



The Guide to the EuRA Quality Seal

January 2009





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How we got here

When the idea of pan-European relocation association was first discussed in 1997, the goal of achieving professional recognition for the industry was born. The EuRA Quality Seal is the next step in making this goal a reality.

Over the years that EuRA has worked on behalf of the relocation industry, it has been at the forefront of reflecting the professionalism of its members through the

promotion of excellence.

The aim of the EuRA Quality Seal is twofold; to put EuRA members at the very top of the industry and to promote their companies as leaders in the field.

Through this programme, we aim to show the world, that EuRA members are the best choice for the management of global mobility.

Development Timeline

- **1998** – EuRA Launched
 - **1998** – Rules of Conduct for 1st members
 - **2002** – EARP Formed
 - **2002** – 2005 600 EuRA Members sign up for CERP Qualifications
 - **2006** – Standardisation programme underway
- 2007**
- **January** – First discussions with representatives from EU standardisation organisation
 - **April** – Best Practice Programme launched in Lisbon
 - **May** – Council decision to develop audit
 - **July** – Best Practice Forum establish methodology and benchmarks
 - **August** – DQS appointed to develop audit
 - **September** – DQS Partnership contract signed
 - **October** – Quality Standard content finalised
 - **November** - EuRA Quality Seal Launched
- 2008**
- **January** - Training Programme finalised
 - **February, March, April** - Training delivered in Brussels, Frankfurt & Helsinki
 - **May** - First 25 companies accredited during award ceremony in Rome
 - **June** - Stockholm training
 - **September** - London training
 - **November** - First review panel meeting, Frankfurt

Introduction - Two



EuRA Quality Seal

Where we're going

The future of our industry lies in quality. EuRA members are the acknowledged experts in the delivery of professional, independent and cost effective solutions which make it possible for national and international companies to transfer their most valuable resource, their staff.

Professional relocation services are essential to successfully retaining key staff. National and international transfers are essential to corporate growth, but when transfers fail, so profit is lost and the human cost can be immense.

The EuRA Quality Seal programme will simplify the process of selecting a relocation

provider and finally gives a benchmark that companies across the world can use to ensure their success in attracting the very best teams available in the international market.

The EuRA Quality Seal is a voluntary programme, but one which all of our members will can use for effective PR and marketing. We also hope that the EuRA Quality Seal will become an effective tool when responding to RFP's.

Our accreditation partners, DQS, are available on the stand in the Exhibition Area to run through any questions that members have about the programme.

The First Accredited Members

Belgium

ABC Relocation
am&pm Relocation
Brussels Relocation
NOVA Relocation

Finland

Finland Relocation Services OY
Transite Relocation

France

CSE Mobilite

Germany

Clapham GmbH
Professional Organizing
Relocation
RSB Deutschland

Hungary

Move One Relocations

Ireland

Corporate Care Relocation
Irish Relocation Services
The Relocation Bureau

Italy

Enterprises Group

Luxembourg

European Relocation Services

Netherlands

Settle Service B.V.

Norway

Oslo Relocation
Relocate 2 Norway

Portugal

Lisbon Relocation Office
Triplificado

Sweden

Nordic Relocation Group

Spain

Relocations Espana

United Kingdom

ABC Relocation
Icon Relocation
LSS Relocation
The County Homeseach Company
The Relocation Company

United States of America

Full Circle International
Relocations
Options Resource Careers
RAI



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Who's Involved - EuRA

This programme has been designed from the ground upwards by a team of relocation professionals and is overseen by a group made up from the council & management team of EuRA.

The ongoing programme is managed by:

Helmut Berg -

EuRA President

Ileana Clapham -

EuRA Council Member & Training Liaison

Isabel Reis

EuRA Council Member

Tad Zurlinden -

EuRA General Secretary

Dominic Tidey -

EuRA Operations Manager

Absolutely central to the development of the best practice guidelines and the methodology of the programme has been our Best Practice Forum, a group of eight individuals, plus the serving EuRA Council of the time, who together represented all sectors of our industry. This group was chosen to represent a cross section of our members, from large to small, from new to very established. They were:

Susana Bourne -

Interdean

Isabel Cudell -

Lisbon Relocation Office

Jon Harmon -

Move One

Eileen Lawlor -

Irish Relocation

Anita Meyer -

am & pm

Astrid Roheim -

Oslo Relocation

Sylvie Schmidt Verbruggen -

European Relocation Associates Luxembourg

Craig Toedtman - Options

Resource Careers Texas, USA

This group, alongside our accreditation partners DQS, developed the finer details of the audit standard.

A new group is formed each year, from accredited members to participate in the Content Management Review Panel. This group oversee changes to the programme that are necessary to keep the EuRA Quality Seal at the forefront of excellence in service delivery. The 2008 review panel were:

Jon Harmon -

Move One

Eileen Lawlor -

Irish Relocation

Anita Meyer -

am & pm

Jonathan Haward

County Homesearch International

Camilla Stephens

The Relocation Company

Helmut Berg

RSB Deutschland

Craig Toedtman

Options, Resource, Careers

Also involved is the serving EuRA Council, all of whom are EuRA Quality Seal Accredited. They are;

Helmut Berg (President)

Kathryn Andrews

(Vice President)

Ileana Clapham

Patrick Oman

Eric Klitsch

Nathalie Gazal

Ase Lofgren-Gunsten

Isabel Reis

EuRA Quality Seal



Introduction - Four

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EuRA Quality Seal

Who's Involved - DQS

When EuRA began work on the idea of an accreditation programme, it soon became clear that the best way forward was to team up with a professional quality assessment group.

After looking across Europe at different types of company offering such services, we chose DQS GmbH, German Registrar for Management Systems.

DQS have over 1400 auditors worldwide overseeing 29,500 certified sites in 96 countries. DQS have dedicated offices in:

- Czech Republic
- France
- Germany
- Hungary
- Spain
- Portugal
- UK
- Ukraine

And partner offices in:

Europe

Romania
Russia
Slovakia
Turkey
Bosnia-Herzegovina
Bulgaria
Poland
Serbia-Montenegro
Greece
Italy
Cyprus

North America

Canada
Mexico
USA

South America

Argentina
Brazil
Chile
Ecuador

Africa and Middle East

Egypt
India
Iran
Lebanon
Pakistan
Saudi Arabia
South Africa
Tunisia
Uzbekistan

Far East

China
Indonesia
Korea
Malaysia
Singapore
Thailand

This worldwide coverage is through IQNet, founded in 1990, of which DQS was one of the founding members. IQNet is an association of 38 worldwide certification bodies, covering 200,000 certified organisations in over 150 countries, employing 10,000 auditors covering 30 different languages.

We have teamed up with the very best in Certification Management.

The team at DQS handling the EuRA Quality Seal are:

Project Manager & Lead

Auditor: *Sybil D'Oria*
Standards & Training Manager: *Martina Scharwey*
Account Manager: *Manuel Lopez*
Support Manager: *Angelika Meyer*

More information can be found at www.dqs.de
Contact details are on page 7



The Quality Seal - One

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EuRA Quality Seal

What's Involved

The EuRA Quality Seal is the world's first accreditation programme dedicated to relocation providers.

The process is designed to be as straightforward and cost effective as possible for the company seeking accreditation, and rigorous and thorough for the clients of those companies.

After contacting DQS for initial information (a contact sheet is on both the EuRA and DQS websites and in this document as appendix one) an offer and contract will be sent to the member by email.

Once this is received, the paperwork is sent by the auditor for an initial system analysis based on a document review. This is like a first stage paper audit. Once this information has

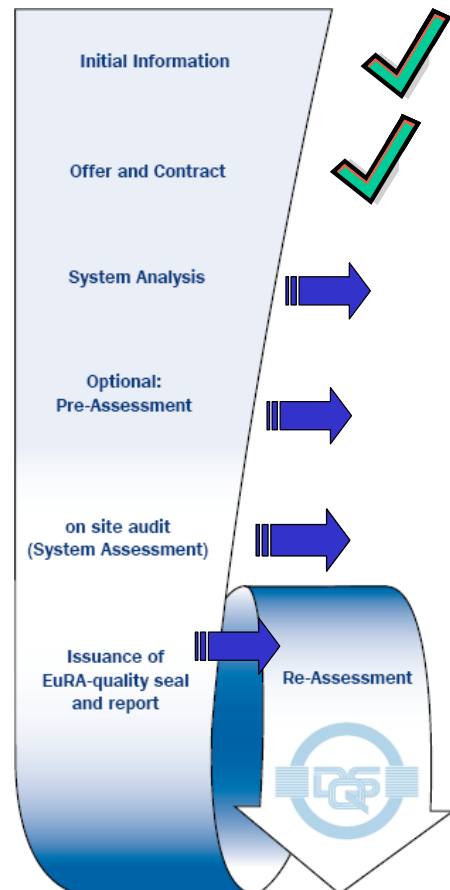
been reviewed by the auditor, discussions take place to determine what will happen during the audit itself and whether a pre-assessment visit is necessary.

The on-site audit takes a minimum of one day and providing all the criteria for the Quality Seal have been met, the EuRA Quality Seal Certificate will be granted.

The successful member's details will be updated in the EuRA directory and on the websites at both EuRA and DQS to show they have achieved the EuRA Quality Seal, and they will be authorised to use the EuRA Quality Seal logo on all of their materials.

This is the mark of Quality.

Simple Steps to Certification:



The Quality Seal - Two

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EuRA Quality Seal

Training

EuRA will be running open training programmes throughout 2009, providing an in-depth analysis of the audit process, designed to ensure success in achieving the EuRA Quality Seal. These training days will be EARP accredited and will be at the same cost as all EuRA training. We will be running these sessions both centrally in Brussels and regionally as demand dictates.

The first training took place in Brussels and Frankfurt during February and the next will take place in June in Stockholm and in London in September. Audit priority will be given first to those who have attended training.

Members may also choose to have an

In-House training session with our Standards and Training Manager, Martina Scharwey. These sessions will not be EARP accredited but will provide an opportunity for every member of staff to participate in achieving both the EuRA Quality Seal, and excellence in service delivery. The cost will be €1400 per day plus expenses.

An optional pre-assessment is also available. This full day pre-audit will ensure that every aspect of the EuRA Quality Seal standards can be met prior to the audit day itself. This pre-assessment will be carried out by the same person who will carry out your audit and will cost €1125 plus expenses and local VAT.

Support & Contact Details

DQS have a dedicated team to support members choosing to go through this programme. They can provide all information about the EuRA Quality Seal including all of the relevant paperwork which can also be found on their website. Support is also available through the EuRA office.

DQS

All initial information and application forms can found on the DQS website www.dqs.de

Or contact:

Angelika Meyer

DQS EuRA Quality Seal Support
+49 69 95427 116

Or email:

angelika.meyer@dqs.de

EuRA

Contact the office for further information.

+44 8700 726 727

Or email:

Tad Zurlinden

tad@europa-relocation.com

Dominic Tidey

dominic@europa-relocation.com

Maria Manly

maria@europa-relocation.com

Costs

This initiative has been designed to ensure that all of our members can partake in the programme. The audit costs are based on annual turnover;

Up to €100,000

Up to €300,000

Up to €500,000

Over €500,001

Audits will start at €1600 and go up to €3500 for the companies with the highest turnover. There is also a €100 Administration fee payable to EuRA and this money is ring fenced to support the work of the Content Management Review Panel.

For members who currently hold ISO certification, a discount of 20% applies.

In order to keep your EuRA Quality Seal up to date, a reassessment is necessary every two years, making the starting cost of being certified just €800 per year. In terms of marketing your company's excellence, this represents very good value.

EuRA makes no profit whatsoever from this programme and the €100 administration fee is ring fenced to support the work of the Content Management Review Panel.

As our members continue to monitor and improve their quality management processes, then so do we!

The EuRA Quality Seal, its development and ongoing implementation are a member service.





The Audit Standard

The EuRA Quality Seal audit itself is based on reaching a set of minimum standards in six core areas of business management. Reaching these standards is evidenced by key performance indicators (KPI's) in each section.

The six core sections of the audit are:

1. Mission and Objectives
2. Management Responsibilities and Leadership
3. Organisation and Planning
4. Service Delivery
5. Customer Satisfaction and Complaint Management
6. Documentation

Each core section of the audit is then split into three subsections;

- The requirements
- The minimum standard
- The evidence of the minimum standard

Full details of the audit standard and the EuRA Methodology for best practice in service delivery will be sent to members as soon

as they sign up for the audit process.

The core sections of the audit are designed to give a clear picture on the effective running of the organisation, but section 4 is the most detailed, and is based upon the Methodology drawn up by the EuRA Best Practice Forum and in future, overseen by the Content Management Review Panel. Section 4 details the minimum standards in the delivery of the four core services offered by all of our members; Orientation, Homesearch, Settling In & Departures. Section 4 also details the minimum requirements for the effective delivery of a large range of subsidiary services, including school search, visa and immigration, tenancy management etc.

The structure of the audit is simple and clear, designed to evidence that the organisation is reaching the minimum standards in service delivery as set out by the industry itself.

1 - Mission & Objectives

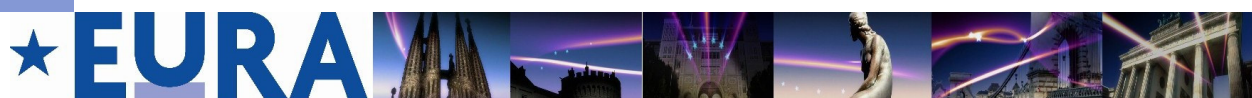
The requirements are that the organisation has a clear mission statement and objectives. The minimum standard is based on the implementation of the mission and objectives and the evidence of reaching the minimum standard is based on the quality management of the mission according to specific principles such as customer focus and continual improvement. The minimum standards for the objectives are based on their being realistic, measurable and consistent with the mission and are understood throughout the organisation. Evidence will be based on written policy and achievement based on KPI's.

2 - Management & Leadership

This core section is split into six specific requirements looking at the management principles of the organisation, including the core rules of being part of EuRA, the implementation of an effective quality management system, the management of technical, business and personnel resources, customer requirements and effective management review protocols. The minimum standards are clearly set out and are evidenced through effective staff, technical, training and review processes based on systematic communication throughout the organisation.



The Quality Seal - Three Continued



The Audit Standard - Core Sections 3 - 6

3 - Organisation & Planning

This core section is split into six specific requirements regarding how the company oversees its process management. Day to day management operations are looked at with regard to the quality control of planning, development, implementation, and deployment of core services. The minimum requirements are based on effective control systems for current service delivery review and future planning. KPI's are used for monitoring the performance of each of these processes. This section also looks at the management of outsourced processes and sets out minimum requirements for the selection, performance analysis and review of suppliers.

4 - Services

This core section looks at the effective delivery of core and subsidiary relocation services. It sets out the four essential services that must be deliverable by all EuRA Members; Orientation, Homesearch, Settling In and Departures. This section also sets out the minimum standards to be achieved when delivering any of the subsidiary services that many members also offer, such as expense management and school search. Although the audit is based on meeting minimum standards, the delivery of core services will be continually matched against the EuRA Best Practice Methodology as it evolves under the guidance of the Content Management Review Panel.

5 - Client Satisfaction

This core section sets out the requirements for the accurate monitoring of client satisfaction. Included in this are suggested client satisfaction questionnaires, for both the transferee and HR. Where members work with RMC's, their monitoring systems will be taken into account. Also set out are the minimum standards for dealing with complaints and disputes. All customer satisfaction systems and processes are evidenced through the results themselves. Evidence of meeting the minimum standards are based on the analysis of customer satisfaction systems and these review documents form the basis for service improvements.

6 - Documentation

This core section refers to data protection and effective data storage, as well as looking at the minimum standards for the development and implementation of a quality manual, which is a pre-requisite of the audit process. This quality manual must be submitted as part of the initial system analysis and document review (see The EuRA Quality Seal One, page 6). There are clear guidelines as to how the quality manual might be set out, and the EuRA Methodology outlines the content for the quality manual with regard to service delivery. This document is available to members as soon as they sign their contract with DQS. This section also covers required record keeping under the audit.





Basic Data Sheet

Your DQS contact person: Angelika Meyer (angelika.meyer@dqs.de)

Ref. No.: _____ Date: _____

Your Name
Title, first and last name: _____

Role/Function: _____

Phone / Fax: _____

Company Name: _____

Street: _____

Country / postal code / city: _____

E-mail: _____

Website: _____ www. _____

Certification requested according to: **EuRA Quality Seal**

Current certifications: _____

Your Company Scope
Products and / or services: _____

Customers' Business Sectors /
Clientele: _____

No. of Office sites *incl. central office*: _____

Total no. of full time Employees: _____

Annual Revenues last year: up to € 100.000 up to € 300.000
 up to € 500.000 over € 500.000

Member of following Industry
Associations: EuRA others _____

Exceptional Features / Remarks _____

**Please fax this form to Angelika Meyer at DQS
+49 (69) 95 42 71 11**