

Australian Ramp & Access Solutions Pty Limited

Quality Management System

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Quality Management System

Overview

Australian Ramp & Access Solutions (AR & AS) has embraced today's contemporary customer centric model that demands value and quality performance every day. Maximising value delivery is dependent on the execution of standard work across the end to end process that meets quality specifications and the customer's functional needs. The relentless pursuit of waste elimination and repetitious quality performance is embedded in the culture at AR & AS. These Quality Management System (QMS) is founded on principles and behaviours that are included in the company's Strategic and Operating plans.

Our QMS culture continues to develop each day to understand the behaviours and relentless discipline and commitment required to deliver our focused customer value proposition. The cost of non-quality minimisation is critical to our success and market differentiation.

Operating Description

We operate an end to end process operating model that has standard work defined for all activity down to the task detail level and where required, work instruction level of details to ensure affordable precision and accuracy of value delivery and risk mitigation is delivered.

The process spans the customer to cash and support processes. Our team identifies the customer needs and proposes solutions to deliver maximum customer value. The solution is specified using our documented work standards and specifications that enables our production team to fabricate and source products that are assured to meet the functional performance and aesthetic needs.

Our QMS checkpoints ensure we catch, contain and correct non-conforming process and work activity. These checkpoints are continuously evaluated and improved from the commencement of the deal workflow to the completion of an installation with baton changes along the way monitored for compliance and responsiveness.

Each day through our issue logging and tracking processes we monitor the work execution performance. Use these facts to drive corrective and preventative actions to build an ever improving and robust QMS.

Guiding Policy

AR&AS has a QMS model founded on:

- Quality policy and objectives statements
- Quality process to guide the quality management execution and performance
- Process procedures that utilise functional specifications, execution of standard work by trained staff with capability and workmanship to deliver repeatable quality performance.
- Documentation of the planning, operation and control of the process activity
- Records that include the detail required for performance facts, version control and auditing results.
- Continuous improvement culture with issue logging, investigation and corrective actions to drive process capability and preventative improvement activity

This model is sustained by daily monitoring of operating issues that are logged at task level of detail (non-conforming materials, products and processes) and owned by our staff. Our team members close the loop with corrective actions to rectify problems. We utilise checklists for all activity completed by our team to ensure we execute standard work, with regular audits and assurance documentation; processes that include our suppliers and contractors with key check points in the process being used to assure installation performance.

Quality Management Strategies

Establishment

- Structured processes that when performed with skill are robust deliverers of quality outputs that are required by the downstream process step.
- The processes must be capable and available at all times
- Skilled process users must know what tasks to do and how to execute the task to meet quality

Quality Attitude

- Leadership of the quality culture is critical and this will be tested regularly when incident and issues occur. The quality performance required by the organisation must be delivered.
- Team members are trained in the QMS processes, standards and impacts on the market of the need to deliver conforming quality products and services to the customers
- Contractors are an extension of the company team and must know the QMS process and how to make it perform.
- Customers that value quality will be sought and relationships with them nurtured.

Quality Education

- QMS training is a requirement for the sustained success of the company.
- Management leadership will place control over the efficient process execution

Quality Assurance

- This is to be driven by selected process control points.
- The process structures are a complete network of grouped and sequenced activity checklists to be used to guide the process operator to execute with precision and compliance.
- All process issues that stop work, degrade quality and functional performance are logged and work flowed to the process point owner for corrective action.

Continuous Improvement

- Closed loop ownership of functional and quality performance is the cornerstone of our continuous improvement.
- Investigation methods such as fishbone diagrams and 5 why's are to be used to identify root cause issues to be eliminated from the process or execution team.
- Quality assurance trends will guide the priorities for the continued development of the QMS and business processes.

Quality Management Process

Process Input Quality:

Our input quality is founded on strategic relationships with our supplier and customers alike. The products developed and purchased to meet the rigorous AR & AS specification are sourced from a select group of supplier that meet our quality, service and trading performance requirements. Our supplier product quality assurance is driven by a Supplier Assurance process. This process includes:

- Specification exchange and collaboration to lock in product functional performance.
- Supply agreement which include DIFOT and Quality performance service levels.
- Issue management to control defects and service failures.
- Collaborative continuous improvement process.

Operational Quality Control:

Our operating process is organised with an end to end value stream structure from Customer to Cash supporting the Lean Operations disciplines. The process has a number of operating steps that are owned by the functional managers responsible for the execution quality and performance for their process operations. All processes have check points, high risk or error prone tasks have detailed work instructions to ensure quality is controlled through structured assurance behaviours. Our processes are mapped with sequencing control points/baton changes through the process, these are clearly visible through activity tasks such as publish, issue, supply and certify actions to the next process activity or step.

Key Disciplines:

- Version control over the complete process, check lists, work instructions and specifications.
- Database storage of control records for recall, trace or reproduction.
- Process structure and sequences under continuous improvement regime and ownership.
- Internal audits of the process structures, risk management, executions and knowhow.
- Production and installation checklist disciplines with detailed work instructions for error prone, high risk or compliance related activity to prevent repeating non- conformances.
- Supplier assurance process to drive specification control and compliance with critical control point audits to assure compliance of all major and critical system components.
- Process and product performance issue logging, investigation and corrective action processed with daily operations monitoring disciplines

Quality Management Structure

Key Documents:

- Strategic and Operating plans, communication of their intents to team.
- Process hierarchy maps to task level of detail (checklists)
- Organisational chart and mapping of process roles in database
- Product and installation specifications
- Work instructions and inspection test plans
- Internal communication through Operating Rhythm, production and project start-up meetings.
- Production and project schedules
- Quality plan section within the Operating Plan
- Approved supplier lists and preferred products

Quality Process Tools:

- Process maps held in database
- Specifications stored in process maps
- Work instructions stored for exception risk management
- Materials and process performance issue management in database
- Process flow controlled through specification, production and project packs
- Continuous Improvement, audits and milestone management from project control records.
- Process improvement being driven by continuous improvement teams using issue logging trends

Quality Management Performance

- Update the AR & AS Quality strategies, manuals and process flow map for quick reference
- Set-up Quality Operating Rhythm
- Complete and sustain the disciplined set-up of products structures for specification, work instruction and ITP's storage in the process database
- Ensure the AR & AS Quality process training module is used establish and sustain quality management and operating skills across the organisation.
- Establish a contractor and supplier assurance programme to ensure compliant components and services purchased meet specification and as inputs to the end to end process meet quality performance requirements.
- Establish and assign a quality managers role to a company position to ensure the end to end Quality Assurance process performs and is maintained to ensure the trading position is enhanced by the AR&AS Quality Management Process.

Quality Management Conformance

Process Control

- End to End process control established through process structures
- User execution of process is directly managed
- Control transactions and forms stored in process hierarchy

Checklist Methodology

- Steps set the activity requirements and task sequence that deliver the optimal quality performance. Deviation are monitored and captured for corrective action.
- Activity and task control points are acknowledged and captured on tracking QA sheets
- Control sheets can be recalled and assessed for audit purposes to trace QA issues and skill execution errors driven by error or knowledge gaps.

Audit Process

- Operating Rhythm to set daily, weekly and monthly meetings to control execution and quality performance.
- Audit assessment is cycled to track and trace the workflow and conformance of a job.
- Result reporting is investigated, owned and actioned to upgrade the process, know-how and behaviours.

Cost of Non-Quality

- The cost of process and product quality incident recovery is captured in the issue logging disciplines.
- The cost impacts are used to influence the need to change, justify enhancement investments and motivate our team to better the performance. Make it visible and it can be seen and then fixed.