
1 Purpose

- 1.1 MAS Solutions monitors and measures on a regular basis, the key characteristics of its operations that can have a significant impact on the performance of MAS' Business Management System (BMS). This includes the documenting of information to analyze trends and monitor performance, the effectiveness of operational controls and conformity with the organization's BMS objectives.

2 Responsibility and Authority

- 2.1 MAS' Management Representative has been given overall responsibility and authority for the collection, analysis, and reporting of BMS data.
- 2.2 Other individuals, including process owners and other employees, may be requested as necessary to assist the Management Representative in the collection and reporting of BMS data.

3 Monitoring and Measurement

- 3.1 MAS' Management Representative (or designee) shall collect, analyze and report on data relating to MAS' BMS performance including, but not limited to, those subjects shown in Appendix A.
- 3.2 The reporting of BMS data shall be in a format determined by the Management Representative as appropriate to the data collected, the reporting required and the audience to which this information is being communicated.
- 3.3 MAS' Management Representative shall ensure the appropriate communication of the above performance data, as well as any decisions or actions related to the evaluation of this data by MAS' Management.

4 Analysis and Evaluation

- 4.1 In all performance areas tracked by MAS, the overall goal is for improvement over time. MAS shall analyze and evaluate appropriate data and information arising from monitoring and measurement. The results of this analysis shall be used to evaluate:
- 4.1.1 Conformity of products and services;
 - 4.1.2 The degree of client satisfaction;
 - 4.1.3 The performance and effectiveness of this BMS;
 - 4.1.4 If planning has been implemented effectively;

- 4.1.5 The effectiveness of actions taken to address risks and opportunities;
- 4.1.6 The performance of external providers;
- 4.1.7 The need for improvement of this BMS.

5 Improvement

- 5.1 Data shall be reviewed on a periodic basis, as well as annually during MAS' Management Review. As these metrics are reviewed, the Management Representative or other participants may suggest improvement programs and/or action plans to address areas where:
 - 5.1.1 Performance is declining, or
 - 5.1.2 Improvement opportunities present themselves.
- 5.2 Where such objectives are established, the Management Representative shall establish a formal Management Plan for achieving these goals. As these objectives are subsequently achieved, they may be revised upward, reflecting a greater level of improved performance (see QP.0620 also).
- 5.3 When nonconformities occur that have an actual or potential adverse effect on this BMS, MAS will initiate Corrective Action in accordance with documented procedures (see QP.1020).

6 Records

- 6.1 The results of the evaluation of the performance and the effectiveness of this BMS shall be maintained for a minimum of 5 years, in accordance with QP.0750, *Documented Information*.

7 Revision History

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

**Appendix A –
BMS Monitoring and Measurement**

Area Monitored	Measurement	Collection method / Source	Reporting frequency	Who collects
Achievement of objectives	Percentage of objectives achieved	BMS Objectives status report	Quarterly	Mgmt. Rep
Sales	Identifying customer requirements (conversions)	Won / Lost Ratio	Quarterly	Mgmt. Rep
Development	Design changes due to errors	CARs	Project-specific	Mgmt. Rep
Project Management	Conformance to project schedule	Progress Reports	Project-specific	Mgmt. Rep
External Providers	Subcontractor nonconformances	CARs	Quarterly	Mgmt. Rep
Non-conformities	Corrective Actions issued by subject / topic	CAR Log	Quarterly	Mgmt. Rep
Client Satisfaction	Client Feedback Scores	Client Meeting Reports (QSD.005)	Quarterly	Mgmt. Rep
Client Satisfaction	Client Feedback Scores	Project Closeout Report (QSD.006)	Quarterly	Mgmt. Rep

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