



PYCO, LLC

**Our Knowledge, Your Process,
Our Products.**

QUALITY MANUAL

ISO 9001 QUALITY MANAGEMENT SYSTEM

APPROVED BY:	JOSE ALBERTO
APPROVED ON:	02/27/2020



Rev.: 4

M001

QUALITY MANAGEMENT SYSTEM

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A. MISSION STATEMENT

Pyco LLC is a specialty manufacturer of temperature sensors such as thermocouples and RTDs for various industries. Pyco has been a leading manufacturer for over 50 years. Our mission is to become a value added supplier to our customers while building trust one client at a time. We are focused on building relations and providing solutions to y our temperature sensor needs. Our pledge is to exceed customer expectations via superior customer service and by providing quality temperature sensors. Pyco employees will, individually and collectively, strive to provide a working environment that is professional and well organized. We also want to ensure a work environment that challenges each person to do his or her best work and offer an opportunity for personal growth and development.

B. COMPANY PROFILE

The Pyco Inc. brand has been a leading manufacturer of temperature sensors for over 58 years. On September of 2015 a group of temperature sensor professionals bought the company assets with a vision to make Pyco a leader in the global market. Today the brand name of Pyco continues to service the market under Pyco LLC.

Pyco operates from its original location in Penndel, PA and its new Head Quarters in Fairfield, NJ. The team continues to be focused on building relations and providing solutions to your temperature sensor needs. Our experienced colleagues have been designing and manufacturing sensors for all critical applications within the following Industries; Power, Oil & Gas, Chemical, Plastics and Transportation sectors.

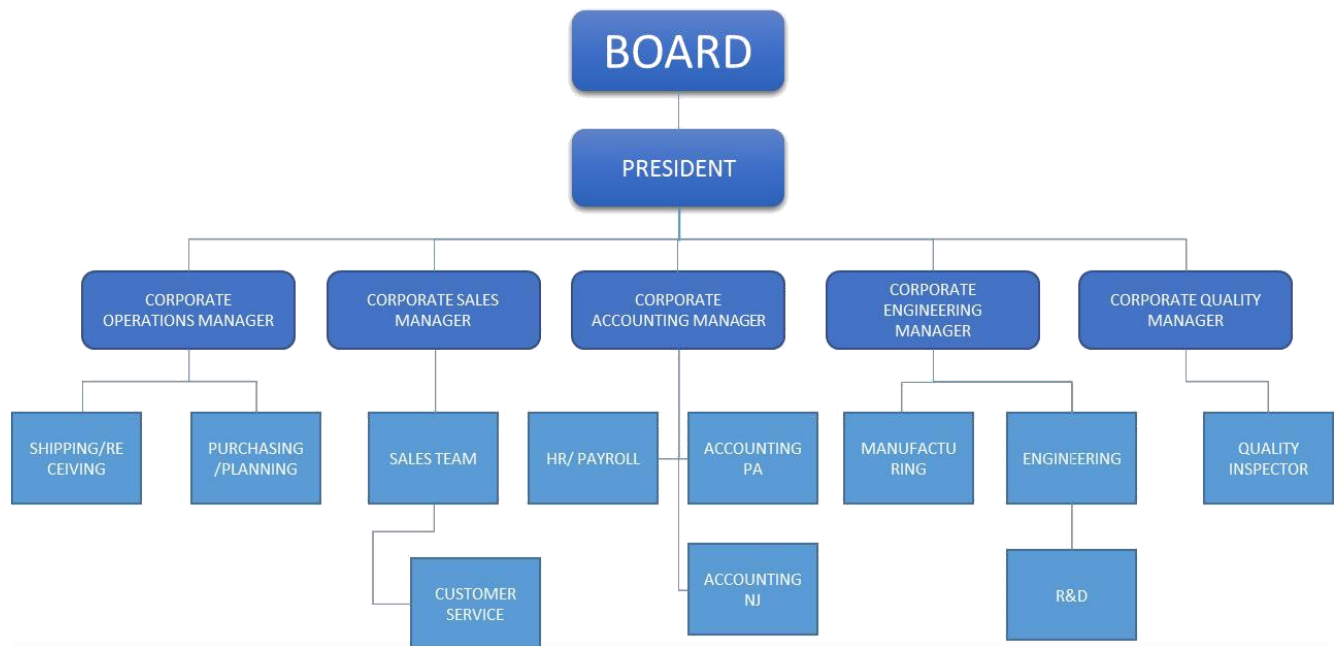
Pyco continues to be an all American company that has established a solid working relationships with some of the best engineering firms and manufacturers of industrial equipment. The same expertise we provide to them is available to solve your temperature measurement requirements.

Our commitment to excellence does not just apply to our customers but to our supply chain and our employees.

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C. ORGANIZATIONAL CHART



1. SCOPE

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1.1 General

This manual also governs the creation of quality related documents. This manual will be revised, as necessary, to reflect the quality management system currently in use. It is issued on a controlled copy basis to the Quality Manager. All other copies are considered uncontrolled and need not be updated. All employees have access to an uncontrolled electronic copy of the manual. It may be issued to customers and suppliers on a controlled copy basis upon customer request. A controlled copy of the procedural binders will also be provided to the Quality Manager. The employees will also be given access to the procedure through the server based on the department which they work under.

1.2 Application

All requirements of this International Standard are generic and are intended to be applicable to Pyco LLC. If any of these International Standard cannot be applied due to the nature of the business of Pyco LLC and/or its products, then those products will be considered for exclusion.

2. REFERENCES

The following referenced documents are indispensable for the application of this document:
ISO 9001:2015 Quality Management System - Requirements.

3. TERMS AND DEFINITIONS

QMS	Quality Management System
QC	Quality Control
OEM	Original Equipment Manufacturer
NCCAR	Non Conformance and Corrective Action Report
ISO	International Organization for Standardization

4 CONTEXT OF THE ORGANIZATION

4.1 Understanding of the Organization and its context:

Pyco LLC recognizes its responsibility as a manufacturer of quality products and services. Pyco LLC has developed and documented a quality management system. The quality management system complies with the international standard ISO 9001:2015. This manual describes the quality management system and provides comprehensive evidence to all customers, suppliers and employees of the specific controls that are implemented to ensure that our products and services consistently meet and exceed customer and

applicable statutory and regulatory requirements. Pyco LLC also aims to enhance customer service through comprehensive application of this system.

4.2 Determining the scope of the Quality Management System

With the establishment of this Quality Management System, Pyco LLC formalizes existing processes and procedures and organizes the system to conform to the requirements set forth in ISO 9001:2015. The company has reviewed the ISO 9001:2015 requirements and has integrated those requirements in the sequence necessary to ensure comprehensive interaction of the established processes through all applications within the company. The company has directed that the appropriate financial, human and operational resources are utilized to ensure the effective implementation and on-going execution of the elements of the "system" and its processes and procedures. Monitoring, measuring, analyzing actions are in place to ensure expected outcomes are achieved, and if not, the appropriate authority and processes are available to ensure immediate correction action and continual improvement. We also ensure control over all outsourced products or services.

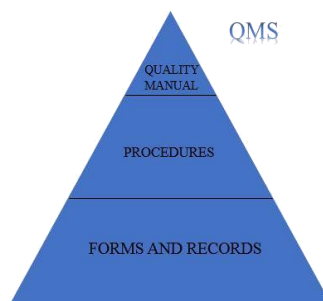
Pyco does not provide aftermarket services to customers due to the lower feasibility to rework products that are constantly used at high temperatures and pressures (see 8.5). The customer holds complete control over the design of the product and suggestions to drawings are provided to customers when the feasibility to manufacture the product is affected, which makes Pyco inapplicable to design section (See 8.3)

All company employees are involved in the Quality Management System in one form or another. The Quality Manager is responsible for maintenance of the QMS documents, which includes this manual, related documents and procedures.

4.3 Quality Management system and its processes

The Pyco LLC quality management system documentation includes:

- A quality manual containing the quality policies and quality objectives
- Documented procedures and work instructions required by ISO 9001:2015
- Documents, including records, determined by Pyco LLC to be necessary to ensure the effective planning, operation and control of its processes.





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4.3.1 Quality Manual

Pyco LLC has established and maintains a Quality Manual. The Quality Manual includes a Table of Contents and eight binders that include procedures, documents and forms necessary to effectively manage the Quality Management System. For Pyco LLC, the Quality Management System encompasses all of the interrelated functions of the company. Interaction with the Administration, Sales, Marketing, IT, Operations Engineering, and Accounting functions of the company have an impact on the quality of the products and services the company provides to our customers, therefore, this management system incorporates all of those functions. The company has a framed diagram posted outside of the office that depicts the relationship between QMS, the Mission, Policies, and Objectives of the QMS and how this all works within the functional departments of the company.

5 Leadership

5.1 Leadership and Commitment

The President of Pyco LLC is dedicated to meeting or exceeding customer expectations by ensuring that company objectives and in-house processes lead toward continual improvement and prevention of issues that reduce our ability to meet customer expectations. Establishment of a Quality Manual and Quality Policy and dedicating the resources necessary to ensure proper implementation of these Policies, coupled with the Goals and Objectives established in the annual Business Plan demonstrates management's commitment. Periodic QC Meetings and Quarterly Reviews ensure that management is effectively monitoring the progress of the various initiatives and objectives of the organization.

Related Documents:

104 Management Review Procedure

Senior management will ensure that customer requirements are determined and are met or exceeded with the aim of enhancing customer satisfaction (see 8.2.2 and 9.1.1).

5.2 Quality Policy

Pyco LLC accepts responsibility to satisfy its customers. We execute this responsibility through comprehensive training of employees; adherence to establish procedures; commitment to meeting or exceeding customer requirements; and maintaining a company culture that fosters continuous improvement. Since Pyco LLC is a small business,

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Senior management will ensure that the quality policy permeates all functional departments in the organization. It is included in the employee training and it is also posted in prominent places throughout the facility to maintain high standards within the Organization. All managers will participate in QC Reviews and Annual Business Plan Meetings.

5.3 ORGANISATIONAL ROLES, RESPONSIBILITIES AND AUTHORITY

Pyco LLC has developed and periodically reviews job descriptions for each employee. These job descriptions define the roles, responsibilities and authority of each position within the company. The Quality Manager has the majority of the responsibilities associated with execution of the QMS.

Related Documents:

111-121 Job descriptions

Pyco LLC has designated the Quality Manager as the person responsible for the overall planning and execution of the Quality Management System. This responsibility includes an annual review of all policies and procedures related to the Quality Management System, an annual review of all documents, forms and reports used by the company to meet the requirements of the Quality Management System, and monthly reporting of quality issues and the status of the accomplishment of quality objectives.

Related Documents:

118 Quality Manager Job description

6 PLANNING

6.1 Actions to address risks and opportunities

The Quality Manager will compile information at periodic intervals to review with the President. Upon successful review of the information, the Quality Manager will brief all employees. These reviews of the organization's quality management system are designed to ensure its continuing suitability, adequacy and effectiveness. These reviews shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality

objectives. The input for this review will be gathered throughout the year. Records from management reviews will be maintained (see 7.5.3).

6.2 Quality Objectives and planning to achieve them

Input for the Management Review of the Quality Management System will be compiled from the following sources:

- Quarterly QC Reports
 - List of all the failed parts and customer returns.
 - Follow-up actions from previous reviews
 - Customer On Time Delivery
- Quarterly Key Performance Indicators (KPI) reports.

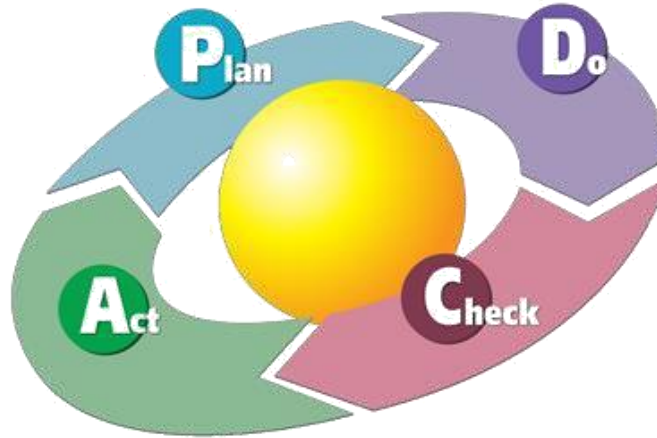
At a minimum the Quality Manager will review the Inputs, and the managers of each department will be present for the briefing of the review. The output from the management review will include a summary of all of the inputs gathered by the Quality Manager and a summary of the decisions made and the actions to be taken to improve the Quality Management System, and any additional resources that might be required for these improvements.

Related Documents:

104 *Management Review Procedure*

6.3 Planning of Changes

The President and all employees collectively have established a planning system that systematically evaluates customer expectations; determines the financial, managerial, and operational and personnel resources necessary to meet or exceed those expectations, and then develops the system of feedback to ensure compliance and continuous improvement. At the beginning of each year the Quality Manager reviews the QMS planning process with all employees. This system is manifested in the annual Business Plan and the numerous activities that make the business plan work on a daily basis. Any Process that is carried out in the company follows the PDCA cycle to ensure the productivity of the particular process.



7 SUPPORT

7.1 Resources

Pyco LLC will determine and provide the resources needed to both implement and maintain the quality management system and continually improve its effectiveness, and to enhance customer satisfaction by meeting customer requirements.

7.1.1 General

Pyco LLC personnel will possess the requisite education, training, skills and experience necessary to ensure that customer product conforms to customer requirements.

7.1.2 People

Pyco LLC specifies the qualifications and competency requirements of each position in the company and this information is found in their respective job description. To ensure currency and on-going competency the company has training in product, sales and procedures throughout the year.

7.1.3 Infrastructure

Pyco LLC will determine, provide and maintain the infrastructure needed to achieve conformity to product and customer requirements. This infrastructure includes the

physical facility, manufacturing equipment, inspection equipment and any supporting services that may be required.

7.1.4 Work Environment

Pyco LLC will determine and manage the work environment needed to achieve conformity to product and customer requirements.

7.1.5 Monitoring and measuring resources

Pyco maintains appropriate monitoring and measuring equipment needed to provide evidence of conformity of product to pre-determined requirements. When the customer requests a copy of this evidence (Certificate of Conformance, Dimensional Reports, Material Reports etc.), the requested certificate is prepared and sent to the customer. Pyco also retains a copy of the certificate along with the customer sales order. Additionally, Pyco LLC provides measurement (dimensional inspections) of product upon receipt from suppliers to make sure the items supplied by the vendor has the requested specification. Where necessary to ensure valid results, measuring equipment shall:

- Be calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded (see 7.5.3);
- Be adjusted or re-adjusted as necessary;
- Have identification in order to determine its calibration status;
- Be safeguarded from adjustments that would invalidate the measurement result;
- Be protected from damage and deterioration during handling, maintenance and storage.

7.2 Competence

Employee training is documented via the company Employee Skill Log. Annually, written performance reviews are conducted for each employee and the basis for the discussion is their performance against the job description and any specific goals or objectives that might have been mutually set by the employee and their manager.

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7.3 Awareness

The President of Pyco LLC has established a quarterly review of all quality related issues and objectives, and the Quality Manager is responsible for gathering and communicating this information to the company.

7.4 Communication

The President of Pyco LLC has established a quarterly review of all quality related issues and objectives, and the Quality Manager is responsible for gathering and communicating this information to the company. These results are then tabulated and presented and trends identified and corrective actions implemented throughout the organization. The communications tools available for dissemination of this information are: e-mail; the QC database; Monthly Reports and Quarterly Reports. The results are then tabulated and presented and trends identified and corrective actions implemented throughout the organization. The communications tools available for dissemination of this information are: e-mail; the QC database; Monthly Reports and Quarterly Reports.

Related Documents:

104 *Management Review Procedure*

7.5 Documented Information:

7.5.1 General

Documents required by the quality management system shall be controlled. Records are a special type of document and shall be controlled according to the requirements given in 7.5.3.

7.5.2 Creating and Updating

Since Pyco LLC is a small business, Pyco LLC will maintain one set of the Quality Manual and the Quality Manager will be the custodian. The same version will be available electronically to all other employees. Electronically the manual will be stored on the company file server under: Data/Quality Manual. The files are either password protected or "read-only" documents and cannot be altered without proper authorization.

Related Documents:

102A *Control of Documents procedure*

102B *New or Revision Change Form*

102C *Revision Log*

7.5.3 Control of Documented information

Pyco LLC has established records that provide evidence of conformity to ISO and company requirements, and written proof of an effective operation of the quality management system. A documented procedure has been established that defines the controls needed for the identification, storage, protection, retrieval, retention and disposition of records.

Related Documents:

103A *Control of Records Procedure*

103B *Record Control Log*

8. OPERATION

8.1 Operational planning and control

Product Realization is the term used to describe the work that the company goes through to develop, manufacture, and deliver the finished goods or services. Since Pyco LLC is a specialty manufacturer, we are involved in product design, manufacturing, inspection and shipment to the customer. Our primary suppliers and customers are all ISO certified companies, therefore, our planning of product realization involves: quality objectives and requirements for the product; acceptance inspection upon receipt of a product; and keeping the records necessary to demonstrate product realization.

Related Documents:

300 *Engineering Procedures*

400 *Operations Procedures*

500 *Manufacturing Procedures*

600 *Quality Procedures*

8.2 Requirements for products and services

8.2.1 Customer communication

Pyco LLC has determined and implemented effective arrangements for communicating with customers in relation to product information; Inquiries, contracts or order handling, including amendments; and Customer feedback, including customer complaints.

Related Documents:

206 *Customer Satisfaction Survey*

8.2.2 Determination of requirements related to products and services

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The customer typically specifies product requirements in the Purchase Order, or on a customer-supplied print. If the customer does not specify the product design requirements in terms of a print or other type of document, then Pyco LLC creates an engineering drawing as per the product in accordance with the standards established by the appropriate governing body such as ASTM and gets approval from the customer before proceeding with the manufacturing. Additional requirements for the product by the customer are described in the customers' purchase order (delivery date, delivery method, packaging requirements etc.)

Related Documents:

304 Engineering Drawing Procedures

8.2.3 Review of requirements related to products and services

Pyco LLC will review the customers' product requirements before acceptance of an order. Sales and Operations personnel will ensure that the customer order specifies the customer requirements; that any order requirements differing from those previously expressed are resolved; and that Pyco LLC has the ability to meet the defined requirements. Acknowledgment of the customer's purchase order and acceptance by Pyco LLC is made by return e-mail to the customer and a copy of that acknowledgement is filed with the customer's sales order.

Related Documents:

201 Procedures for entering the SO

8.3 Design and development of products and services

8.3.1 General

This is non applicable to Pyco since the product design is controlled by the customer; however, designs are validated for manufacturability during the control planning process. PYCO LLC has its own standard catalog products as well as customer-specified products and modifications.

8.3.2 Design and development Inputs

Design input for custom products comes from the customer through Sales and is documented in the order through the customer's drawing number.

8.3.3 Design and development Planning

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Pyco Engineering is responsible for evaluating the feasibility of the design orders, including the identification of parts needed and scheduling the order.

8.3.4 Design and development controls

Pyco does not make any changes to the design specified by the customer. The customer has complete design control over the products being purchased by them.

8.3.5 Design and development outputs

Pyco does not have control over the design as the customer controlled and the design analysis, calculations and documents preceding that are controlled by the customer.

8.3.6 Design and development changes

Design changes are only initiated by engineering when the customer provided design was not feasible. Changes are evaluated before presenting the suggestion to the customer. The customer then evaluates and makes changes to the drawing if necessary which would then be used for production.

8.4 Control of externally provided processes, products and services

8.4.1 General

Pyco LLC will ensure that purchased products and services meet purchasing requirements. The Operations Manager has developed and maintains the Vendor Qualification Worksheet which establishes criteria for how to evaluate and choose suppliers. This criteria must be based on the suppliers' ability to provide products and services that meet order specifications, especially product and service quality requirements. Records are kept for primary suppliers on their ability to meet our and our customers' requirements.

8.4.2 Information for external providers

Pyco LLC's purchasing information will describe the product to be purchased, quantity, the earliest required date, the shipping method advised and the status of the order.

8.4.3 Type and extent of control

Pyco LLC has established and implemented inspections (Receiving/Acceptance) or other activities necessary for ensuring that purchased product meets specified purchase requirements.

Related Documents:

404A *Purchasing Procedures*



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- 404B *Purchase Order Request Form*
- 404C *PO Log*
- 406 *Receiving Procedures*
- 505 *Inspection Procedures*

8.5 Production and service provision

Processes are controlled through the use of our quality planning system. Procedures ensure that processes directly affecting quality are controlled. The processes are planned; documented and performed by trained personnel in compliance with the applicable standards/codes, procedures, work instructions, and quality/test/control plans.

A suitable work environment is provided including cleanliness, temperature and humidity controlled areas. Monitoring and control of process parameters and product characteristics are handled through the use of appropriate controls such as visual inspections, in-process inspections, and final testing. Processes and equipment are evaluated and approved. Workmanship standards are documented and applied, using visual samples for clear understanding of acceptable quality.

Records are maintained for all processes, equipment, and personnel. Pyco has established and maintains procedures to identify raw materials that are received and used throughout the production process. Inspection and testing results are recorded and indicate product conformance or nonconformance. Inspection and testing results are maintained according to procedures to ensure product has passed the required inspection or tests before they are released.

Nonconforming product may be released under authorized concession as stated in Control of Nonconforming Product procedure.

Pyco has established and maintains procedures for preventing damage and deterioration of raw materials and products in all phases of manufacture, storage and delivery.

Team members are provided with training in proper handling methods. Training covers safe handling methods, proper use of handling equipment, and prevention of damage to product.

Packing, packaging, and marking of products are controlled throughout the production process to ensure conformance to customer requirements and prevent damage. The methods of preservation and segregation for preventing damage and deterioration of raw materials and products are controlled through procedures and work instructions. Final product is protected and shipped to maintain the quality of the product.

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Pyco does not provide aftermarket services like maintenance. It is mainly due to the various environmental factors such as the pressure and temperature that the products are exposed to, which would wear down the quality of the thermocouple.

Related Documents:

101A *New Employee Procedures*

102A *Control of Records procedures*

105 *Training Procedures*

601A *Non Conformance and Corrective Action Procedures*

407 *Shipping Procedures*

9 Performance evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

Pyco LLC will plan and implement the monitoring, measurement, analysis and improvement processes needed to:

- Demonstrate conformity to product requirements;
- Ensure conformity of the quality management system; and
- Continually improve the effectiveness of the quality management system.

This shall include determination of applicable methods, including statistical techniques, and the extent of their use.

9.1.2 Customer Satisfaction

As one of the measurements of the performance of the quality management system, Pyco LLC will monitor information relating to customer perception as to whether Pyco LLC has met customer requirements. The primary method for obtaining and using this information shall be from customer satisfaction surveys.

Related Documents:

206 *Customer Satisfaction Survey*

9.1.3 Analysis and evaluation

Pyco LLC will determine, collect and analyze 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 will provide information relating to:

- Customer satisfaction (see 8.2.1),
- Conformity to product requirements (see 8.2.4),
- Characteristics and trends of processes and products, including opportunities for preventive action (see 8.2.3 and 8.2.4), and
- Supplier performance (see 7.4.1).

Related Documents:

206 *Customer Satisfaction Survey*

603A *Certificate of Conformance Procedure*

601A *Non Conformance and Corrective Action Procedure*

602B *Non Conformance Corrective Action Report*

104 *Management Review Procedure*

9.2 Internal audit

Pyco LLC will conduct internal audits at planned intervals to determine whether the quality management system conforms to the planned arrangements (see 6.1), to the requirements of this International Standard and to the quality management system requirements established by the company and is effectively implemented and maintained. The audit criteria, scope, frequency and methods will be defined. The selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work. A documented procedure shall be established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results. Records of the audits and their results shall be maintained (see 7.5.3). The management responsible for the area being audited shall ensure that any necessary corrections and corrective actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities shall include the verification of the actions taken and the reporting of verification results (See 10.1).

Related Documents:

602A *Internal Audit Procedure*

9.3 Management review

The Quality Manager will compile information at periodic intervals to review with the President. Upon successful review of the information, the Quality Manager will brief all employees. These reviews of the organization's quality management system are designed

to ensure its continuing suitability, adequacy and effectiveness. These reviews shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives. The input for this review will be gathered throughout the year. Records from management reviews will be maintained (see 7.5.3).

10 IMPROVEMENT

10.1 General

The management has taken necessary steps to make Pyco LLC to evolve itself by focusing on continual improvement. The quarterly reviews create a stage for the corporate managers to input suggestions to improve not just the quality of the service provided but also the method in which they are provided and what way it is provided. Our NCCAR form includes a preventive and a corrective action so that, when there occurs a situation where Pyco had to do certain step in order to avoid the same issue from happening again, Pyco would take the initiative to have them incorporated.

10.2 Nonconformity and Corrective Action

If during receipt and inspection of product, or inspection prior to shipment to the customer, the product is determined to not conform to customer specifications or requirements, then the product is tagged as “Non-conforming” and separated from the conforming inventory. A document procedure has been established to define the controls and the responsibilities and authorities for dealing with non-conforming product. Where applicable, Pyco LLC will deal with the non-conforming product by one or more of the following ways:

- By taking action to eliminate the detected conformity
- By authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer
- By taking action to preclude its original intended use or application
- By taking action appropriate to the effects, or potential effects, of the nonconformity when non-conforming product is detected after delivery or use has started.

When nonconforming product is corrected it shall be subjected to re-verification to demonstrate conformity to the requirements. Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, shall be maintained. (See 7.5.3)

Related Documents:

601A Non Conformance and Corrective Action procedures

10.2.1 Corrective Action

Pyco LLC will take action to eliminate the causes of nonconformities in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities encountered. A documented procedure has been established to define requirements for:

- Reviewing nonconformities (including customer complaints),
- Determining the causes of nonconformities,
- Evaluating the need for action to ensure that nonconformities do not recur,
- Determining and implementing action needed,
- Records of the results of action taken (see 7.5.3), and
- Reviewing the effectiveness of the corrective action taken.

10.2.2 Preventive Action

Pyco LLC will determine the actions necessary to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions shall be appropriate to the effects of the potential problems. A documented procedure will be established to define requirements for:

- Determining potential nonconformities and their causes,
- Evaluating the need for action to prevent occurrence of nonconformities,
- Determining and implementing action needed,
- Records of results of action taken (see 7.5.3), and
- Reviewing the effectiveness of the preventive action taken.

Related Document:

601A *Corrective Action Procedure*

601B *Non Conformance Corrective Action Report*

601C *NCDR Label*

10.3 Continual Improvement

Pyco LLC will continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

Related Documents:

602A *Internal Audit Procedure*

602B *Internal Audit Worksheet*

602C *Internal Audit Training*

APENDIX A

QUALITY POLICY

Pyco LLC accepts responsibility to satisfy its customers. We execute this responsibility through comprehensive training of employees; adherence to establish procedures; commitment to meeting or exceeding customer requirements; and maintaining a company culture that fosters continuous improvement. Since Pyco LLC is a small business, senior management will ensure that the quality policy permeates all functional departments in the organization. Top management will participate in monthly QC Reviews and Quarterly Business Plan Meetings.

QUALITY OBJECTIVES

- ❖ Maintain 0 internal NCRs per Quarter
- ❖ Above 92% Average Customer On Time Delivery
- ❖ Above 98% Average On Time delivery with Key accounts
- ❖ Less than 100\$ /Quarter in failure cost
- ❖ 0 Customer complaints
- ❖ 4+ Overall Company Performance score through customer satisfaction survey