Quality Policy

Scope of activities, quality system structure & permissible exclusions

Synergy Medical specialises in the provision of either industry specific or professional staff on a permanent or contract basis within a common management system. See organisational chart.

The scope of activities to which out quality system applies is: The provision of recruitment services for permanent and temporary staff for the technical, public and private sectors including: IT Services, construction management, technical support, housing, social care, revenues and benefits, environmental health and parking, regeneration and development, insurance, finance, interim management, banking and media, sales, legal, customer services, administration and HR.

Our quality management system has been designed to meet the requirements of ISO 9001: 2008 and has been developed into three tiers of control. This quality manual primarily contains statements of our policies and intentions and outlines our primary processes. The documented procedures referred to in this manual address specific processes and detail how the intent of the manual is achieved. The work instructions describe in detail how certain tasks are performed, have been written to assist with training and as a reference for staff.

The following clauses of ISO 9001: 2008 have been excluded from our quality system.

7.3 Design and development

Justification for exclusion: Synergy Medical offers the provision of staff (on a permanent or contract basis) to companies and organisations and do not undertake any conceptual design or development.

7.5.2 Validation of processes for production & service provision

Justification for exclusion: Synergy Medical does not have processes for service provision where the resulting output cannot be verified by subsequent monitoring or measurement. It is clearly defined in contractual agreements that clients are responsible for ensuring candidates presented to them by Synergy Medical are suitable to undertake the work for which they are being employed.

7.6 Control of monitoring and measuring devices

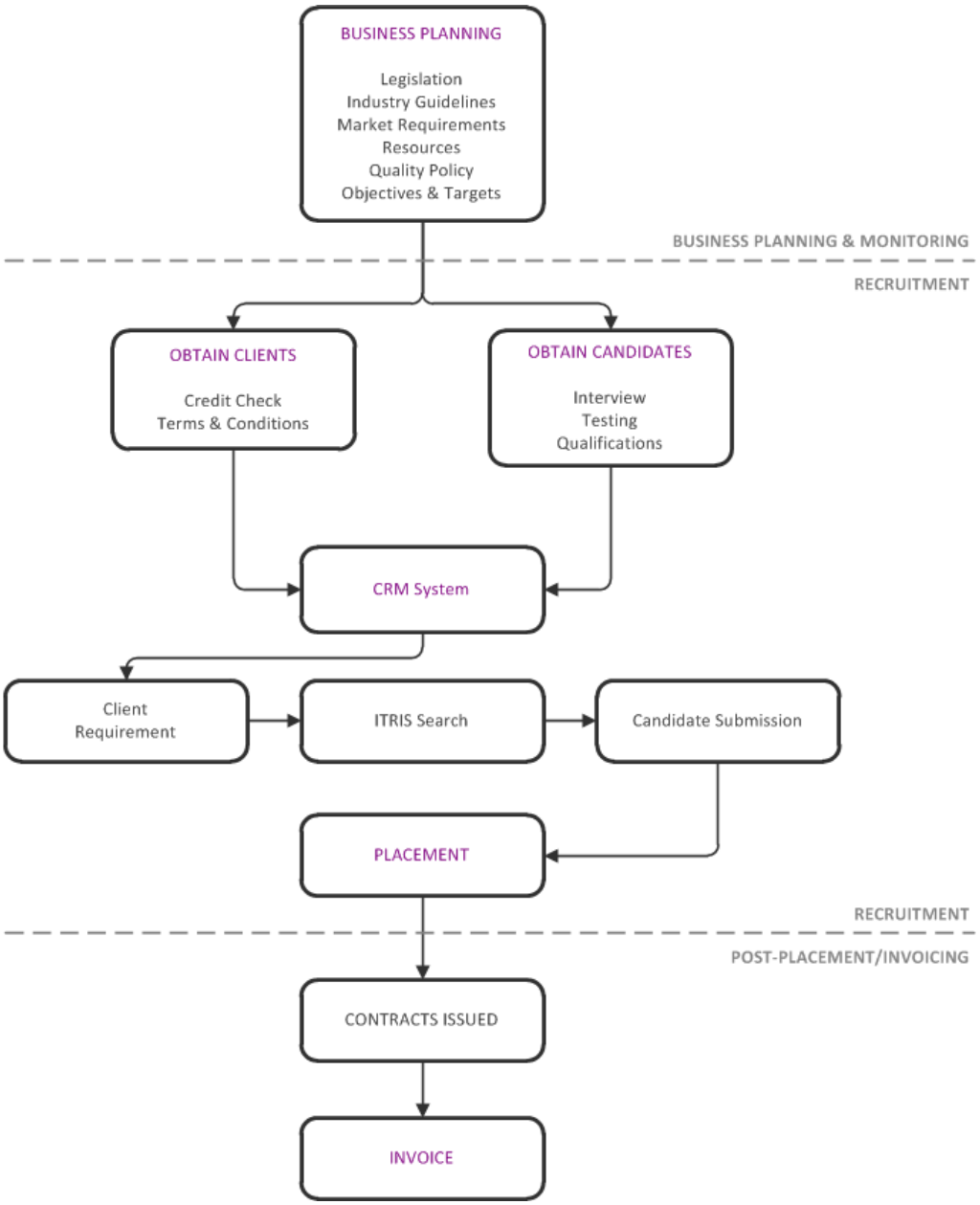
Justification for exclusion: Synergy Medical does not have any monitoring or measuring devices.

Quality management system processes & their interrelation

Synergy Recruitment Consultancy Limited

London: 222 Bishopsgate, London EC2M 4QD
T: 0203 815 9020 **E:** info@synergymedicalrec.co.uk
www.synergymedicalrec.co.uk

Company Reg. No.: 7637706. Registered in England and Wales.



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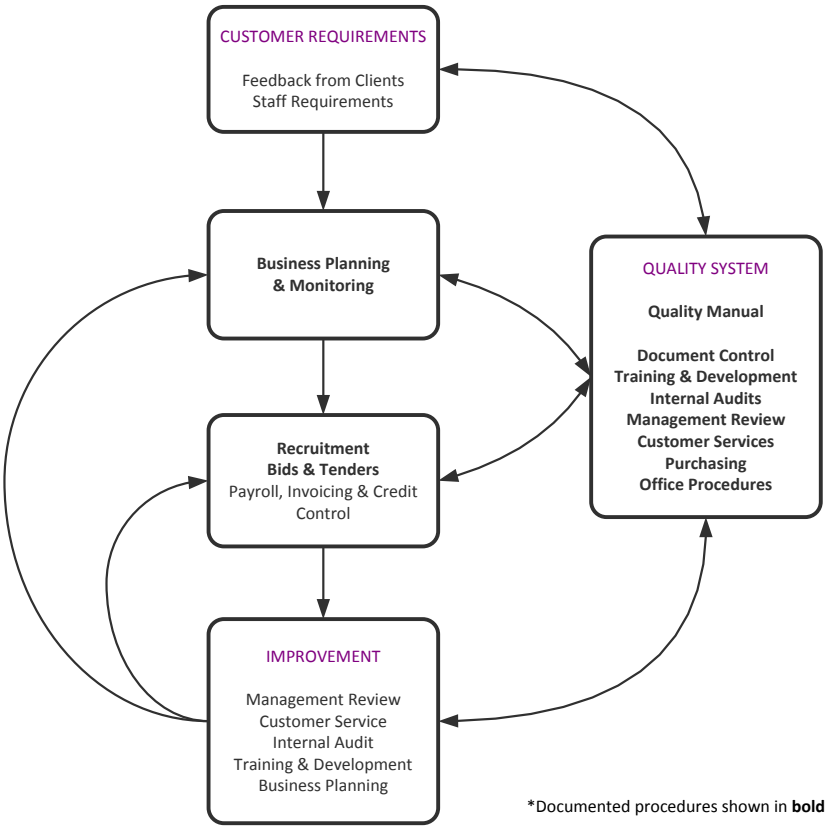

*Documented procedures shown in **bold**

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Control of Documents

The documents within the quality system (including important external information) are controlled by formal procedures. This will ensure that out of date or inaccurate information/data is not used and that appropriate information is available where required. The Quality Manual, Procedures, Work Instructions and Forms are reviewed and authorised prior to use. A register is kept of all important reference documents held.

This register is updated as new documents are received and all documents listed on the register are subject to annual validity checks. These controls are described in our: Document Control Procedure

Control of Quality Records

We maintain records of the operation of the quality system in accordance with documented procedures. These records provide objective evidence for two purposes; firstly to allow the continuous review and improvement of the operation of our business and secondly to demonstrate compliance with the requirements of ISO 9001: 2008.

Quality records will be kept in such a manner as to ensure their safe keeping and easy retrieval. Records will be maintained for the minimum period specified. The controls associated with quality records are described in our: Office Procedures

MANAGEMENT RESPONSIBILITY

Management Committment

The CEO is ultimately responsible for all aspects of the service provided by Synergy Medical and is committed to the development and continual improvement of the effectiveness of the quality management system. She will ensure that this commitment can be demonstrated by:

- Establishing the quality policy which will be included in this manual (see appendix)
- Ensuring Quality Objectives and targets are defined within the Business Plan
- Communicating to staff the importance of meeting customer as well as regulatory requirements, via staff meetings
- Chairing management review meetings and agreeing action to improve processes, service and the quality system wherever possible
- Providing the necessary resources to achieve the quality objectives and to achieve and maintain registration to ISO 9001: 2008

Customer Focus

The CEO will ensure that the needs and expectations of customers are determined, converted into requirements and fulfilled with the aim of achieving customer satisfaction. Regulatory and legal requirements relating to the services offered will always be addressed.

This policy will be achieved by:

- Liaising with clients
- Working closely with key suppliers to ensure requirements are understood and processes put in place to achieve them
- Reviewing feedback, comments and complaints from customers and where necessary taking appropriate corrective and / or preventive action
- Reviewing legislation and proposed changes and implementing necessary changes as appropriate (e.g. Health & Safety; Data Protection, Client Confidentiality, etc)
- Ensuring Client requirements are addressed within the Business Plan in terms of quality objectives and targets
- Obtaining legal advice if appropriate/applicable

Note: It is the responsibility of all Directors to determine how each quality objective / target is to be measured.

Quality Policy

The CEO will ensure that the Quality Policy is appropriate to the purpose of the organisation and includes a commitment to continual improvement.

The Management Review team (chaired by the CEO) and consisting of the main board Directors and the Quality Manager, will review the Quality Policy during each management review to ensure its continuing suitability. Any changes to the Quality Policy and associated objectives and performance targets will be communicated to staff via Group / Team meetings.

The Quality Policy is an appendix to the Quality Manual and therefore under document control. This will be made known to staff. These requirements are documented in the: Management Review Procedure and Training & Development Procedure

Planning

The CEO and main board directors undertake an annual review of the Business Plan and as a result of the review, the plan will be updated.

Note: Input to the review relating to changing customer requirements or aspirations may include the results of market research and / or the results of specific customer surveys. However neither of these methods have been considered necessary to date as client requirements are fed back to the management team via client liason meetings and in the general course of supplying resources.

The review will set the stategy to achieve the desired objectives and targets and these will be documented in the Business Plan which will be available to all staff in the organisation and will be explained at staff meetings.

Objectives and targets are monitored continually throughout the year and where action is required in order to achieve them, this will be discussed and agreed at staff meetings or at the management review meetings.

Where changes to the Business Plan will require changes to the processes of the Quality System, the plan for completing these will be included. The Quality Manager is responsible for ensuring that the integrity of the quality system is maintained during any changes to the processes. These requirements are documented in the: Business Planning & Monitoring Procedure

Responsibility, Authority and Communication

The HR Manager will ensure that all staff are issued with a job description when they join Synergy Medical and that they receive an updated version following any major changes to their responsibilities or if they change post. In addition, responsibilities and authorities associated with each process are given in the relevant documented procedure.

A brief summary of staff responsibilities is listed below:-

The CEO and main Board Directors are responsible for the overall management and control of Synergy Medical. Specific quality system responsibilities include:

- Identification of senior staff training needs (performance reviews)
- Production of the Business Plan and setting performance targets
- Monitoring the achievement of performance targets
- Chairing the management review meetings

The CEO has appointed the Quality Manager (Group Operations Manager) to be the management representative in relation to the implementation and maintenance of the quality system throughout Synergy Medical.

Management Representative

The *Quality Manager* has responsibility for ensuring that the quality system is established, implemented and maintained in accordance with the requirements of ISO 9001: 2008 including: -

- Co-ordination of internal quality system auditing
- Monitoring of the comments & complaints system
- The control and issue of the quality system documentation (system-based)
- Reporting on the performance of the quality system at management review meetings and suggesting ways in which improvements to the system can be achieved

The *Group Directors* are responsible for developing existing key accounts and expanding the client database. They are also responsible for the achievement of Group objectives and targets and for ensuring adequate monitoring methods are in place to ensure early detection of targets which might be missed (so that appropriate corrective / preventive actions may be taken). They are specifically responsible for:

- Ensuring their staff are aware of the quality objectives and targets applicable to them
- Ensuring adequate work instructions exist
- Liaising with the Quality Manager to make improvements to process procedures
- Addressing nonconformities and suggestions for improvement highlighted during internal audit
- Supporting staff, particularly those reporting directly to them

All staff

All staff are responsible for carrying out their work in accordance with their job descriptions, documented procedures, work instructions and as requested by their Manager or Director. Staff are encouraged and expected to highlight any areas of work where it might be possible to:

- Improve the service provided
- Increase efficiency
- Reduce costs
- Prevent potential problems from occurring.

Internal Communication

The Directors and Managers are responsible for ensuring that staff are informed of the results of operating the quality system, including the achievement of objectives and targets, results of internal audit, customer feedback including comments and complaints.

The achievement or otherwise of key objectives and targets and any corrective actions agreed when targets or objectives are missed, will be disseminated to staff either verbally, via team meetings, wall charts or newsletter as considered appropriate.

Minutes of meetings will be taken

Management Review

The CEO will ensure that a review of the Quality System will be carried out at appropriate intervals but at least every six months and that records of the reviews are maintained.

The aim of each review will be to ensure the continuing suitability, adequacy and effectiveness of the quality system. It will also include assessing opportunities for

improvement and the need for changes to the quality management system, including the quality policy and quality objectives.

Inputs to the review will include:

- Results of audits
- Customer feedback
- Process performance and service performance
- Status of preventive and corrective actions
- Follow up actions from earlier management reviews
- External influences on our service (for example legislative changes)
- Recommendations for improvement

The requirements for management reviews are detailed in our: Management Review Procedure

RESOURCE MANAGEMENT

Recruitment

As part of the business planning process that is carried out annually, resources needed to satisfy the requirements of customers and the quality system are determined and included in the Business Plan.

Human Resources

Staff will not be assigned responsibilities (particularly those defined in the quality manual) unless they are competent on the basis of applicable education, training, skill or experience.

Competence, Awareness and Training

Synergy Medical operates a formal staff development review process, in which Line Managers review and record the competencies of staff and identify training needs.

Synergy Medical has a formal training and development procedure that explains how competency needs are identified, training is provided and recorded and how the effectiveness of the training provided is evaluated and recorded.

Staff development reviews are held at 6 monthly intervals. During these reviews there is a discussion as to how individual staff objectives contribute to the corporate and/or group objectives.

The HR Manager holds the training records and development (appraisal) records for all staff. Requirements for training and development are documented in our: Training & Development Procedure

Infrastructure

The business planning process will include a review of facilities. Consideration is given to:

- Workspace and associated facilities
- Equipment, hardware and software
- Supporting services
- Environment (including OH&S assessments of workstations)

Work Environment

Synergy Medical will ensure that the work environment is suitable for the work carried out. This will also include providing adequate security of premises and systems. Any reviews carried out will be documented and where appropriate actioned. Reviews will, where appropriate, be inputs to management review process and/or business planning. See our: Business Planning & Monitoring

PRODUCT REALISATION

Planning or realisation processes

The services provided by Synergy Medical revolve around the core business of supplying personnel to clients either on a permanent or contract basis. These processes are well developed and documented in flowchart form on page 6 of this manual. The documented procedures and work instructions associated with these processes describe the manner in which the individual requirements of clients and candidates are dealt with.

Customer related processes

Determination of Requirements related to the Product

Synergy Medical will provide its services in accordance with legislative requirements and where available best practice guidance. In addition, customer requirements will be continually monitored (feedback from customers). Where agreed, changing customer requirements will be reflected in the Business Plan.

Review of Requirements related to the Product

Specific client or candidate requirements will be reviewed by the relevant recruitment consultant. It is the responsibility of each consultant to resolve any anomalies with the client/candidate and ensure that Synergy Medical has the capability of meeting the specified requirements.

All new clients must have a credit check and consultants must ensure that candidate and client databases (TALISMAN Recruitment System) are kept as up-to-date as possible. These requirements are documented in our: Recruitment Procedure and Accounts Procedure

Customer Communication

Customer communication is of vital importance to Synergy Medical and will take place on a day-to-day basis at planned intervals (liaison meetings) and on an ad-hoc basis as required.

Communication methods are as follows: Telephone, Email, Letters, Fax and Meetings (ad-hoc or scheduled)

Design and/or development

Synergy Medical does not consider the requirements of this clause are appropriate to the services provided and therefore have applied the permitted exclusion.

Purchasing

Formal purchase ordering procedures exist for all purchases ensuring appropriate communication of requirements. Suppliers of all services and items that could affect the quality of service provided by us are reviewed against a variety of criteria and authorisation of their approval formally recorded.

Purchase orders are always authorised prior to their release and contain sufficient information to ensure that the correct goods or services are purchased. Where appropriate, purchase orders will be supplemented by a contract document which includes the agreed service levels and any necessary requirements specific to clients of Synergy Medical.

We are happy at any time, by prior arrangement, to extend to our clients the right to view our activities, or those we have delegated to our suppliers, in connection with the fulfilment of service to them. We accept that such verification by our customers or their representatives does not absolve us of the responsibility to provide acceptable service.

Where we would want to verify purchased goods or services at our supplier's premises, this would be specified in the purchase order or associated documentation.

The way in which we approve suppliers, purchase goods and services and verify that the service or goods received comply with our purchase order requirements is specified in our: Purchasing Procedure

Production and service provision

Operations Control

We control the application of our services by the following means:

- We have general service specifications and targets that are documented in our Business Plan.
- We have a comprehensive quality system including documented process procedures which are supplemented by documented work instructions where considered necessary.

- We have implemented monitoring methods to ensure that targets and objectives are met.

These controls are documented in our process procedures and where appropriate related work instructions. See our: Recruitment Procedure and Accounts Procedure

Identification and Traceability

Identification of staff who check and process work is important as it allows us to thoroughly investigate any errors that do occur in order to determine the root cause and take effective corrective action.

The methods of identification and traceability that we use to provide an effective audit trail include:

- File identification
- User ID recorded on the TALISMAN Recruit System
- All file / system notes identified by author's signature or initials
- All reports signed and dated by the person writing them
- Reconciliation and checks signed by person completing the work
- Dating documents

The requirements for identification and traceability are incorporated in the process procedures and work instructions where appropriate.

Preservation of Product

We have established procedures for the handling, storage and preservation of documents (and data), reports and records generated during the course of work carried out, including archived records. These procedures also cover recommended retention periods for all documents and data and methods of disposal and are described in our: Office Procedure

We do not undertake any processes where the resulting output cannot be verified by subsequent checking and monitoring.

Control of measuring and monitoring devices

Synergy Medical is not involved with physical measurements of any description and therefore the requirements of this section of ISO 9001: 2008 do not apply.

MEASUREMENT, ANALYSIS AND IMPROVEMENT

Planning

Synergy Medical will plan and implement measurement and monitoring activities in order to assure conformity and achieve improvement. Measurement and monitoring activities will be documented in relevant procedures and work instructions.

Part of the planning process is at management review when customer feedback, comments and complaints will be analysed and any trends detected. Where necessary the need to change methodologies or implement statistical techniques will be discussed and allocated to a responsible person to implement them within an agreed timescale. See our: Business Planning & Monitoring Procedure and Management Review Procedure

Measurement and monitoring

Customer Satisfaction

Client satisfaction or dissatisfaction will be monitored using feedback from clients (comments, complaints or suggestions made direct to the offices of Synergy Recruitment Consultancy Ltd, our staff or to consultants) and by the use of feedback questionnaires (where considered appropriate). All the methods of monitoring will be specified in documented procedures and / or work instructions.

In addition, we will deal with our customer's comments and complaints in accordance with the Comments and Complaints Work Instruction to include identifying and recording, immediate action, route cause, implementing actions and verification of effectiveness.

Where clients, candidates or staff make comments or suggestions, they will (where appropriate) be asked if they are satisfied with the response and / or actions taken.

If it is possible to satisfy the customer with additional action this will be carried out. If not they will be informed that their complaint will be reviewed at the next management meeting. See our: Customer Services Procedure, Management Review Procedure and Process Procedures & Work Instructions

Internal Audit

We carry out periodic planned auditing of our quality system to ensure adherence to the requirements of ISO 9001:2008, this Quality Manual and our documented procedures. We also encourage internal auditors to make observations that could help bring about further improvements to our operations and to enhance the quality system. A documented procedure describes how trained and independent personnel audit the quality management system at least twice a year in a planned and organised manner.

Audits will be conducted on the Quality Manual and all documented procedures. Work instructions, which further define how the processes are carried out, will be audited either separately or as part of the procedural audits. All findings will be documented, reviewed and appropriate corrective and/or preventive action taken by the Manager or Director responsible for the area audited. This is described in our: Internal Audits Procedure

Measurement and monitoring of processes

Directors will ensure that processes are measured / monitored in order to evaluate performance. Consideration will be given to:

- The accuracy of processes
- Timeliness / Dependability
- Reaction time of processes and people to special internal and external requests
- Throughput / workload
- Effectiveness and efficiency of people
- Utilisation of technologies
- Cost reduction

The Business Plan lists current targets and monitoring methods used within Synergy Medical.

Measurement and monitoring of product

Synergy Medical continually measures or monitors the services provided in order to verify that requirements are being met.

Goods or services received are checked to ensure that they have been supplied in accordance with purchase order requirements.

Clients receive regular contact telephone calls. Follow up calls are always made where candidates have been supplied for interview by clients.

Where checks are made, records are maintained. The records always show the person who carried out the check and the date. These requirements are described in our: Business Planning & Monitoring Procedure, Recruitment Procedure, Accounts Procedure and Purchasing Procedure

Control of nonconformity

Where errors are found during processing they are generally corrected immediately (if possible). Any serious errors will be recorded on a comments and complaints form and actioned in accordance with the documented procedure.

In the case of non-conforming product (e.g. incorrectly printed leaflets) they would be clearly labelled as non-conforming and held until an assessment of the extent of nonconformity had been determined. The comments and complaints procedure would be used to record the investigation and corrective and preventive action taken. These requirements are documented in our: Customer Services Procedure

Analysis of data

Data collected will be analysed where appropriate and action taken where it is considered that the quality management system or service provision can be improved. This happens continually at group and team level and at the highest level at management review. Where necessary work instructions describe how data is to be analysed and results reported. See our: Business Planning and Monitoring Procedure and Management Review Procedure

Improvement

Continual Improvement

Synergy Medical will continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management reviews.

Corrective action/Preventive action

We believe that every non-conforming event, whilst unfortunate, is an opportunity for improving our service. Where serious or repetitive problems occur or potentially serious problems are noted, they will be recorded and actioned via our comments and complaints procedure.

In all cases immediate corrective action will be taken where possible. Problems or complaints will be investigated in order to determine and eliminate the root cause. Wherever possible, additional action will be taken to prevent their recurrence.

Staff are encouraged to highlight areas where potential non-conformities could occur and to raise these as comments (using comments and complaints forms).

Potential non-conformities are investigated and, where appropriate, action is taken to prevent them from occurring.

The Quality Manager, CEO or nominee, as appropriate, will review comments and complaints made and the corrective and preventive actions taken, in order to determine its suitability and effectiveness.

All comments and complaints raised between management review meetings will be analysed in order to detect trends and to ensure that if they have not been actioned satisfactorily (or completed), additional corrective action will be planned. These requirements are documented.