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QUALITY MANAGEMENT POLICY



QUALITY MANAGEMENT POLICY

Spaklean management is committed to the principles and practices of its QA Program at the highest level. Senior management recognizes and accepts its responsibility to identify the quality requirements that will meet client needs and expectations and create the business and professional environment where all employees take responsibility for the quality of their work.

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1. QUALITY STATEMENT

QUALITY STATEMENT

Spaklean Company Limited is committed to:

- Provide custodial management services that fully conform to the Customer's requirements, relating to quality, reliability and delivery.
- Use the Company's considerable experience and knowledge in custodial service to assist Customers in managing their custodial management budget.
- Ensure that Suppliers of raw materials, goods and services conform to all requirements and are of a consistently high quality, to enable the Company to achieve its commitments to all Customers.
- Continually improve the effectiveness of the Quality Management System by the setting and achieving of quality objectives and improvement opportunities.
- Ensure that all specified standards as well as any statutory or regulatory requirements are strictly adhered to.
- Recognise that the responsibility for quality lies with all employees of the Company and hence to stimulate and encourage interest and pride in their work.
- Conduct periodic quality system audits to ensure that all elements of the Quality Management System are continually assessed for conformance with the Quality Policy Manual.
- Fully and effectively communicate the Quality Policy of Spaklean throughout the organisation.
- Hold frequent Quality Management System Review meetings to enable continual review of the suitability of the Quality Policy and all aspects of the Quality Management System.
- Embrace a culture of Continual Improvement throughout the organisation, employing a quality strategy of waste reduction and increasing competitiveness.



The Managing Director
Spaklean Company Limited

2. THE COMPANY

2.1. About Spaklean

Incorporated as a Limited liability company on 3rd April 2007 and located on the Spintex road, Spaklean is an emerging company that is bringing a lot of innovation and professionalism into the cleaning industry in Ghana. Spaklean is a 100% Ghanaian private investment. The company currently employs over 600 employees with an annual turnover of over GH¢5 million. Total assets are worth GH¢3.5 million and is operating about 75% of its current equipment capacity.

Spaklean **offers high-grade cleaning and janitorial services** at affordable rates. The Spaklean Passion is *to protect, preserve and enhance the value* of all properties entrusted in our care. The Spaklean innovation perceives cleaning as a marketing tool that complements client's effort in **attracting and retaining customers** so as to do business with a **satisfied and healthy staff** in a clean and serene ambiance.

The very name 'Spa...klean' that is, Spa (*hot, heat, health spa*) and 'klean' - (*cleaning*), implies cleaning with heat, steam and other environmentally friendly cleaning agents, sometimes called **green cleaning**, and this highlights the orientation of the company as it combines innovation and technology, hygiene and aesthetic as a marketing tool for our clientele to provide unparalleled professional service.

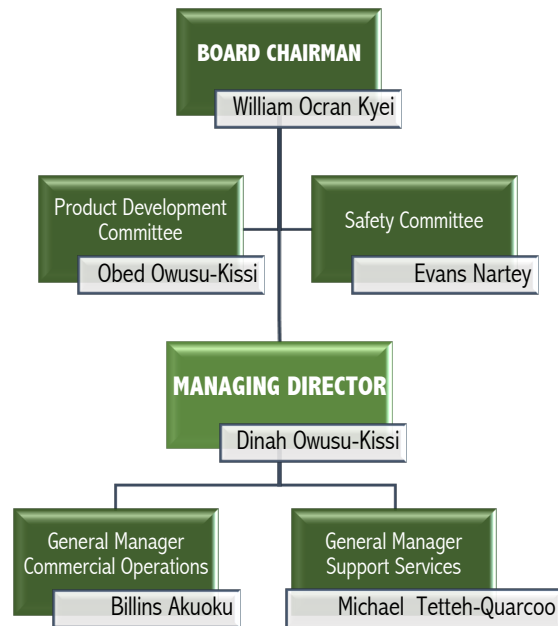
2.2. Systems approach to management

Spaklean identifies the subunits within the organization and clearly outlines their interrelationships and how they work together to achieve clients' requirement. Such clear definition of responsibilities and roles ensures that there are no gaps and overlaps. This affords quality delivery of services, reinforcing accountability and boosting unity of command and purpose. The following promotes the systems approach to management:

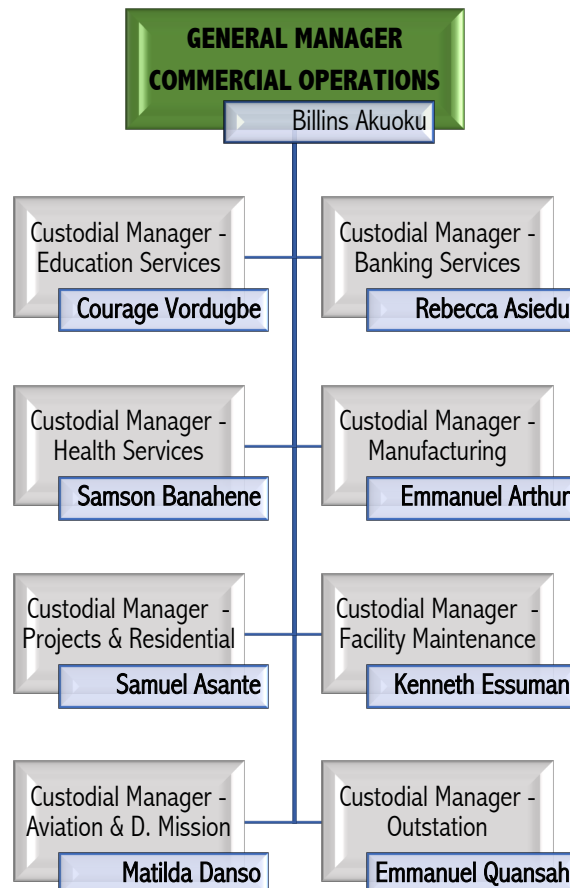
- Organizational chart with clear reporting lines and departmentation
- Grouping and managing clients by industry type
- Well documented role description – job description, specifications, and job deliverables
- Building teams horizontally and vertically across the organizational structure.

2.3. Organizational Structure

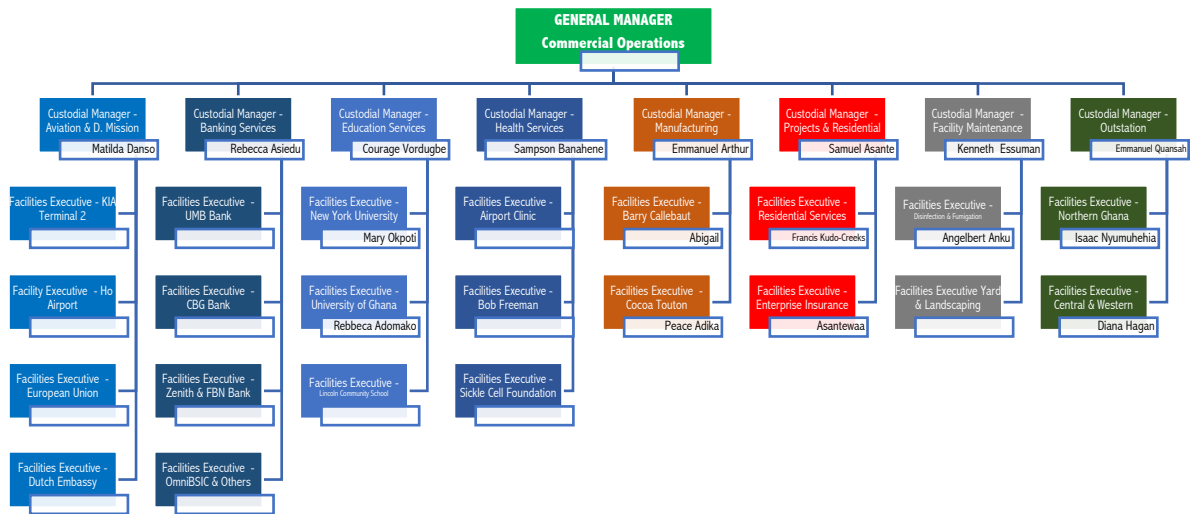
2.3.1. Executive Management Team



2.3.2. Management Team



2.3.3. Supervisory Team



3. QUALITY MANAGEMENT SYSTEM

3.1. General

The scope of Spaklean QMS covers its entire operation including commercial operations, project management and facility maintenance.

3.2. Quality Manual

The Quality Management System (QMS) is defined and documented across all policies of Spaklean Company Limited including;

1. Human Resources Policy
2. Accounting Policy and Procedures Manual
3. Cleaning Standard Operating Systems
4. Factory Standards Operating Systems
5. Environmental Policy
6. Fire Safety Policy
7. Code of Ethics
8. Healthcare Policy
9. Compliance Policy
10. Customer Relationship Policy

3.3. Control of Documents

It is Spaklean's policy to ensure the effective operation of the quality system, through the control of essential Company quality documents.

Controlled documents shall include:

1. Quality Policy Manual
2. Quality Procedure Manual
3. Quality Documents Manual

3.4. Custodial Tasks Instructions

Changes and modifications are authorised by nominated representatives prior to use. The Quality Management System provides for the withdrawal of obsolete documents. Should they be retained for reference only they shall be suitably identified and stored in the "OBSOLETE" folder on the server.

3.5. Control of Records

Spaklean recognises the need to demonstrate objective evidence, to show effective control of the product and Quality Management System. Documented procedures ensure that records shall remain legible, readily identifiable and retrievable.

The types of records controlled are as follows:

- Service level agreements
- Facility compliance reports
- Training records
- Customer Complaints
- Feedback reports
- Raw material purchase orders and certification
- Approved Vendor List
- Factory Inspection Records
- Quality Management Review

Records shall be retained that demonstrate full service traceability. All records shall be stored such that they are protected from damage, loss or deterioration due to adverse environmental conditions.

4. MANAGEMENT RESPONSIBILITY

4.1. Management Commitment

The Managing Director shall have ultimate responsibility for the Quality Management System (QMS) of Spaklean and for the quality of the services of the Company.

The Managing Director shall demonstrate his/her commitment to the QMS by establishing and signing a Quality Policy Statement, which shall be communicated to all Employees via the Staff Social Media Platform annually and at induction training. The

Quality Policy shall include Spaklean's commitment to meeting Customer, Statutory and Regulatory requirements.

The Managing Director or delegated representative shall chair regular management system review meetings which shall include the setting and review of quality objectives and improvement opportunities and a review of resources in all areas.

4.2. Leadership

Spaklean's participatory leadership style creates a congenial environment for shared values that clarifies and translates our vision and mission into measurable goals and targets. Management by their example provides ethical role models worthy of imitation by all staff, creating a buffer of leaders for growth. Top management is focused on human resources development, building teamwork and yet recognizes individuals' contributions to quality service. These leadership objectives are achieved through:

- Annual leadership conference
- Corporate governance
- Leadership grooming and mentorship programs
- Custodial Management certification for Management

4.3. Planning

4.3.1. Quality Objectives

Quality objectives and improvement opportunities shall be discussed, set and reviewed at Quality System Review meetings.

A method of measurement of the improvement opportunity shall be established and data gathered. A plan shall be formulated to achieve the desired improvement. The objective shall continue to be monitored and the measurements taken shall be used to demonstrate any improvement.

A quality objective will be deemed to be closed when improvement targets have been achieved within an agreed time scale.

Where an objective is deemed to be unachievable within a set time frame the Quality Management Review team will review, amend and adjust the objective/target accordingly.

4.3.2. Quality Management System Planning

The Quality Management System of Spaklean shall be planned so that:

- The documented quality manual and therefore the Quality Management System is in accordance with the requirements of ISO 9001:2008.
- Quality objectives and improvement opportunities are set, measured, monitored, reviewed and recorded.

- Any changes to the system are controlled and recorded as an amendment so that the integrity of the system is maintained.
-

4.4. Responsibility, Authority and Communication

4.4.1. Responsibility and Authority

Managing Director

The Managing Director shall have ultimate responsibility for the Quality Management System of Spaklean and for the quality of the services of the Company. The Managing Director assisted directly by the General Manager Support Services, shall ensure that the Quality Management System, as defined by this manual, is practiced by all Employees, is communicated throughout the organisation, and is continually reviewed to ensure its effectiveness. She shall also ensure that any necessary training is identified and carried out.

The Managing Director's quality assurance responsibilities are to:

- Authorize the issuance of the quality assurance policy.
- Direct the implementation of quality assurance objectives, plans, and policies.
- Approve the issuance of this quality assurance plan.
- Appoint the Quality Assurance Manager who directs the quality assurance plan; and
- Approve the quality assurance implementation strategy.

Quality Assurance Manager

The Quality Assurance Manager is responsible to the General Manager, Support Services and shall maintain Spaklean documented Quality Management System and all inspection functions practiced within the Company including the management of suppliers.

The Quality Assurance Manager primary duties are to:

- Provide a central point of responsibility for assessing company-wide services in order to maintain a consistent Company-wide quality of services that meets or exceeds the current standard of practice and customer expectations.
- Develop the Company-wide Quality Assurance Plan
- Coordinate Quality Assurance training
- Provide guidance to the Quality Control at all levels of the business
- Inform Custodial Managers of Quality Assurance policies, procedures, and other guidance documents
- Schedule and/or conduct quality awareness seminars for custodial teams
- Assist the Compliance Manager in the audit of all service facilities and develop appropriate programs for personnel development.

General Manager, Commercial Operations

The General Manager, Commercial Operations is responsible to the Managing Director. He is the chief executor of all the quality aspects of custodial services. The General Manager, Commercial Operations, shall endeavour to prevent and solve any potential quality concerns at the execution stage and is specifically in charge of designing quality into service delivery.

Custodial Managers

The Custodial Managers are responsible to the General Manager, Commercial Operations, for the maintenance of the Company's Customer base and the related service level agreements. As clients' managers, they shall be responsible for obtaining the Customers specification and for the review of custodial services requirements.

Facilities Executives

The Facilities Executives are responsible for the execution of the quality plan of Spaklean. They shall ensure that each facility they are responsible for has a facility work plan in place and the custodians follow the quality work instructions in executing the work plan.

All Employees

All Employees are responsible for:

- Adherence to custodial working instructions
- Continuous improvement and the achievement of service quality
- Notification to quality control and management of any nonconformance

4.4.2. People involvement

Spaklean's most valuable assets are our people. We empower them to be creative and to use their initiative to proactively own and solve problems. We have in place systems to test, enhance and transform innovations into corporate blueprints for quality performance. Acquired knowledge and experience are harvested and built into a knowledge treasure chest through:

- Monthly management meetings
- Employee Innovation awards
- Staff engagement forums
- Daily team briefing and debriefing sessions

- Job rotations and peer reviews

4.4.3. Management Representative

The management representative for Spaklean shall be the Quality Assurance Manager, who has been authorised by the Managing Director to ensure that the Quality Management System is fully implemented and maintained. The Quality Assurance Manager shall:

- Promote Customer requirements to all Employees throughout the organisation via the Quality Policy Manual, quality plans and when necessary, verbal communication.
- Report the performance of the Quality Management System at six monthly review meetings.
- Identify any concerns or improvement opportunities to the Management Team

4.4.4. Internal Communication

The major tool for internal communication shall be the Quality Manual. All items of importance regarding the Quality Management System shall be displayed on the Staff social media platform.

The minutes of management review meetings shall be distributed to the relevant personnel.

In the event of either a system (identified during compliance audit) or service (identified by inspection) nonconformity then all necessary information shall be recorded and passed to the relevant personnel as per the procedures for monitoring and compliance and the control of nonconforming service.

4.5. Management Review

4.5.1. General

The Quality Management System of Spaklean shall be reviewed to ensure its continuing adequacy and effectiveness, as a minimum, every 6 months.

The review meeting shall be attended by the following personnel:

- Managing Director
- General Manager, Support Services
- General Manager, Commercial Operations
- Quality Assurance Manager
- Custodial Managers
- Finance Manager
- Other Designated Personnel

The Quality Assurance Manager shall chair the meeting and anyone unable to attend shall send apologies and any information required by the meeting agenda.

Records of the meeting shall be maintained in the form of minutes and copies passed to the relevant personnel.

4.5.2. Management Review Input

The input of the meeting shall be in the form of an agenda which shall include, as a minimum, the following:

- Review of any follow-up actions required from the previous meeting
- Review of the quality system including any changes required
- Review of external audits of Spaklean
- Review of external audit of Customers
- Review of Compliance and Monitoring Reports
- Review and consideration of the quality policy
- Adequacy of resource in all areas
- Review of Customer Complaints and resolutions
- Review of Feedback Reports
- Review of customer satisfaction/feedback
- Setting of quality objectives and improvement opportunities
- Review of quality objectives on improvement opportunities

4.5.3. Review Output

The output of the review meeting shall be the making of decisions and carrying out of actions as required and detailed in the minutes of the meeting. All actions shall be carried out within the designated time scale and reviewed at the next system review meeting.

5. RESOURCES MANAGEMENT

5.1. Provision of resources

Resource requirements shall be determined and deployed so that:

- The Quality Management System is not only maintained but also continually improved.
- Customer Requirements are achieved.

The adequacy of resources in all areas shall be reviewed at management review meetings and any deficiencies addressed by the setting of appropriate quality objectives and improvement opportunities.

5.2. Human Resources

5.2.1. General

All personnel who have a direct effect on conformity to service specifications shall be continually assessed for competency and professionalism. Records shall be maintained to include:

- The level of education
- Training undertaken
- Skill & competency level
- Experience

5.2.2. Recruitment

The quality of human resources stems from compliance with recruitment procedures and the onboarding process. Custodial Managers shall ensure that all applicable recruitment procedures are followed, and documentation is maintained for compliance audit.

The recruitment and onboarding policy is a key ingredient of the quality assurance policy.

5.2.3. Competence, Training and Awareness

Upon joining Spaklean all staff shall be subjected to a Company induction. A training record shall be established which will include all relevant information regarding the individual's ability to competently carry out their responsibilities in line with the Quality Management System and all Customer requirements. The training record shall include education, training, relevant skills and experience. Custodial teams shall receive ongoing training and development in accord with Spaklean's training policy.

5.2.4. Work Environment

Spaklean shall maintain a working environment conducive to the health and safety of the custodial team. The main considerations to achieve a suitable working environment are the provision of adequate and sufficient:

- Rest areas with appropriate seating, lighting and temperature
- Changing rooms
- Personal Protective Equipment
- Custodial Closet
- Potable Drinking water

The working environment of the custodial Teams shall be continually reviewed by the management team and discussed with clients at quarterly review meetings for necessary improvement.

6. SERVICE DELIVERY

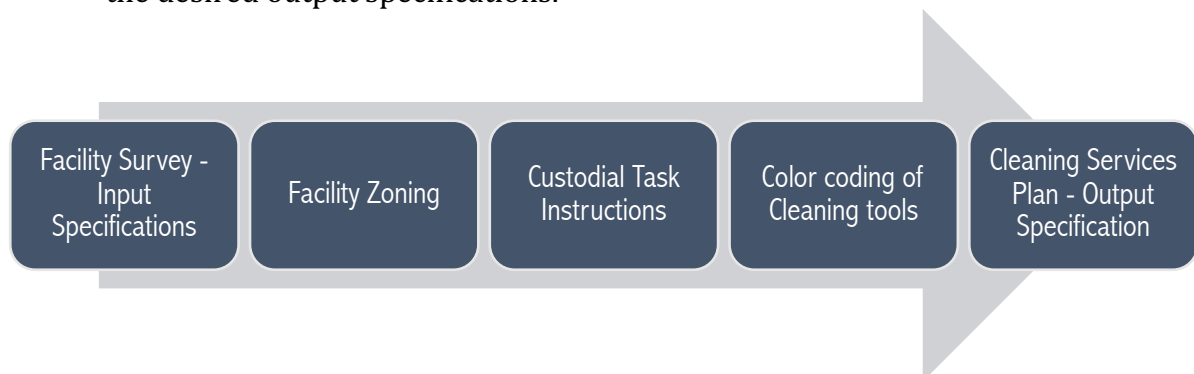
6.1. General

It is the Company's policy to maintain records of all inspection and facility monitoring reports as evidence of Quality Assurance conformance.

6.2. Process Approach to Service Delivery

Spaklean clearly identifies each custodial management process and documents the specific activities involved. The required resources or inputs are clearly identified with the expected measurable outputs. This input-output approach is tailored to our exclusive facility zoning and color-coding cleaning methodology as follows:

- Surveying Facility to determine Input Specifications
- Facility zoning – segregation of the facility into homogenous zones
- Crafting cleaning services programs (standardized Custodial Task Instructions) for the respective cleaning zones
- Color coding of cleaning tools and equipment to match facility zones
- Establishing a cleaning services plan for the respective cleaning zones to achieve the desired output specifications.



6.3. Customer Processes

6.3.1. Customer Focus

Spaklean commitment to Customer focus can be demonstrated by its membership of CCAG and ISSA and by regular attendance to industry events and seminars.

The survival and growth of Spaklean depends on our clients. All processes and decisions are influenced by customers' expectations. We endeavour to educate management, staff and suppliers to have insight and understand our customers' needs both current and future and strive to meet and exceed their expectations through the following strategies:

- Facility survey
- Detailed custodial management scope definition with input and output specifications
- Client's needs benchmarking

- Quarterly client services engagement
- Client feedback reports
- Facility Compliance audit

6.3.2. Determination of Service Delivery Requirements

The Company recognises the need for accurate knowledge of Customer specified requirements, to provide complete Customer satisfaction. A review of Customer requirements is carried during Facility Survey prior to establishing a Service Level Agreement.

6.3.3. Review of Service Specifications.

Spaklean accepts that it has a responsibility to make sure it has a clear and unambiguous statement of the Customers' requirements. These are outlined in a contract and a service level agreement. Contracts are defined as the Company's written acknowledgment to the Customer.

These contracts are reviewed to ensure that they are within the current capabilities of the Company, or whether additional skills and resources will be required to meet the obligations of the Company. Any subsequent changes to the contract by the Customer shall result in a Changed Service Order being raised.

6.4. Supplier Processes

6.4.1. Purchasing Process

The company policy is to purchase goods and services that are controlled to assure conformance with specified requirement. All procurement documentation from purchase order to delivery notes is examined for the technical and quality specification to confirm that they meet standards.

The company's policy is to purchase from approved vendor list suppliers who have been selected and evaluated to ensure any supplied product conforms to Spaklean's quality Specification. The selection, evaluation and re-evaluation of all suppliers may be based on historical evidence of performance or on a formal and on-going assessment of their quality system by the Quality Assurance Manager. The re-evaluation shall be carried out every 6 months via the approved suppliers list and annually at the quality management review.

6.4.2. Mutually beneficial supplier relationship

Spaklean interfaces with suppliers in a partnership relationship where our respective resources and expertise are pooled together for our mutual benefit. This provides optimization of cost and resources and assists Spaklean to meet customer expectation with quality service. It further affords the opportunity to service customization appealing to the specific requirements of clients. Such strategic partnerships include:

- Partnerships with foreign equipment suppliers
- Backward integration into chemical production
- Reciprocal chemical recipe arrangement with chemical raw material suppliers
- Training videos and manuals from foreign suppliers
- Maintenance training and support from suppliers
- Bulk purchasing arrangement with manufacturers of consumables

6.5. Service Validation

It is the policy of Spaklean to validate services delivered against expected performance outcomes. The following procedures are part of the service quality validating process:

- Supervision – a quality validation process **during** all stages of the service delivery process to ensure that Clients receive the expected performance outcomes.
- Inspection – a quality validation of the performance outcomes **after** service delivery to confirm the degree of achievement.
- Compliance monitoring – is a quality validation of the compliance of input specifications, compliance with custodial task instructions and output specifications.

7. Quality Measurement, Analysis & Improvement

7.1. General

Spaklean shall plan and implement all monitoring, measurement, analysis and improvement processes to validate services using a factual approach in decision-making and continuous improvement.

7.2. Factual approach to decision-making

Quality decision in Spaklean, both financial and operational, are based on reliable and accurate data with appropriate analytical tools. We ensure that the data is relevant and complete, collaborating it with alternative sources to afford efficient and quality decisions. Such data and information are readily and promptly available to decision-makers. Quality commercial decisions are based on:

- Real time financial reporting system
- Facility surveys
- Client feedback reports
- Facility audit reports
- Facility risk assessment report
- Data from industry partners – ISSA, CMIS

7.3. Measurement

7.3.1. Service Quality Measurements

The following performance measure will be used to evaluate quality of service delivery:

- Scope of Service and Performance outcomes
 - Cleaning Incidence Rate
 - Inputs Supply Index
 - Cleaning Effectiveness Score
- Custodian Efficiency Rates
 - Custodian Attendance Rate
 - Custodian Retention Rate
 - Custodian Accident Rate
 - Cleaning Time Efficiency Rate

7.3.2. Cleaning Incidence Rate

The cleaning incidence rate measures the frequency at which custodial tasks in the scope of works actually occur relative to the expected frequency agreed in Service Level Agreement. The rate is computed as follows:

- Cleaning service contracts specifies the areas to clean in the facility.

Reception [Orange]
Offices [Yellow]
Pantry [Green]
Restroom [Red]
Yard [Black]

- The expected cleaning frequency for each cleaning task [trashing, sweeping, dusting, mopping, scrubbing, vacuuming] for each area is specified in the contract.

Daily
Weekly
Monthly
Quarterly

- Performance is measured by inspection by Supervisors and Executives. The number of times the cleaning tasks each area is actually cleaned is recorded.
- The Cleaning incidence rate is computed by the Custodial Manager as a performance measure.

$$\text{Cleaning incidence rate} = \frac{\text{Actual frequency of cleaning}}{\text{Expected frequency of cleaning}} \times 100$$

7.3.3. Input Supply Index

This index is a composite measure of the cleaning inputs that are supplied to the contracts to achieve quality service delivery. This is measured as follows:

- Cleaning proposal specifies the inputs specification of the contract. This is based on an input –output concept that gives the specified inputs the expected output will be achieved.
 - Number of Janitors and Supervisors
 - Litres of Chemicals
 - Number of Tools and Materials
 - Number of Equipment
- The actual inputs supplied during the month is recorded by the Facility Supervisor
- Compute the supply rate of each of the 4 input sets
- Compute the average of the supply rates to obtain the Inputs Supply index.

$$\text{Inputs Supply Index} = \sum \frac{\text{Actual Inputs Supplied}}{\text{Proposed Inputs Supplied}} \times \frac{1}{4}$$

7.3.4. Cleaning Effectiveness Score

This score measure how effective the custodial cleaning tasks are in achieving expected performance outcomes. The score is measured by observation during facility inspection as follows:

- It is expected that an effective cleaning of a facility will yield specific outcomes. These outcomes include a facility free of:
 - Floors – Debris free
 - Equipment and fixtures – Dust free
 - Windows, Glass and Mirrors – No Streaks and Marks
 - Floors and Skirtings – No Stains and Shoe Marks
 - Rest rooms and floors – No Spills
 - Ceilings - No Cobwebs and Dusts
 - Restroom appliances – No Stains
 - Restrooms – No bad Odour and Stench
 - Trash bins - Empty
- The various facility cleaning areas within the scope of works are inspected and ranked as follows:

- 5 – Excellent [Outstanding]
- 4 – Very Good [Exceeds Expectation]
- 3 - Good [Meets Expectation]
- 2 – Fair [Needs Improvement]
- 1 – Poor [Unaccepted]

- The average score of all the cleaning areas is the Cleaning Effectiveness Score
- The facility Inspection spreadsheet is used for this computation as attached in Appendix A.

7.3.5. Custodian Attendance Rates

This custodian efficiency measure reports the number of times custodians are actually on duty to perform their task. It is measured as follows:

- When Custodians are at post, there is a high probability that performance goals will be achieved.
 - Absenteeism is detrimental to productivity
 - Absenteeism increases the burden on custodians who are present
 - Absenteeism causes delays in executing custodial tasks
- The Custodian Attendance Rate measures the number of times that members of the Custodial Team will be at post (in attendance) to perform assigned custodial task.
- The expected rate is 100%
 - Rates below 100% are investigated and addressed.

$$\text{Custodian Attendance rate} = \frac{\text{Total monthly attendance}}{\text{No. Janitors deployed} \times 30} \times 100$$

7.3.6. Custodian Retention Rate

The Custodian Retention Rate measures how well Spaklean is retaining essential skills requisite for quality delivery. The rate that is computed quarterly is measured as follows:

- High frequency of changes in Custodians at a facility affects performance and increase cost of service delivery
 - High cost of hiring – training new Custodians
 - Cost of learning – new Custodians take time to understand site specific requirements.
 - Low proficiency – level of experience of new custodians is low e.g. speed of execution
 - High security concerns – Customers will be concerned about new faces
 - Custodian Retention Rate measures the ability to retain Custodians for a period of 3 months.
- High retention rates are desirable. Lower rates are investigated and resolved.

$$\text{Retention rate} = \frac{\text{No. of Janitors at post}}{\text{No. Janitors deployed}} \times 100$$

7.3.7. Custodian Accident Rate

Quality cleaning service delivery requires a zero tolerance of accidents. This rate measures the rate at which accidents occur and is measured as follows:

- Health and safety has direct impact on productivity and the safety of the users of the facility. A high accident rate
 - Affects attendance and retention
 - Puts customers and visitors at risk
 - Leads to risk of damage to customers property
 - Results in risk of damage to spaklean's equipment
- Custodian Accident rate measures the rate of an accident occurring each month
- The EHSE target is a zero tolerance of accidents

$$\text{Accident rate} = \frac{\text{No. of monthly accident} \times 40 \times 4}{\text{Total no. of monthly hours worked}} \times 100$$

7.3.8. Cleaning Time Efficiency Rate

This measures the number of times custodial tasks are completed on time for daily cleaning.

- The efficiency of cleaning measured in terms of the time used for cleaning is essential. Delayed cleaning:
 - Affects clients' operation – interrupts and disrupts their activities
 - Causes Custodians to rush in undertaking cleaning tasks, increasing the risk of accidents
 - Reduces cleaning efficiency
- The time available for cleaning is used to compute the workload at an efficient level of service delivery. When the time used is more than that (that is, if Cleaning time efficiency is less than 100%), it indicates that there are inefficiencies.
 - It may be that inputs are unavailable or Inputs supply rate may be low
 - Custodian attendance and retention rates may be low.
- A record is maintained on when daily cleaning begins and when it ends.
- The ratio of the available cleaning time to the actual time used measures this important efficiency measure.

$$\text{Cleaning time efficiency rate} = \frac{\text{Time available for cleaning}}{\text{Time used to clean}} \times 100$$

7.3.9. Measuring Customer Satisfaction

It is the policy of Spaklean to achieve total Customer satisfaction. Clients shall be given the opportunity to evaluate and measure quality service using the Client Service Feedback forms as attached in Appendix B.

The feedback form gives the Client the opportunity to score how satisfied they are with the quality of cleaning services using two dimensions, namely:

1. Cleaning service for the various cleaning areas in the scope of works
2. The Custodial Team performance in executing cleaning services

Additionally, clients may have an inhouse evaluation form and these are used in conjunction with the Clients Feedback forms to measure clients' satisfaction of service rendered.

7.3.10. Measuring Compliance with QMS

Monitoring shall be conducted at a minimum of once every six months and the feedback shall be discussed during Management Review meeting.

7.4. Corrective Action Plans

Spaklean's Corrective Action Plan (CAP) is a systematic process developed to achieve performance outcomes for resolution of identified defects. The objective is to ensure that:

- All quality service defects are given attention and corrected without gaps
- Defects are corrected in an effective, efficient and timely manner
- Priority is given to critical defects that affect quality
- Eliminate repeated deficient practices

7.5. Process of Corrective Action Plans

The Process of Spaklean's Corrective Action Plan involves the following:

- Track Incidents
- Sort & Prioritize Defects
- Investigate Root Cause
- Corrective Action
- Schedule
- Measure
- Feedback

7.5.1. Track Incidents

Incidents are events that triggers and unveil quality service defficiency. All service incidents shall be tracked and recorded. These incidents include:

- Complaints
- Customer feedback
- Custodian feedback
- Inspections
- Management reviews
- Accidents
- Service gaps observed

7.5.2. Sort & Prioritize Defects

Defects that are tracked are sorted into the following categories to afford prioritization. Defect categories are:

- Product defects - Chemicals, materials, tools and equipment that fail to produce quality outcomes
- Process defects - Custodial work instructions that proof ineffective to deliver desired results
- People defects - Service deficiency resulting from inadequate knowledge and insight of Custodians
- Policy defects - Deficiency in compliance of corporate, legislative and statutory policies

7.5.3. Investigate Root Cause

An investigation is launched to unveil the root cause of the defect. This shall include:

- | | |
|------------------|---------------------------------------|
| • Product defect | Product study, supplier engagement |
| • Process defect | Work study, Time study, Process study |
| • Peoples defect | Custodian appraisal, interviews, |
| • Policy defect | Review of compliance requirements |

Proper identification of the root cause is essential to a successful corrective action.

7.5.4. Corrective Action

Corrective actions are put in place for the defects. Corrective actions shall include:

- | | |
|------------------|-------------------------------------|
| • Product defect | Substitution, new dilution ratio... |
| • Process defect | New Custodial Task instructions |
| • Peoples defect | Training |
| • Policy defect | Compliance checklist |

7.5.5. Schedule

The Corrective Action Plan shall stipulate the time schedule. The following are the minimum target time for resolving defects (from investigation to feedback):

- Product defect 7 -30 days
- Process defect 7 days
- Peoples defect 15 days
- Policy defect 30 days

7.5.6. Measure

Performance outcomes shall be measured and documented as evidence to confirm the efficiency and effectiveness of the corrective action plan in resolving the issue and achieving quality service delivery.

7.5.7. Feedback

Independent feedback shall be obtained from Custodians, Customers and Users of the facility and this will be mapped with expected performance outcomes.

7.6. Continual Improvement Plan

7.6.1. General

Spaklean strives to avoid system entropy by an organization-wide improvement program with respect to processes, techniques, information systems, consumables, tools and equipment. A conscious effort is made to update these resources and to train personnel to be efficient in using these modern resources.

7.6.2. Process

Spaklean is committed to continually improving the effectiveness of the Quality Management System through Management Review. Improvement opportunities and areas will be identified, analyzed, actioned and recorded as a key element of the Quality Management review meeting agenda.

The process shall include:

- **“Identify”**

Identify improvement opportunities. Each operational challenge shall be seen as opportunity for improvement. These opportunities shall be identified and documented during Management Review meetings.

- **“Plan”**

Plan based on top customer delivery needs. Schedule specific actions to be executed with timelines and expected performance outcomes.

- **“Execute”**
Execute the plan, balancing customer priorities with resources. Study and measure to determine if the change had the desired outcome. Start from selected facilities and extend across organization if successful.
- **“Review”**
Review by obtaining feedback from Customers, Custodians and other stakeholders.

7.6.3. Improvement Areas and Opportunities

The following are target areas for continuous improvement:

- Policies, standards, manuals, programs
- Cleaning chemicals
- Human resources development programs
- Tools and equipment modernization
- Green cleaning
- Information processing system

8. Distribution of Quality Manuals

Quality Management Policy manual are not issued to departments but are issued to a quality folder on the OneDrive. Nominated persons are responsible for cascading to others within their department, so that all Employees become familiar with the Company's policy. Each Customer may have a copy of this manual and the General Manager, Commercial Operations, shall make arrangement to have it loaded on the corporate website. The Quality Assurance Manager shall ensure that all staff receives training on this Manual.

8.1. Amendments

The Quality Assurance Manager is authorized by the Managing Director to review and amend this Policy when necessary. All amendments require written approval. The manual amendment records shall be recorded and kept by the Quality Assurance Manager as part of the Quality System Manual.

8.2. Nominated Access to OneDrive

- Quality Assurance Manager
- Managing Director
- General Manager, Commercial Operations
- General Manager, Support Services
- Custodial Manager

APPENDIX A: INSPECTION FORM

INSPECTION - MANAGERS

Rev. 06-2021

PERFORMANCE SCORE		FACILITY & SCORE			
1	Poor - Unacceptable	Carefully observe and score service areas on the basis of presence or absence of dust, debris, stains, marks, oils, grease, spills, odour, cobwebs, weeds, droppings of animals, etc			
2	Fair - Needs improvement				
3	Good - Meets expectation				
4	Very Good - Exceeds expectations				
5	Excellent - Outstanding				
AREA	DETAILS	SCORE	AREA	DETAILS	SCORE
Reception & Walkways	Floor - tiles, grouts & skirtings	-	Offices	Floor - tiles, grouts & skirtings	-
	Floor - entrance mats			Floor - carpets & rugs	
	Walls - switches & hangings			Walls - switches & hangings	
	Window - sills & glass			Window - sills & glass	
	Staircase & balustrades			Partitions - glass & panels	
	Doors - knobs & handles			Doors - knobs & handles	
	Ceiling fittings			Ceiling fittings	
	Chairs			Chairs - top & under	
	Tables & Worktops - top & under			Tables & Worktops - top & under	
	Vertical & horizontal surfaces			Office equipment	
	Flower vase			Vertical & horizontal surfaces	
	Trash bins			Flower vase	
				Trash bins	
	CLEANING EFFICIENCY SCORE			-	CLEANING EFFICIENCY SCORE
Restroom	Floor - tiles, grouts, skirtings, drains	-	Kitchen	Floor - tiles, grouts & skirtings	-
	Walls - switches / dispensers/dryers			Walls - switches & hangings	
	Window - sills & glass			Window - sills & glass	
	Mirrors			Shelves & Cabinets	
	Handwash tap basins tops & under			Doors - knobs & handles	
	Urinals			Ceiling fittings	
	Toilets - bowl, seats, tank			Dining chairs - top and under	
	Showers - tray & shower head			Dining tables - top & under	
	Partitions - tiles or panels			Sink and counter top & under	
	Doors - knobs & handles			Refrigerator	
	Ceiling fittings /Vents			Microwave - in and out	
	Vertical & horizontal surfaces			Water, coffee dispensers etc	
	Flower vase			Flower vase	
	Trash bins			Trash bins	
Restroom supplies		Vertical & horizontal surfaces			
CLEANING EFFICIENCY SCORE		-	CLEANING EFFICIENCY SCORE		-
Outdoors	Parking areas	-	Custodian Closet	Floor - tiles, grouts & skirtings	-
	Walkways			Walls - switches & hangings	
	Lawns			Window - sills & glass	
	Signages			Shelves & Cabinets	
	Generators			Doors - knobs & handles	
	Airconditions			Ceiling fittings	
	Exterior walls			Chemicals - arrangement & labeling	
	Exterior ceilings			Dusters & Mops	
	Security Post			Tools & equipment	
	Gutters			Inventory - consumption & Stocktaking	
				Custodian Cart - arrangement	
CLEANING EFFICIENCY SCORE		-	CLEANING EFFICIENCY SCORE		-
Name of Supervisor & Signature			Name of Inspector & Signature		

APPENDIX B: CLIENT SERVICES FEDBACK FORM

CLIENT SERVICES FEEDBACK

Spaklean is delighted to provide you with janitorial services. Please kindly provide us with a feedback on our performance. The next page contains valuable guidelines for evaluation. We appreciate your inputs.

A. CLEANING SERVICE

FACILITY:

Please click or tick as appropriate			Excellent	Good	Standard	Improve	Poor
SERVICE RATINGS	ZONE	N/A	Above 90%	75%-90%	50% - 74%	40%-49%	Below 40%
Restrooms (Urinals & Toilets)	Red	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Floors (Reception, Walkways)	Orange	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Floors (Offices)	Yellow	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pantry, Kitchen, Sinks	Green	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yard & Pavements	Black	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walls, Equipment, Ceiling	White	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cabinets, Tables, Chairs	Ash	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Windows & Glazing	Blue	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Janitorial Supplies	Red	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restricted rooms & Outdoor	Brown	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

B. STAFF PERFORMANCE

Please click or tick as appropriate		Excellent	Good	Standard	Improve	Poor
STAFF RATINGS	N/A	Above 90%	75% - 90%	40%-49%	Below 40%	Below 50%
Appearance of Staff	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appearance of Equipment & Tools	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff Behavior	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attendance and Punctuality	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship with Clients	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship with Clients' Customers	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of Skill and Professionalism	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments:						

Thank you for providing us this feedback. Your may indicate your name and contact information. Please email this form to billins@spaklean.com also call 057 798 3120 for a representative to pick up a hard copy.

Name & Position:

Telephone No.: _____ Email: _____ Date _____

GUIDELINES FOR EVALUATION

A. CLEANING SERVICES

- 1) **Restrooms – Urinals and Toilets:** These are Red Zones with highest microbial contamination. Consider odor & cleanliness of all sanitary wares—toilet bowls, urinal cisterns, hand wash basins, mirrors, trash bins, etc.
- 2) **Floors – Reception, entrance hall, walkways and hallways, banking halls:** These are Orange Zones with high public usage. They should be well scrubbed and traffic areas should be clean. Normal wear and tear of floor finishes is no evidence of poor cleaning. Watch out for shoe marks around sitting areas; these should be cleaned.
- 3) **Floors – Offices:** These are Yellow Zones with low human traffic. Floors must be well swept; if mopped, there should be no streaks and water marks; carpet floors should be well vacuumed. Trash bins should be emptied.
- 4) **Pantry – Kitchen Sinks, Microwaves, and Refrigerators:** These are Green Zones and are typically dining areas. Floors should be well swept and should be devoid of food particles and crumbs that will attract roaches and bugs. All kitchen wares and appliances should be well cleaned.
- 5) **Yard and Pavements:** These are Black Zones and should be swept daily followed up with periodic pick up. Paved areas should be devoid of weeds, oil and grease remains from automobiles.
- 6) **Walls, Equipment and Ceiling:** These are White Zones, basically above the floor to the ceiling. Consider, the walls, wall hangings, switches and sockets, door knobs, signage and information boards – these should be free of dust. Ceiling should be free of cobwebs and spiders.
- 7) **Cabinets, Tables and Chairs:** These are Ash zones and should be well dusted without disorganizing existing arrangements; Cabinet tops and horizontal surfaces should all be free of dust.
- 8) **Windows and Glazing:** These are Blue zones and include all Windows and entrance glass doors. There should be not streaks, dust and rain drops.
- 9) **Janitorial Supplies:** Include hand wash soaps, toilet rolls, paper napkins, kitchen napkins, Toilet towels and toilet disinfectants. These should be available for use by clients at all times. Towels and napkins should be clean and fresh on a daily basis.
- 10) **Restricted Rooms and Outdoor Equipment** – These are the Brown zone covering areas with restricted and technical access, including server room, electrical rooms, and all outdoor appliances such as generator, A/c outdoor units, corporate name signage etc. These should be cleaned at all times.

B. STAFF PERFORMANCE

- 1) **Appearance of Staff:** Consider the dressing and grooming of Janitors. Janitors should be kempt and tidy with no offensive body odor. They should be uniformed while on duty.
- 2) **Appearance of Equipment and tools:** cleaning equipment and tools – mops and mop trolley, burnishers, dust collectors, cleaning cloths and microfibers, yard brooms should be neat at all times.
- 3) **Staff Behavior:** Custodial staff are expected to exhibit a high sense of integrity and discipline. They should not engage in trading or any other activity that will distract them from their core responsibilities.
- 4) **Attendance and punctuality:** Janitors should be punctual at work and complete office set up on time for each day's operation. Janitors should be available at all times to attend to emergencies.
- 5) **Relationship with Clients:** Janitors should be respectful and display a professional attitude whilst on duty. Consider their demeanor when working and response to client's request and recommendations. Note that this does not include Clients private requests for errands that may distract and interfere with Janitors responsibilities.
- 6) **Relationship with Client's Customers:** Janitors should display a friendly and cheerful attitude toward Customers and visitors of clients. They should meet them with smiles and give due consideration to their presence during cleaning duties. Their reaction and attitude when Customers spills and mess up the facility should be positive and display readiness to clean up all and any mess without grumbling.



- 7) **Level of skill and professionalism:** Janitors skill level and professionalism is seen in tools and equipment handling. They should be smart with their tools and not clumsy. Cleaning work should be sequential and progressive and not in regression. Right tools should be used at all times. Caution signs should be in place while mopping.