Practice Quality Manual for an
ISO 9001:2015 - compliant Design Firm
v1.0 | 11.11.2016

INSTRUCTIONS:

1. You can change any part of this template, but – except for the blue text items – if you do, you need to review ISO 9001 and ensure that your changes fit within the intent of the Standard.
2. Items in blue text should be amended to suit your firm. Title it to suit your firm, and give it a version number and date. Change the footer to match the version number & date in the header.
3. Note the reference to "Quality Coordinator". If you use the title Quality Manager, insert that instead. There is NO requirement in ISO 9001:2015 to have either role, but if the "top management" (eg Directors, Management Group, or whatever) isn't going to be responsible for carrying out a described process, then you need to identify who will.
4. Once you've made all your changes, delete these instructions.

Practice Quality System Components	ISO 9001 clause	Records required?
1. Introduction	4.1	
System Scope: This document covers firm-wide management components of our Quality System. A separate document covers project-specific quality procedures. The components of the firm's quality system are implemented by ongoing reference to the relevant ISO 9001 clauses noted in the column to the right. Thus, it is not necessary to reiterate these clauses in this document. *Definitions & abbreviations:* Documented information: As described in this document ISO 9001: ISO 9001:2015 – Quality Management Systems - Requirements PDM: Project Delivery Manual PQM: Practice Quality Manual (this document) PQP: Project Quality Plan Records: Meeting notes where the quality issues are discussed	4.3	
Non-applicable clauses: Not all clauses of ISO 9001 are applicable to the management of quality in our firm. These clauses are noted below (4.7).	4.3	
2. Leadership	4.1	
Strategic Planning: To implement and maintain our quality policy, we undertake a regular program of Strategic Planning, carried out by senior management annually and updated quarterly. This planning includes a review of stakeholder interests.	4.2 5.1.1 5.2.1	
Communication: We stress the importance of on-going, firm-wide communication and feedback, particularly to advise the Quality Systems Coordinator of any aspects of the Quality System that are not being implemented, or not effectively achieving their purpose. Our quality policy is communicated via our website and in our proposals to our clients.	5.2.2	

3. Our Quality System	4.4	Yes
The Directors have established, implemented, maintain & continually improve a simple-to-use and adaptable ISO 9001 - based quality management system.	5.2.1	
Quality Policy:		
Our over-arching goal is "design excellence, delivered profitably". As our business is project-based, design excellence is project-based.		
Quality Objectives:	6.2	Yes
Our approach – how we accomplish that goal – is communicated via our website, and interpreted on a project-by-project basis. In that sense, we constantly refine and redefine what "design excellence" means on every project we do.		
Quality planning and assignment: The Directors, together with the Management Group, have implemented this Quality System to ensure that our quality policy and quality objectives are carried out.	5.3	
	6.2.2	
We regularly review reports and recommendations by the Quality Systems Coordinator, and implement changes to the system as required to fulfil its purpose.		
These actions ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the organization.		
4. System components & focus		
4.1 Stakeholders	4.1, 4.2,	
We are focused on meeting the needs, requirements and expectations of stakeholders: clients, consultants, authorities & staff. In particular, we maintain a client focus to ensure that our projects meet building codes and zoning requirements, are fit for purpose, and meet their expectations.	4.3	
	5.1.2	
We work to build long-term, mutually rewarding client relationships through consistent application of strong client communication and matching best design practice to client requirements and expectations. The primary method of determining client satisfaction is by direct, "face-to-face" interaction between clients and Principals, Associate Directors and Associates.		
4.2 Risk	6.1	
We seek to identify and manage the risks associated with delivering our service and to mitigate them. We seek to minimize risks to our clients through careful assessment of project conditions and to incorporate mitigation strategies in our designs.		
We have appointed a Risk Management Committee, which reports to the Management Group on a six-month basis.		

4.3 Planning for change When the Management Group determines the need for changes to the quality management system, we implement change in a planned manner that considers: (a) The purpose of the changes and potential consequences; (b) The integrity of the quality management system; (c) The availability of resources; (d) The allocation of responsibilities and authorities; and (e) Implementation of new technologies and systems as appropriate.	6.3	
4.4 Resources The Resources Manager, in response to requests by Project Architects, and in accordance with guidelines determined by the Directors, allocates human and other resources to projects as needed. The Directors are commited to provide the infrastructure and environment needed for the effective utilisation of resources.	7.1.1, 7.1.2 7.1.3 7.1.4	
4.5 Competence, awareness & communication The Resources Manager, in response to requests by Project Architects, and in accordance with guidelines determined by the Directors, determines the comptetence required by project staff to ensure that project objectives are realised, and assigns staff as needed to meet this requirement. The Directors shall ensure, through direct and indirect communication with Principals, Associate Directors, Associates and Project Architects, that all personnel with project delivery responsibility are keenly aware of their obligations for client communication.	7.2 7.3, 7.4	
4.6 Documented information We maintain information as required by ISO 9001 and as required to operate our QM System, as indicated in this document and by: • Meeting notes when quality matters are discussed • Project quality records (refer Project Quality Plan) Current copies of this PQM and the PQP template are maintained on our server and are available to all staff. Project quality records are maintained in project files on our server. Currency is indicated by the version number and date in the footer of relevant documents.	7.5	Yes
4.7 Non-applicable components of ISO 9001 The following sections of ISO 9001 are not applicable to our business: 7.1.5: Monitoring & measuring resources 8.5.2: Identification and traceability 8.5.3: Property belonging to customers or external providers 8.5.4: Preservation	4.3	

5. Performance Evaluation		
5.1 Monitoring performance The Directors, together with the Management Group, shall evaluate the performance and effectiveness of the quality management system, including client satisfaction, at least annually.and retain appropriate records.	9.1	Yes
5.2 Internal audit The Quality System Coordinator will plan and conduct periodic internal audits as one method of ensuring compliance with this Quality System, and to identify areas of improvement needed for external audits. Audit topics shall mirror those listed in ISO 9001. Frequency: As determined by Directors and the Management Group but not less than six-monthly during the first two years of implementation and annually thereafter. Additional audits may be arranged if project history indicates that the Quality System is not achieving its purpose. Audit reports are submitted to the Management Group for review and action as appropriate. The Quality System Coordinator will maintain internal and external audit records.	9.2	Yes
5.3 Management review The Directors, together with the Management Group, shall review the current quality management system to ensure its continuing suitability, adequacy, effectiveness and alignment with our business plan.	9.3	Yes
5.4 Continual improvement We continually seek to determine opportunities to improve our services to meet and enhance client requirements and satisfaction, and to address future needs and expectations. We are committed to continually improve the suitability, adequacy and effectiveness of the quality management system.	10.1, 10.3	
When a nonconformity arises, we shall keep a record of same, take action to control it, and seek to rectify the conditiions that caused it.	10.2	Yes