



ISO 9001 QMS Perception Survey Report

Survey Period : August 3-31, 2015

Number of Target (N) : VP - Director 5 persons, SGM - AGM 34 persons, Manager 79 persons
Number of Responders (n) : VP - Director 3 persons, SGM - AGM 24 persons, Manager 63 persons
% Survey : VP - Director 60 %, SGM - AGM 70.59 %, Manager 79.75 %

No.	Questionnaires	Result(s)				Perception of Management(s)	Explanation or Recommendation for Improvement by QMS Team
		Agree (%)	Dis agree (%)	May be (%)	Trend		
1	General Requirements						
1.1	Do you agree that Quality Management Systems (ISO 9001) is intended to be applied in the company to ensure that the company can provide service in accordance with the customer requirements and to develop all personnel in the company?	VP - Director	66.67%	0%	33.33%	Suggest answer: AGREE The majority of Management <i>agrees</i> to the question.	ISO9001 is designed for any organization where they: a) need to demonstrate its ability to consistently provide product that meets customer requirements, and b) aim to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer requirements. (Clause 1.1) ISO9001 focuses on personnel competency for their capability to perform assigned task effectively. (Clause 6.2)
		SGM-AGM	100%	0%	0%		
		Manager	96.83%	1.59%	1.59%		
1.2	Do you agree that all members at all levels of the company are responsible for establishment, maintenance, and continual improvement of Quality Management Systems?	VP - Director	100%	0%	0.00%	Suggest answer: AGREE The majority of management <i>agrees</i> to the question.	ISO9001 states that "Top management" or "Organization" is the responsible person in ISO9001 implementation. The meaning of Organization in ISO9000 or the principle and terminology of ISO9001 is "Group of people and facilities with an arrangement of responsibilities, authorities and relationships". So the members of all levels in the organization shall have responsibilities in establishment, preservation and continual improvement of ISO9001.
		SGM-AGM	88%	8%	4%		
		Manager	100%	0.00%	0.00%		
1.3	Do you agree that the Quality Management Systems of the company should be certified on the scope of work in business and operation functions only as the Quality Management System focuses on service provision and aims to enhance external customer satisfaction which mainly involves with business and operation functions?	VP - Director	33.33%	67%	0.00%	Suggest answer: DISAGREE The majority of management <i>disagrees</i> to the question.	The content of ISO9001 requirements covers not only operation functions but does include interacted functions (managerial and support) where they could affect the customer requirements and satisfaction.
		SGM-AGM	58%	42%	0%		
		Manager	44.44%	44.44%	11.11%		
1.4	Do you agree that one of the main reasons of customers to select our company because they ensure that our company is able to meet their requirements, needs and expectation because all activities of our company are under Quality Management System certification?	VP - Director	66.67%	0%	33.33%	Suggest answer: AGREE The majority of management <i>agrees</i> to the question.	Companies who certified against ISO9001 can make their customer confidence in their products or services. (Clause 0.1) In conclusion, one of the reason which customers decide to buy products or use the services from certified companies because they believe that the companies have quality management system in place and the companies can deliver the quality products or services to them. See additional reference in: 1)http://www.iso.org/iso/news.htm?refid=Ref1665 2)https://repositorium.sdum.uminho.pt/bitstream/1822/15173/1/Matias-Sampaio-Braga.pdf 3)http://www.irca.org/en-gb/resources/INform/archive/issue29/Features/ISO-9001-and-bottom-line/ 4)http://www.qualitydigest.com/inside/quality-insider-article/iso-9001-it-really-helps.html
		SGM-AGM	75%	4%	21%		
		Manager	83.67%	4.08%	12.24%		



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1.5	Do you agree that every groups/teams should apply Quality Management System seriously and continuously because this will help in clarifying our working direction, persuade all staffs to involve in management under their responsibilities. Moreover, the system defines all interaction of working processes for every teams to coordinate smoothly and the working processes are detail enough to let every staff achieve their targets?	VP - Director	66.67%	0%	33.33%		Suggest answer: AGREE	Same as 1.1
		SGM-AGM	96%	0%	4%		The majority of management <u>agrees</u> to the question.	
		Manager	96.83%	0.00%	3.17%			
1.6	Do you agree that all groups/teams should apply the requirements of ISO9001 into daily routine works and continually improve their work with the result that the management mechanism of our company conforms with the requirements of ISO9001?	VP - Director	100%	0%	0.00%		Suggest answer: AGREE	For an organization to function effectively, it has to determine and manage numerous linked activities. An activity or set of activities using resources, and managed in order to enable the transformation of inputs into outputs. Often the output from one process directly forms the input to the next. The application of a system of processes within an organization, together with the identification and interactions of these processes, and their management to produce the desired outcome, can be referred to as the “process approach”. An advantage of the process approach is the ongoing control that it provides over the linkage between the individual processes within the system of processes, as well as over their combination and interaction. (Clause 0.2 and 4.1)
		SGM-AGM	79%	0%	21%		The majority of management <u>agrees</u> to the question.	
		Manager	85.71%	1.59%	12.70%			
1.7	Do you ensure that your group/team is one of the business groups/teams under the scopes of Quality Management Systems?	VP - Director	100%	0%	0.00%		Suggest answer: YES	Our company has expanded the scope of ISO9001 certification to cover all operations and locations based on Top management's direction and customers' requirement. Currently, ISO9001 management system covers all activities of operation sites, i.e. Head Office, YKTT, YRTT, YSLC1, YSLC2, YAPO, YBLC, YBCD, YLLC1 G1, YLLC3, YLFZ, YMLC, YNLC, YKLC and YCMB. In 2016, the scope of the system will be extended to cover YLLC1G2.
		SGM-AGM	88%	0%	13%		The majority of management <u>ensures</u> that their groups/teams are under the scopes of Quality Management System.	
		Manager	90.48%	1.59%	7.94%			
2	Quality Policy							
2.1	Do you agree that each group/team should communicate the Quality Policy to the members in groups/teams through other channels rather than company's emails?	VP - Director	66.67%	33%	0.00%		Suggest answer: AGREE	Top management shall ensure that the quality policy is communicated and understood within the organization. (Clause 5.3) In addition, ISO9001 requires top management to establish the proper communication processes within the company and ensure that the communication takes place regarding the effectiveness of QMS. (Clause 5.5.3) Quality team conducts the internal audit on communication processes to ensure that all members understand and realize the importance of quality management systems.
		SGM-AGM	83%	4%	13%		The majority of management <u>agrees</u> to the question.	
		Manager	85.71%	3.17%	11.11%			



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			Agree (%)	Dis agree (%)	May be (%)	Trend		
2.2	Do you ensure that your members of group/team can explain their work processes and methods which will help their group/team achieve the Quality Policy?	VP - Director	66.67%	0%	33.33%		Suggest answer: YES The majority of management <i>ensures</i> that the members of group/team can explain their work processes and methods to achieve the Quality Policy.	Personnel performing work (directly and indirectly) affecting conformity to service requirements shall be competent (have knowledge, skill and experience). (Clause 6.2) Quality team recommends all managements in each team to establish skill matrix and evaluate their staff competency in accordance with the SOP on On the Job Training (OJT).
		SGM-AGM	54%	13%	33%			
		Manager	52.38%	9.52%	38.10%			



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3	Objectives and Key Performance Indicators							
3.1	Do you agree that all activities which affect the satisfaction of internal and external customers should have performance indicators and targets?	VP - Director	100%	0%	0.00%		Suggest answer: AGREE The majority of Management <u>agrees</u> to the question.	Quality objectives (KPI), including those needed to meet requirements for product/service, shall be established at relevant functions and levels within the organization. The quality objectives shall be measurable and consistent with the quality policy. (Clause 5.4.1) Quality team will review and/or revise the Quality objectives (KPI) to ensure that they are adequacy and up-to-date in accordance with the SOP on Quality Objectives and Targets. We also monitor established KPI and Monitoring Items on regular basis. Furthermore, we also advise relevant team to define the objectives of their processes/activities in each working SOPs.
		SGM-AGM	88%	0%	13%			
		Manager	92.06%	0.00%	7.94%			
3.2	Do you ensure that the performance indicators which you set up are consistent with the Company's Quality Policy and reflect the actual performance under your role and responsibility?	VP - Director	66.67%	0%	33.33%		Suggest answer: YES The majority of Management <u>ensures</u> that the set up performance indicators are consistent with the Company's Quality Policy and reflect the actual performance.	Same as above.
		SGM-AGM	75%	0%	25%			
		Manager	79.37%	3.17%	17.46%			
3.3	Do you ensure that the performance indicators and targets in your groups/teams have been reviewed for adequacy by hierarchical line of command prior to implementation?	VP - Director	33.33%	0%	66.67%		Suggest answer: YES The majority of management does <u>not ensure</u> to the question.	All formal documentation for implementation shall be reviewed and approved (for adequacy) by authorized person prior to use. (Clause 4.2.3) Quality team will review and/or revise Quality objectives and targets (KPI) to ensure that all established key performance indicators are reviewed and approved prior to use.
		SGM-AGM	71%	4%	25%			
		Manager	85.71%	1.59%	12.70%			
3.4	Do you ensure that your members in your group/team can explain the performance indicators and targets which are related to their works?	VP - Director	N/A	N/A	N/A		Suggest answer: YES The majority of SGM-AGM and Managers <u>ensures</u> that their group/team members can explain the indicators and targets which are related to their works.	Management shall ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives (KPI). (Clause 6.2.2) Quality team recommends that the management of each team shall review and evaluate all staffs competency to ensure that they understand key performance indicators.
		SGM-AGM	67%	4%	29%			
		Manager	68.25%	4.76%	26.98%			
3.5	Do you agree that the indicators and/or targets should be reviewed and/or revised annually?	VP - Director	100%	0%	0.00%		Suggest answer: AGREE The majority of Management <u>agrees</u> to the question.	Management shall review the quality management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. This review shall include quality policy and quality objectives. (Clause 5.6.1) The organization shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives. (Clause 8.5.1)
		SGM-AGM	88%	4%	8%			
		Manager	85.71%	0.00%	14.29%			
4	Job Descriptions							



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4.1	Do you agree that the job description is an important tool which helps the staffs to know and realize their work scope, role and responsibilities?	VP - Director	100%	0%	0.00%		Suggest answer: AGREE The majority of Management <u>agrees</u> to the question.	Responsibilities and authorities of all staffs shall be defined and communicated within the organization. (Clause 5.5.1) Under general personnel management, job description is used to communicate the role, responsibility and authority of each job position in order to make the staff understand their scope of work and responsibility.
		SGM-AGM	92%	4%	4%			
		Manager	93.65%	1.59%	4.76%			
4.2	Do you agree that each groups/teams should provide job description for all work positions?	VP - Director	100%	0%	0.00%		Suggest answer: AGREE The majority of Management <u>agrees</u> to the question.	Same as above.
		SGM-AGM	92%	4%	4%			
		Manager	90.48%	0.00%	9.52%			
4.3	Do you ensure that the job descriptions of staffs in your groups/teams define the details of responsibility and qualification completely?	VP - Director	N/A	N/A	N/A		Suggest answer: YES The majority of SGM-AGM and Managers <u>ensures</u> that the job descriptions in their groups/teams define the details of responsibility and qualification completely.	Top management shall ensure that responsibilities and authorities are defined and communicated within the organization. (Clause 5.5.1) Quality team recommends that all teams should review Job Description for all positions in their team.
		SGM-AGM	46%	8%	46%			
		Manager	55.56%	7.94%	36.51%			
4.4	Do you agree that all groups/teams should revise the job description immediately when the roles and responsibilities of the staffs are change?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <u>agrees</u> to the question.	Documents in the quality management system shall be controlled. The documents shall be reviewed and updated as necessary and re-approved documents. Clause 4.2.3) Top management shall ensure that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented. (Clause 5.4.2) Quality team recommends that all teams should review Job Description for all positions in their team, esp. changed or new positions.
		SGM-AGM	88%	8%	4%			
		Manager	90.48%	1.59%	7.94%			



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5	Standard of Documentation						
5.1	Do you agree that Standard Operating Procedure (SOP) is the main document of groups/teams which describes the overview or scopes of work, working processes, steps of work in each process to be performed by relevant staff. It also defines the related forms, records to be kept with retention time?	VP - Director	100%	0%	0.00%	Suggest answer: AGREE The majority of Management <i>agrees</i> to the question.	Criteria and methods needed for all processes shall be established to ensure that both the operation and control of these processes are effective. (Clause 4.1) In most case, the criteria/method is created as "Procedure" which is the "specified way to carry out a process" (definition in ISO9000). The ctructure and content of each procedure are provided in ISO10013, e.g. purpose and scope of activity, steps of work, related document/form, and related record to be kept.
		SGM-AGM	96%	4%	0%		
		Manager	96.83%	0.00%	3.17%		
5.2	Do you agree that Work Instruction (WIN) is a sub-set document of the main document (Standard Operating Procedure-SOP) established as necessary where some working steps in the main document are difficult or complex and needs more detail or additional specification to help staffs work more accurately?	VP - Director	100%	0%	0.00%	Suggest answer: AGREE The majority of Management <i>agrees</i> to the question.	The production or service provision shall be performed under controlled conditions which defined in work instructions as nescessary. (Clause 7.5.1) Work instruction (WIN) is the detail descriptions of how to perform and record tasks. (ISO10013 Clause 3.1)
		SGM-AGM	92%	8%	0%		
		Manager	90.48%	4.76%	4.76%		
5.3	Do you ensure that Standard Operating Procedures (SOP) for activities under your responsible scopes are completely established cover all activities that affect internal and external customers' satisfaction for being implemented by your staffs?	VP - Director	N/A	N/A	N/A	Suggest answer: YES The majority of Managers <i>ensures</i> that SOP for their activities under responsible scopes are completely established covering all activities that affect internal and external customers' satisfaction.	The organization shall determine the processes needed for the quality management system and their application throughout the organization, determine the sequence and interaction of these processes, determine criteria and methods needed to ensure that both the operation and control of these processes are effective,.. (Clause 4.1) Quality team will follow-up to ensure that each team has SOP for their processes completely.
		SGM-AGM	N/A	N/A	N/A		
		Manager	77.78%	4.76%	17.46%		
5.4	Do you ensure that Work Instructions (WIN) are established and provided for difficult or complicated process which require additional specification?	VP - Director	N/A	N/A	N/A	Suggest answer: YES The majority of Managers <i>ensures</i> that Work Instructions (WIN) are established and provided for difficult or complicated process which require additional specification.	The organization shall plan and carry out production and service provision under controlled conditions. Controlled conditions shall include, the availability of information that describes the characteristics of the product/service, the availability of work instructions, as necessary, ... (Clause 7.5.1) Quality team will follow-up to ensure that any complicate, difficult or details task will be defined as work instruction.
		SGM-AGM	N/A	N/A	N/A		
		Manager	63.49%	7.94%	28.57%		
5.5	Do you agree that the Standard Operating Procedures (SOP) or Work Instructions (WIN) for your groups/teams are detail enough for new or rotated staffs to work correctly and completely?	VP - Director	N/A	N/A	N/A	Suggest answer: AGREE The majority of Managers <i>agrees</i> to the question.	Same as above.
		SGM-AGM	N/A	N/A	N/A		
		Manager	66.67%	11.11%	22.22%		
5.6	Do you ensure that the inspection/check points of each process are defined with specified intervals properly?	VP - Director	N/A	N/A	N/A	Suggest answer: YES The majority of Managers <i>ensures</i> that the inspection/check points of each process are defined with specified intervals.	The required verification, validation, monitoring, measurement, inspection and test activities specific to the service and the criteria for service acceptance shall be determine. (Clause 7.1) The organization shall apply suitable methods for monitoring



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		SGM-AGM	N/A	N/A	N/A			and, where applicable, measurement of the quality management system processes which demonstrate the ability of the processes to achieve planned results. (Clause 8.2.3) The organization shall monitor and measure the characteristics of the product to verify that service requirements have been met. (Clause 8.2.4) Quality team will review/revise the SOP to ensure that they include necessary monitoring/measuring/inspecting points for each process.
		Manager	60.32%	6.35%	33.33%			
5.7	Do you agree that team managers are the main responsible persons for establishment of Standard Operating Procedures (SOP) or Work Instructions (WIN) in their internal work activities?	VP - Director	100%	0%	0.00%		Suggest answer: AGREE The majority of Management <i>agrees</i> to the question.	To establish a complete SOP, the one who know the process and has full authority to manage the process would be the most appropriate person.
		SGM-AGM	88%	8%	4%			
		Manager	77.78%	14.29%	7.94%			
5.8	Do you agree that the person who prepares Standard Operating Procedures (SOP) should have knowledge on interaction of related activities, the relevant ISO requirements and writing skill?	VP - Director	66.67%	0%	33.33%		Suggest answer: AGREE The majority of Management <i>agrees</i> to the question.	Personnel performing work affecting conformity to service requirements (directly or indirectly) shall be competent on the basis of appropriate education, training, skills and experience. (Clause 6.2.1) Quality team will review/revise relevant SOP to ensure that qualification of responsible person for SOP/Work instruction is clearly established and will plan to provide training /seminar for responsible person.
		SGM-AGM	88%	8%	4%			
		Manager	88.89%	1.59%	9.52%			
5.9	Do you agree that the person who prepares Work Instructions should be expertise in his/her works, the relevant ISO requirements and writing skill?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of Managers <i>agrees</i> to the question.	Same as above.
		SGM-AGM	N/A	N/A	N/A			
		Manager	88.89%	1.59%	9.52%			
5.10	Do you ensure that Standard Operating Procedures (SOP) and Work Instructions (WIN) of your groups/teams have been reviewed for adequacy by hierarchical line of command prior to implementation?	VP - Director	100%	0%	0.00%		Suggest answer: YES The majority of management <i>ensures</i> that SOP and Work Instructions of their groups/teams have been reviewed for adequacy by hierarchical line of command prior to implementation.	Documents (SOP/ Work instruction) shall be reviewed and approved for adequacy by authorized personnel prior to use. (Clause 4.3.2) Quality team will review the SOP and WIN to ensure that they are reviewed and approved prior to use.
		SGM-AGM	71%	8%	21%			
		Manager	84.13%	1.59%	14.29%			
5.11	Do you agree that team managers should review their own Standard Operating Procedures (SOP) and Work Instructions (WIN) when 1. the customers change the service conditions; 2. receive the results report of Quality Management Systems audit; 3. receive customer satisfaction survey report; 4. receive customer complaints; 5. reorganization in your groups/teams; 6. modification of working technology, etc.?	VP - Director	66.67%	0%	33.33%		Suggest answer: AGREE The majority of Management <i>agrees</i> to the question.	Documents (SOP/Work instruction) shall be reviewed and updated as necessary and re-approved the documents. (Clause 4.2.3) Quality team will review the SOP and WIN to ensure that they are reviewed, updated and approved against the change circumstance.
		SGM-AGM	96%	4%	0%			
		Manager	85.71%	0.00%	14.29%			



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5.12	Do you agree that the main person who establishes Standard Operating Procedure (SOP) should allow relevant parties to participate in drafting or reviewing the related Standard Operating Procedures in order to assuring their understanding and acceptance the procedural requirements prior to implementation?	VP - Director	100%	0%	0.00%		Suggest answer: AGREE The majority of Management <u>agrees</u> to the question.	The organization shall determine the processes needed for the quality management system and their application throughout the organization and determine the sequence and interaction of these processes. (Clause 4.1) Determination of proper sequence and interaction of the processes/activities can be done through obtaining feedback from interacted/related process owners or relevant parties.
		SGM-AGM	96%	4%	0%			
		Manager	79.37%	1.59%	19.05%			



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6	Control of Documents							
6.1	Do you agree that the working documents of your groups/teams such as Standard Operating Procedures (SOP), Work Instructions (WIN) and Forms being used for recording the work performance should be controlled and registered in Document Control Web Application?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <u>agrees</u> to the question.	Documents required by the quality management system shall be controlled. Document Control procedure has been established to define the controls mechanism within YLTH. (Clause 4.2.3) Quality team will review/revise control process in the SOP to ensure that the control process is effective and convenient to all users.
		SGM-AGM	75%	4%	21%			
		Manager	85.71%	0.00%	14.29%			
6.2	Do you agree that the external generated documents used by your groups/teams such as customer's specification on cargo storage, the customer's regulation on working rules in customer's area, applicable statutory requirements of groups/teams, reach stacker/lorry/fork-lift maintenance manual, etc. should be controlled and registered in Document Control Web Application?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <u>agrees</u> to the question.	Document Control procedure has been established to ensure that documents of external origin necessary for the planning and operation of the quality management system are identified and controlled, and to prevent the unintended use of obsolete documents. (Clause 4.3.2) Quality team will follow up to ensure that the external documents are under control.
		SGM-AGM	71%	0%	29%			
		Manager	58.73%	14.29%	26.98%			
6.3	Do you agree that Standard Operating Procedures (SOP) and/or Work Instructions (WIN) should be distributed to the point of work as working guideline for operators/workers to the areas where there is the complex/complicated job, to the inspection point where there is a risk of mistake/nonconformity, or to the area where there is no Document Control Web Application access point?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <u>agrees</u> to the question.	SOP/Work instruction shall be available at points of use (through Document Control Web Application access point or distribution of controlled copies). (Clause 4.2.3) Quality team will follow up to ensure that current version of necessary documents are distributed or can be accessed at the point of use.
		SGM-AGM	92%	4%	4%			
		Manager	87.30%	6.35%	6.35%			
6.4	Do you agree that document distribution records shall be established when the working documents are distributed to the point of use because the records can be utilized for retrieval of obsolete document and distribution of revised/new document ?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <u>agrees</u> to the question.	Document control process has been established and implemented to prevent the unintended use of obsolete documents through document distribution records. (Clause 4.2.3) Quality team will review/revise document control process to ensure that the obsolete documents will be retrieved from the point of use effectively.
		SGM-AGM	88%	0%	13%			
		Manager	87.30%	1.59%	11.11%			
7	Competence and Training							
7.1	Do you ensure that the OJT topics and knowledge/skill evaluation criteria for staffs in group/team are established for all working positions?	VP - Director	N/A	N/A	N/A		Suggest answer: YES The majority of Managers <u>ensures</u> that the OJT topics and knowledge/skill evaluation criteria for staffs in group/team are established for all working positions.	The organization shall determine the necessary competence for personnel performing work affecting conformity to product requirements, provide training or take other actions to achieve the necessary competence, and evaluate the effectiveness of the actions taken. (Clause 6.2.2 and ISO 9004 Clause 6.3) Quality team recommends the management in each team to review the OJT topics, evaluation criteria and training provided for all working positions.
		SGM-AGM	N/A	N/A	N/A			
		Manager	60.32%	9.52%	30.16%			
7.2	Do you ensure that staffs in all positions should be trained and evaluated their learning result?	VP - Director	N/A	N/A	N/A		Suggest answer: YES The majority of Managers <u>ensures</u> that staffs in all positions should be trained and evaluated their learning result.	Same as above.
		SGM-AGM	N/A	N/A	N/A			



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% Survey : VP - Director 60 %, SGM - AGM 70.59 %, Manager 79.75 %

No.	Questionnaires		Result(s)				Perception of Management(s)	Explanation or Recommendation for Improvement by QMS Team
			Agree (%)	Dis agree (%)	May be (%)	Trend		
		Manager	61.90%	6.35%	31.75%			
7.3	Do you ensure that if staffs do not pass the criteria for knowledge/skill evaluation, they have to be re-trained and re-evaluation until they pass the criteria?	VP - Director	N/A	N/A	N/A		Suggest answer: YES The majority of Managers <i>ensures</i> that when the staff do not pass the criteria for knowledge/skill evaluation, they have to be re-trained and re-evaluated until they pass the criteria.	Same as above.
		SGM-AGM	N/A	N/A	N/A			
		Manager	65.08%	6.35%	28.57%			
7.4	Do you agree that the training record which is the evidence to affirm the level of staffs' competency should be kept properly because the records are information for supervisors to plan further competence improvement or can be present to interested parties if required?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of Managers <i>agrees</i> to the question.	The organization shall maintain appropriate records of education, training, skills and experience. (Clause 6.2.2) Quality team recommends that management of each group shall review the training records to ensure that is stored in accordance with defined retention time and be able to be retrieved.
		SGM-AGM	N/A	N/A	N/A			
		Manager	82.54%	4.76%	12.70%			
7.5	Do you agree that ISO 9001 requirements is one of the learning topics for every managers?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <i>agrees</i> to the question.	The adoption of a quality management system in accordance with ISO 9001 should be a strategic decision of an organization. Therefore, the understanding of the requirements is vital. (Clause 0.1) Quality team will review training course on ISO9001 requirements to ensure that staffs in Managerial levels and higher have trained.
		SGM-AGM	96%	4%	0%			
		Manager	90.48%	1.59%	7.94%			
7.6	Do you agree that the study of ISO 9001 requirements should be presented by the expertises rather than self-study?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <i>agrees</i> to the question.	Interpretation and application of ISO 9001 requirements shall be performed by expertist (either internal or external) in order to ensure that the implementation of the quality management system will result in achieving desired result in an effective manner. Quality team will plan to promote learning of ISO9001 requirements for all persons to ensure that they have appropriate knowledge.
		SGM-AGM	92%	4%	4%			
		Manager	90.48%	0.00%	9.52%			
8	Corrective action							
8.1	Do you agree that your team shall issue corrective action request report and take necessary actions if the error/nonconformity is detected during the operation even though it has not affected other teams in other groups or the customers?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <i>agrees</i> to the question.	The organization shall take action to eliminate the causes of nonconformities in order to prevent recurrence. (Clause 8.2.3) (nonconformity is a non-fulfilment of a customers', legal, or management system requirement) Quality team will review the corrective action process to ensure that corrective action request will be issued when a mistake is found.
		SGM-AGM	96%	0%	4%			
		Manager	80.95%	1.59%	17.46%			
8.2	Do you agree that your team shall request other teams in other groups in our company or suppliers to take corrective action if they delivered incomplete or incorrect information or services to your team?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <i>agrees</i> to the question.	Same as above.
		SGM-AGM	83%	0%	17%			
		Manager	84.13%	1.59%	14.29%			
8.3	Do you agree that other teams in other groups in our company can request your team to take corrective action if your team delivers incomplete or incorrect information or services to them?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <i>agrees</i> to the question.	Same as above.
		SGM-AGM	79%	0%	21%			



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			Agree (%)	Dis agree (%)	May be (%)	Trend		
		Manager	77.78%	1.59%	20.63%			
8.4	Do you agree that you will invite other teams who related with the corrective action issues in order to review of corrective actions or countermeasures?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <u>agrees</u> to the question.	Action being taken may require specific input from other processes and may impact to other interacted processes, therefore, reviewing and discussing between various parties can reduce any misleading and impact. (Clause 0.2 and ISO 9004 Clause 7)
		SGM-AGM	88%	0%	13%			
		Manager	85.71%	1.59%	12.70%			
8.5	Do you agree that top management should participates in the reviewing of proposed corrective actions or countermeasures prior to implementation?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE The majority of SGM-AGM and Managers <u>agrees</u> to the question.	Same as above.
		SGM-AGM	67%	8%	25%			
		Manager	84.13%	1.59%	14.29%			



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No.	Questionnaires	Result(s)				Perception of Management(s)	Explanation or Recommendation for Improvement by QMS Team
		Agree (%)	Dis agree (%)	May be (%)	Trend		
9	Customer satisfaction						
9.1	Do you agree that the customer satisfaction survey is intended to observe the perception of <u>key customers only</u> ?	VP - Director	66.67%	33%	0.00%	Suggest answer: DISAGREE The majority of Management <u>disagrees</u> to the question.	Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations. (ISO 9004 Annex B.2) As one of the measurements of the performance of the quality management system, the organization shall monitor information relating to customer perception as to whether the organization has met customer requirements. (Clause 8.2.1)
		SGM-AGM	21%	71%	8%		
		Manager	26.00%	62.00%	12.00%		
9.2	Do you agree that the main topics in customer satisfaction survey consist of sales and marketing, quality of services, service from company officers, debit note and accounting system?	VP - Director	100%	0%	0.00%	Suggest answer: AGREE The majority of Management <u>agrees</u> to the question.	The organization shall determine, collect and analyse appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the effectiveness of the quality management system can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources. The analysis of data shall provide information relating to customer satisfaction. (Clause 8.4) Quality team will review and/or revise the questionnaire in accordance with the service provided to ensure that top management has useful information for performance improvement properly.
		SGM-AGM	88%	8%	4%		
		Manager	78.00%	6.00%	16.00%		
9.3	Do you agree that the customer satisfaction survey should be responded by the customers within 30 working days?	VP - Director	100%	0%	0.00%	Suggest answer: AGREE The majority of Management <u>agrees</u> to the question.	Specific time frame is used to manage and control internal plan.
		SGM-AGM	71%	8%	21%		
		Manager	68.25%	4.76%	26.98%		
9.4	Do you agree that the database of customer contact list (Customer Master Data) should be prepared and kept in web application?	VP - Director	66.67%	0%	33.33%	Suggest answer: AGREE The majority of Management <u>agrees</u> to the question.	Prepared information in advance will improve internal process effectiveness and reduce deviation and error. Quality team will review step and method of customer satisfaction survey and check relevant data/records to ensure that there is no damage, no loss, and retrievable in proper time frame.
		SGM-AGM	88%	8%	4%		
		Manager	85.71%	3.17%	11.11%		
10	Customer complaints						
10.1	Do you ensure that the customer complaints have been reported by your team members rather than notified directly by the customers?	VP - Director	N/A	N/A	N/A	Suggest answer: YES The majority of SGM-AGM and Managers <u>ensures</u> that the customer complaints have been reported by your team members rather than notified directly by the customers.	The organization shall determine and implement effective arrangements for communicating with customers in relation to customer feedback, including customer complaints. (Clause 7.2.3) The organization shall take action to eliminate the causes of customer complaints in order to prevent recurrence. (Clause 8.2.3) Quality team recommends that the function who contact the
		SGM-AGM	54%	13%	33%		



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			Agree (%)	Dis agree (%)	May be (%)	Trend		
		Manager	44.90%	24.49%	30.61%			customers shall establish SOP for handling of customer complaint to ensure that any complaint will be proceeded and responded properly.
10.2	Do you agree that top management should be involved and participated in helping the members of groups/teams to review any problems/issues which have been notified by customers?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE	Same as above.
		SGM-AGM	58%	8%	33%		The majority of SGM-AGM and Managers <u>agrees</u> to the question.	
		Manager	89.80%	0.00%	10.20%			
10.3	Do you agree that you will invite the relevant teams to review the problem/issues which have been notified by customers?	VP - Director	N/A	N/A	N/A		Suggest answer: AGREE	Same as above.
		SGM-AGM	96%	0%	4%		The majority of SGM-AGM and Managers <u>agrees</u> to the question.	
		Manager	92.06%	0.00%	7.94%			
10.4	Are you always contact the customers on the progression status of complaint solutions?	VP - Director	N/A	N/A	N/A		Suggest answer: YES	Same as above.
		SGM-AGM	N/A	N/A	N/A		The majority of Managers always contacts the customers on the progression status of complaint solutions.	
		Manager	46.94%	26.53%	26.53%			
11	Quality Internal audit(s)							
11.1	Do you ensure that the activities in your operational groups/teams are ready for the audit from interested parties without notification in advance?	VP - Director	N/A	N/A	N/A		Suggest answer: YES	The organization shall establish, document, <u>implement and maintain</u> a quality management system and continually improve its effectiveness in accordance with the requirements of this International Standard. (Clause 4.1) If the system is always implemented, it can be audited without any notification.
		SGM-AGM	N/A	N/A	N/A		The majority of Managers <u>ensures</u> that the activities in your operational groups/teams are ready for the audit from interested parties without notification in advance. <u>Always implement effectively!!!!</u>	
		Manager	47.62%	14.29%	38.10%			
11.2	Do you agree that the person who is an internal auditor for Quality Management System should have knowledge and/or experience in the activities being audited?	VP - Director	66.67%	0%	33.33%		Suggest answer: AGREE	Personnel performing work affecting conformity to product requirements shall be competent on the basis of appropriate education, training, skills and experience. Conformity to product requirements can be affected directly or indirectly by personnel performing any task within the quality management system. (Clause 6.2.1) The audit shall be conducted by competent personnel. (ISO9004 Clause 8.3.3 and ISO 19011) Quality team will review and revise SOP to ensure that the auditors are competent.
		SGM-AGM	83%	13%	4%		The majority of Management <u>agrees</u> to the question.	
		Manager	96.83%	1.59%	1.59%			
11.3	Do you agree that the expertise/experienced members in particular fields should be nominated to be internal auditors and conduct the audit with QSG once a year in order to share their recommendation and opinion in technical issue and instructions to the audited groups/teams?	VP - Director	100%	0%	0.00%		Suggest answer: AGREE	Same as above. QSG proposes to appoint experience persons from various division/department in YLTH to be internal auditors and conduct the audit cross-functionally.
		SGM-AGM	83%	4%	13%		The majority of Management <u>agrees</u> to the question.	
		Manager	73.47%	0.00%	26.53%			
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		Agree (%)	Dis agree (%)	May be (%)	Trend		
12	Management Review(s)						
12.1	Do you agree that the Quality Policy should be established for annual business management direction on yearly basis?	VP - Director	66.67%	0%	33.33%	Suggest answer: AGREE The majority of VP-Director and SGM-AGM <u>agrees</u> to the question.	Top management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives. (Clause 5.6) QSG recommends top management to review and revise quality policy as necessary, esp. change circumstance.
		SGM-AGM	88%	8%	4%		
		Manager	N/A	N/A	N/A		
12.2	Do you agree that top management of your groups/teams shall set the MBO by considering the issues in Quality Management Systems under your responsibility that need to be improved, e.g. customer complaint and response to corrective actions, etc. as for annual performance evaluation ?	VP - Director	100%	0%	0.00%	Suggest answer: AGREE The majority of VP-Director and SGM-AGM <u>agrees</u> to the question.	Top management shall ensure that quality objectives, including those needed to meet service requirements, are established at relevant functions and levels within the organization. The quality objectives shall be measurable and consistent with the quality policy. (Clause 5.4.1) QSG will propose COO and HR committee to review MBO/KPI on the basis of existing management performance including customer complaint and status of corrective action and other elements of quality management system.
		SGM-AGM	75%	0%	25%		
		Manager	N/A	N/A	N/A		
12.3	Do you agree that groups/teams who responsible for the similar type of works will have different Standard Operating Procedures, Work Instructions and forms?	VP - Director	66.67%	33%	0.00%	Suggest answer: DISAGREE 1) The majority of VP-Directors <u>agrees</u> to the question. 2) The majority of SGM-GM and Managers <u>disagrees</u> to the question.	An organization has flexibility in the way it chooses to document its quality management system. Each individual organization should develop that amount of documentation needed to demonstrate the effective planning, operation, control and continual improvement of its quality management system and its processes. Quality management system documentation may relate to an organization's total activities or to a selected part of those activities; for example, specified requirements depending upon the nature of products, processes, contractual requirements, governing regulations or the organization itself. It is important that the requirements and content of the quality management system documentation address the quality standards they intend to satisfy. (ISO 10013) In principle, similar activity should have same process: UNITY & STANDARDIZE (SOP). If there are some different steps of work, that could define in work instructions and forms. QSG will find a conclusion on the issue and improve SOP based on specific circumstance, both internal and external.
		SGM-AGM	42%	50%	8%		
		Manager	24.49%	55.10%	20.41%		
12.4	Do you agree that QSG issues the yearly report on strengths and weaknesses of Quality Management System with suggestions for improvement and submits to top management for review the performance and decide to improve Quality Management System via emails instead of holding the formal management review meeting?	VP - Director	66.67%	33%	0.00%	Suggest answer: AGREE The majority of VP-Directors and SGM-GM <u>agrees</u> to the question.	SOP on management review based on clause 5.6 of ISO9001 defines that QSG reviews the effectiveness of quality management system of the company and proposes the direction for improvement to top management in the defined period through electronic media rather than conduct a meeting in order to utilize time efficiency.
		SGM-AGM	58%	21%	21%		
		Manager	N/A	N/A	N/A		
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Remark "N/A" : Questionnaire is not application