

**P O Box 786731
Sandton
2146
South Africa**

Company Name

c/o Company Representative

Address 1

Address 1

Postal Code

Country

Your sign

Your message dated: Our sign

Phone

Fax

Date

Dear Customer,

We are fully aware of the problems related to “Client Satisfaction” surveys. Therefore, we do not expect you to share the review with other suppliers and service providers after the completion of our service. However, we also need to know more about performance criteria applicable to our service. We therefore want to establish a continual process from the beginning of our client relationship through to the delivery of the certificate, as we have experienced the sections of a complete audit process as contributors to audit performance as perceived by our clients.

Our client perception on our audit performance is most important, since these impacts on our growth, and in return on the reputation our certificates have in the public.

Our objectives of our audit services are as follows:

- ✓ Client confidence in our competence to audit the company system for compliance to the requirements (ISO, OHSAS, Responsible Care, etc.)
- ✓ Client audit environment established by us as open, honest, stress free
- ✓ Understanding the audit process, particularly the regulations affecting the audit methods and times for certification audits
- ✓ Providing value added audit services within the framework of the international rules of accredited certification auditing
- ✓ Fulfilling our clients’ perceptions and achieve appropriate understanding of the role of certification audits as part of the clients’ operation of a management system in conformance with international standards and practices.
- ✓ Maintaining the required impartiality of our auditors within the clients’ service environment

The approach we would like to use is to discuss the following items with our clients through the complete audit process. Whereby it is important to be aware that the complete audit process is:

- ✓ Interaction between EQCSA and the client during audit service sourcing
- ✓ Information for audit preparation
- ✓ The on-site audit conduct
- ✓ The audit completion activities for certificate issue

We are confident that our approach to apply a continual assessment process throughout our service provision provides us with indicators to optimize our service quality and will be known as fair, objective and competent service provider certifying management systems of our clients, which are valuable to the client's success and can be audited by any client of our client with the confidence that they obtain respect and recognition.

Client Satisfaction Analysis:

Step1: Sourcing and Selection

Audit service providers can be sourced through various ways, either by recommendation, invitation by third party organizations providing the potential clients with support services or organizations who register audit service providers as professional, approved or accepted organizations.

The following discussion and questions help us to define our position in the market and decision-making criteria of our potential clients to be accepted as the successful service provider.

Questionnaire 1: Applicable for Potential Client interactions and Marketing Strategy review.

Question	Response	Effect
What source has been used to find EQCSA?		
What impression has been created by our first response to our potential customer contacting EQCSA?		
Who has influenced our potential customer's decision to approach EQCSA for enquiry and offer of service?		
What or who has influenced our potential customer to decline EQCSA as the future service provider?		
What or who has influenced our potential customer to select EQCSA as the future service provider?		

Step 2: Audit preparation

The interaction between customer and service provider before the audit at the customer's site are establishing the successful audit environment in which the audit process is optimized, and client's expectations of the audit results are clear for both sides.

The following discussion and questions help us to ensure that our clients are receiving the required attention during the audit preparation and that clients can appropriately prepare for the audit.

Questionnaire 2: Applicable to assure client attainment and improvement of Marketing material and initiatives.

Question	Response	Effect
Does the client understand the importance of the information as requested within our "Client Questionnaire"?		
Is the "Offer of Service" clear to our customer to ensure that a confident decision can be made for acceptance?		

Once accepted our “Offer of Service”, does our client know how to prepare for the audit?		
Has EQCSA defined the client’s perception of the audit objective, performance and result?		
Has EQCSA removed all possible potential adverse effects, which can establish a failing audit environment?		

Step 3: Phase 1 Audit

Certification Audits are expected to be concluded through a two-phase process. Whereby the Phase one objectives are to familiarize auditors and customers with the audit environment and to ensure that full confidence can be established for the achievement of the audit objectives.

The following discussion and questions help us to ensure that our customers’ audit time and preparation are optimally utilized, and the Phase 2 Audit can be conducted under optimal audit environment conditions.

Questionnaire 3: Applicable to Phase 1 Audit process optimization and auditor performance monitoring.

Question	Response	Effect
What was the client’s first impression when meeting the EQCSA audit team?		
Has the client understood the objectives of the Phase 1 Audit?		
Has the client obtained the confidence that the Phase 1 Audit objectives have been achieved?		
Have the audit results as provided to the customer generated the confidence and information to decide on the appropriate time for the Phase 2 Audit?		
Is the client confident that the Customer/EQCSA interaction between Phase 1 and Phase 2 Audits are establishing the optimal audit environment for the Phase 2 Audit?		

Step 4: Phase Two Audit

During the Phase 2 Audit the audit team will collect the required evidence to make either a recommendation for certification or indicates the required corrective actions as expected from the client to commence with certification after resolution. The Phase 2 Audit is regarded as the most important step by the client to achieve the set goals of claiming compliance to the respective international or industry standard, and the acceptance of a wider market segment.

The following discussions and questions will help us to ensure that the client’s objectives can be verified successfully through an optimal audit process, whereby objective evidence indicates the client’s management system conformance and improvement opportunities for certification and application of the management system for client organization success and growth.

Questionnaire 4: Applicable to Phase 2 Audit process optimization and auditor performance monitoring.

Question	Response	Effect
What is the client’s first impression of the EQCSA audit team? (Usually there is a wider client population involved in Phase 2 Audits and additional team members might be on the audit team)		
Is the audit objective verified and aligned between client and EQCSA audit team?		
Is the client confident that the management system is adequately implemented and conforming?		
Is the relationship between EQCSA audit team members and client representatives optimal for optimal information exchange and objective representation of the customer’s management system?		
Do EQCSA auditors respect the customer’s management system development and content to ensure that the correct degree of conformance can be objectively established?		
Are the audit results presented by the EQCSA audit team providing the customer with confidence that the team’s recommendation to the Certification Committee is sound for a committee decision?		

Step 5: Certification Progress

Once the client has been presented with the Phase 2 Audit results focus is mainly turning towards the receipt of the certificate. Over expectation is prevented by clarity of the “where from here” response by the EQCSA Audit Team.

The following discussions and questions will help us to ensure that the client’s expectations can be clarified and an optimal certification processing understanding is found, preventing disappointment and negative impressions of time and form of certificate presentation.

Questionnaire 5: Applicable to Certification process optimization and accreditation conformance.

Question	Response	Effect
Has the EQCSA audit team ensured that the client knows the certification approval process and certificate issue time?		
Has the EQCSA audit team verified the form and text for the certificate to avoid mistakes and reprints delaying certificate processing?		
Are the certification products presentable and reflecting a competent EQCSA image?		
Do the EQCSA certification products generate confidence with the client's client that the management system is conforming and beneficial to the business relationship?		
Can and will the client represent EQCSA as the preferred certification service to the customer's business environment?		

Step 6: Certification maintenance activities

The client must maintain and continually improve the management system to ensure that certification can be appropriately maintained and growths through the applied management system is convincingly demonstrated to top management and interested parties identified by the client. This in return should secure EQCSA's position of remaining the clients' preferred service provider and EQCSA growth through client reference and referral.

The following discussions and questions help us to achieve our image and reputation position we desire. It also ensures that certification becomes an optimal and preferred method to create and maintain sound business confidence between business partners in the global market.

Questionnaire 6: Applicable to Client Satisfaction monitoring and client relationship maintenance, including potential customer attraction through recommendation.

Question	Response	Effect
Does EQCSA interact with the client between the audit activities to ensure that certification compliance conditions are known by the client?		
Can the annual audit schedule be executed with the most accurate twelve months period between audit activities?		
Is the client familiar with the objectives of the surveillance audits?		

Is the client's client confident that EQCSA has control of certification condition conformance between audit activities?		
Is the client communicating changes affecting the management system adequately with EQCSA?		

Step 7: EQCSA future orientation

Organizations only ensure their position in the future when they can analyze trends and movements and their impacts on the service capability. The interaction during client maintenance also makes sure that client perceptions are understood, and clients are informed on changes and perceptions of future certification expectations and purpose.

The following discussions and questions will help us to ensure that our service is capable of long-term growth and availability of the relevant products and services to ensure that the clients' certification is capable to maintain client confidence and adequacy of certification to industry and interested parties recognition and acceptance.

Questionnaire 7: Applicable to Vision and Strategy review and confirmation. Foundation for Sustainable Development.

Question	Response	Effect
Is the EQCSA client informed of the trends and indications of the future certification processes?		
Does the client interact with EQCSA to obtain information on new and developing international management system standards which could be applied for certification?		
Does EQCSA analyse and make information available of trends and expectations to the certification industry?		
Does EQCSA use reliable and reputable information sources for analysis and conclusions to clients?		
Does the assessment of impacts of changes ensure that the EQCSA management system is adequately prepared for future capability?		

Step 8: Long term EQCSA sustainability

By dealing with EQCSA clients can only confidently recommend EQCSA to their clients, suppliers and other organizations, when EQCSA can demonstrate that we have the capability of long term consistent reliable and reputable performance. Capacity and capability for long term sustainability is important to think for the future and the clients benefits.

The following discussions and questions are helping us to ensure that we can recognize the expectations of customers, their representing interest groups and stake holders as well as regulation authorities and the competitor relationships are maintained to be recognized as ethical, honest and competent.

Questionnaire 8: Applicable to Objective review and adequacy verification, continual improvement for Sustainable Development.

Question	Response	Effect
Does EQCSA appear as an ethical and competent service provider?		
Are clients confident that EQCSA provided information and advice is sound and in the interest of reputable certification services?		
Are clients confident that the EQCSA certificate is reputable and accepted in their business environment?		
Does EQCSA's performance and decisions provide confidence that EQCSA considers the interest of customers and their reputation using the EQCSA certificate and logo?		
Is EQCSA's reputation and capability perceived to be good compared to the certification service industry's service providers?		

Client Satisfaction Analysis Process and Conclusion

The above assessment and analysis process is not intended to be forwarded to the client or potential client for completion. Designed as a continuous process through a client certification cycle, the document is the guideline for the personnel and teams interacting with the client, EQCSA and the capability of the EQCSA Management System through the various phases and aspects of the certification services.

clients will have access to the document for their information and preparedness to support our process of client satisfaction determination. Any voluntary support of clients in providing us with any of the aspects during the audit proceedings or any other time is greatly appreciated. Clients can use any of the questions, sections or aspects to provide us with their concerns or vote of confidence.

Should any client or EQCSA personnel have any concerns or matters relating to reflecting our client relationship and reputation the above catalogue can be used for guidance and help for response to grow an information base to give us confidence that we are a concerning service provider and that we are performing in the interest of our client's good reputation and confidence.

The above information and portions thereof should provide us with a realistic assessment of EQCSA and our position in the global and internationally active certification market.

Discussions and questions relating to conclusions on the analysis of the above information should provide us with the information important to our future.

Step 9: Elevating to the next level

Continual improvement is not a closed circle, but an upwards and forwards spiral. Driven by inputs from clients, trends, perceptions, stakeholders, interested parties and ourselves, the process is applied for our success and EQCSA's Sustainable Development capability. Therefore the guidance document on Client Satisfaction as an important part of our Sustainable Development should enable us to make decisions as another success factor of Sustainable Development.

The following discussions and questions help us to achieve the next level of Sustainable Development before others and to have confidence that we are convincingly leading even through times of doubt and questioning. Difficulties as experienced within the interactions of our influencing individuals and organizations must be overcome by consistently and openly applying the process of analysis. This will eliminate short term perceived advantages to the benefit of long-term sustainability. It helps us to identify our most beneficial alliances and supporters.

Questionnaire 9: Applicable to Management Review and Company Philosophy verification or change.

Question	Response	Effect
Does EQCSA have a right to exist, considering service and capability provided?		
Are decisions to expand the service range through partnerships/joint ventures the right way ahead?		
Is the approach to review client base for image and reputation justified?		
Is the participation and memberships in national and international organizations (CAIA, SAACB, PSA, VDI and SANAS) beneficial to EQCSA?		
What is the value of SANAS accreditation and how does that affect the customer relationship?		

Appendix A: Working Template

Client Satisfaction Analysis

Date: _____ **Assessor:** _____

Company name & legal entity (Pty) Ltd / cc / Limited / other (specify)

Street

Town Zip Code Country

Contact:

Phone No(s).

Fax No(s).

e-mail address (incl. Website if available)

Industry sector:

Product range:

Certification required: ISO 9001 ISO 14001 ISO 45001 Other EMPPA
 Legal Compliance Customer specific: _____

Indicate the core processes of your company

<input type="checkbox"/> Sales	<input type="checkbox"/> Production	<input type="checkbox"/> Others
<input type="checkbox"/> Development	<input type="checkbox"/> Services	

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Questionnaire 4: Applicable to Phase 2 Audit process optimization and auditor performance monitoring.

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Does EQCSA use reliable and reputable information sources for analysis and conclusions to clients?		
Does the assessment of impacts of changes ensure that the EQCSA management system is adequately prepared for future capability?		

Step 8: Long term EQCSA sustainability

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Question	Response	Effect
Does EQCSA appear as an ethical and competent service provider?		
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Are clients confident that the EQCSA certificate is reputable and accepted in their business environment?		
Does EQCSA's performance and decisions provide confidence that EQCSA considers the interest of clients and their reputation using the EQCSA certificate and logo?		
Is EQCSA's reputation and capability perceived to be good compared to the certification service industry's service providers?		

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Questionnaire 9: Applicable to Management Review and Company Philosophy verification or change.

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