
1 General

- 1.1 This procedure has been developed to describe the process used by MAS Solutions to ensure adequate and effective communication with employees, contractors and external parties related to the performance of MAS' Business Management System (BMS), as well to ensure participation and consultation with workers, contractors and relevant external parties.
- 1.2 For the control of project-specific communication, including responsibilities and authority, see applicable "WI" series documents.

2 Internal Communication

- 2.1 MAS has established processes to communicate BMS policy, objectives, expectations, risks and opportunities, as well as roles and responsibilities to all employees.
- 2.2 These processes are established not only to ensure that necessary information is communicated, but also to ensure employee involvement in the development, communication, and implementation of this system.
- 2.3 These processes include, where applicable, but are not limited to (see Table 1 also):
 - 2.3.1 This BMS manual and associated documentation,
 - 2.3.2 Electronic (Internet and email) communications,
 - 2.3.3 Employee meetings and bulletin board postings,
 - 2.3.4 Employee training programs,
 - 2.3.5 Employee performance reviews, and
 - 2.3.6 BMS Management reviews.
- 2.4 This communication may be used for problem solving, coordination of activities, following up on action plans, and for further developing of the management system.

3 External Communication

- 3.1 External communication is typically handled on an "as-requested" basis. This communication may include, but is not limited to, information regarding BMS policy, objectives, expectations, risks and opportunities, as well as overall BMS performance.

4 Participation and Consultation

4.1 Employees

4.1.1 At a minimum, each manager / supervisor shall review the BMS policy and objectives with their direct reports at least on an annual basis. The Management Representative may solicit employee involvement to further develop these areas.

4.1.2 As appropriate, the Management Representative may also solicit employee involvement in the investigation of nonconformities and incidents (such representation shall consider the need for such assistance, the background of the individual under consideration, their level of objectivity and other relevant factors).

4.1.3 All employees are encouraged to become involved and participate in the identification of risks and opportunities and the determination of controls (see BMS.0610).

4.1.4 Where there are changes that affect BMS requirements, employees shall be notified. Such notifications may include but are not limited to meetings, emails, bulletin board postings and other methods of communication.

4.1.5 MAS maintains an “open door” policy where an individual may directly contact Top Management with their concerns if they are not addressed by their direct supervisor.

4.2 Contractors

4.2.1 Where changes are made to this BMS which could affect contractor performance relative to this BMS, MAS will review the issues with either the individual or their management. Training will be provided as necessary.

4.3 Other External Parties

4.3.1 As appropriate, MAS shall ensure that relevant external interested parties are consulted about pertinent BMS matters. In such cases, all external communications shall be reviewed and approved by the President prior to release.

5 Revision History

Revision	Date	Description of Change	Approval
0	11/01/15	Initial	SR

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**Appendix A
MAS Communications Plan**

Information Type to Be Communicated	Communication Mechanism / Action	Responsibility	Completion / Target Date
BMS Policy & Expectations	Awareness Training for Management	Mgmt. Rep.	Upon hire, transfer or promotion
	Awareness Training for employees	Mgmt. Rep.	Upon hire or transfer
	Annual refresher training for employees	Manager/Supervisor	Annually
Significant Risks	Bulletin board postings; meetings	Mgmt. Rep.	Annually
BMS Objectives	Bulletin board postings; meetings	Mgmt. Rep.	Annually
Progress towards meeting BMS Objectives	Bulletin board postings; meetings	Mgmt. Rep.	Semi-Annual
	Awareness discussions with employees	Manager/Supervisor	Semi-Annual
Notification of Legal & other Required Changes (general)	Email notifications; Master Listing	Mgmt. Rep.	As required
Task Requirements	Procedures, Instructions, etc.	Various	As required
Findings from Audit & Assessment Activities	Bulletin board postings; employee meetings	Mgmt. Rep.	As required
Finding's from the Investigation of nonconformities and incidents	Bulletin board Postings; employee meetings	Mgmt. Rep.	As required
Results of BMS Executive Management Review	Employee meetings	Mgmt. Rep.	Annually
Responses to customer complaints, including the results of actions taken.	Communication as needed. Format as appropriate to the issue identified and client.	President	As needed
Reponses to requests for Public Information (External inquiries from public & Non Regulatory Agencies)	MAS will review/respond to public inquires through direct contact, public meetings and other public forums.	President	As needed
BMS External Communications and Awareness	Verbal and written as need is identified.	President	As needed

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