

Quality Objectives

Critical Success Factors	Key Impacting Processes	Key Performance Indicators (KPIs)	Source of KPI
Working proactively with customers	Client Activities – Account Management Services – Implementation Products – Planning	Attendance to industry seminars and conferences relevant to our product portfolio (Minimum of 5 per year) Regular measurement of customer needs through customer satisfaction surveys. (Minimum of 2 surveys per year per product)	Training register Customer Feedback Folder
Improvement in customer satisfaction	Client Activities – Support Services – Implementation Products - Development	Trend analysis of customer satisfaction survey results showing increase over time. (Longitudinal improvement of Overall Satisfaction feed-back)	Customer Feedback Folder
Responding to customer needs	Client Activities – Sales Client Activities – Support Client Activities – Account Management Products – Planning – Maintenance	Evidence of being responsive to customer requests (bug fixes and enhancement). (No of tasks resolved within time frame provided) Quarterly review of software releases (Maintenance, Minor and Major releases)	Taskzilla report.
Efficient software product development and maintenance	Product – Planning Product - Development Services – Custom Development	Estimated development effort against actual effort (ratio of Timesheet report versus Project Plan)	Timesheet report Project Plan
Efficient provision of services	Services – Consultancy Services - Implementation	Profit gained, as calculated by the formula [Project Services Revenue] – ([Project Hours] x [Average Staff Hourly Rate]). Delivery on time and for the expected number of WSS person-hours. Client satisfaction rating, as measured by the Post-Implementation Review and/or client surveys.	Financials Customer Feedback Folder
Efficient utilisation of resources	Services – Implementation Products – Development	Utilisation rates (Minimum 80%). Total hours divided by DIV hours.	Utilisation rate
Providing Shareholder Value	Client Activities – Sales Services – Implementation Products – Development Corporate Support - Finance	Financials (Earnings per Share, P/E).	Financial accounts
Culture of continuous improvement	Corporate Support – Business Process Improvement	Execute preventive and corrective actions as suggested by staff and management (e.g. 20 per year).	Completed preventive and corrective action forms
Committed and Professional Staff 19/08/2004	Corporate Support – Human Resources	Staff turnover rate (Average tenure of 3 years).	Employment records

Linkage between Quality Policy and Quality Objectives

Working Systems Solutions Ltd is in the business of developing, licensing and supporting intellectual property delivered as software products and IT services.

Our goal is to provide our customers with products and services that are consistently recognised as best practice in their field while ensuring sustainable financial returns to our shareholders.

To meet our goal WSS is committed to:

- Working pro-actively with our customers to deliver their emerging needs;
- Understanding and responding to the business and external imperatives of our customers;
- Promoting a culture of continuous improvement for our staff to develop and maintain their professional skills and self-esteem;
- Maintaining the highest levels of customer satisfaction ratings;
- Maintaining superior and increasing returns on our revenues and assets;

Objective: Working proactively with customers.

KPI: Regular measurement of customer needs through Customer satisfaction surveys.

Objective: Responding to customer needs.

KPI: Number of repeat customers.

Objective: Culture of continuous improvement.

KPI: Timely completed Management Review meetings with outcomes published to the Intranet.

Objective: Providing shareholder value.

KPI: Percentage of debtors and creditors over 90 days old.

Objective: Improvement in customer satisfaction.

KPI: Trend analysis of customer satisfaction survey results.