

Business Management System Manual

Context, Scope and Responsibilities

ISO 9001:2015

BMS.0100 R1

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Table of Contents

- 1.0 Preface
- 2.0 Purpose
- 3.0 Organizational Context and Scope
- 4.0 Interested Parties and Requirements
- 5.0 Responsibilities and Authorities
- 6.0 Risk Factors
- 7.0 Applicability
- 8.0 Revision History

Appendix A – BMS Documents

Appendix B – Sequence and Interaction of Key Processes

1 Preface

The Business Management System (BMS) presented within this manual and its supporting procedures reflect MAS Solutions' strategic decision to adopt a process approach throughout our organization, in order to ensure compliance with customer requirements and to enhance customer satisfaction.

This approach considers the application of a system of processes throughout our organization, as well as the identification and interaction of these processes, and their management. This management system is consistent with the requirements specified by ISO 9001:2015, as it applies to the products and services provided by our organization.

The procedures, policies and practices presented herein are applicable throughout all areas and levels of the organization. All personnel under the control of MAS are responsible for ensuring the quality of their work and for operating in conformance with the requirements of this BMS.

Mark A. Randig
President

2 Purpose

- 2.1 This manual has been developed in order to determine, define and describe the context, requirements and scope of MAS Solutions LLC (MAS) Business Management System (BMS).

3 Organizational Context & Scope

3.1 Scope of this BMS

- 3.1.1 This BMS has been developed by MAS Solutions *as applicable to the provision of Management Consulting Services*, specifically Quality, Health, Safety and Environmental (QHSE) consulting services and training.

3.2 Covered Activities

- 3.2.1 Activities addressed by this BMS are those services performed by MAS at the following business location(s):

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- 3.2.2 BMS requirements also cover on-site activities performed at the client's facility or offices, as specified by contract or agreement.

3.3 Business Functions

- 3.3.1 Marketing and Business Development
- 3.3.2 Project Administration and Management
- 3.3.3 Consulting
- 3.3.4 Training
- 3.3.5 Auditing
- 3.3.6 Office Administration
- 3.3.7 Accounting and Payroll

3.4 Products & Services

3.4.1 Management Systems

- 3.4.1.1 Process Study / Gap Analysis
- 3.4.1.2 Management System planning
- 3.4.1.3 Management System documentation
- 3.4.1.4 Management System implementation
- 3.4.1.5 Management System maintenance
- 3.4.1.6 Performance of Internal Audits
- 3.4.1.7 Management Representative support

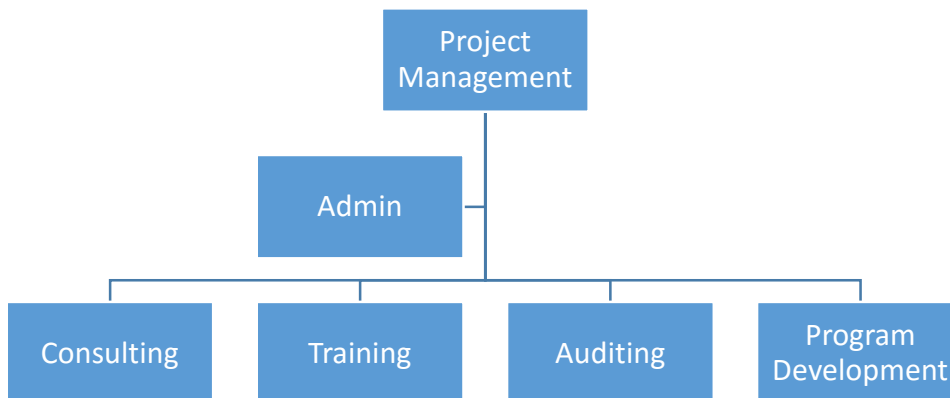
- 3.4.1.8 Facilitation of Management Reviews
- 3.4.1.9 Employee training and skills development
- 3.4.1.10 Registrar selection assistance and related support
- 3.4.1.11 Certification audit, surveillance audit and re-certification support
- 3.4.1.12 Analysis of data - process performance and product conformance
- 3.4.1.13 Process Improvement
- 3.4.1.14 Supplier surveillances; inspections; supply chain audits
- 3.4.1.15 Other outsourced QHSE support

3.4.2 Compliance Programs (HSE):

- 3.4.2.1 General Safety (OSHA 1910)
- 3.4.2.2 Construction Safety (OSHA 1926)
- 3.4.2.3 Safety Audits / OSHA "Mock" Inspections
- 3.4.2.4 Safety Manuals and Program Development
- 3.4.2.5 Management Support
- 3.4.2.6 Incident / Accident Investigation
- 3.4.2.7 OSHA Inspection Support
- 3.4.2.8 Client Specific Safety Consulting
- 3.4.2.9 Employee Training

3.5 Project Structure

Figure 1 – Typical Project Structure



3.6 Partnerships

- 3.6.1 At this time there are no partnerships. MAS may elect in the future to form joint ventures with other companies (Joint Venture Partners) from time to time depending on the size and scope of projects. Each JV will decide whether to follow the MAS BMS, the JV partners’ QMS, or adopt a project-specific one.

3.7 Supply Chains

- 3.7.1 Procurement and purchasing activities are controlled by MAS procedures and typically include the provision of professional services such auditing, consulting, certification, etc.
- 3.7.2 Vendors used by MAS are subject to pre-qualification prior to use and are monitored for the duration of the project to which assigned. Client designated sources may also be used, where specified by contract.
- 3.8 Relationships with interested parties
 - 3.8.1 In addition to our suppliers, MAS has various other interested parties which it deals with. A list of these parties is shown in 4.0 below.
- 3.9 BMS Policy Statement & BMS Objectives
 - 3.9.1 As part of our commitment to providing industry-leading Management Consulting Services, MAS has established a BMS Policy statement (see BMS.0001). This policy includes a commitment to quality, customer satisfaction and continuous improvement, and serves as the foundation for establishing our BMS performance objectives (see BMS.0002).

4 Interested Parties and Requirements

- 4.1 Interested Parties that are considered relevant to this BMS include the following:
 - 4.1.1 Clients
 - 4.1.2 Vendors
 - 4.1.3 Employees of the organization
 - 4.1.4 Contractors providing services to the organization
 - 4.1.5 Insurance companies
 - 4.1.6 Regulatory bodies
- 4.2 Legal, regulatory and other requirements relevant to this BMS include the following:
 - 4.2.1 Client contracts
 - 4.2.2 Industry Codes and Standards (e.g., ASME, API, ASTM, NACE, AISC, AWS, etc.)
 - 4.2.3 International Standards (e.g., ISO 9001),
 - 4.2.4 US Statutes and regulations (e.g., OSHA, EPA, HIPAA)
 - 4.2.5 Other international laws
- 4.3 Legal, regulatory and other requirements are identified and assessed as part of the proposal review process and form part of MAS's contractual obligation with the client.
- 4.4 Such requirements are accessed electronically where possible from their originating sources, and verified periodically as appropriate to the project.

5 Responsibilities and Authorities

5.1 Top Management

- 5.1.1 Define the BMS Policy and BMS Objectives;
- 5.1.2 Ensure the communication and understanding of the BMS Policy throughout the organization;
- 5.1.3 Take accountability for the effectiveness of this BMS;
- 5.1.4 Ensure the integration of this BMS into the organization's business processes;
- 5.1.5 Promote the use of process approach and risk-based thinking;
- 5.1.6 Ensure the resources needed for the BMS are available;
- 5.1.7 Communicate the importance of conforming the BMS requirements;
- 5.1.8 Engage, direct and support persons to contribute to the effectiveness of the BMS;
- 5.1.9 Promote improvement;
- 5.1.10 Support other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

5.2 Management Representative*

- 5.2.1 Ensure that the processes of this BMS are delivering their intended outputs;
- 5.2.2 Report on the performance of this BMS and on opportunities for improvement, in particular, to top management;
- 5.2.3 Ensure the promotion of customer focus throughout the organization;
- 5.2.4 Ensure the integrity of the BMS is maintained when changes to the BMS are planned and implemented;
- 5.2.5 Document and maintain the BMS, and the development of BMS Procedures and their subsequent revisions;
- 5.2.6 Establish a BMS awareness program for MAS personnel;
- 5.2.7 Assigned qualified personnel to perform scheduled audits of the BMS as implemented within the organization and report results to MAS's Top Management;
- 5.2.8 Perform evaluations of external parties providing services to, or on behalf of, MAS;
- 5.2.9 Initiate or direct actions which result in solutions to quality problems and verify results;
- 5.2.10 Control further processing, delivery or installation of nonconforming products / services until the deficiency or unsatisfactory condition has been corrected.

**Note: While MAS acknowledges that the position of Management Representative is no longer a requirement in ISO 9001:2015, we have chosen to retain an individual in this position to support and oversee the activities covered by this BMS.*

5.3 Managers / Supervisors

- 5.3.1 Implement the BMS as defined by this manual and related procedures;

- 5.3.2 Obtain and communicate customer requirements to the appropriate personnel or functional organization;
- 5.3.3 Ensure that qualified personnel and other resources are available to implement the BMS;
- 5.3.4 Ensure that products/services satisfy customer requirements including quality, safety, cost, schedule, and performance; and
- 5.3.5 Ensure that personnel comply with applicable laws, regulations, specifications, standards and documented procedures.

- 5.4 All Personnel
 - 5.4.1 Ensure the quality of their work;
 - 5.4.2 Operate in conformance with the requirements of this BMS; and
 - 5.4.3 Stop work in progress to make appropriate notifications when unsafe conditions exist or requirements are not being met.

- 5.5 Organizational Chart
 - 5.5.1 Additional details on MAS' organizational structure and reporting can be found by referencing the BMS organizational chart maintained by the Management Representative.

6 Risk Factors

- 6.1 Risk Tolerance
 - 6.1.1 MAS's BMS is designed to address the major risks that are identified related to the provision of products and services.
 - 6.1.2 In general, MAS's tolerance for risk is said to be LOW. MAS's strategy is to avoid risk where possible and to invest resources in mitigating residual risk through effective business control measures.

- 6.2 Internal Uncertainty Factors
 - 6.2.1 With regards to MAS's business itself, there are a number of internal factors that create uncertainty that gives rise to risk. These include:
 - 6.2.1.1 Uncertainties in employee relations
 - 6.2.1.2 Significant organizational changes
 - 6.2.1.3 Company financial performance
 - 6.2.2 These general internal uncertainty factors will be considered in more detail as part of the risk assessment process.

- 6.3 External Uncertainty Factors

6.3.1 With regards to the external environment in which MAS operates, there are a number of external factors that create uncertainty that gives rise to risk. These include:

- 6.3.1.1 Potential legislative or regulatory changes
- 6.3.1.2 Inherent environmental risks (fire, flood, hurricane)
- 6.3.1.3 Economic factors
- 6.3.1.4 Changes in technology

6.4 Risk Criteria

6.4.1 The criteria for assessing risk within the context of the organization is defined in MAS procedures (see Appendix A).

7 Applicability

7.1.1 There are no areas of MAS’s operations that are excluded from the scope of this BMS. In the case of a Joint Venture (JV), each JV will decide whether to follow MAS’s BMS, the JV partners’ QMS, or adopt a project-specific one.

7.1.2 The following requirements of ISO 9001:2015 are considered by MAS as not applicable:

- 7.1.2.1 Validation of processes (8.5.1a)
- 7.1.2.2 Calibration (7.1.5; 8.5.1b)

7.1.3 As a provider of professional services, MAS provides deliverables and services that can be validated through usual methods; therefore, special process validation is not required. In the provision of its services, MAS does not use any instruments or monitoring devices for verifying deliverable/process quality. Verification is limited to visual examination.



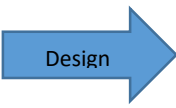




8 Revision History

Revision	Date	Description of Change	Approval
0	11/01/15	Initial	SR
1	03/22/16	Remove reference to BMS.0500	SR

**Appendix A
BMS Documents**

Document ID	Document Title
BMS.0001	BMS Policy
BMS.0002	Statement of BMS Objectives
BMS.0100	BMS Manual - Context, Requirements & Scope
BMS.0610	Risks and Opportunities
BMS.0620	Objectives and Programs
BMS.0630	Management of Change
BMS.0720	Competence
BMS.0740	Communication
BMS.0750	Documented Information
BMS.0910	Monitoring, Measurement, Analysis & Evaluation
BMS.0912	Client Satisfaction
BMS.0920	Internal Audits
BMS.0930	Management Reviews
BMS.1020	Nonconformities and Corrective Action
QMP.0810	Project Roles and Management
QMP.0820	Sales and Order Entry
QMP.0830	Design and Development
QMP.0840	Procurement Control
QMP.0851	Qualification of Audit Personnel

**Appendix B
BMS Process Overview**

Process / Function						
						
Outputs / Deliverables	Customer Inquiry Proposal Contract / Order	System Design Specification	Development of System	Personnel Assignments / Work Requests	System Implementation	Release to customer / reporting
Monitoring / Measurement	Quotes issued Conversion rate Order Errors	Scope Accuracy (Design Errors)	Progress Reports/ Nonconforming Outputs	Progress Reports/ Staffing Errors Nonconforming Outputs	Progress Reports/ Nonconforming Outputs	Client Feedback / Nonconforming Outputs

Supporting Processes (not shown): Management, Quality, Human Resources, Finance, Infrastructure