

# METIER3 Quality Manual

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## Introduction

This Quality Manual sets out METIER3's Quality Management System against each clause of ISO 9001:2015. It is reviewed periodically for currency, and to ensure that the contents reflect the reality of our day-to-day operations.

## Explanatory Note – 1 July 2019

METIER3 has decided to implement ClickUp – a cloud-based collaboration and project management tool. From 1 July 2019 it will run in parallel with the policies and procedures as set out or linked to in this manual.

From 1 January 2020 we will evaluate whether ClickUp will replace or augment our Project Checklists in controlling the Design and Delivery of our Products and Services. Until we make a formal determination and announcement that we have superseded use of the Project Checklists, they are still to be maintained.

Some of the Quality Management tools as set out in this manual may be moved over to ClickUp, subject to approval by the CEO. Examples include (but are not limited to):

- Management Systems Master Activities spreadsheet;
- Action Items records, including:
  - Major Non-Conformances;
  - Minor Non-Conformances; and
  - Opportunities for Improvement;
- Internal Audit records;
- Consultant Register;
- Training Records; and
- Other records to be determined.

Whilst the ClickUp implementation and transition are underway any references to the above records may be read as referring to the ClickUp equivalent.

Please contact the Quality Manager if you require any further information.

## **4 – Context of the Organization**

### **4.1 – Understanding the organization and its context**

Risks and Opportunities that affect or may potentially affect METIER3 are identified on the Company Risk Assessment form and revised annually. This is completed using a PESTLE analysis – see the Risk Assessment Policy and Procedure for further detail.

Company Risk Assessment is also discussed at planned Management Review meetings.

#### **Relevant Documents and Records**

- Company Risk Assessment form;
- Risk Assessment Policy and Procedure;
- Management Review Meetings;
- Action Items Records;
- Internal / System Audit Records.

### **4.2 – Understanding the needs and expectations of interested parties**

METIER3 maintains a register of interested parties that are relevant to the quality management system, and their requirements. On a project-level a register of relevant interested parties, including client, consultants and other third-parties, is maintained within the Project Checklists.

The register of interested parties relevant to the quality management system is reviewed twice-annually as an agenda item on our Management Review.

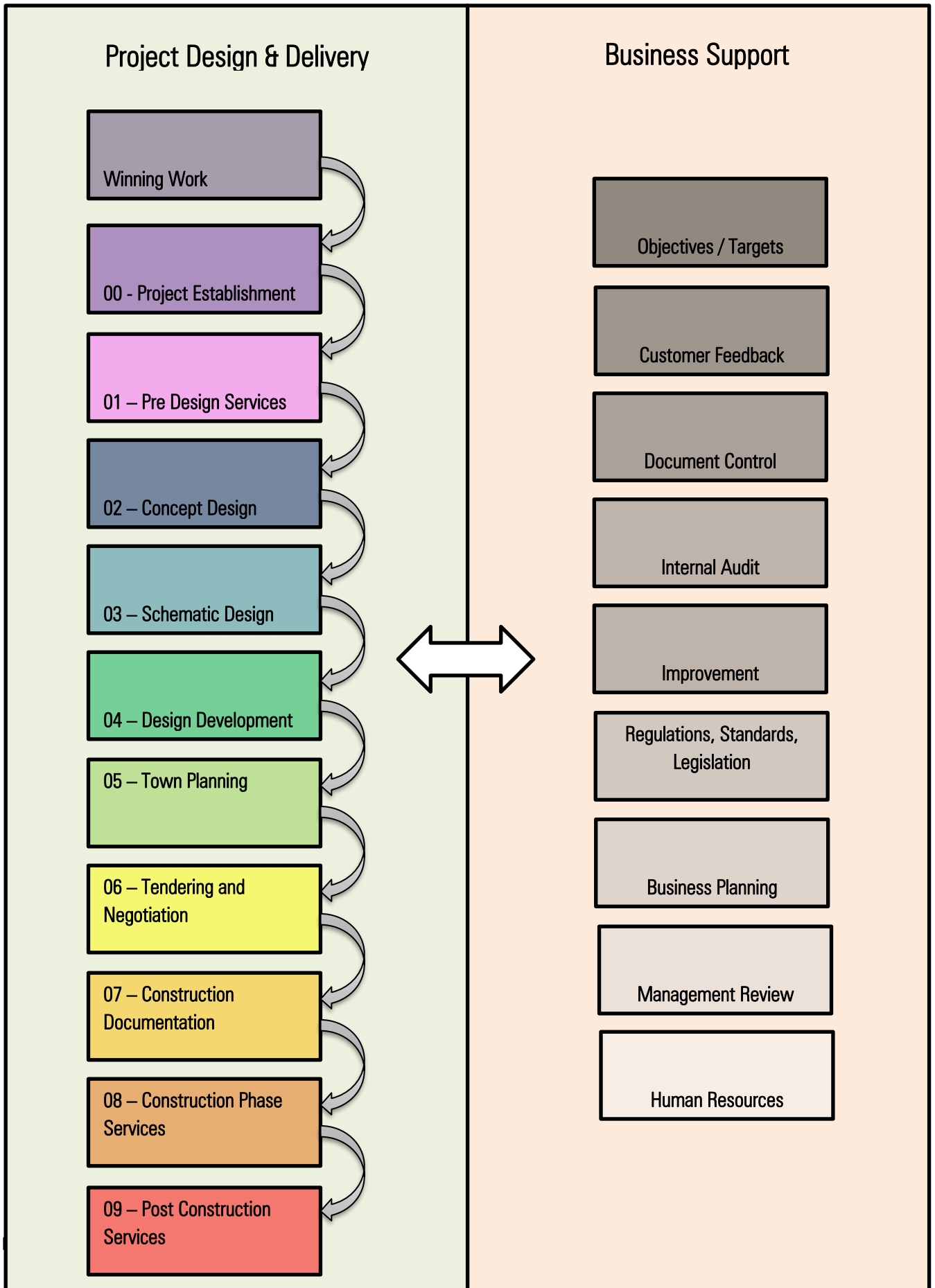
#### **Relevant Documents and Records**

- Register of Interested Parties;
- Project Checklists;
- ClickUp Project Templates;
- Management Review – Agenda and Minutes Template.

### **4.3 – Determine the scope of the QMS**

The METIER3 Quality Management System applies to the provision of architectural and interior design services. This includes the business processes that impact upon our ability to deliver these services.

**4.4 – The QMS and its processes**



## 5 – Leadership

### 5.1 – Leadership and commitment

The METIER3 leadership team, including Andrew Norbury (CEO), Graham Fraser (General Manager) and Justin Naylor (Finance and Operations Manager) are jointly committed to demonstrating leadership and commitment to the METIER3 Quality Management System.

#### Relevant Documents and Records

- Management Review meeting minutes;
- Action Items;
- Customer Feedback Policy and Procedure.

### 5.2 – Quality policy

METIER3 has a published Quality Policy. It is available in the following locations:

- Internally:
  - Given in hardcopy format to all new employees as part of induction;
  - Current version available electronically on company Intranet;
- Externally:
  - Current version available electronically on company website;
  - Available upon request by clients, consultants, or other interested third-parties.

#### Relevant Documents and Records:

- Quality Policy.

### 5.3 – Organizational roles, responsibilities and authorities

All METIER3 employees are jointly responsible for engaging with and complying with the requirements of our Quality Management System.

#### Relevant Documents and Records:

- Management Systems Roles and Responsibilities Policy;
- Management Review minutes;
- Management Review action items;
- METIER3 Monday Morning Meeting presentation slides;
- Management Systems employee updates.

## 6 – Planning

### 6.1 – Actions to address risk and opportunities

METIER3 maintains a Company Risk Assessment form, completed by top management in concert with the Quality Manager. This is reviewed at planned Management Review meetings where action items may be identified and assigned if necessary.

On active projects many risks are mitigated using our project checklists, and Project Leaders are required to complete both a project-specific Risk Assessment Form and a Design Safety Report (where the intended use of the project contains or may contain a workplace).

#### Relevant Documents and Records

- Company Risk Assessment form;
- Risk Assessment Policy and Procedure;
- Meeting Minutes;
- Management Review minutes;
- Management Review action items;
- Project Risk Assessment forms;
- Design Safety Reports;
- Project Checklists.

### 6.2 – Objectives

METIER3 has a policy and procedure to set objectives with achievable and measurable targets. Progress towards these objectives and targets is monitored annually at our planned Management Review meetings. New objectives and targets may be set also at our Management Review meetings or at other meetings upon request of top management.

Additional meetings may be held periodically to monitor the progress towards our Objectives.

Details of current and prior objectives are maintained in the Objectives and Targets Register.

#### Relevant Documents and Records:

- Objectives and Targets – Policy and Procedure;
- Objectives and Targets Register;
- ClickUp – Objectives and Targets;
- Management Review meeting agenda and minutes;
- Management Review.



### **6.3 – Planning of changes**

Planning of changes to the Quality Management System is handled via employee engagement, and at meetings.

#### **Relevant Documents and Records:**

- Meeting presentation slides;
- Meeting minutes;
- METIER3 Intranet;
- Yammer; and
- Microsoft Teams.

## **7 – Support**

### **7.1 – Resources**

#### **7.1.1 – General**

Support and resourcing is handled directly by executive management at METIER3 at both formal and informal meetings.

METIER3 has the following explicit resources to assist in the maintenance and continual improvement of the Quality Management System:

- Jeffrey Clementson – Quality Manager; and
- Justin Naylor – Finance and Operations Manager (Management Representative to the Quality Management System).

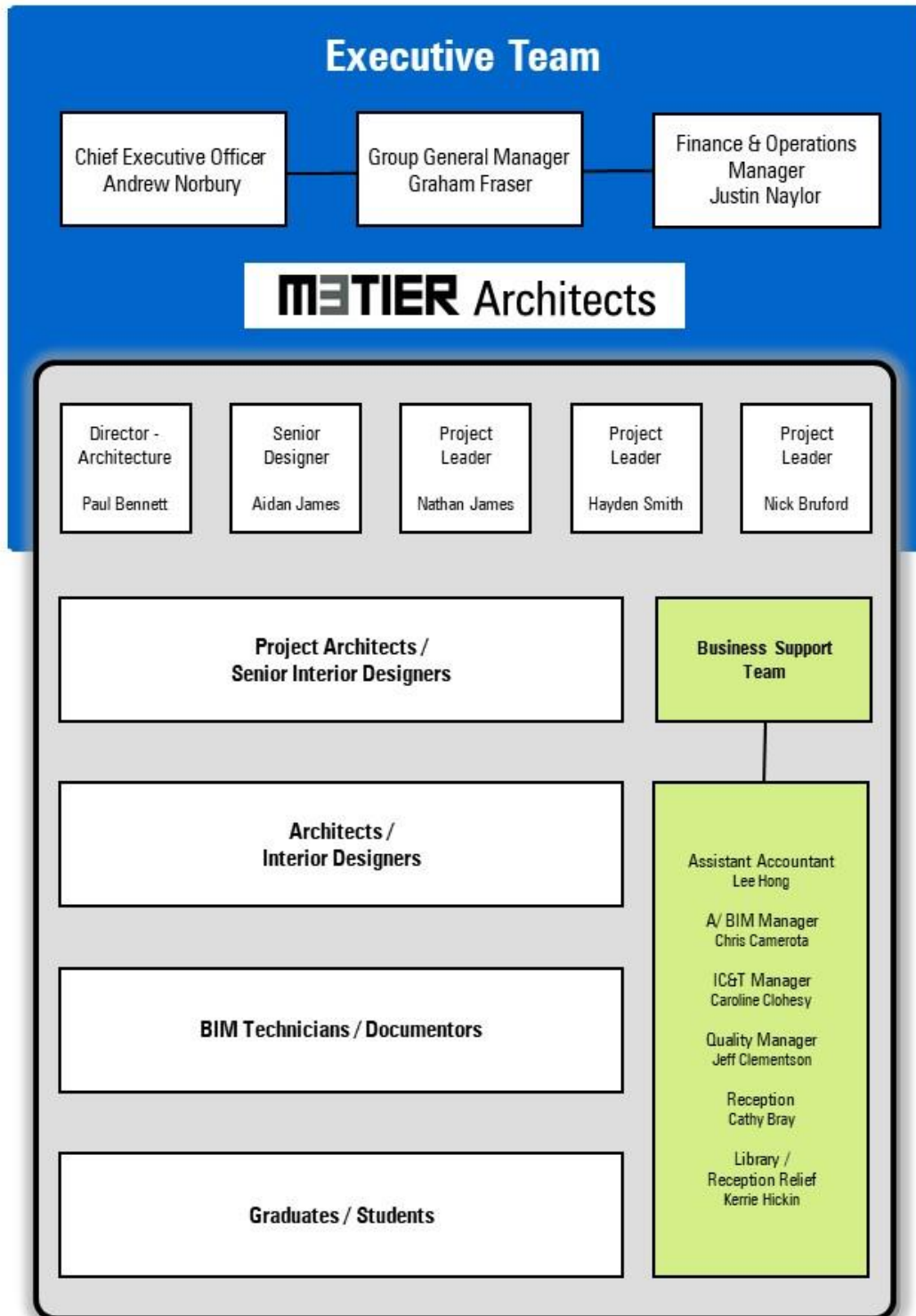
Support is also discussed at the planned Management Review meetings.

#### **Relevant Documents and Records**

- Roles and Responsibilities Policy;
- Management Review.

7.1.2 – People

**METIER**  
Organisation Structure



Updated 15 October 2019

METIER3 keeps position descriptions for all employees. These are provided to the relevant employees upon commencement and at any other time subsequently upon request.

#### **Relevant Documents and Records**

- Roles and Responsibilities Policy;
- Position Descriptions.

#### **7.1.3 – Infrastructure**

METIER3 provides and maintains the following necessary infrastructure for the operation and control of its processes:

- Servers;
- Network devices;
- PC Workstations;
- Software;
- Printers;
- Telephone system; and
- Data backup infrastructure.

#### **7.1.4 – Environment**

METIER3 operates a low-risk office environment. Employees who are required to attend construction sites as part of their employment receive Construction Induction – White Card training or are required to attend site with another employee who has received such training. On site METIER3 employees must follow the instructions of the builder and / or site controller, including attending any mandated site-specific safety inductions.

All METIER3 employees must comply with our Work Health and Safety Policy – issued upon the commencement of their employment.

#### **Relevant Documents and Records:**

- Work Health and Safety Policy.

#### **7.1.5 – Monitoring and measuring resources**

Measuring of dimensions etc is conducted automatically in software (Autodesk REVIT).

A set of internal reference Drawing Checklists is available for all employees to check their own work and the work of others. These checklists contain several ‘typical’ elements for each drawing type. METIER3 does not mandate the physical completion of drawing checklists.

Architectural drawings are produced to scale. Scale is checked by the Project Leader or designated Document Checker in line with our Document Checking Policy. Scale is also checked as part of our Internal Audit –Documentation.

A draft set of Internal Measurement Guidelines is currently being reviewed for internal publication. This would provide guidance for employees who are required to measure spaces to specific standards in project planning.

**Relevant Documents and Records:**

- Document Checking Policy;
- Internal Audit – Documentation;
- Drawing Checklists;
- ClickUp – Project Template;
- ClickUp – Quality Management records;
- Draft Internal Measurement Guidelines.

**7.1.6 – Organisational Knowledge**

METIER3 encourages all employees to share their professional experiences in architecture and interior design in order to foster a culture of organisational knowledge.

Organisational knowledge may take the form of:

- Improvement forms;
- ‘Lessons-learned’ presentations;
- Consultant Reviews;
- Project Checklists;
- Team meetings;
- Company meetings;
- Design reviews;
- External presentations;
- External information sources (e.g. legislation, regulations and standards);
- Continuing professional development (CPD);
- Client feedback;
- Consultant feedback;
- Submissions via the Intranet Suggestion Box; and
- Other methods as required.

When organisational knowledge gaps are identified, they should be flagged as risks and / or opportunities on the Company Risk Assessment form discussed at Management Review meetings. Such discussions may generate Action Items which should be registered in accordance with the Corrective Action and Continual Improvement Policy and Procedure.

Project-critical areas of organisational knowledge should be evaluated with a view to adding, editing or removing relevant questions in the Project or Business Development Checklists. See Section 8 – Operation for further information on the Project Checklists.

**7.2 – Competence**

The required competence of employees for each technical role at METIER3 is outlined in the position description. We intend to review and align position descriptions with the National Standard of Competency for Architects.

Employee qualifications are considered as part of the recruitment process.

METIER3 has previously used a cloud-based performance management system 'OnTrack' to monitor and review employee performance. The subscription to this service has ended, and METIER3 are currently evaluating a replacement system, 'Small Improvements' to assist us with conducting ongoing performance management.

**Relevant Documents and Records:**

- National Standard of Competency for Architects;
- Position Descriptions;
- Recruitment Policy.

### **7.3 – Awareness**

All METIER3 employees and other persons conducting work under METIER3's control shall be made aware of:

- **The METIER3 Quality Policy:**
  - The METIER3 Quality Policy is provided to all new employees and contractors at their induction and is also available on the METIER3 Intranet. Employees are also informed of changes to the Quality Policy by one or more of the communication methods described below at 7.4.
- **Any quality objectives and targets relevant to their role:**
  - The current METIER3 Quality objectives are available for all employees on the METIER3 Intranet. In addition, a Register of both current and previous quality objectives is maintained. Any specific requirements regarding quality objectives relevant to employee roles will be communicated utilising one or more of the communication methods described below at 7.4.
- **Their contribution to the effectiveness of the quality management system, including the benefits of improvement performance:**
  - All METIER3 employees are made aware of how their contribution to the effectiveness of the Quality Management System is of high importance.
- **The implications of not conforming to the requirements of quality management system:**
  - All METIER3 employees are made aware of possible implications due to non-conformance with the METIER3 Quality Management System. Such implications may be discussed informally or formally in project team meetings, weekly staff meetings, or via correspondence such as Internal Audit reports, Improvement Forms, or Action Items.

### **7.4 – Communication**

#### **Internal Communication**

METIER3 will communicate internally with employees on Management Systems matters using a variety of methods, including but not limited to:

- The METIER3 Intranet;
- Yammer;
- Microsoft Teams;

- ClickUp;
- Staff meetings;
- Quality Management meetings;
- Management Review meetings;
- Project team meetings;
- Email;
- Internal audit reports;
- Improvement Forms.

Relevant matters to be communicated internally may include but are not limited to:

- Document revisions;
- Changes to processes or procedures;
- Certification news;
- Project milestones;
- Action items, including major or minor non-conformances;
- Opportunities for improvement; or
- Risks.

Internal communication may be undertaken by any METIER3 employee and may occur at any time at which such communication shall be appropriate.

### **External Communication**

METIER3 may communicate externally with interested parties on Management Systems matters using a variety of methods, including but not limited to:

- The METIER3 website;
- METIER3 social media accounts, including Facebook, Twitter, LinkedIn etc;
- Client or consultant meetings; and
- Email.

Relevant matters to be communicated externally may include but are not limited to:

- Certification news;
- Project milestones.

External communication shall only be undertaken by or with the approval of:

- METIER3 CEO;
- METIER3 General Manager; or
- METIER3 Finance and Operations Manager.

External communication may occur at any time when deemed so appropriate.

## **7.5 – Documented Information**

### **7.5.1 - General**

METIER3 maintains an internal filing system that follows a set filing structure. This filing structure is provided to all new employees upon commencement and is available in the root folder of each project.

### **7.5.2 – Creating and updating**

METIER3 maintains a File Naming Policy to ensure that all employees are given guidance on how to properly name project files. This policy is provided to all new employees upon commencement and is also available on the Intranet.

A File Naming script is also run periodically. The script automatically generates a list of incorrectly named files against each relevant employee's name for corrective action.

Documents are to be checked prior to issue in line with the Document Checking Policy.

A register of project documentation is maintained in the Drawing Register for each stage, within the project folder.

METIER3 drawings are required to be published on the standard METIER3 title blocks. These are setup as part of the REVIT file establishment managed by the BIM Manager.

METIER3 Standard Templates are to be used wherever possible. These are available at the point of use from within Microsoft Office programs.

Issued project documentation is to be accompanied by a Transmittal in line with the Transmittal policy.

#### **Relevant Documents and Records:**

- File Naming Policy;
- File Naming Script emails;
- Document Checking Policy;
- Project Drawing Registers;
- REVIT / BIM Standards;
- Standard Templates;
- Transmittal Policy;
- Document Control Policy and Procedure.

### **7.5.3 – Control of documented information**

METIER3 handles Document Control in line with the Document Control Policy and Procedure, which refers to use of the File Naming Policy, Document Checking Policy, and Transmittal Policy.

METIER3 retains nightly, weekly and monthly tape backups of all electronic data saved on our servers.

Completed and dead projects are removed from the project drive (P:) to the archive drive (Q:) for reference purposes. Files on the archive drive are read-only.

METIER3 Standard Templates are controlled, registered in the System Document Register, and are available at the point of use (e.g. Microsoft Office applications).



## **8 – Operation**

### **8.1 – Operational planning and control**

METIER3's standard project design and delivery process is set out in the Project Checklists, and from 1 July 2019, within the ClickUp Project Template. These are required on all Active Projects (defined as projects where the client has paid the first invoice issued and where there is an expectation of further paid works).

The Project Checklists set out the process for:

- Determining and recording client requirements;
- Seeking approvals, both internal and external;
- Resource and fee planning;
- Definition and control of project milestones; and
- Prompts for links to documented information relevant to demonstrate conformity with client requirements.

Business Development projects have a set of short-form checklists to complete. These are projects where fees may not be charged and are generally of a marketing or speculative nature and of low risk to METIER3.

The process for project acquisition is set out in our Winning Work Policy and Procedure.

Each new project is recorded using the New Project Setup Form.

### **8.2 – Requirements for products and services**

#### **8.2.1 – Customer communication**

Client communication about our services occurs in several ways, primarily:

- At meetings;
- Via Email; and
- Via Telephone.

Significant client feedback should be reported to Quality Manager in line with our Client Feedback Policy and Procedure.

#### **8.2.2 – Determining the requirements for products and services**

The determination of requirements for our services is controlled by our Project Checklists, specifically:

- 00.2 Project Establishment – Preliminary Project Requirements;
- 00.3 Project Establishment – Fee Proposal Letter and Scope of Works;
- 00.4 Project Establishment – Client Architect Agreement; and
- 01.5 Pre-Design Services – Project Brief.

It is recognised that requirements on our architectural and interior design projects are iterative and will change throughout the project lifecycle.

From 1 July 2019 we are implementing ClickUp, and determining the requirements for products and services is controlled within the Project Template at each stage.

### **8.2.3 – Review of the requirements for products and services**

METIER3 top management conducts internal reviews of key documents prior to issue, including:

- Fee proposals;
- Scope of works proposals; and
- Project programmes.

The Project Checklists mandates internal approval by the a senior member of staff prior to issue of the above documents.

The C.E.O. (or delegate) is the only individual authorised to sign contracts of service for and on behalf of METIER3 Pty Ltd Architects.

Where a client has not provided METIER3 with detailed requirements, the Project Checklist mandates the provision of a return brief or scope of services for client approval.

### **8.2.4 – Changes to requirements for products and services**

METIER3 recognises that architectural and interior design projects inherently have changing requirements, whether as a result of a decision by a client or other external party or as a result of something we have identified internally.

Records of changes should be maintained in the form of:

- Design meeting minutes;
- Emails / Project correspondence;
- File Notes;
- Updating project brief where necessary; and
- Variations.

## **8.3 – Design and development of products and services**

### **8.3.1 – General**

METIER3 has established and implemented as set of Project Checklists that sets out the process for Design and Development. From 1 July 2019 we are also implementing ClickUp (see Explanatory Note) See for example:

- 02.1 Conceptual Design;
- 03.1 – 03.3 Schematic Design;
- 04.1 – 04.2 Design Development etc.

### **8.3.2 – Design and development planning**

See 8.3.1 above.

### **8.3.3 – Design and development inputs**

See 8.3.1 above.

### **8.3.4 – Design and development controls**

Design and development controls are set out in our Project checklists and within ClickUp. In addition, we have a stated Document Checking policy that sets out the process for review of all architectural and interior design outputs prior to issue.

### **8.3.5 – Design and development outputs**

Control of design and development outputs is handled by our Project checklists, or within the equivalent project phase(s) within ClickUp specifically:

- 03.3 Schematic Design – Review;
- 04.2 Design Development – Documentation and Review;
- 07.2 Construction Documentation – Documentation and Review; and
- ClickUp – METIER3 – Project Template – Various (including Schematic Design, Town Planning, Design Development, and Construction Documentation).

Design and development outputs are reviewed internally under our Document Checking policy prior to external issue.

### **8.3.6 – Design and development changes**

METIER3 recognises that change is ‘normal’ on architectural and interior design projects, due to the iterative and collaborative nature of projects.

Records of changes are maintained in the form of:

- Meeting minutes;
- File Notes;
- Emails and other project correspondence; and
- Variations.

Revised documents are issued as required.

A change register is maintained on all architectural plans from Design Development onwards.

## **8.4 – Control of externally provided processes, products and services**

### **8.4.1 – General**

METIER3 recognises that architects often have limited or no influence or control over external parties on architectural and interior design projects.

Our process for managing the selection, recommendation and engagement of consultants is set out in Project checklist 01.6, and in the Consultant Selection, Evaluation and Management Policy.

The Project Checklists prompts project teams to complete Consultant Reviews on all consultants, including those who we have no control over.

The Quality Manager maintains records of Consultant Reviews on the Intranet in a Consultant Register. The Consultant Register also identifies which consultants maintain ISO9001 certification. (Note: we anticipate moving our Consultant Register to ClickUp during late 2019).

Externally provided processes products and services for the business (non-project-related) pose a very low risk to METIER3 operations, and little or no impact to the Quality Management System. As such, records for such suppliers are not required to be maintained in a centralised system.

#### **8.4.2 – Type and extent of control**

METIER3 manages externally provided processes, products and services through our Project Checklists, specifically 01.6 – Consultant Selection, Recommendation and Engagement, as well as at each review stage where our project team co-ordinates with external services consultants.

As described above in 8.4.1, typically the type and extent of control that the projects architects can apply is limited in nature.

#### **8.4.3 – Information for external providers**

As described above, METIER3 manages this process in project checklist 01.6. Furthermore, often information for external providers does not come from METIER3, and we will not always be exposed to the specified requirements given to external providers.

### **8.5 – Production and service provision**

#### **8.5.1 – Control of production and service provision**

Control of service provision is achieved through:

- Use of the project checklists;
- Use of the project tasks, sub-tasks and checklists within ClickUp;
- Team meetings;
- Internal and external correspondence;
- Document Checking;
- Document Control (including File Naming Policy & Transmittal Policy); and
- Project Leader supervision.

#### **8.5.2 – Identification and traceability**

To ensure identification and traceability METIER3 assigns each drawing a unique number.

Drawing identification is checked as part of Document Checking policy.

Drawing identification is also checked at our Internal Audit – Documentation.

Traceability is achieved through compliance with the METIER3 Transmittal Policy.

#### **8.5.3 – Property belonging to customers or external providers**

METIER3 shall exercise care with any and all property belonging to clients or external providers whilst under our control.

In practice our interaction with such property is limited.

If any such property is lost, damaged or otherwise found to be unsuitable for use METIER3 will report this to the client or external provider and retain records of any such correspondence.

#### **8.5.4 – Preservation**

METIER3 retains all revisions electronically of all issued documentation. Project Leaders and / or designated document checkers retain the most recent mark-up sets on hand.

#### **8.5.5 – Post-delivery activities**

METIER3 aims to comply with all requirements for post-delivery activities associated with the provision of our architectural and interior design projects.

An example of how we achieve compliance is set out in project checklist 09.1 – Post Construction Services and in the METIER3 Project Template within ClickUp – Project Completion phase tasks.

Customer feedback is often of limited use at this stage, and typically comes earlier in the process as our ability to exert influence or control is limited.

#### **8.5.6 – Control of changes**

METIER3 controls changes through our standard Document Control and Document Checking policies and procedures.

Internal approval of milestones is set out at various points in the Project Checklists, and within each phase of the METIER3 Project Template within ClickUp.

Drawings from Design Development and beyond contain change registers on the drawing sheet, as well as identifying the drawing author and checker.

### **8.6 – Release of products and services**

METIER3 conducts internal checking of all project outputs prior to external issue, in line with our Document Checking Policy. Internal approvals are required at various points in the Project Checklists, and within the METIER3 Project Template within ClickUp.

Old revisions and the last recent set of mark-ups are kept on hand (whether physically or digitally) as evidence of conformity.

For Town Planning, approval by the relevant statutory authority is accepted as deemed compliance with statutory requirements.

### **8.7 – Control of non-conforming outputs**

#### **8.7.1 – General**

METIER3 controls non-conforming outputs through our Document Checking and Document Control policies.

Non-conformances are identified by the Project Leader, designated document checker, or internal auditor and corrected prior to issue. The last set of mark-ups is retained by the Project Leader as evidence of conformity.

Non-conforming documents should not be moved into the Data Exchange folders for issue.

Internal Audits – Documentation are conducted on issued documentation, and non-conformances are raised with the Project Leader.

### **8.7.2**

METIER3 maintains records of internal audits and action items.

Where METIER3 has already issued drawings subsequently identified as non-conforming, the Project Leader will review any so identified drawings and conduct a risk evaluation to determine what, if any, further action is required.

Such action may include:

- Issuing a new revision;
- Communicating to the client or other external party; or
- Taking no action if the nature of the non-conformity is inconsequential in nature only.

## **9 – Performance Evaluation**

### **9.1 – Monitoring, measurement, analysis and evaluation**

#### **9.1.1 – General**

Performance evaluation of the Quality Management System is one of our quality objectives and is set out as a standing agenda item at Management Review.

Compliance scores from internal audits are recorded and monitored.

Monitoring of project programmes and budgets is handled by Project Leaders, the Quality Manager, the Director – Architecture, the Finance and Operations Manager, General Manager, and C.E.O.

Measurement of dimensions is handled by our primary software platform for generating architectural and interiors drawings – Autodesk REVIT.

#### **9.1.2 – Customer satisfaction**

METIER3 is committed to the provision of architectural and interior design services that meet or exceed the expectations of our clients.

Our process for obtaining, monitoring and reviewing customer satisfaction is set out in the Customer Feedback Policy and Procedure.

#### **9.1.3 – Analysis and evaluation**

METIER3 conducts analysis and evaluation of data from monitoring and measurement at our planned Management Review meetings, conducted annually.

### **9.2 – Internal Audit**

METIER3 plans and conducts internal audits at planned intervals to provide information on whether our Quality Management System:

- A. conforms to requirements (both internal and ISO9001-2015); and
- B. is effectively implemented and maintained.

Further information on internal audit planning, completion and review is set out in the Internal Audit – Policy and Procedure.

#### **Relevant Documents and Records:**

- Internal Audit Policy and Procedure;
- Internal Audit records;
- ClickUp – Business Support – Quality Management – Internal Audits;
- Management Systems – Master Activities – Action Items;
- ClickUp – Business Support – Quality Management – Action Items;
- Internal Audit compliance score register;
- ClickUp – Business Support – Quality Management – Project Register;
- Management Review meeting agenda and minutes.

### **9.3 – Management Review**

METIER3 aims to conduct planned Management Review meetings at least annually. The planned dates are set and maintained in the Management Systems – Master Activities spread sheet, or in ClickUp – Business Support – Quality Management – Management Review. It is acknowledged that planned Management Review dates may move around based on project and other activities.

Management Review meetings are conducted using a Management Review - Agenda and Minutes template that ensures that we cover all necessary topics, as well as allowing discussion of other business not necessarily linked to any of the default sections.

The invited attendees to the Management Review meetings include, but are not limited to:

- CEO;
- General Manager;
- Finance and Operations Manager (Management Representative to the QMS); and
- Quality Manager.

All Action Items generated from Management Review meetings shall be registered on the Action Items register within ClickUp, and follow-up activities shall be conducted in accordance with our Corrective Action and Continual Improvement Policy and Procedure.

#### **Relevant Documents and Records:**

- Management Review – Agenda and Minutes;
- ClickUp – Business Support – Quality Management – Action Items;
- Corrective Action and Continual Improvement Policy and Procedure.



## **10 – Improvement**

### **10.1 – General**

METIER3 is committed to the continuous improvement of our Quality Management System. We have a number of ways in which we can determine and select opportunities for improvement, and to implement any resultant necessary actions to meet customer requirements and enhance customer satisfaction.

Further information is set out in our Corrective Action and Continual Improvement Policy and Procedure.

### **10.2 – Nonconformity and corrective action**

It is important that detected non-conformances are deal with in an efficient and systematic manner. The process for achieving this is set out in our Corrective Action and Continual Improvement Policy and Procedure.

### **10.3 – Continual Improvement**

METIER3 is committed to the continual improvement of our Quality Management System. Top management discuss the results of analysis and evaluation at planned Management Review meetings as a standing agenda item.

Any resulting Action Items are registered in line with our Corrective Action and Continual Improvement Policy and Procedure.