Quality Assurance Policy Statement

For

Redshift Research Ltd

Redshift Research Ltd. operates from offices in Tonbridge, Kent and provides market research services to both private and public sector clients, both in the UK and abroad.

Redshift Research Ltd strive to "get it right first time" and deliver projects within predetermined timescales, budget and quality criteria. For this reason, we pride ourselves on not only meeting clients' expectations, but exceeding them where the opportunity exists.

The key components of our quality management system include:

- Clearly documenting client's requirements, objectives and priorities which are then approved by the client.
- Management tools which enable us to fully understand the requirements and logistics of us completing the project.
- Agreeing milestones and Key Performance Indicators.
- Full project management of delivery.
- Clear and concise communication to all stakeholders.
- Change control procedures.
- Regular update and review opportunities for clients.
- Post project reviews.
- Provision of training.
- Regular gathering and monitoring of customer feedback.

Overall responsibility for Quality Assurance Management rests with the Managing Director, with specific elements delegated to managers and supervisors as appropriate. Our quality policy is available to all staff to ensure that our quality ethos is truly embedded within our Company.

Effective as of:	June 2011
Next Review date:	June 2013

Quality Management Process

General Principles of Good Practice

Redshift Research Ltd is a UK based market research agency which prides itself in maintaining high professional standards that are fully in line with industry good practice. Redshift Research Ltd is a member of the MRS (Market Research Society) Company Partner scheme and, as such, is committed to uphold industry best practice by:

- Compliance with the MRS code of conduct throughout the organisation
- Endorsing and supporting the MRS brand values of professionalism, research excellence and business effectiveness, and
- Contributing to industry representation and the development of future standards

All members of staff are therefore required to be fully familiar with the MRS code of conduct and to fully comply with it. A copy of this code of conduct can be found on the MRS website: http://www.mrs.org.uk/code.htm

Guidelines for Taking Client Briefs and Project Design

The following procedure should be employed when taking a brief for a new project. Individuals who respond to client briefs will be the designated Account Manager for the project. Account Managers are responsible for ensuring that:

- An electronic copy should be kept of all correspondence relating to new projects. This should normally include:
    - Details of the original enquiry and any briefing documentation supplied by the client
    - Details of the response, including details of proposed actions, fees, budgets and timings
    - A formal budget should be calculated for each potential new project and a copy saved in a central electronic directory
    - A formal proposal document, which may be an email, which includes full details of the proposed project, methodology, costs and timings should be produced and issued to the client and an electronic copy saved in a central file.
- When costing and estimating timescales for straightforward surveys using the Crowdology panel, the pricing calculator and rate card in the Crowdology directory should be used.
- Budgets should otherwise be calculated using the standard budget form.
- For more involved/complex projects advice should be sought from an appropriate expert as and when the situation requires it. In general this will mean:
    - In terms of analysis techniques & IT related aspects of a project – Jo Berry
    - In terms of methodology/project design/questionnaire design – Paul Watts
    - Where an external supplier is involved, advice and cost estimates should be sought directly from the supplier concerned prior to drafting any proposed solution that would involve their services.
- For more complex projects and for projects with a value of more than £20,000, proposals and budgets should be reviewed by a colleague as a matter of good practice prior to submission of a tender to a potential client.
- Documentation relating to pitches and quotations should be stored in the appropriate central file electronically – either the proposals directory or the budgets directory on the central filing system so that a record of the pitch is available to be accessed by all staff.

Actions upon commissioning of a new project

When a client commissions a new project the following procedures must be followed:

- A formal written confirmation of commissioning must be obtained by the Account Manager and saved as an electronic document within the job file once it has been created. This can be in whichever format the client prefers (usually an msg file copy of an email or a pdf copy of a purchase order). Every effort must be made to ensure that the client's representative has conformed with the relevant internal procedures and practices of their organisation (i.e. if they are required to raise a formal purchase order, that they have done so). All clients must be asked, by the Account Manager, to explain what formal procedures their organisation follows with regard to order confirmation.
- A Project Manager will be allocated.
- The Project Manager will create a new job file on the central directory using the new project template.
- Job files will be named using the following convention - "xxxYYzz (description)"
    - Xxx = three identifying letters taken from the name of the client
    - YY = the year in which the project was commissioned e.g. 11 = 2011.
    - Zz = number relating to the number of projects run for this client in the current year. Hence 01 = the first project commissioned, 02 = the second and so on.
    - (description) = a brief description of the project to aid with future identification.
- Documentation generated during the pitching process must be saved into the newly created job file, namely:
    - Briefing materials
    - Proposals
    - Budgets (including any relevant cost estimates generated by suppliers)
    - Correspondence relevant to the project in terms of agreed methodology, budgets and/or timings.
    - A copy of the formal confirmation
- The Project Manager will be responsible for supervising the project and ensuring that it is delivered to the client in a timely and satisfactory manner, within the agreed budgets.
- If necessary a formal briefing meeting will be arranged between the client and the Project Manager. It will be the responsibility of the Account Manager to liaise with the client to determine if this is required. This may take the form of a telephone conference call depending on the nature of the project and preferences of the client.

- In cases where a client has designed a questionnaire themselves, all but very simple polling questionnaires should be reviewed by the Project Manager to highlight any potential problems or issues with the design. The client should be notified of any such issues and provided with advice as to an alternative solution prior to set-up.
- The Project Manager will normally be responsible for drafting questionnaires, recruitment scripts and any other required data collection documentation using the client's brief and the agreed methodology as a basis for the design.
- Redshift Research will only use trained market research professionals to design questionnaires, recruitment scripts and discussion guides.
- Any discussions with the client regarding the design of questionnaires, scripts etc, need to be recorded electronically in the job file.
- Clients will be offered the opportunity to review and sign-off questionnaires before fieldwork.
- Client sign-off will be obtained prior to setting up questionnaires ready for fieldwork.
- If the client desires, they will have the opportunity to review any translations and sign these off.
- Clients will have the opportunity to review any online questionnaires in their final electronic format if desired. However, online questionnaires should not be set up until sign-off has been obtained for the original word processed draft.
- A final copy of the agreed/sign-off questionnaire will be stored in the job file.
- As questionnaires may go through a number of revisions prior to final sign-off, each copy must be marked with an appropriate revision number, so that it is clear what version is the current one. The first draft should be marked v1, the second v2, the third v3 and so on.
- Clients should always be encouraged to review draft documentation of this kind as thoroughly as possible and be made fully aware of the importance of doing so.
- All questionnaires, recruitment scripts and discussion guides designed must be compliant with the MRS code of conduct

Programming/Setting up Interviews prior to fieldwork

- Where fieldwork set-up is being done by Redshift, set-up will be undertaken by a programmer. It will be the responsibility of the Project Manager to provide the programmer with the signed-off word version of the questionnaire when it is signed-off.
- The programmer will test any questionnaire script for logic and adherence to the agreed script once it has been set-up. Once they have checked it, they will alert the Project Manager.
- The Project Manager will check the set-up script and, if necessary, invite the client to test it if this is appropriate.
- The Project Manager will notify the programmer of any necessary changes or amendments based on any tests that they and/or the client has undertaken.
- The Project Manager will check the programming one final time to ensure that all amendments have been made before fieldwork begins.
- Where fieldwork is being undertaken by a third party that will also undertake set-up, the Project Manager should liaise with the supplier to check the programming of any script prior to fieldwork in the same manner as for an internal project.
- The Project Manager should be keep a record on the job file of any amendments requested along with confirmation of their satisfactory execution.

Pilot and Test Interviews

- For projects other than simple polling exercises and, especially, for more complex projects or potentially difficult markets, clients should be advised of the benefits of undertaking a pilot survey. This will consist of a small sample of test interviews in order to make sure that the questionnaire is delivering the kind of quality of information we expect and that respondents have not misunderstood any of the questions.
- A pilot survey should consist of a sub-sample of around 10% of the total fieldwork.
- On completion of the pilot the answers for each question should be reviewed and the Project Manager should check the following:
    - If the questionnaires have routing/skips etc, that these are working correctly
    - Whether there appears to be any risk that people may have misunderstood a question or are giving contradictory or confusing answers
    - That the overall questionnaire length is acceptable and that response rates are not being affected negatively by any overly long or complex questions.
    - That the information is complete and that questions have not been missed off/omitted or that respondents are failing to/unable to provide information at any questions
- Should the pilot reveal any problems it is the responsibility of the project manager to notify the client and provide advice how any problems might be resolved.
- As a matter of good practice Redshift Research believes that interviews should be conducted using the native language of the respondent. Clients will be advised that this is best practice and encouraged not to interview respondents using a second language.
- If any amendments or corrective actions are required these should be discussed and agreed with the client and a record kept of any action taken / agreed in the job file.

Use of Suppliers and Consultants

- Redshift Research will only work with partners and third party suppliers that trade in accordance with the guidelines of the MRS Company Partner Scheme. Where a supplier is being used to deliver fieldwork services of any kind this should normally mean that they are acting in accordance with MRS standards (or similar local standards in the case of non-UK agencies)
- Redshift Research will take all reasonable steps to ensure that any suppliers it uses are qualified to undertake the work for which they are being commissioned. New suppliers will be asked for details of their working practices, any relevant quality standards and/or qualifications. Where possible, testimonials will be sought before commissioning work with a new supplier.
- A list of approved suppliers will be maintained centrally, this list will include details of their contact details, their expertise and any relevant notes on their performance.
- The quality of suppliers will be reviewed at the end of each project and any important points noted on the supplier list. If any particular problems are identified, the supplier should be notified and asked to comment/provide evidence of corrective actions taken.
- Redshift Research will not use suppliers if their performance has been found to be sub-standard and/or if there are reasonable doubts as to their ability to meet the necessary standards.
- As a matter of good practice suppliers should be asked to contribute to any pitch in which their services will form a part. At the very least they must be consulted on feasibility, cost and timescales and their views taken into account by the Account Manager in the preparation of any quotes for clients.
- For more complex or involved requirements suppliers should be provided with a full briefing document that contains comprehensive information of the nature of the requirement. Usually it will be the Account Managers responsibility to provide this in the initial instance, although it may later be modified and/or expanded as a result of discussions between the client, the supplier and the Project Manager. This document must be stored in the job file. Where briefings are for fieldwork services, the briefing should always include the following information:
    - Details of the numbers of interviews required
    - Details of the audience profile
    - Quota information
    - Desired timescales
    - Estimated interview length
    - Details on the nature of the interview (qualitative, quantitative etc)
    - Details of outputs required and output formats
    - Clear outline of the supplier’s role and responsibilities
- Copies of correspondence with suppliers, including quotes, briefings etc need to be stored in the job file by the Project Manager.
- When a supplier’s services are commissioned the Project Manager must send a formal email confirmation that includes a summary of the service for which they are being commissioned, a clear list of success criteria, timings and confirmation of the fees. This confirmation should include a purchase order reference which will be the same as the job number reference. A record of this correspondence needs to be stored in the job file by the Project Manager.
- It will be the responsibility of the Project Manager to liaise with and monitor the progress made by suppliers during the project and to update the client as appropriate regarding overall progress.

Fieldwork Management

- It will be the responsibility of the Project Manager to monitor fieldwork progress and to provide the client with suitable updates regarding progress on the project and any impact this may have in terms of timescales.
- Fieldwork, whether conducted directly by Redshift Research or by a supplier acting on behalf of the company must be conducted in a manner that conforms fully to the MRS code of practice. It will be the responsibility of the Project Manager to monitor fieldwork to ensure that these standards are maintained. In particular, care must be taken to ensure that
  - data protection legislation is respected and followed in spirit as well as in letter
  - respondent anonymity is respected
  - respondents are treated courteously and fairly
  - if the research involves minors, that all relevant legislation as well as the MRS code of conduct is adhered to during the course of the research and, where necessary, only qualified specialists are used
  - the information collected is collected accurately and free from potential bias
  - Any large scale telephone surveys should be conducted by telephone fieldwork units that are compliant with the Interviewer Quality Control Scheme (IQCS) standard, or a similar equivalent in the case of non-UK based fieldwork units.
- The Project Manager should monitor fieldwork progress with a particular focus on identifying, as early as possible, any potential problems or issues in terms of either:
  - Data quality
  - Slippage of timescales
- The Project Manager will liaise with all parties concerned (internal staff, suppliers and/or clients) as appropriate in order to resolve any problems or issues identified.
- Should any problems or issues emerge that significantly change either the timings or the basic methodology of the project, the Project Manager will agree any relevant changes with the client and a record of any such changes must be stored in the job file.
- As a matter of general good practice, the client should be updated with regard to progress at least once a week as well as receiving notification of when fieldwork is nearing completion 1-2 days prior to when fieldwork is likely to end.

Change Management

- It may be necessary to change the methodology and/or timings significantly after a project has been commissioned for a number of different reasons, these may include:
    - Client's priorities have changed
    - Initial research reveals unanticipated information and/or differences in the expected structure of a market that require a change in methodology or approach
    - Timings/deadlines change significantly, requiring a re-think in approach
    - A group of desired respondents proves difficult to reach using the originally envisaged approach and a different approach is required.
- Such changes can only be made after discussion and agreement between the Project Manager, the client and any other involved third parties (e.g. a supplier, the client's distributor etc). Once agreement on a change has been reached, this needs to be recorded in the job file and all relevant parties informed of the change.
- Impact of changes on fees charged & timescales. In general the following policy will apply;
    - Minor changes, with limited impact, can usually be made with no impact on costs or timescales.
    - If a change is cost neutral this will not affect the fees. If it is time neutral it will not affect the timescales.
    - If a client wishes to make a significant change as a result of a change in their own priorities (e.g. to cover additional geographies, different types of respondents, to focus on a different group of people than originally planned, because they are unable to provide access to resources originally promised etc). Responsibility for funding any additional costs incurred as a result of such changes will rest with the client. Clients will nevertheless be informed in advance as to the impact of such changes so that they have the opportunity to decide whether they wish to fund any changes or forgo making such changes in order to keep within the original budget. If a client delays a project by taking a longer than anticipated time to supply lists, review and agree documents etc, then this may result in an impact on overall timescales for which the client is deemed to accept responsibility.
    - Redshift Research and/or its suppliers will take responsibility for carrying the cost and/or correcting any errors resulting from any mistakes made by its staff and/or suppliers.
- Redshift Research endeavours to do all in its power to operate as flexibly and responsively as possible in order to best cater for the changing requirements of clients and their markets.

Analysis & Data Outputs (General principles)

- Analysis, reporting and data outputs from a project will be organised by the Project Manager in line with what is specified in the original proposal as agreed between the Client and the Account Manager.
- The original proposal must clearly specify what outputs are required. It is the responsibility of the Account Manager to ensure that this is clear.
- If specialist analysis is required, this must be undertaken by a competent individual who is qualified to undertake the analysis concerned. The details of these individuals should be recorded in the supplier lists. The Project Manager will be responsible for sourcing competent third parties if such services are required, except where these individuals/companies have already been specified in the proposal or by the client.
- Charts / presentation slides (if required) should be produced either by the Project Manager or by another member of staff under the supervision of the Project Manager, taking full account of any specified deliverables agreed in the proposal.
- Large decks of presentation slides on larger projects should be checked by a colleague for clarity, brevity and completeness.
- If the client wishes to see/comment on slides to be used in any feedback presentation before the presentation, they should be provided with the opportunity to do so. In these situations the Project Manager will be responsible for liaising with the client in the production of the final slide deck. Details of any correspondence, including sign-off on the final version of the slide deck, should be saved in the job file.
- If a written report is required, this document should be proof read by a colleague before submission to a client. In some cases the client may wish to proof read and suggest amendments to a report. If this is the case, this should be agreed in advance either at the proposal stage by the Account Manager or subsequently by either the Account Manager or Project Manager. It will be the responsibility of the Project Manager to liaise with the client in cases where the client wishes to have an input into the report.
- Where clients desire a direct involvement in report, slide production and/or the dissemination of results to a wider audience, Redshift Research will do all it can to assist in this process. Redshift Research consider it a duty to advise clients honestly with regard to correct and reasonable interpretation of data.
- Presentations, reports and other written summaries should always attempt summarise, explain and interpret information as well as simply present it. As a matter of best practice all such materials should include an executive summary and some conclusions and recommendations.
- No member of staff at Redshift Research may endorse any interpretation, author or make any amendments to any documentation that is in contravention of the MRS code of conduct.
- It is the duty of all Redshift Research staff to ensure that all analysis, PowerPoint slides, press releases and reports produced by the company and/or which will be issued with the endorsement of the company, comply fully with the MRS code of conduct. Any material of this nature should be checked and vetted by the Project Manager before it is released to ensure that it complies with the code of conduct.

- Methodologies used should be made clear in any presentation, report or summary produced. The Project Manager will be responsible for ensuring that this is done. It is considered best practice to ensure that such explanations contain the following:
    - Description of the audience covered to obtain the research information & a meaningful profile of respondents.
    - Details of the numbers of people interviewed
    - Details of response rates
    - Advice and guidance with regard to data accuracy as and where appropriate
    - A list of significant sources used
    - The date when the information was originally collected

Analysis & Data Outputs (Specific considerations for Quantitative Data)

- Standard outputs for simple polls are a set of data tables with a cross break by gender, age and region. Under normal circumstances additional charts, interpretative commentary and anything other than very simple supplementary analysis will be charged extra. If no such additional services are specified in the proposal that has been agreed with the client the Project Manager must assume that these are not required.
- For all data analysis, aside from simple polling, the Project Manager should specify what cross-breaks and specific analysis is required based upon the original proposal and any additional clarifications/requests that the client has subsequently provided. These must be communicated clearly to the Analyst prior to any data analysis.
- The Analyst is responsible for generating data analysis of quantitative data. If a third party consultant is involved, the Analyst will need to act as a liaison with this individual to ensure that their element of any analysis work is completed satisfactorily.
- Data tables should be checked by the Analyst and Project Manager prior to releasing data to the client. In particular, the following checks should be implemented:
    - That all analysis requested by the client has been completed.
    - Any cross-breaks requested are included on all the right questions.
    - That the analysis includes all questions that need to be covered.
    - That each table is clearly labelled with a question number and the wording of the question used
    - That the numbers included in the base of each table are consistent with what would be expected taking into account any question routing etc.
    - That all open ended data that requires coding has been correctly coded and analysed.
    - That any calculated averages/mean scores are calculated correctly.
    - If a separate file detailing verbatim comments is required, that this is produced separately and checked to ensure it is complete and clearly labelled.
    - Any additional specialist analysis undertaken by third party experts has been completed satisfactorily.

Analysis & Data Outputs (Specific considerations for Qualitative Data)

- It is considered general good practice that all qualitative interviews should be recorded and transcribed (subject to respondent permission) and that electronic copies of these documents should be stored in the job file for reference purposes.
- Where quotations are used in reports, summaries and presentations these should be labelled clearly to allow readers to identify the nature of the source (e.g. in terms of age, gender, size of organisation, profession etc depending on the project).
- Quotations can never be attributed to a named individual without their express permission. If there is any doubt quotation must always be presented in an anonymous format (this means that the individual and their employer should not be identifiable to the reader based on the information given).

Analysis & Data Outputs (Specific considerations for desk research)

- When desk research is used, sources should be made evident in any report or presentation produced by the Project Manager.
- The client's attention should be drawn to any specific limitations that desk research information may have (for example if the source information is fairly old etc).
- If there is some doubt about the accuracy of a source, it may still be used as long as the client is made fully aware of the limitations of this information and the reasons why it may be inaccurate.

Procedure for handling complaints/disputes/problems

- The Project Manager is the designated contact point for clients during the day to day running of any project. Clients should discuss any problems or issues with the operational running of a project with their Project Manager in the initial instance. For problems/issues relating more to the commercial details of a contract, invoicing arrangements and any disputes relating to the interpretation of a proposal the client should raise such issues with the Account Manager in the initial instance.
- Any problems/disagreements that cannot be resolved by that cannot be resolved by the Project Manager or Account Manager should then be referred to the Managing Director.

Post Project Review

- The Project Manager and Account Manager will conduct a review at the end of each project.
- Any issues raised in relation to suppliers should be noted in the suppliers list.
- Any other specific issues of note should be circulated to other staff for future reference.
- Any particular requirements or requests raised by the client (e.g. special invoicing arrangements or specific working practices) need to be noted on the job file & key details circulated to other staff.

Customer Feedback / Opinion

- Once a year Redshift Research will organise a survey to measure customer opinions in relation to the standard of service provided
- The results of this survey will be reviewed by the Managing Director and any specific actions noted as a result of the survey will be circulated to all staff.

Staff Training

- Staff (including suppliers staff) must be trained/qualified to do the tasks they are required to do effectively.
- The Managing Director is responsible for ensuring that staff receive the necessary training to execute their jobs effectively.
- Staff skills should be reviewed at least annually by the Managing Director and any potential training requirements identified.