



QUALITY MANUAL

Ref: DG0004000420071210

Lisbon, December 10, 2007

I. Document Control Record

This document is an **English Translation of DG0003, Version 16** of the Quality Manual of PRAXIA (Portuguese edition).

This is a Controlled Document. As all documents of the Quality System, it is controlled and maintained in electronic format in the company's information system. Any documents appearing in paper form are not controlled and should be checked against the version on the document management system prior to use.

I.1 Version Control

The version control record of the original document has not been translated and should be checked on the original if needed.

Identification	Last Changed by	Description	Revised by	Revision date
DG0004000420071210EN	Mário Silva	Translated from DG0003001620070115PT	Edgar Zeferino	2007-12-07
DG0004000320061211	Edgar Zeferino	Translated from DG0003001520061211	Mário Silva	2006-12-11
MQ-02/02-2006-07-24	Mário Silva	Translated from MQ-01/14		
MQ-02/01-2006-04-01	Mário Silva	Translated from MQ-01/13, PRAXIA Quality Manual in Portuguese		

I.2 Acceptance Record

Responsible	Entity	Version	Acceptance Date	Observations
Management	PRAXIA	DG0004000420071210EN	2007/12/10	
Management	PRAXIA	DG0004000320061211	2006/12/11	
Management	PRAXIA	MQ-02/02-2006/07/24	2006/07/XX	
Management	PRAXIA	MQ-02/01-2006/04/01	2006/04/03	

II. Table of Contents

<u>I. DOCUMENT CONTROL RECORD</u>	<u>2</u>
I.1 VERSION CONTROL	2
I.2 ACCEPTANCE RECORD	3
<u>II. TABLE OF CONTENTS.....</u>	<u>4</u>
<u>III. APPLICATION DOMAIN.....</u>	<u>5</u>
<u>IV. QUALITY POLICY</u>	<u>6</u>
<u>V. ORGANOGRAM.....</u>	<u>7</u>
<u>VI. PROCESSES</u>	<u>9</u>
VI.1 PROCESS DIAGRAM	9
VI.2 ACTORS	10
VI.3 PROCESSES	11
VI.4 RELATIONSHIPS AND RESPONSIBILITIES MATRIX.....	11
VI.5 ACTIVITIES OF THE QUALITY PROCESS.....	12
VI.6 ACTIVITIES OF THE MANAGEMENT PROCESS	13
VI.7 ACTIVITIES OF THE BUSINESS PROCESSES.....	13
VI.8 ACTIVITY OF THE MARKETING PROCESS.....	13
<u>VII. PROCEDURES</u>	<u>14</u>
<u>VIII. CONTROLLED DOCUMENTS</u>	<u>15</u>

III. Application Domain

PRAXIA's ISO 9001:2000 Quality Management System covers the following activities:

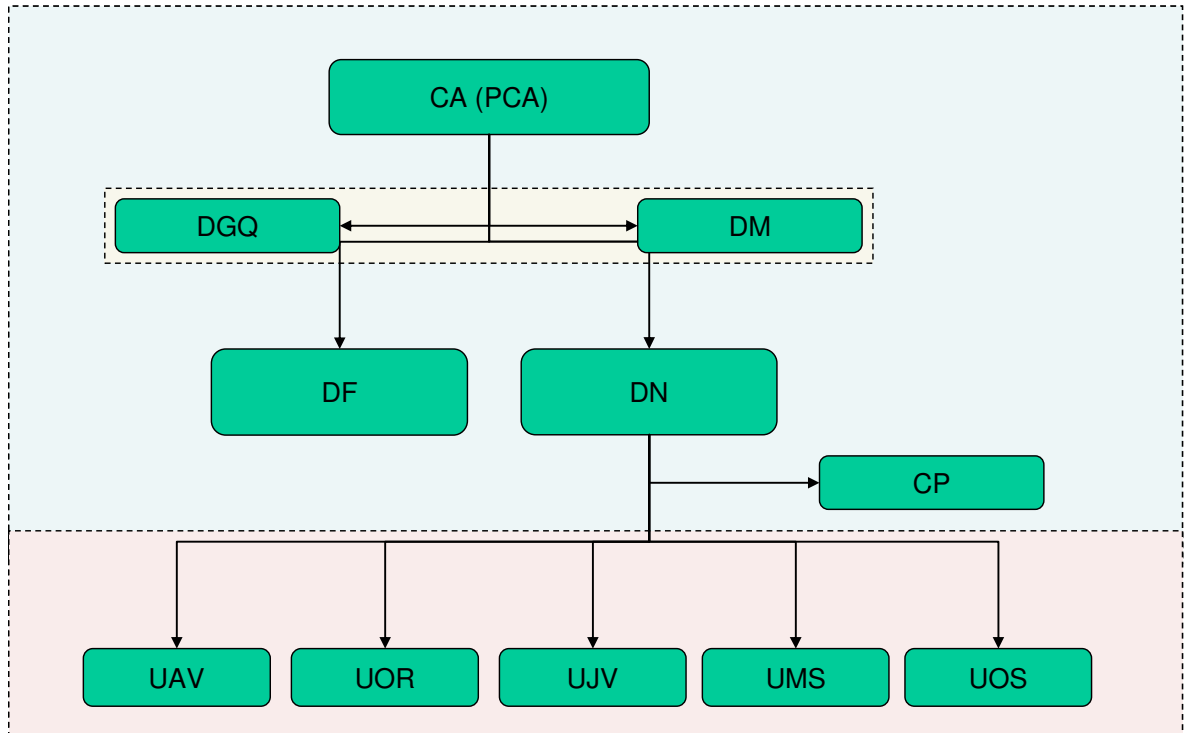
- Consulting
- Software Development
- Project Management
- Training Services
- Provision of IT Solutions (software, hardware and related services).

IV. Quality Policy

The Quality Policy of PRAXIA - SISTEMAS DE INFORMAÇÃO SA is the continuous improvement of the satisfaction, needs and expectations of its customers, suppliers, collaborators and investors, promoting a good relationship among all, in order to reach excellence of its services.

The Quality Policy is implemented by establishing measurable goals. Both the Quality Policy and its objectives are periodically reviewed.

V. Organogram



Legend:

CA: Board of Directors
PCA: President of the Board Directors
DGQ: Quality Management Division
DM: Marketing Division
DF: Financial Division
DN: Business Division

UAV: Analysis and Validation Unit
UOR: Oracle Unit
UJV: Java Unit
UMS: Microsoft Unit
UOS: OutSystems Unit
CP: Project Coordinator

Titles:
 • **CA:** President/CEO, CFO, COO
 • **Division:** Directors
 • **Unit:** Managers

At the executive level, PRAXIA is organised as follows:

Board of Directors (CA) : reports to the **Shareholders Meeting** (highest deliberative stance). Its main function is the coordination of the corporation’s operations. It is coordinated by the **President of the Board of Directors (PCA)**.

Quality Management Division (DGQ): reports to the Board of Directors. Its main function is to support the definition of methods and work rules; evaluate the customers´ and corporation’s satisfaction; manage non-conformities and propose restructuring operations.

Financial Division (DF): reports to the Board of Directors. Its main function is to manage operations of the corporation in all activities that are not related to the technical work related to business operations, promotional activities for customers and prospect customers.

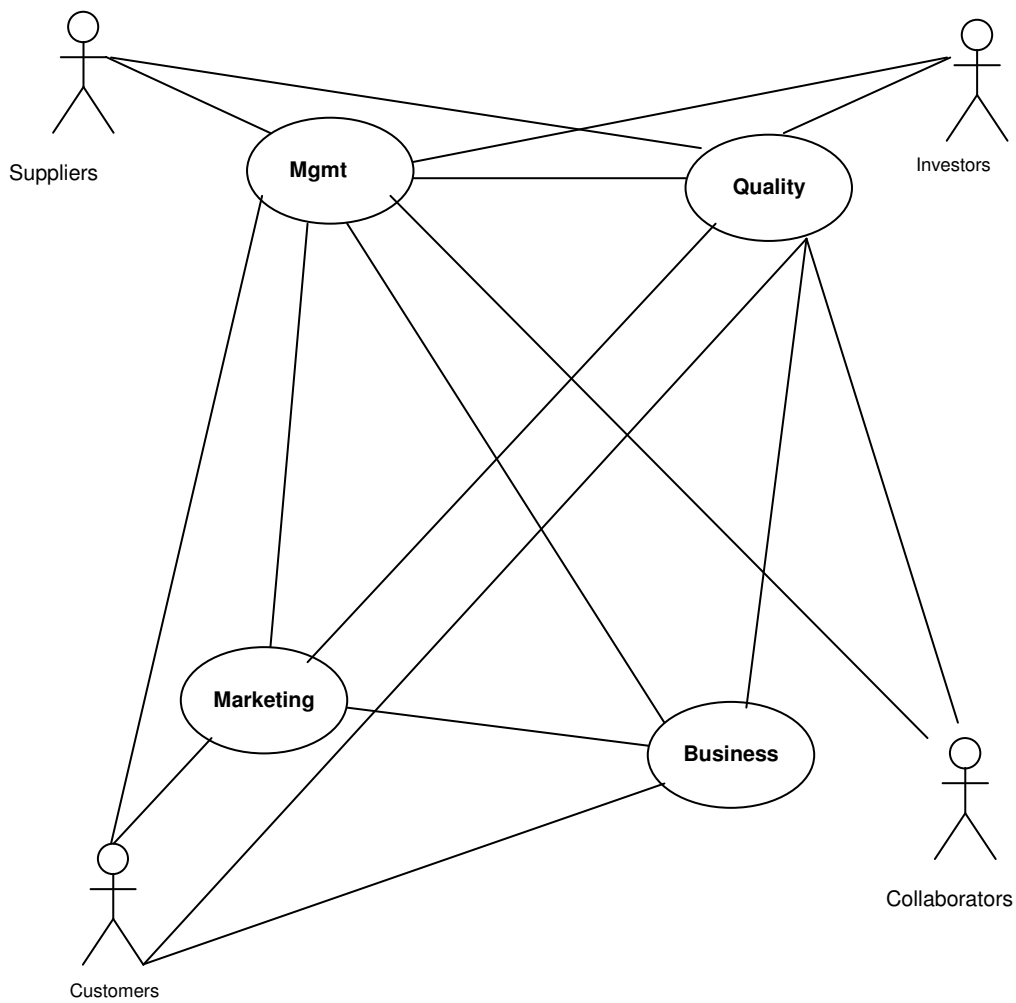
Marketing Division (DF): reports to the Board of Directors. Its main function is the promotion and publicity of the company.

Business Division (DF): reports to the Board of Directors. Its main function is budgeting, planning, management and evaluation of projects and its directly involved human resources. The Business Division has a matrix organisation, having **Competency Units** in one dimension and **Project Coordinators** on the other. The managers of the Competency Units are responsible for the technical decisions involving the technologies under their supervision and for promoting the individual development of the collaborators associated to their units. Project Coordinators have the mission of elaborating and monitoring plans and, occasionally, under delegation of their unit managers, the management of the commercial relationship with customers.

VI. Processes

The processes of PRAXIA are specified in UML (ISO/IEC 19501:2005 Information Technology – Open Distributed Processing – Unified Modeling Language (UML) Version 1.4).

VI.1 Process Diagram



VI.2 Actors

As an organisation, PRAXIA interacts with four main actors:

Customers: exchange information related to the supplied goods and services, order their acquisition and make payments.

Investors: invest in the company and drive strategy.

Suppliers: provide products and services that the company acquires for its business activity or for incorporation in goods and services to which it adds value.

Collaborators: hired for working for the company and receive compensations for their work. They are direct participants in the company quality system.

VI.3 Processes

The activity of the company is organized as four main process classes:

Quality: it is the basic process. It consists of a set of rules, procedures, goals and evaluation of their accomplishment. These are strictly observed within the organization, as all processes derive from it. The function of the Quality process is to ensure the predictability of PRAXIA's operations, following established standards (such as ISO 9001) in accordance with pre-defined objectives. All actors interact directly with the Quality Process, because their input as evaluators is one of the quality indicators for evaluation of the company's activity.

Management Process: provides the context for execution of all transversal activities to the business process. These include the hiring of human resources, acquisition of goods and services, management of customer, supplier and shareholders relationships, and fulfilment of all legal and advisory board mandated responsibilities.

Business Process: provides the context of execution of the revenue generating activities (sale of products and services). They include the activities of development of software and supply of support services to customers.

Marketing Process: provides the context for the execution of activities intended to promote the company or its products with the goal of raising awareness and engaging new customers.

VI.4 Relationships and Responsibilities Matrix

Process	DGQ	DF	DM	DN	Responsibility
Quality	X	X	X	X	Director of DGQ
Management		X			Director of DF
Marketing			X		Director of DM
Business				X	Director of DN

VI.5 Activities of the Quality Process

Activity	Input	Output
Creation and Management of Non-conformities	Non-conformities	Corrections, corrective and preventive actions
Revision of the Quality Management System	Audit results, documents (includes customer and collaboration satisfaction reports)	Proceedings of the assembly with recommendations and action plan
Creation and management of forms, procedures and other planning and normative instruments	Identified needs for clarification and dissemination	Documents
Audits	Audit questionnaire	Audit report and recommendations for improvement
Customer and collaborator satisfaction evaluation	Satisfaction	Surveys; reports and recommendations for improvement
Renewal of Quality Certificate		Certification

VI.6 Activities of the Management Process

Activity	Input	Output
Hiring and management of collaborators		Contracts, evaluations
Management of invoices and receivables	Invoicing data	Invoices, receivables
Management of purchases and payments	Product needs	Products, payments
Legal responsibilities	Legislation	Procedures for fulfilment of legal responsibilities
Strategies and plans definition	Minutes of revisions of the Quality Management System; other documents	Documents
Infrastructure management	Needs	Internal products

VI.7 Activities of the Business Processes

Activity	Input	Output
Service provision	Needs, proposals; laws and norms	Artifacts, plans, reports, documentation
Product development	Needs, proposals; laws and norms	Artifacts, plans, reports, documentation
Proposal writing and project management	Customer needs and cost of resources	Plans, reports, documentation

VI.8 Activity of the Marketing Process

Activity	Input	Output
Promoting the company and its products	Customer needs; corporate strategy	Products and services documentation; customer contacts

VII. Procedures

The procedures formally established in the company are the following:

PU0001	Documents and Records Control
PU0002	Internal Audits
PU0003	Control of Nonconforming Product or Service
PQ0004	Corrective and Preventive Actions
PU0005	Purchasing
PU0006	Standby Support
PU0007	Information Backup
PU0008	Timesheet
PU0009	Holidays Management
PU0010	Mail
PU0011	New Collaborator
PU0012	Project Lifecycle
PU0013	Calibration of Measurement Equipment
PU0014	Training
PU0015	Monitoring

VIII. Controlled Documents

Controlled Documents have been defined by the Management as very relevant to the quality of products and services offered by PRAXIA.

Controlled documents are located where specified on Procedure PU0001 - Document and Records Control.

Public controlled documents are accessible from <https://priv.praxia.pt>.