spent training on any specific topic

The VP of Quality has overall responsibility for the collection, filling and tracking of all training verification forms.

Training effectiveness is identified by any one or more of the following:

1. By asking an employee to ‘sign off’ on their training [form F300-0025] the trainer has indicated that the employee has successfully completed the assigned training.
2. By verification of process quality objectives, as listed in section 5.4.1 above, are maintained at base level of acceptability or above.
3. By post training testing.
4. By random compliance audits and/or compliance testing.
	1. Infrastructure

Ownership remains the final authority for all purchases, rental agreements and expenditures on infrastructure acquisition and improvement undertakings. GDI identifies its overall infrastructure as follows:

1. Since all our services are performed in our customer’s facilities GDI’s physical infrastructure is limited to its administrative and operational offices and is monitored and maintained through normal management meetings. The Director of Administration has responsibility over the administrative offices and Area Operations Managers have direct responsibility over the maintenance of their offices reporting any large expenditures to the President for approval.
2. Service equipment, including computer hardware and software (mainly at the administrative office) is comprised of all ‘off-the-shelf’ equipment including, but not limited to, computers, servers, floor machines, mop or trash setups and the like. Some computer servers (such as exchange server) are maintained out of the Montreal, QE IT office.

GDI also maintains customized proprietary software to track training, work orders and corrective actions. Resources shall be made available by management to maintain these systems and training shall be conducted so that all field personnel have adequate knowledge of the systems to utilize them effectively.

1. Supporting services, which may included but are not limited to, the maintenance of such items as computers, servers (and supporting computerize infrastructure) and service equipment.
2. Property / Asset Management
	1. GDI has designated the Director of Administration to act as the official manager overseeing GDI leased properties and owned properties (property manager) where there is no direct senior manager on site (such as in the Flint office where that region’s Regional Operations Manager oversees the physical office). The duties of the property manager shall include:
		1. Primary contact to the property management companies.
		2. Responsible for interior design, phone and data infrastructure, HVAC issues/concerns, maintenance and other related issues.
		3. Responsible for the security infrastructure.
		4. All contractual / legal documents shall be initiated by the property manager but authorized by ownership.
		5. All documents of a legal / contractual basis shall reside in the CFO’s office.
	2. GDI ownership and property manager shall stay informed of trends within the facility services industry and apply green technologies, improvements to systems and physical structure whenever possible to increase productivity and decrease cost as well as the company’s carbon footprint. This is accomplished primarily through trade organization affiliations, publications and consultation with knowledgeable professionals.
	3. Environmental Policy

GDI, a century old leader in the facility services industry, values the environment that we live and work in. GDI believes that our responsibility to being good stewards of the environment is in direct correlation to the responsibility and trust we hold so sacred with customers, our employees and our community.

GDI is committed to conducting business in a manner that manages environmental issues responsibly. We fulfill this commitment by:

Complying with all local, state and national environmental regulations

Conducting operations in an environmentally sound manner

Continuous look for improvement in our environmental practices

Applying the principles of reduce, reuse and recycle in all processes

Utilized green certified chemicals and low energy power equipment whenever practical

Promoting environmental responsibility among our employees

Hold our suppliers to the same standards as we hold ourselves

Share GDI’s environmental policy, practices, and impact within our industry and throughout our community

GDI’s environmental policy document: F800-0005

* 1. Fleet
		1. The GDI motorized fleet shall be monitored and maintained by the Operations Department and/or manager to which the unit is assigned. Overall oversight of the fleet shall be the responsibility of the CFO who will keep all relevant records, certificates and registrations.
		2. The Operational Department shall maintain the physical units, inspection and document such activity. The Purchasing Manager shall maintain active accounts to assist in this process.
		3. All operational units shall, with specific exceptions made on a case-by-case basis, be white with GDI logo and lettering on both front doors and rear of the vehicle. Unit numbering and driving call number shall also be clearly displayed.
	2. Information Technology

GDI maintains its IT department through the utilization of contracted professionals. The VP of Quality shall be responsible design, security and disaster prevention/recovery either directly or through contacted sources. The IT department shall:

* Provide adequate security to protect internal data from outside sources and restrict access to authorized personnel internally.
* Filter inbound communications of potential risks and spam
* Monitor and maintain overall health of servers, switches and UPS systems.
* Provide proper UPS support for all servers
* Back up and secure such backups of all sensitive (accounting, account information, exchange information) data.
* Maintain working phone systems, calling programs and hardware to all GDI office locations where such systems are not provided by the customer.
* ID all major equipment within OFS equipment tracking network.
* Oversee other telecommunication networks (cells, pagers, modems).

As part of, but not limited to, the monthly management meetings, infrastructure may be discussed in terms of such as objectives, function, performance, cost, safety, security and renewal. Renewal is deemed to include maintenance on existing equipment, facilities and/or lease agreements.

* 1. Work Environment

GDI has identified and manages the human and physical factors of the work environment needed to achieve conformity of its services within its ability to do so since most employees, for example, are positioned within our customer’s facilities.

* + 1. Human Factors

GDI encourages its employees to get involved in all areas of service realization except where there are specific legal and/or regulatory requirements

* + 1. through the quality management system, all employees have the opportunity to suggest changes to quality policies, procedures and/or work instructions.
		2. Safety issues are every employee’s concern and are dealt with by the Safety Committee (corporate and job site).
		3. Physical Factors

Examples of physical factors that affect the work environment may include, but are not limited to, indoor temperature, lighting, humidity, air circulation, housekeeping and the like. These are monitored and controlled by:

* + 1. Director of Administration – Administrative offices
		2. Area Operations Managers – Operational offices

Nonconformances in the work environment are dealt with in accordance with Section 8.3 unless in a customer’s facility in which case the Director of Administration and / or Account Executive to that customer would work to negotiate a settlement of the issue(s).

Each job site shall perform a site hazard assessment and post the findings from the assessment [SP-07] on the job site. Each assessment will review the various environmental conditions and determine what, if any, PPE is required on that site. All employees must comply with site identified PPE and are subject to immediate separation if they fail to.

**Product Realization 7.0**

Purpose

To describe the methods utilized as well as those responsible for planning the processes required to achieve realization of service delivery.

Scope

This element is applicable to all processes, and sub-processes, of the quality management system.

* 1. Planning of Product Realization

Product realization at GDI is defined as the sequence of events and processes that usually occur to achieve service delivery. The major processes that apply to GDI are identified in SOP SM02 (New Account Marketing), PH01 (Hiring) and PH03 (Purchasing), the later two being sub-processes to the first.

The quality plan followed by GDI in implementing its quality management system consists of the procedures listed above along with the policies set forth in this quality manual and including any referenced work instructions. The method of documentation of the quality management system is more accurately defined in Sections 4.2.1 through 4.2.4 of this quality manual.

For each area / service provided, the following are determined as appropriate:

1. In addition to the corporate quality objectives relevant to GDI as an organization, which are defined in Section 5.4 of this quality manual, quality objectives for each account are also specified based on customer input. In most cases these objectives are:

**Objectives: Customer Service**

 - meeting specified requirements set forth in our proposal or RFQ

 - meeting service expectations as set forth in specifications

 - service verification inspections

 - customer survey results

1. The need to establish processes and documentation, and the provision of resources and infrastructure specific to the service, along with the associated responsibilities, has been defined. Such information is detailed in standard operating procedures and work instructions but may be altered to accommodate specific client’s needs that deviate from our standards. In such events those procedures are customized for the site and documented.

Unless a client determines otherwise, GDI ensures that the requirements for quality are met using the standard quality plan.

GDI uses standard commercial office and cleaning equipment as well as sanitation equipment to fulfill all major processes as defined in this manual, our quality plan and/or our standard operating procedures to achieve the desired level of quality service. It is a requirement of all GDI employees to identify, verbally or in writing, any deficient or damaged equipment. In such situations resources will be drawn to dispose of the equipment, repair the equipment on site (requiring lockout tag out) or removing the equipment for repair.

1. To verify the acceptable quality of our services, both to GDI’s internal standards and contractual specifications as well as the customer’s opinion, GDI performs periodic operational inspections at individual job sites. These inspections are a random sampling of work completed and recorded on site-specific inspection forms. All documentation is submitted to the quality assurance department for proper data entry and statistical analysis. Work orders [F600-0020 – online system] are issued to the operational unit for any deficiencies found during an inspection. Copies of the inspection may be substituted for a work order if the inspection form contains enough detail in the ‘comments’ section to allow for the issue(s) to be abated.
2. Records generated within the planning of product realization are electronically recorded. Hard copies are sent back to the point of origin marked “POSTED” for disposition as that department or customer sees fit. Only the electronic information is retained for a period no less than the length of the current contract with that customer.

Data is stored on the corporate IT servers which are protected from electronic surges and have multiple backup systems to prevent data loss. Hard tape backups are also made daily and a weekly backup is generated on a 5 cycle rotation and stored in a fire safe vault.

* 1. Customer-Related Processes

Purpose – it is the intent of this section to describe the methods utilized and the personnel responsible for the documentation of services, frequencies and requirements needed to achieve service delivery.

This procedure applies to all operational, marketing and account management personnel.

7.2.1 – Determination of Requirement Related to the Product

The customer’s verbal or written requirements are documented according to the specification matrix as designed by GDI based on, and agreed to, the customer’s expectations. When a customer does not offer written, detailed expectations such specifications will be drawn up and submitted to the customer normally through the job quotation process as described in standard operating procedure SM-01.

Any changes to the specification document are done on a mutually agreed upon basis and may require a submission of a change in service fees which would also be recognized by the customer before such changes are implemented.

Any requirements / procedures on the part of the customer that require GDI to deviate from its standard practices will result in customized, ‘job-specific’ procedures and / or work instructions.

All local, state and federal regulations apply and are assumed compliant and thus are not typically listed in specifications unless the customer requests them to be.

7.2.2 – Review of Requirements for the Service

Once all the customer’s expectations have been properly documented the acceptance of these changes, and any resulting service fees, would be in the form of:

1. issuance of a purchase order
2. addendum to the existing purchase order
3. issuance of a contract for service
4. issuance of a Service Level Agreement (SLA)
5. Addendum to the existing contract for service
6. In the event the customer does not require a contract nor issued a purchase order a simple acknowledgement of services or changes to them, would be done in writing – e-mail, letter, etc.

Once a customer has approved the start of service / or change in service specifications a work order / change form is completed and submitted to senior management, accounts receivable, marketing and operations. The official copy is stored electronically.

7.2.3 – Customer Communication

The voice of the customer is a critical component to the success of our services and as such customer communication is a high priority concern. As such various responsibilities have been determined as follows:

1. When bidding work the direct communication between GDI and the potential customer is through the marketing department and the account executive directly responsible for gathering all information, organizing the bid and the presentation of the bid.
2. Once a job has been awarded an account representative will be assigned to the account – which may or may not be the account executive who originally bid the job. On larger accounts a team of several upper management personnel may be assigned to the account but the lead contact would always remain the account representative originally assigned. Customers are always informed that they have the option of direct communication with the President or Chairman should they have a conflict with an account representative.
3. Account reviews, periodic inspections of service, and subjective quality surveys are all conducted on larger accounts as a method to quantify overall customer satisfaction. This data, and the resulting bar and trend line charts, are reviewed internally and with the customer on at least a quarterly basis and are described in greater detail in section 8.2.1, Customer Satisfaction.
4. Customers at larger accounts, where GDI does not integrate into their work ordering system, will be given limited access to GDI’s online work order network where customers may review their location specific work orders, add comments, be apprised of all changes in work order status and initiate work orders as well. Similar review only status will be granted to customers in regards to the training matrix system as well.
	1. Design and Development

GDI customizes its service to each customer’s budget and agreed upon specifications. The process to design and develop such systems comes directly form the bidding process and working on the design of labor budgets which control overall billable costs to the customer as well as the overall labor (design) allotted to any one job.

To determine the appropriate labor budgets population density, local and national industry standards, benchmarking of similar facilities and past practice at the current facility are all incorporated into the design processes, along with the decades of knowledge that come from GDI management.

* + 1. The design and development planning stage has been specified in the bidding process listed previously. During this design stage management shall determine the parties responsible for design and what specific roles they shall play. I lead project manager (account executive) shall oversee all activity reporting to the President / CEO.

Should the customer provide all specified information the design and development stage shall focus on verification of how to best comply with said specifications.

* + 1. The inputs for design and development typically focus on labor, equipment, project management and corporate support. Each unit of input has a specific duty:
			1. Labor: HR to conduct localized labor analysis to determine labor pool, competitive labor draws, labor costs & trends and risk (unemployment rates).
			2. Equipment: the marking (bidding) team shall determine needed equipment through interactions with the customer and operations. Further input in types, cost and various options to enhance efficiency and / or profitability shall be determined by such resources as purchasing and GDI’s vendor network of consultants.
			3. Project Management: HR shall conduct all required management candidate research and present qualified persons to the marketing and/or operational team for selection. HR shall also assist the marketing team in determining local labor information similar to that in 7.3.2.1 above.
			4. Corporate support: the marketing team shall determine all required corporate support and associated costs thereto.
		2. The final outputs of design and development shall be approved by the President / CEO and shall include such analysis as: budget spread sheets based on 7.3.2 above; SLAs, SOSs, MSSs, and other specification analyses.
		3. Any changes in design shall be approved by the President / CEO and implemented in the following manner:
			1. Job Budget: completion of Job Start / Change Form and work order if said design changes effect specification, labor distribution or service delivery.
			2. Specification: completion of changes to the specification and notation of said changes on the specification’s change record.

This process, section 7.3, does not fully apply beyond what has already been listed, to the design of service at GDI.

* 1. Purchasing

Purpose

To describe the methods employed and the personnel responsible for the procurement of products and services required by GDI.

Scope

This section pertains to the controls in place during the procurement of all supplies and services as they relate to the services offered by GDI. Consumables and office supplies are excluded.

7.4.1 Purchasing Process

GDI has established and maintains documented procedures to ensure that purchased materials and services conform to our specified needs. All materials that flow into the delivery of service are inspected for accuracy of the order.

The purchase of products or supplies begins with a written requisition that is submitted to the Purchasing Manager through internal requisition forms, internal website, external (supplier) website and / or email requests.

If the purchase request is for items pre-approved for the specific job site and fall within current budget restraints the purchase request is approved by the Purchasing Manager and a purchase order is initiated with our suppliers. If the item is out of budget and/or not a standard approved item then the President or CFO must approve the purchase requisition by signing the requisition or a verbal authorization to the Purchasing Manager. The Purchasing Manager will maintain control of actual to budget of all accounts and present this data upon request to management for verification and review. The Purchasing Manager will further alert executive management to any out of standards that may occur between such reviews. Unless immediate action is required, out of standard events will be discussed within the monthly management meetings to allow for a fully cross functional review of any potential issues. Problems that require a change in procedure will follow the corrective action procedures set forth in this document.

Items order are then shipped via one of GDI’s supply vendors, of which GDI maintains no direct control, and all items are inspected for order accuracy against the shipper which is then signed to indicate a properly delivered order and sent to the Purchasing Manager for filing.

The Purchasing Manager upon receipt of an invoice will attach said invoice to the purchasing requisition and file by vendor. The shippers are not filed by vendor, but in a separate file.

Any discrepancies from the invoice and a purchase order are resolved by the Purchasing Manager or designee.

7.4.1.1 Evaluation of Suppliers

The Purchasing Manager is responsible for ensuring that all purchase orders are issued only to approved suppliers and the Purchasing Manager is further responsible for maintaining the approved supplier list. A vendor’s name on the approved supplier list is an indication that that vendor has meet GDI’s qualifications to conduct business with the company either through an evaluation process, direct approval from executive management, previous working history or a combination of the three.

The list of all suppliers from whom products or services have been successfully purchased up to August 31, 2004, is accepted as representing ‘approved suppliers.’

In order to obtain and/or maintain an approved status rating on GDI Facility Service’s approved supplier list, the supplier must comply with at least one of the following:

* 1. Demonstrated proof of abilities on historical performance
	2. A satisfactory and positive review of completed supplier questionnaire conducted by the appropriate account executive, executive manager or the purchasing manager.
	3. In the area of sub-contracted services, demonstrate proof of abilities through customer feedback and/or quality system audits.

The Purchasing Manager is responsible for verifying that the approved vendor list is available and for maintaining the list.

Purchases of material may not be made from a disapproved supplier (whether listed as disapproved or simply no listed on the approved vendor list.)

Nonconformances issued due to an error in shipping, or for other reasons, are tracked by the Purchasing Manager and reviewed with the CFO.

7.4.2 Purchasing Information

In all cases of purchasing of supplies or services, GDI ensures that the purchasing information adequately describes the supply/service to be purchased.

In order to determine purchasing information it may be necessary for GDI to solicit bids. Bid solicitation may be initiated by any department head, executive manager or the purchasing manager who has direct authority over the item/service to be purchased. Upon completion of a bid the information is submitted to the purchasing manager for a purchase order number and to be filed within the purchasing system.

The purchase order is entered into GDI’s purchasing system electronically and contains the following information:

1. Order date
2. P.O. number
3. Vendor number
4. Vendor name and address
5. Shipping address
6. Required date
7. Terms
8. Items / item numbers
9. Unit size
10. Unit cost
11. Unit amount
12. Order totals with tax
13. Freight costs, if any

7.4.3 Vendor selection

When selecting outside company support and labor GDI, through the Purchasing manager, shall properly vet said companies through our RFQ process. The following considerations must be reviewed to be added to the authorized vendor list and issued work: proper corporate status, corporate insurance and W.C. insurance, vetted references and ability to perform SOW and be price competitive.

The purchasing manager shall make final determinations but will also report to the executive team all actions being taken and for any further guidance they may offer.

GDI considers our subcontractors as an extension of our own in-place processes and business operation. It is important that any subcontractor meets these criteria. When a site location requires a subcontractor an initial vetting of 5-8 prospective providers within the geographical area is completed. We look at company size, experience and background to determine 3-5 companies whom will proceed to the quotation process.

7.4.3 Verification of Purchased Product

The originator of the order has final responsibility to verify that the supplies ordered are received, as ordered, in good condition and proper quantity. This approval is indicated by a signature on the packing slip or invoice. The signed slip is returned to the purchasing department to be attached to the purchase requisition and filed.

* 1. Production and Service Provision

Purpose – The purpose of this procedure is to ensure that GDI has a documented system that provides control for its operations.

Scope – this procedure applies to all service operations.

7.5.1 Control of Service Provision

GDI controls its operations through the implementation of set controls to ensure the continued flow of services. The responsibilities for this procedure are as follows:

The department / division heads are responsible for ensuring that the services performed by GDI meet our internal (budget) and external (specifications) requirements.

The VP of Marketing and/or Account Executive is responsible for ensuring that the specifications are fully communicated to operations as agreed upon by GDI and the customer and further is responsible for the development of job cost budgets (job start sheet) for staffing, equipment, profit and overhead and internal cost controls.

The VP of Quality is responsible for the verification that all processes and instructions are accurate and carried out according to the plan throughout the company. Account Executives are responsible for the day-to-day monitoring of job budgets for those accounts in their charge. The verification of these processes is carried out through the following:

1. Specifications are kept on file (physical and or electronic) for each job site, mutually agreed upon with the customer prior to issuance and fully reviewed and given to operations.
2. Work instructions are created, communicated and reviewed throughout the company and, when required by unique specifications, specially written for a job site.
3. Equipment budgets are set, equipment required is ordered and maintained
4. Inspection schedules are set (formal or informal), inspection forms customized to the job and responsible persons assigned to collect data.
5. Monitoring and measuring of services is done through the VP of Quality via the analysis of inspection and survey data collected in the field.

7.5.2 Validation of processes for production and service provision

The arrangements for validation include the following:

1. Account Executives and Division Manager develops the written service delivery procedures, determines the required equipment, and determines the required staffing levels. Refer to Job Description SMJ.002

The procedures indicate service delivery criteria using the job start form and job specifications. Account Executive/Division Manager is responsible for ensuring only the current revision is distributed to the job site.

1. Director of HR and/or Site Coordinator provides training. The training matrix identifies needed training (on sites where scheduled repeat training exists) as well as completed training. Training sign-off records are stored in the administrative office (safety) and job site.
2. Janitors are responsible for preventative maintenance of all equipment. When necessary the Site Coordinators are responsible for the repair of equipment but are always responsible for reported damaged equipment. An equipment maintenance log will be employed for all capital equipment valued over $1,000.
3. If temporary deviations need to be converted to permanent changes, the Account Executive approves the permanent change with the customer’s approval. Permanent changes are indicated on the job change sheet and distributed to payroll, accounting and operations.
4. Validation of the service is accomplished through inspections and quality surveys. Nightly, Site Coordinators are responsible for verifying the work.

The following data is collected on problem processes, quality surveys, inspections (periodic and on-site), FMEA reports, employee warning notices. Management reviews the data and corrective actions follow the corrective action process.

Where applicable, the Account Executive/Site Coordinator verifies processes to asses compliance to reference standards and codes to evaluate implementation of quality plans, and to determine adequacy and accuracy of written procedures.

* + 1. Identification and traceability

GDI has established and maintains documented procedures for identifying services, where appropriate, through all stages of service operations.

Services are identified through the mutually agreed specifications between the customer and GDI and are then communicated direct to operations for implementation and continued monitoring for fulfillment. Periodically GDI meets with its customers to verify that the specifications have not deviated and/or if there is a required deviation that such changes are again communicated to operations for implementation.

Throughout the service delivery nightly inspections / work verification is accomplished when such job sites have on-site management. All sites also receive periodic inspections with or without the customer as conducted by the assigned Account Executive. These periodic inspections are stored on site, or at the regional office where no onsite office exists. Inspections are entered by the inspector via computer, smart phone or ipad with access to the GDI Quality Network.

Where allowed by the customer and appropriate, site surveys will be pass out to the general population of a facility in accordance with the site survey procedure. This data is also passed through the customer, operation and then to the quality assurance department for data entry and tracking and the originals are given back to operations marked “POSTED.”

Quarterly, or as allowed by the customer, GDI will conduct a Quarterly Review of Our Commitments (QROC) where all service validation data is presented in 12 month rolling trend lines with the reporting month’s pareto breakout in the quality report. Other information reviewed at a QROC includes review of all safety, job site injuries, budgets, billing, staffing and projects.

* + 1. Customer Property

GDI shall exercise care with customer property while it is under its care or, in the event of customer equipment, being used by GDI personnel. GDI shall identify, verify, protect and safeguard all customer property and report to the customer any damage or potential concerns immediately.

* + 1. Preservation of product

Director of Purchasing generates and updates procedures for handling materials.

Handling

Employees participate in training for handling including:

 SDS Training

 Lower Back Injury Prevention

Director of Human Resources stores training matrix in employee file for indefinite period of time.

Storage

Labels identify the contents and physical characteristics of stored items. Vendor/Site Coordinator/Warehouse Specialist applies the labels as required to those products not already identified.

Temperature Control

Temperature sensitive items are stored under climate control to prevent freezing. During winter months, supplies are stored in temperature controlled areas.

Hazardous Materials

According to Michigan Department of Transportation (M-DOT) many suppliers are required to carry a hazardous material notice. All supplies and equipment used at GDI are non-life threatening if used properly and are stored in secured warehouse facilities. Products deemed “Hazardous” are not placed in warehouse circulation and typically not ordered at all.

Storage Access

Access to the warehouse is restricted by:

 Keys

 Security Systems

Storage Maintenance

Warehouse Specialist maintain the cleanliness of the stockroom area.

Storage Inspection

Purchasing Manager/Division Manager inspects the central warehouse as they deem necessary and have any out-of-standard conditions corrected.

Control of Supplies

Upon receiving the requisition for supplies and equipment the Warehouse Specialist assembles the items from the warehouse. Warehouse Specialist distributes the items to the holding areas. Warehouse Specialist is responsible for maintaining the inventory report. The inventory report is given to the Budget and Inventory Specialist for calculation and data entry. Final copies of the report are given to the Controller and Director of Purchasing.

Site Coordinator is responsible for ensuring each job site has adequate stock for the day. If additional stock is required, Site Coordinator completes the requisition form.

Site Coordinator determines the minimum and maximum quantities stored at the job site.

Just-In-Time Inventory

Just-in-Time material control system is used at the job site based on individual job site needs.

The materials are stored in designated storage area. The Site Coordinator is responsible for ensuring proper inventory levels.

Vendor/Site Coordinator/Warehouse Specialist/Cleaners move inventory to the required location throughout the job site.

Cycle Count

Weekly the Warehouse Specialist/Site Coordinator/Cleaner performs a cycle count of supplies on hand.

The Controller is responsible for adjusting the inventory list to match the cycle count.

* 1. Control of Monitoring and Measuring Devices

This section is not applicable to GDI.

**Measurement, analysis and improvement 8.0**

Purpose

This section describes the methods utilized at GDI as well as the personnel responsible for planning and implementing the monitoring, measuring, and improvement activities needed to assure conformity of service.

Scope

This procedure relates to the planning and implementation of all monitoring, measuring, and improvement activities used by GDI and its employees in determining service conformance to contract and quality standards.

8.1 General

GDI plans and implements the monitoring, measurement, analysis and improvement processes needed:

a. to demonstrate conformity of service;

b. to ensure conformity of the quality management system;

c. to continually improve the effectiveness of the quality management system.

The National Director of Quality - U.S. has overall responsibility to see that processes are in place to monitor service delivery, verify conformity to the specifications and to build in methods of continuous improvement both internally and externally where appropriate and applicable.

8.2 Monitoring and measurement

**UNIFICATION NOTE: GDI will be implementing by 2Q 2016 a new global unified inspection system (GDI Inspect). Current systems may vary but will unify as GDI Inspect program ramp-up is completed.**

**Periodic reviews (QSRs) will be standardized in 2016 keeping the flexibility of the customer’s desires at specific locations.**

8.2.1 Customer satisfaction

GDI will monitor, where applicable and allowed, external customer satisfaction via a variety of standardized methods,

 a. Specification-based inspections

 b. Customer satisfaction surveys

 c. Quarterly Review Customer Surveys

 d. Master Sanitation Schedule completion reports

8.2.1.1 Specification-based inspections

Each customer of GDI’s contracts our firm to provide a very specific set of service specifications. These specifications are laid out in a matrix to better identify the various tasks and frequencies and are then compared to what 100% detail cleaning would be. Customized periodic inspection forms are created to reflect the weights and measures consistent with the customer’s needs/concerns and inspectors then measure service delivery of the specifications against a 100% full service delivery to arrive at a weighted score. This score is then set against a minimum which would be the specification percentage against a full service specification. Inspections against the specifications may be conducted by GDI, GDI and the customer or the customer. In the later the customer’s inspections shall be incorporated into GDI’s tracking system with all other inspections.

All inspections shall be entered into the GDI Quality Network. These periodic inspections are stored on site, or at the regional office where no onsite office exists. Inspections are entered by the inspector via computer, smart phone or ipad with access to the GDI Quality Network.

8.2.1.2 Customer satisfaction survey

GDI, through extensive continuous improvement of its QOS, has long learned that the fulfillment of service specifications, although a key component to the client’s satisfaction, has little to do with the satisfaction of the personnel occupying the client’s facility – the customers. To this end a random survey has been developed that asked mutually agreed upon questions created by the client and GDI. These surveys are then sent to the client and reviewed with GDI’s Account Executive. Scores below a set threshold are marked for follow up clarification and action and copies of the survey are sent to GDI’s quality assurance department for data entry, tracking and monitoring of trends.

8.2.1.3 Master Sanitation Schedule

The Master Sanitation Schedule (MSS) is a detailed control document from the food sanitation division that can also be implemented as a Master SERVICE Schedule for the janitorial division as well.

The MSS allows all periodic work to be set up as individual tasks along with programmed frequencies that can then be scheduled over time for completion. The system will then issue weekly work tickets for scheduled work for a period of time that can be then signed off and documented as completed. The system then allows monitoring schedule work; closing out work tickets and reviewing past and future tasks. A customer portal also exists for easier customer interaction.

8.2.2 Internal audit

**UNIFICATION NOTE: Internal audits began in 3Q 2015 across the U.S. and will continue moving forward. The annual schedule of set audits will be made in the 4Q of each previous year and only set scheduled audits. Pop-up Audits may occur off schedule based on CARs or other perceived needs without having been previously scheduled.**

Purpose

• To ensure that all company procedures are being followed.

• To determine the effectiveness of the procedures in controlling the quality of

 GDI's products.

• To identify the need to modify any of the above procedures.

Scope

All areas described in the ISO-9001:2008 procedures, policies and work instructions affecting the quality of work are audited.

Responsibilities

National Director of Quality - U.S.:

• initiates the audits and ensures they are conducted in an efficient manner.

• delegates the authority to carry out specific audits in accordance with this procedure.

The management team comprised of the following departments: Human Resource, Purchasing, Operations, Finance, and Administration are responsible for forming an internal audit team to audit ISO-9001:2008 compliance at GDI. (Refer to Standard Operating Procedure No. QS01)

Procedure

The Audit Team

The audit team will be comprised of management team members, which is determined in meetings or in a sub-team. Memebership is composed of representatives from the following departments: Human Resource, Purchasing, Operations, Finance and Administration. Auditors are selected based on their function not directly involved in the audit. Auditors have sufficient seniority in the company to reflect the importance of the audit.

Training

Auditors are trained in auditing techniques and attend relevant seminars as necessary. National Director of Quality - U.S./Human Resources maintains a training matrix of all relevant training. The Internal Audit Assignment (F600-0029) will officially create an internal audit team and assign the area(s) to be audited.

Auditors are provided with auditing guidelines for completing the audit. (Refer to Standard Operating Procedure QS01)

Audit Plan

Departments listed above and/or processes within the quality program are audited as needed based on importance to the delivery of service or through a determination of the management team due to concerns over compliance to company policy. This frequency is adjusted as needed by the approval of the management team. The maximum interval between audits is 24 months unless extended by an agreement in from the management team.

National Director of Quality - U.S. creates the audit schedule (F600-0026). The audit schedule defines:

 Audit Period

 Audit Area

 Audit progress

The audit schedule shall prioritize audits based on the importance of the function when ever possible. The final Audit summary Report (F600-0027) may recommend increase audit frequency if such action is determined necessary. The audit schedule is reviewed at each monthly management team meeting (QUEST) and updated based on any agreed upon changes at said meeting.

Performing Audit

Departments are notified of an upcoming audit by memorandum and/or verbal notification.

National Director of Quality - U.S. briefs auditors on procedures and audit scope prior to the audit. Auditors study the procedures prior to the audit.

During the audit, auditors ensure that procedures are being followed and record their findings onto the audit report.

National Director of Quality - U.S. reviews the audit findings. Audit findings are reviewed with the staff responsible for the procedures audited as well as the management team.

Corrective Action

Upon review of the audit, if any out-of-standard issues are reported then the corrective action system is followed.

National Director of Quality - U.S. completes the Audit Summary Report (F600-0027) and submits it to the management team to initiate the corrective action. The audit report is stored for an indefinite period of time in the Audit Manual.

National Director of Quality - U.S. verifies successful implementation of the corrective action. The corrective action must be completed within specified time frame.

Follow-up audits by National Director of Quality - U.S. within specified time frame verify that the corrective actions are being maintained.

Closing an Audit

Audits are closed upon resolution of all corrective actions.

National Director of Quality - U.S. prepares a final audit summary report. The management team approves the final audit report prior to distribution. The final audit report is distributed to Human Resource, Purchasing, Operations, Accounting, Administration and Sales/Marketing.

National Director of Quality - U.S. maintains an audit history file in the Audit Manual.

8.2.3 Monitoring and measurement of processes

GDI monitors, and measures when possible, the various components of the quality management system to verify that the desired results of our processes are achieved continuously.

Measurements include, but not limited to:

AR cycles (preventing 90+ day status)

Supply budget targets

Labor budget targets

Service delivery

Profit margin growth

Cost reduction

HR requisition fulfillment

Safety audits

Department heads are responsible for ensuring that the processes performed by GDI meet our internal and/or external requirements.

Verification of accuracy of such measurements is monitored in the management team meetings monthly and documented in meeting minutes and action plans. Plans to alter increase efficiencies and/or corrective actions are issued within this meeting and identified as action plans for monitoring and follow-up.

* + 1. Monitoring and measurement of product

GDI establishes its acceptance criteria for service delivery through the issuance of the specifications of service and is monitored through the inspection forms and surveys developed by the quality assurance department in cooperation with the marketing department.

Each department head is responsible for ensuring that his/her portion of the service delivery is met within the guidelines of the specification.

In-process Inspection

In-process inspection is conducted as indicated in the standard operating procedure for site coordinators OP-06 and is performed continuously though out each site shift.

Final Inspection

The final inspection also falls under the standard operating procedure OP-06 as well as periodic verification through the inspection process and survey processes as indicated in section 8.2.1 and in further detail in sections 8.2.1.1 and 8.2.1.2.

* 1. Control of nonconforming product

Identify Discrepant Material

Purchasing Manager /Site Coordinators are responsible for removing nonconforming materials removed from job sites/warehouses. Purchasing Manager /Site Coordinator isolates defective items.

Holding Area

The following identifies where defective materials are held:

Work Area Holding Area

Central Warehouse Loading Dock

Job Site Varies by Account

Such areas are to be identified with posted signs (F700-0013) and are to be kept free and clear of any items other than those determined to be non-conforming products waiting return, inspection or disposal.

Return Authorization

A Site Coordinator can return product for evaluation and repair, if necessary by contacting Purchasing Department. The Purchasing Manager authorizes return.

Site Coordinator/ Purchasing Manager inspect the item to determine the problem, to verify the complaint and determine if the goods are acceptable. Purchasing Manager dispositions the returned item. The repair is performed at designated locations and inspected prior to shipment.

* 1. Analysis of Data

Purpose

To define the methodologies and personnel responsible for the analysis of data within GDI in order to determine the suitability and effectiveness of the quality management system.

Scope

This procedure applies to all data analyzed by GDI to determine the effectiveness of the quality management system, including data collected by measuring and monitoring activities.

General

GDI collects, analyzes appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the quality management system can be made. This includes data generated by monitoring and measuring activities and other relevant sources such as customer surveys, internal audits or control of nonconforming product to list a few.

The National Director of Quality - U.S. is responsible for the analysis of data from the field while department heads are responsible for all other data analysis that pertains to other aspects of GDI’s quality management system.

Analysis of data takes place at several stages throughout the service cycle, notably monitoring and measurement of processes. Internal audit, (8.2); control of nonconforming product (8.3) and corrective action (8.5.2) are also analyzed and presented to management for review. All operationally based data is analyzed and reviewed within Quarterly Review of Our Commitment meetings between GDI and its individual customers. The one exception would be data that is reviewed within a management meeting AND broken out for specific operational entities such as safety data which would be reviewed in whole at management meetings but reviewed in part at QROCs.

Although statistical techniques are used to analyze operational data, management may or may not deem the use of such techniques beneficial for other data. This determination will be made by the department head that collections and analyzes the data using the measure of which method best presents the data for ease of assimilation.

* 1. Improvement

Purpose

To define the methodology and the personnel responsible for the continual improvement of the quality management system at GDI.

Scope

This procedure applies to the plans and processes for the continual improvement of the quality management system as well as GDI’s safety programs.

* + 1. Continual Improvement

GDI plans and manages the process necessary for the continual improvement of the quality management system.

GDI facilitates the continual improvement of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventative action, and regularly scheduled management reviews (internal) and QROCs (external).

GDI plans for continual improvement of the quality management system through two stages:

1. the documentation and implementation of a quality plan and quality objectives;
2. proactive measures such as internal audits, data analysis, control of nonconforming product and online corrective actions reports & reviews.

Such actions are analyzed in the management review to determine the efficiency and effectiveness of the process. Where deviations occur from the specified norm, the causes of such deviations are identified and any resultant changes to service or process are made.

* + 1. Corrective Action Reviews

GDI takes corrective action reviews (CARs) to eliminate the cause of the nonconformities in order to prevent recurrence at the site of the issue and prevent any occurrence at other locations. Corrective Action Reviews are undertaken in a prompt and effective manner. Any corrective actions taken to eliminate the causes of actual nonconformities are, to a degree, appropriate to the magnitude of the problems and commensurate with the risks associated with such solutions.

Corrective actions may be initiated from several sources, which may include, but are not limited to:

* 1. safety incident / issue
	2. the generation of a nonconformance
	3. result of a complaint from a customer
	4. result of an internal quality audit
	5. from the observation of any GDI employee

The department heads to which a corrective action initiates are responsible for implementing all actions and monitoring the actions success.

The management review team will approve all corrective actions and has the ultimate authority to determine if an action is necessary, what type of correction is required and how to best monitor the success of the corrective action.

Corrective actions are recorded via GDI’s proprietary online work order system and may or may not be linked with a work order action.

* + 1. Preventive Action

Purpose

To describe the methods employed and the personnel responsible for determining, documenting and initiating preventive action. This procedure also includes the verification of preventative actions to ensure their effectiveness.

Scope

This procedure applies to all employees of GDI. Preventive action is taken whenever there is the potential of a nonconformance occurring if action is not taken. This further applies to all aspects of the quality management system, specific operational systems and safety policies/activities.

General

Preventive action may be initiated by any GDI employee on any quality-related policy, procedure, work instructions, safety issues, and /or documentation.

Responsible department heads are responsible for evaluating and approving proposed preventive action. In addition, the National Director of Quality - U.S. approves all actions resulting in changes to the quality management system with oversight from the management team.

Any preventive action taken to eliminate the causes of actual or potential nonconformities is, to a degree, appropriate to the magnitude of the problems and commensurate with the risks associated.

Preventive Action may be initiated from several sources, which may include, but not limited to:

1. customer correspondence
2. QROCs
3. Internal quality audit results
4. Safety

Safety audits are conducted to look for areas of potential failure and to take corrective actions in advance of an incident. Safety audit are also designed to verify all safety policies and postings are in place at all times and trainings are conducted as well. All audits are stored on site, or in regional operations offices if there is no site office. Copies are sent to the Safety Department for analysis and frequencies are listed in section ‘b’ below based on account size and function.

* 1. Site Safety Teams (larger sites/mfg)
	2. Health & Safety Audits (w/ action plans) [F300-0015]
		1. Small accounts: >= quarterly
		2. Large accounts (w/ manager): >=monthly
		3. Manufacturing/Food plants: >= 2-4 monthly

Discussion, review and monitoring of all corrective actions take place in the monthly management meetings of top GDI management and executive management.

* + - 1. Preventative Action (PA) Policy

 Determination of a PA

During the course of customer reviews (formal=QROC or informal meetings), internal audits or various management meetings any discovery of a potential failure of a procedure, system or policy (administrative, safety, operational or other) shall be documented and appropriate executive alerted.

The PA shall be evaluated for authenticity by the appropriate party(ies): Executive Management Team (QUEST), Safety Committee, Department Head or other executive or manager with oversight to the potential procedural issue.

Once an evaluation has been completed the appropriate party(ies) shall approve the PA (documentation in section 8.5.3.1.D required) or determine no potential failure to a process is present and the issue is automatically closed.

Upon review of PA a determination of effects and actions shall be conducted. This can be done in executive management meetings, committee, audit teams or individual work.

Based on the initial evaluating review corrective measures shall be determined to prevent the potential issue. All procedures, policies and directives that would be ‘touched’ by these measures shall be updated and said updates properly recorded in the change log.

A record of all PAs shall be maintained through the Work Order Network’s Corrective Action section as follows (refer to procedure QS06W.0001 for guidance):

Select “Preventative Action” under TYPE and complete all required fields in the general information section. Enter the reference code as “PA<date> where <date> = the 6 digit date of the PA’s initiation. Note: In the event there is more than one PA on a given date a letter shall follow the date starting with ‘a’ and continuing as needed.

Problem Description

Enter the concern / potential procedural/policy failure here.

Root Cause

Enter the evaluation data (who evaluated, when, any comments thereof) here. Include any contributing concerns that would possibly lead to this potential issue.

Temporary Solution

In the event there are temporary solutions needed immediately to prevent an issue enter said actions here. If there are no imminent failures then enter “No Temporary Actions Taken” in this section.

Permanent Solutions

All actions taken to prevent the issue at hand shall be documented individual in this section.

Following each documents preventative action validation shall be documented once the action has had time to be effective (no less than 2 ‘cycles’of said action.

Once all actions have been validated the PA status shall be changed from ‘Open’ to ‘Closed’.

Review PA

Once a PA has been fully documented and is in the active validation section, or validation has been completed, the PA shall be reviewed at the Monthly Executive Meeting during the Quality Report. This review shall serve as the formal communication of all changes to procedure and policy and alert all executives and department heads of the PA and to take action on implementation in their areas of authority.

Any additional changes that come out of the final review shall be further documented in the PA review and further permanent solutions and validations added as required.

* + 1. CAR Policy
			1. CAR may be initiated by any supervisor, manager or executive of GDI for any service or issue that directly affect service delivery and/or the safety of others.
			2. Creation of a CAR

Log into the online Work Order network and select Corrective Actions. A list of all corrective actions will appear. Select the CAR you wish to edit or ‘Create A New Corrective Action Report.’

For detailed procedures on using the Online Work Order / CA Network reference Procedure: QS06W.0001

There are 8 initial sections that require action when opening a CAR and closing the CAR.

* + - * 1. Initial CAR sections

GDI utilizes a version of the Eight Disciplines (8D) of Problem Solving – a method initially developed by The Ford Motor Company – and also incorporates aspects of the Deming circle/cycle wheel of continuous improvement of processes. GDI breaks its problem resolution (safety or quality) into the following actions steps:

1. REPORT

a. A problem, process failure or safety event must be immediately reported to the immediate operational / departmental team as well as upper management for awareness and action team development.

2. ORGANIZE

a. A team is developed to review the situation and follow the process through to full resolution. There is no set team size but typically 2-3 members.

3. DEFINE PROBLEM

a. The problem or non-conformance situation is defined and documented in a new CAR (Corrective Action Report) via GDI’s proprietary online system.

b. Department heads and executives are alerted to the CAR for their continued monitoring and input.

4. INTERIM CONTAINMENT

a. As some issues take time to investigate and develop long term preventative solutions interim containment actions are employed. These are documented in the CAR as a Temporary Solution.

b. Such temporary solutions may or may not develop in to permanent solutions.

5. ROOT CAUSE ANALYSIS

a. As the team investigates the non-conformance issue they start to identify issues, reasons and actions (internal and external) that aligned to cause the event.

b. These root causes may be direct (without them the issue would not have occurred) and indirect (a contributing factor but did not cause the issue on its own).

6. PREVENTATIVE ACTIONS

a. As the root cause(s) are determined action plans are identified that will:

i. Correct the issue(s)

ii. Prevent future reoccurrences

7. VALIDATION

a. As action plans are initiated and implemented they must be given time to fully cycle naturally within the system and then validated to their effectiveness in their preventative mission.

8. CLOSURE

a. Once all action plans have been issues, implemented and validated the team will review the CAR, distribute to all parties (internal and external(customer)) and then close the CAR.

CARs are also reviewed in corporate safety meetings as training and awareness tools as well as reviewed in GDI’s executive meeting for the same purposes. CARs are also part of our external ISO auditing process and reviewed by 3rd party auditors as well.

CARs are never ‘deleted’ and are maintained within GDI’s web-based system for review, research and used for future planning, continuous improvement measures and other informative means.

* + - 1. Review of a CAR

Monthly in the Operations Meeting the Directory of Safety or Quality shall review all open and new CARs. There are several reasons for this review:

 To keep managers aware of their open CARs and to get them verified and closed as soon as possible.

Allow other managers to offer their advice and knowledge on specific CAR issues that the initiator may not have.

Allow managers across the company to learn from a location’s failure and take actions to implement the CAR’s permanent solutions at their location as a preventative action.

CARs may also be reviewed outside of scheduled meetings via memorandums, emails, safety website or other means of corporate communication. These reviews be CAR specific and would not preclude that CAR from formal review in committee.

* + 1. END OF QUALITY MANUAL