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SAMPLE ORGANISATION PTY LTD

ABN [AU 123 456 789](#)

SAMPLE ORGANISATION Policies and Procedures

Business Manual

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COMMERCIAL-IN-CONFIDENCE**1 SCOPE****1.1 General**

The Business Manual is a comprehensive document that links to all of the systems and procedures employed within the business.

The Business Manual includes documentation for:

- Quality, Environmental and Occupational Health Safety & Rehabilitation management
- A list or reference and links to Operations Procedures
- A listing of, references and links to Checklists and Forms - accessible in their native application
- References to Sample Documents - accessible in their native application

1.2 Certification

SAMPLE ORGANISATION maintains BMS certification provided by a third party called International Certifications Limited, a JAS-ANZ accredited organisation (Certificate number A xx yy zz).

For the purpose of Third Party certification, the scope of supplies is defined as follows:

"Scope of Products and Services."

1.3 Business Management System Application**1.3.1 Exclusions**

SAMPLE ORGANISATION does not claim any exclusion in terms of Clause 7 of the ISO 9001:2000 standard.

2 NORMATIVE REFERENCE

The Business Management System is developed to comply with the following standards:

- AS/NZS ISO 9001:2000, 'Quality management systems - Requirements'
- ISO 14001:1996, 'Environmental management systems - Specification with guidance for use'
- AS4801:2001, 'Occupational health and safety management systems - Specification with guidance for use'
- and to make reference to the Business Management System Operations Procedures.

3 TERMS AND DEFINITIONS

Terminology used in our Business Management System is as defined in AS/NZS ISO 9000:2000 'Quality management systems – Fundamentals and Vocabulary'.

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4 BUSINESS MANAGEMENT SYSTEM OVERVIEW

4.1 General requirements

Business Manual covers the requirements of AS/NZS ISO 9001:2000 Standard, identifies the Organisation’s commitment to quality, and includes references to the associated [Operations Procedures](#), that cover not only quality, but also environmental and OHS&R management aspects.

The model identifies three main processes:

- Management System Process.
- Product and Service Delivery Process.
- Stakeholder Feedback Process.

The four major elements of this model are:

- Management Responsibility.
- Resource Management.
- Product & Service Delivery.
- Management System Improvement.

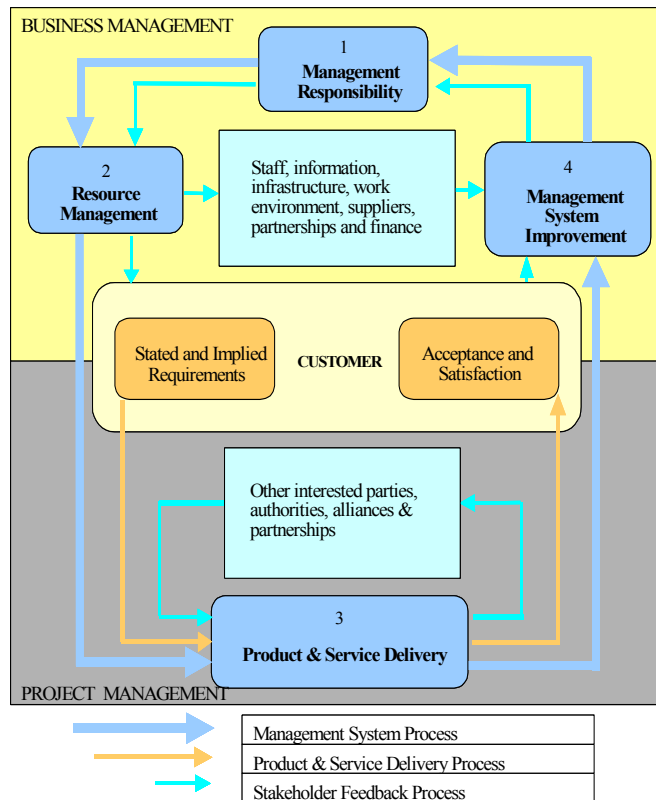


Figure 1 Business Management System Model

[Operations Procedures](#) provide detail of What, Why, by Whom, When, Where and How a specific activity is carried out.

Forms, which are linked from the Operations Procedures, may include Quality, Environment and Safety data are filled with the relevant information to produce Quality Records as the result of implementing the Operations Procedures. Quality Records provide objective quality evidence of compliance with the relevant standards.

Project Management Plans and Inspection & Test Plans are developed to assure quality for a specific project. The plans incorporate the Client requirements by way of reporting, hold points, checklists, verification and management responsibility.

The MD on advice from the Quality Manager (QM) approves Business Management System documents.

Any approved document is a part of the Business Management system and is therefore either included in this document or accessible through a hyperlink. See Figure 1.

COMMERCIAL-IN-CONFIDENCE**4.2 Management System Documentation****4.2.1 General**

SAMPLE ORGANISATION BMS documentation includes:

- [Quality OHS&R and Environmental Policies](#);
- Business Manual; (This document)
- [Operations Procedures](#);
- additional documented policies, procedures, processes, work instructions, templates and forms necessary for SAMPLE ORGANISATION to plan, operate and control its processes; and
- records generated as required.

4.2.1.1 Quality OHS&R and Environmental Policies

Quality OHS&R and Environmental Policies are here

4.2.1.2 Business Manual

Business Manual identifies the Organisation's commitment to quality, safety and environmental management, describes the system documentation and outlines responses to ISO9001:2000, ISO14001:1996 and AS 4801:2001 requirements.

4.2.1.3 Project Management Plans

Where product quality, safety or environmental issues are related to unusual requirements that are not normally associated with existing standard products or services, or when required by contract, a Project Management Plan is produced in accordance with P-09 Project Management Plans to define the methods for assurance of quality, environmental and safety controls.

Project Management Plans are approved by the Managing Director and the Client when specified in the contract.

4.2.1.4 Operations Procedures

The following Operations Procedures are currently in use:

- [P-01. Document Control](#)
- [P-02. Records Control](#)
- [P-03. Management Review](#)
- [P-04. Human Resources and Staff Development](#)
- [P-05. Knowledge Management](#)
- [P-06. Internal Audits](#)
- [P-07. Analysis of Data for Improvement](#)
- [P-08. Improvement \(including the control of non-conformity\)](#)

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- [P-09. Project Management Plans](#)
- [P-10. Purchasing](#)
- [P-11. Environmental Management](#)
- [P-12. Safety Management](#)

Figure 2 illustrates the planning documents required for projects. The type, number and content of project planning documents will depend on the project scope of work. In typical projects, the documentation set needs to be scaled to provide more detail in specific areas, and to address any specific need to adapt the Business System to meet contract requirements.

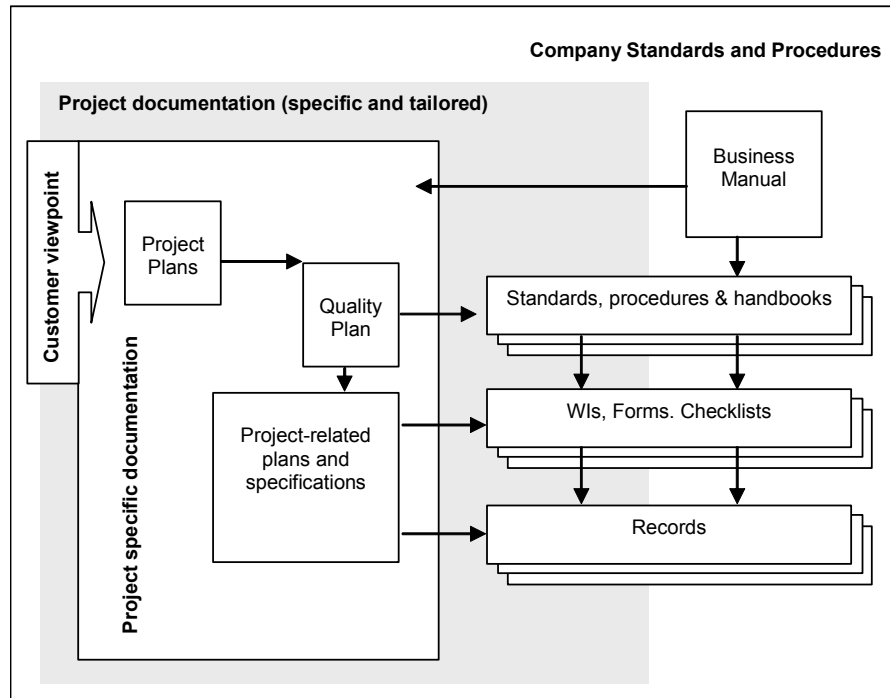


Figure 2 Relationship between company and project documentation

4.2.2 Control of documents

SAMPLE ORGANISATION controls documents according to [P-01 Document Control](#) regardless of what media they are stored in.

4.2.3 Control of records

SAMPLE ORGANISATION controls records according to [P-02 Records Control](#) regardless of what media they are stored in..

COMMERCIAL-IN-CONFIDENCE**5 MANAGEMENT RESPONSIBILITY****5.1 Management commitment**

SAMPLE ORGANISATION top management is committed to the continual development and improvement of the Business Management System by:

- Communicating to all levels of the organization the importance of meeting Client as well as regulatory and legal requirements,
- Establishing and reviewing the Organisation quality, safety and environmental policies and objectives,
- Conducting management reviews, and
- Ensuring the availability of necessary resources.

5.2 Customer focus

SAMPLE ORGANISATION top management ensures that Client needs and expectations are determined, converted into requirements and fulfilled with the aim of Client satisfaction. This process includes contract and document reviews, meetings with Clients, their representatives, consultants and consideration of regulatory and legal requirements

SAMPLE ORGANISATION aims to develop partnerships with customers and suppliers, to bring a common understanding and level of effort for mutual benefits, aims and objectives for all stakeholders.

SAMPLE ORGANISATION conducts regular customer surveys and the results are reported to senior management for review and appropriate action.

Product validation detailed in paragraph 7.3.6 is aimed at demonstrating that customer requirements and acceptance criteria are met, and hence ensuring customer satisfaction.

5.3 Quality OHS&R and Environmental Policies

Refer to **Error! Reference source not found.** for the Quality OHS&R and Environmental Policies. They support relevant standards, endorse continual improvement and are signed by the MD. During induction, employees and subcontractors are made aware of the Quality, OHS&R and Environmental Policies and their responsibilities with respect to the policies. On-going mentoring reinforces these responsibilities under the BMS and they are specifically addressed by the performance planning program.

5.4 Planning**5.4.1 Business planning**

Planning activities ensure that adequate resources are available to achieve quality, safety and environmental management objectives.

SAMPLE ORGANISATION systems and procedures are in place where planning activities are an integral part of the companies operation, e.g.:

- Business plan;

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- Documented Business Management System;
- Project Management Plans; and
- Contract review procedures.

Planning ensures that change is conducted in a controlled manner and that the integrity of the Business Management System is maintained during this change.

5.4.2 Business Objectives

SAMPLE ORGANISATION has established business objectives and levels of assurance that are measurable and consistent with Organisation policy. Quality, safety and environmental management objectives are defined within the respective policies and operations procedures forming part of this Business Management System.

5.5 Internal communications, responsibility and authority

5.5.1 Internal communication

The following is a presentation of the lines of internal communication for the effectiveness of the SAMPLe ORGANISATION business management system, both for the office and project work:

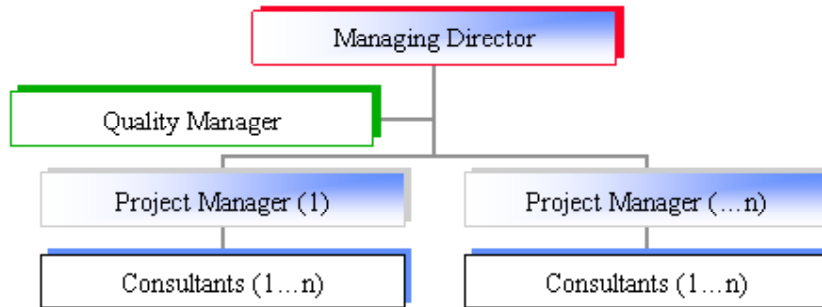


Figure 3 SAMPLe ORGANISATION Lines of Communications

Duty statements define the roles of the personnel responsible for and having authority to deliver specified outcomes.

In addition, all staff are made aware of the following appointments:

- Management Representative:

MD is currently the appointed Quality Manager (QM) for the Organisation in response to clause 5.5.2 of ISO 9001:2000 Standard. MD is also the nominated health and Safety Officer and Rehabilitation Co-ordinator with adequate experience in the industry.
- Rehabilitation Co-ordinator:

“To Be Advised”

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- Health and Safety Officer:
“To Be Advised”
- Workplace Committee Health & Safety Representatives:
MD: “To Be Advised”
Project Manager: “To Be Advised”
Office Staff: “To Be Advised”

5.5.2 Responsibility and authority

5.5.2.1 Managing Director:

The Managing Director has the responsibility and authority to ensure that all of the Organisation's contractual and ethical commitments are met.

The Managing Director:

- Establishes and promulgates SAMPLE ORGANISATION [quality, safety and environmental policies](#), objectives and commitments to these throughout the organisation.
- Arranges for development, implementation and monitoring of Business Management System in accordance with the adopted standards;
- Ensures that Business Management System continues to conform to the adopted standards and applicable legislation;
- Appoints a Quality Manager (QM) with the authority and responsibility to maintain the Business Management System;
- Receives reports on performance of quality, environmental management and OHS&R systems and chairs [management review meetings](#);
- [Reviews and responds to requests for tenders](#);
- [Inspects job site prior to commencement](#) and verifies Project Management Plans or other task instructions as necessary;
- Inspects and accounts for Client provided equipment;
- Allocates top level company tasks;
- Approves solutions and reviews progress of work;
- Approves all [Operations Procedures](#) and Project Management Plans;
- [Identifies and actions training needs](#) to ensure that staff are suitably qualified to perform defined processes;
- Liaises with Clients and reviews all contractual arrangements;
- Undertakes director duties with regard to financial accounts and annual returns and reviews general administration and accounting systems;
- Reviews major [incident and accident reports](#) with Health & Safety Officer to ensure that all actions have been taken to prevent recurrence.

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- Where necessary, reports incidents and accidents to the appropriate authorities.

5.5.2.2 Quality Manager

The Quality Manager reports to the MD and is responsible and has authority to carry out the following duties:

- [Initiate corrective action to prevent product non-conformance](#),
- [Identify and record product quality problems](#),
- Conduct problem investigations and/or provide solutions,
- Verify the effectiveness of such solutions,
- Control further processing, delivery or installation of non-conforming product until correction of the deficiency,
- [Issue and maintain all controlled documents](#),
- Maintain Quality Records,
- [Co-ordinate internal Audits](#),
- Ensure that Business Management System operates effectively,
- Report to Directors on all facets of the System,
- Ensure that all [work injury](#) and [Workers Compensation reports](#) are completed, received from project sites and then filled in the [appropriate register](#);
- Ensure that details of [accidents statistics are kept current and recorded](#);
- Arrange for Occupational Rehabilitation as required under the Act;
- Maintain the Organisation's OHS&R register in a tidy and current condition;
- Arrange in conjunction with MD and Workers Compensation Insurance Organisation for occupational rehabilitation in accordance with the rehabilitation policy.
- Keep [employee data base updated](#) and [accident statistics current and recorded](#).

5.5.2.3 Project Managers

Project Managers report to the MD and are responsible and authorised to:

- Prepare [Project Management Plans](#) (PMPs) and other task instructions;
- Ensure the project management system conforms to the PMP and the requirements of the relevant standards by day to day supervision of personnel;
- Liaise with Clients, Client representatives and personnel to ensure timely completion of tasks and delivery of the system components.
- Resolve any issues of fault occurrences and halt activities until any relevant and significant problems are solved;
- Order materials and equipment for operations purposes;
- Review contract documentation and approve staged deliverables and documentation;

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- Manage On-Site sub contractors and liaise with employees and suppliers to [obtain feedback of the Organisation's Business Management system](#);
- Review documentation such as [site instructions](#), [variances](#) and additional information provided by the Client or agent and advise the Managing Director of impacts and actions taken;
- Implement [Operations Procedures for control of non-conformances, corrective and preventive actions](#), including inspection and accounting for Client provided equipment, software and information,
- Assist with the formation and implementation of the [environmental](#) and [OHS&R](#) management plans and priorities and monitor sites to ensure that specific [policies](#) are fulfilled;
- [Identify and action training needs](#) to ensure that the supervised staff and subcontractors are suitably qualified to perform defined processes;
- Ensure all significant events are recorded in a site diary, or an equivalent log, and prepare, monitor and report on current programs,
- [Ensure all required testing and inspection](#) of equipment, software and documentation is performed;
- [Ensure installations are correctly commissioned](#);
- Carry out handovers to Clients;
- [Supervise and assist subcontractors with the development and implementation of safe working procedures on site](#);
- [Safety induction of any new employees on site and recording / filing of employee's acknowledgment of induction](#).
- [Assist the Safety Officer by monitoring the Organisation's OHS&R system and making recommendations accordingly](#);
- [Ensure that the necessary facilities/equipment/competent labour and materials are provided to enable work to be carried out safely](#); and
- Assume the responsibilities of the Managing Director when he/she is absent.

5.5.2.4 Foremen

Foremen report to the Project Manager and are responsible and have authority to carry out the following duties:

- Day to day running of site activities.
- [Ordering budgeted materials, hardware and software for operations](#).
- [Reporting of all faulty materiel received](#).
- Halting installation until any relevant and significant problems are solved.
- Liaising with the Project Manager to ensure timely receipt and installation of components.
- Maintenance of [test and inspection records](#).
- Maintenance of site diaries or equivalent logs.

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- Liaise with Client and Client agents.
- Instruct less-qualified personnel with regard to on-site [OHS&R](#), [Environmental Management](#) and [Quality System requirements](#), and other general instruction as necessary
- Ensure that any health and safety issues are rectified as soon as possible; and
- [Ensure that any incidents or accidents that occur on site are reported to management.](#)

5.5.2.5 All SAMPLE ORGANISATION staff and subcontractors

- Know their responsibilities because [organisational lines of communication](#) are established and agreed;
- Know what is required of them when assigned a task;
- Know when to do that task in accordance with the agreed schedule;
- Know how to do that task, as a result of [their training and experience](#);
- Have a duty to take all reasonably practical steps for their own health and safety and of others affected by their actions at work;
- Must comply with the safety procedures and directions agreed between management and employees with nominated or elected health and safety functions;
- Must not wilfully interfere with or misuse items or facilities provided in the interests of health safety and welfare of SAMPLE ORGANISATION employees; and
- Must, in accordance with the published procedures, [report potential and actual hazards to their supervisor or their elected health and safety representatives.](#)

5.6 Management review

Senior management is responsible for reviewing all aspects of the SAMPLE ORGANISATION Business Management System. This is achieved through the use of the input agenda expressed in [P-03 Management Review](#).

The review's purpose is to ensure that the Business Management System is suitable and effective in satisfying the requirements of SAMPLE ORGANISATION quality, environmental and OHS&R policies and objectives.

Minutes of the Management Review meeting are a series of actions or statements assigning persons responsible and due dates for activities to be completed in relation to:

- Improvement of the effectiveness of the Business Management System and its processes;
- Improvement of the product related to Client requirements; and
- Resource needs for labour, equipment and funding.

COMMERCIAL-IN-CONFIDENCE**6 RESOURCE MANAGEMENT****6.1 Provision of resources**

SAMPLE ORGANISATION identifies resource requirements for labour, material and funding so that it has competent personnel needed to:

- Implement and improve the Business Management System;
- Address Client satisfaction;
- Undertake internal audits; and
- Undertake verification activities.

6.2 Human resources**6.2.1 Assignment of personnel**

Business Management System identifies in-house resources according to [P-04 Human Resource s and Staff Development](#) to ensure trained personnel for execution of the work and all verification activities required under a contract.

The assignment of personnel follows a [review of applicable education, training, skills and experience](#).

6.2.2 Competence, awareness and training

SAMPLE ORGANISATION determines the competences required for the performance of various tasks and has summarised them in the [Training Register](#) by identifying the necessary industry skills and then carrying out an assessment of all staff designations to highlight skills gaps.

Staff training requirements are reviewed at regular [management review meetings](#) and the training is planned, carried out and recorded. [Induction Training Checklist](#) and [Training Register](#) are used as records.

Training may be specific to perform assigned tasks, or general to heighten quality, safety and environmental awareness of SAMPLE ORGANISATION services.

6.3 Infrastructure

SAMPLE ORGANISATION administrative and secretarial support is available at the Head Office with on-site facilities provided on major projects.

Facilities include:

- Buildings, administrative workspace and associated facilities;
- Computer equipment, hardware and software,
- Communication facilities including voice and data;
- Supporting services, such as, vehicles and Web-based, or CD, access to SAMPLE ORGANISATION Business Management System.

COMMERCIAL-IN-CONFIDENCE**6.4 Work environment**

The work environment, both within the SAMPLE ORGANISATION Head Office and externally on a construction/client site, is a combination of human and physical factors. These factors influence motivation, satisfaction, and performance of the organisation. Management identifies and considers these factors with the aim to manage the work environment needed to achieve conformity of product.

The [Workplace Inspection Report](#) is used periodically to assess the condition of office equipment, surroundings and field equipment.

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7 PRODUCT AND SERVICE DELIVERY

Product and Service Delivery process is seen as a sequence of activities starting from the initial Client contact through project delivery to measurement of final Client satisfaction. To demonstrate the sequence and interaction of related activities SAMPLE ORGANISATION has adopted the following model for the Product and Service Delivery Process: **(Not collapsible or hyperlinked)**

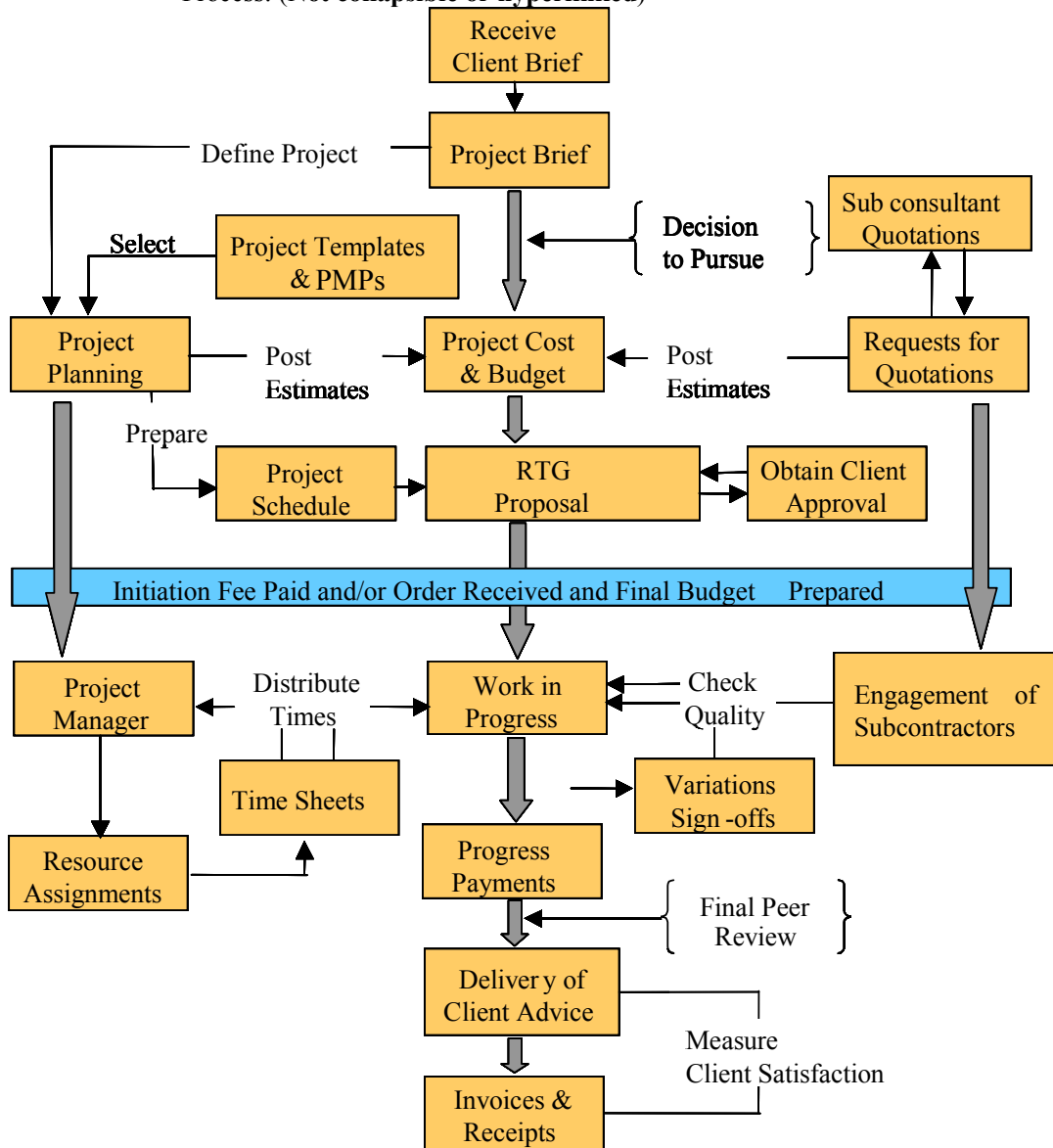


Figure 4 Business Cycle

7.1 Planning of product realisation

In planning the processes for tendering and winning projects, SAMPLE ORGANISATION addresses the following:

- Identification of prospective projects;

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- Tender, or development application, preparation and submission;
- Project resourcing;
- Task sequencing and programming;
- Project site establishment, only if required;
- Construction/Manufacture/Fabrication phase;
- Completion of “defects and liability period”;
- Finalisation and records archiving;

In order to ensure that the requirements, as specified by a project specification will be met, SAMPLE ORGANISATION uses the following documentation:

7.1.1 Major and Medium contracts (Control Levels 2&3)

SAMPLE ORGANISATION prepares a Project Management Plan (PMP) in accordance with [P-09 Project Management Plans](#). The PMP may incorporate also an [Environmental Management Plan](#) (EMP) and a [Site Safety Plan](#) (SSP), tailored for the project. The plan identifies key activities, which are controlled by way of approval from the Managing Director (MD) or nominated staff before work may proceed.

The PMP is prepared following review of:

- The scope of the contract and its requirements.
- The contract delivery requirements.
- Any specific matters relating to Quality, Environment and OHS&R.

Often the PMP is discussed with SAMPLE ORGANISATION Client during its development.

7.1.1.1 Environmental Management

When considered necessary, or required by the contract [P-10 Environmental Management](#) will be followed.

Under these circumstances SAMPLE ORGANISATION undertakes an environmental assessment to determine appropriate measures to minimise environmental impacts for project activities. [A risk assessment](#) is carried out and an [Environmental Management Plan](#) is prepared (as necessary) to address items such as noise, dust, traffic, visual amenity, waste disposal, chemical spillage, soil contamination, surface and ground water contamination, flora and fauna.

7.1.1.2 OHS&R Management

SAMPLE ORGANISATION is committed to ensuring that the working environment and conditions are conducive to safe and productive operations. SAMPLE ORGANISATION uses [P-11 Occupational Health Safety and Rehabilitation Management](#) to comply with the requirements of the relevant authorities with regard to OHS&R. [A risk assessment](#) is carried out to identify potential hazards at each project site and (where appropriate) an OHS Plan is issued.

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It is the responsibility of all SAMPLE ORGANISATION personnel to prevent accidents, and to take the proper precautions such as wearing appropriate protective boots, safety helmets, clothing, etc, which will be supplied by SAMPLE ORGANISATION. Faulty equipment, unsafe work practices or sites [must be reported promptly](#) to site management and to SAMPLE ORGANISATION Health and Safety Officer.

7.1.2 **Small contracts (Control Level 1)**

For small jobs, or jobs containing a simple activity as defined in [P-09 Project Management Plans](#), SAMPLE ORGANISATION, upon agreement with the Client, plan the verification activities for the construction process by requesting the contractor to prepare an [Inspection and Test Plan \(ITP\)](#) for the type of activity.

Each ITP must be prepared to suit the requirements of the contract with respect to quality, environmental and OHS&R clauses. In the absence of any such requirements the standard Business Management System practices apply.

7.2 **Customer-related processes**

7.2.1 **Identification of Client Requirements**

Client requirements for projects or service contracts are identified before a decision to prepare a quotation or tender submission. Further assessment is made once SAMPLE ORGANISATION has been awarded a contract or order to supply a product or service.

Each quotation or tender submission is prepared using [CL 01 - Project Proposal Checklist](#) to ensure that:

- [The requirements specified by the Client, including the requirements for delivery and post-delivery activities](#), are adequately defined and documented,
- [The requirements not stated by the Client but necessary for specified or intended use where known, are identified](#),
- [All relevant authorities have been considered to determine statutory and regulatory requirements related to the product](#), and ([Risk Assessment Worksheet FM 04.doc](#))
- The project or service contract is profitable without exposure to any undue risk either by the Client or SAMPLE ORGANISATION.

7.2.2 **Review of product requirements**

Before submission of the tender and, as appropriate, accepting the order SAMPLE ORGANISATION uses [CL 02 - Project Establishment Checklist](#) to ensure that:

- Product requirements are defined, including any addenda issued during the tender period;
- Any requirements differing from those in the tender are resolved,
- The Organisation has the capacity to meet the contractual requirements,
- The Organisation has effective means for tracking contract amendments and communicating their effect.

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On completion of the review, should any resource not be unavailable or any requirement need amplification, appropriate records of the same are maintained until the situation has been satisfactorily resolved.

SAMPLE ORGANISATION identifies and agrees with the Client how an amendment to a contract will be carried out within the project organisation following [CL 03 - Project Scope Change](#) assessment. The approval status of proposed changes is recorded in [CL 04 - Project Variation Register](#) and affected personnel notified accordingly.

All orders and project scope changes are approved by the Managing Director prior to the commencement of any work. The review records are controlled by [P-02 Records Control](#) and filed with the contract documentation.

7.2.3 Customer communication

Communication between SAMPLE ORGANISATION and Clients is considered to be of the utmost importance to ensure that the delivered product is what the Client expected.

Several areas within this Business Management System set out the procedures for communication with the Client and other parties.

Project Management Plans detail the lines of communication between all parties involved in a particular project and in their absence the designated Project Manager is the principal contact.

7.3 Design and development

7.3.1 Planning

Before the issue of the final Client Brief SAMPLE ORGANISATION agrees with the Client appropriate design development stages, such as:

- The need for appropriate design stages.
- Points where design review, verification and validation tasks would be appropriate, selecting from:

Conceptual Design Stage

Preliminary Design Stage

Detail Design Stage

Final Design / Document Readiness Stage

7.3.2 Design and development inputs

The following design inputs are registered:

- Functional and performance requirements
- Governing statutory and regulatory requirements
- Any relevant proprietary design information from previous similar projects

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- Any other known requirements for the final design to be fit for the intended use, where this is known

7.3.3 Design and development outputs

In order to provide adequate design definition any of the following outputs may be produced:

- A Functional Requirements Specification
- Technical, Construction or Performance Specification and associated drawings
- Procurement Specification, if necessary
- Production Program for the design activities and when necessary, for superintendence when it is part of the contract
- Final product acceptance criteria by either statement or reference to industry-recognized standards

Any critical characteristics of the final product that is essential for its safe and proper use in the intended environment, as far as that is known at the time of design

All [design output is verified](#) against design input to ensure its intrinsic safety and fitness for purpose prior to approval for use on the project.

7.3.4 Design and development review

At the stages agreed in Planning, the design is reviewed to ensure that:

- Design outputs meet the functional and performance requirements, and where they fall short:
 - Appropriate discipline experts, and where necessary the Client, are consulted to resolve any problems encountered
- The results of the reviews and necessary actions are recorded and maintained in accordance with [P-02 Records Control](#)

7.3.5 Design and development verification

This is an activity internal to SAMPLE ORGANISATION and its design sub-consultants.

Verification activities can occur at any stage of the design and can be part of:

- Conceptual Design Stage
- Preliminary Design Stage
- Detail Design Stage
- Final Design Stage

It includes any relevant proprietary design information from previous similar projects.

It may include any other known requirements for the final design to be fit for the intended use, where this is known.

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The results of the verification activities and necessary actions are recorded and maintained in accordance with [P-02 Records Control](#).

7.3.6 Design and development validation

This is an activity that must include the Client, SAMPLE ORGANISATION and where necessary, its design sub-consultants

Validation activities can occur at any stage of the design and can be part of:

- Conceptual Design Stage
- Preliminary Design Stage
- Detail Design Stage
- Final Design Stage

The results of the validation activities and necessary actions, are recorded and maintained in accordance with [P-02 Records Control](#).

The primary objective of validation activities is to ensure the product meets the customer's specified requirements. Validation of design and development tasks is viewed as a special type of verification. As such, validation may be one or more of the verification activities detailed in paragraph 7.3.5.

7.3.7 Control of design and development changes

Any proposed changes to the design may be identified and proposed by:

- Client
- Engaged Sub-consultants
- SAMPLE ORGANISATION
- Representative of any external statutory or regulatory authority with claimed jurisdiction on the design

The proposed changes to the design, are recorded and maintained in accordance with [P-02 Records Control](#)

The proposed changes are reviewed, verified and approved by the parties deemed by SAMPLE ORGANISATION to have influence on the outcome

The review outcome is assessed for its impact on:

- Design Integrity of the contracted design
- Components of design already delivered
- Components of design already implemented, or scheduled

The outcome of agreed change results are recorded and maintained in accordance with [P-02 Records Control](#).

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7.4 Purchasing**7.4.1 Purchasing process**

SAMPLE ORGANISATION [purchasing system](#) recognises differing classes of purchase and, based on these, projects apply rules for review and approval authorities.

Checklists are available to assist in [evaluating and selecting subcontractors and products](#). The relevant purchasing data is included in purchase orders.

An [Approved Suppliers List \(ASL\)](#) is maintained. The list also details suppliers who have had their SAMPLE ORGANISATION ASL approval rejected or withdrawn.

Suppliers are selected on their ability to deliver products and services, which meet specified requirements (including quality requirements). The degree of inspection, testing and monitoring of suppliers and subcontractors is based on:

- Business System certification status of the organisation;
- SAMPLE ORGANISATION's previous experience with the supplier (both service and products); and
- Risk assessment of the supplier's capabilities.

In cases where subcontractors are chosen to work as part of a combined SAMPLE ORGANISATION team, they are subject to commercial/contractual conditions and normal project management requirements.

7.4.2 Purchasing information

The SAMPLE ORGANISATION's subcontracts and purchase orders describe products and services to be purchased, including where appropriate:

- requirements for approval of product, procedures, processes and equipment;
- requirements for qualification of personnel; and
- Business Management System requirements.

All subcontracts and purchase orders must be [reviewed and approved by the manager responsible](#) prior to sending to the supplier. In addition, purchase orders for items to be used in products to be delivered to the customer require review and approval by the respective Group Quality Manager prior to despatch.

7.4.3 Verification of purchased product

SAMPLE ORGANISATION monitors major supplier activities and when necessary, SAMPLE ORGANISATION representatives become involved in resolving problems on site. Factory acceptance [tests and inspections](#) may be performed at source, either by the subcontractor/supplier or by SAMPLE ORGANISATION for major deliverable items. Alternatively, SAMPLE ORGANISATION may witness verification activities or request validated copies of the test and inspection reports and/or a Certificate of Conformance. Where possible, a partnering approach is used to ensure the best possible result.

Prior to delivery, the customer may be invited to witness acceptance testing or inspections of the product.

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The planning of verification and validation activities is documented in project planning documents as required.

Activities required for source (work in progress at a supplier's premises), incoming inspection and testing is based on:

- a. previous experience with the supplier's products;
- b. supplier's Business System;
- c. complexity of the product; and
- d. Potential impact on delivered system quality.

7.4.4 Outsourcing

Outsourcing control is vested at project level and the subject of subcontractor and subcontracting references in the relevant PMP.

As applicable to the scope and complexity of the outsourced work, subcontractors may be required to produce, maintain and supply (to SAMPLE ORGANISATION) project plans. Such plans shall include sufficient data to convey details of how, when, where and by whom all contracted quality requirements will be met by the subcontractor.

7.5 Production and service provision

7.5.1 Control of operations

All activities are planned and defined prior to execution using the appropriate Control Level in [P-09 Project Management Plans](#).

The resulting documentation, work instructions, drawings, specifications, industry codes of practices and Australian Standards are used to control manufacturing and installation activities.

Such instructions identify (as appropriate):

- Product characteristics known up to that time
- Any hyperlinked or referenced instruction and guidance documents
- Any specific plant and equipment required
- Any specific monitoring or measuring devices called up in the Inspection and Test Plans (ITPs)
- Methods for monitoring and measurement as detailed in the ITPs
- Staged review, verification and validation activities required for 'practical completion', 'defects and liability period' and 'final acceptance'.

COMMERCIAL-IN-CONFIDENCE**7.5.2 Process Validation**

Where the contract calls for processes, which cannot be fully verified by subsequent inspections or testing, SAMPLE ORGANISATION identifies these in its Project Plan or [ITP](#) and develops and implements procedures to ensure that specified quality of the product is achieved.

Managing Director ensures that wherever there is such a process being carried out, the companies or persons responsible for that operation and conformance are adequately qualified and their skills are periodically reviewed through adequate sampling.

Where the sampling results show excessive variation, the process may need revalidation.

7.5.3 Identification and traceability

Where appropriate, identification of important documents and components is maintained throughout the development and building activities. The approval status for the same will be maintained as necessary.

Project number is used in all project documentation. Any further traceability is provided only when required by the contract.

7.5.4 Customer property

All customer-supplied product, hardware, software and documentation, in whatever medium, is identified, verified for correctness and placed in secure storage for later action.

Where the product does not meet the specified requirements it is quarantined and the Client informed to agree appropriate disposition action.

Any products found to be [damaged or non-conforming](#), or determined to be lost, are reported to the customer and controlled by the use of an [Improvement Request](#) report.

7.5.5 Preservation of product

SAMPLE ORGANISATION undertakes to apply all reasonable measures of identification, handling, storage and protection to preserve the conformity of the product to the time of delivery or handover to the client.

SAMPLE ORGANISATION also ensures that any latent defects not caused by the user during the 'defects liability period' (Commercial) or 'extended warranty period' (Private) are protected against and/or rectified before 'final acceptance'.

Items that are physically delivered by SAMPLE ORGANISATION are tracked using appropriate identification techniques. Storage will preserve goods in good condition, ready for use. Any special preservation requirements follow specified requirements, including:

- a. the use of Material Safety Data Sheets (MSDS) for toxic and hazardous goods; and
- b. control of chemicals and flammable liquids.

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7.6 Control of monitoring and measuring devices

SAMPLE ORGANISATION prefers to use approved sub-contractors to perform any inspection, measuring and testing that requires calibrated equipment traceable to national standards.

All tenders are reviewed prior to submission to determine the need for such equipment and where appropriate, approved sub-contractors are engaged and copies of the calibration certificates for the Inspection Measuring and Test Equipment used in the task are requested as a condition of engagement.

COMMERCIAL-IN-CONFIDENCE**8 MANAGEMENT SYSTEM IMPROVEMENT****8.1 General**

In accordance with the Business Process Improvement principles SAMPLE ORGANISATION plans and implements the monitoring, measurement, analysis and improvement processes needed to:

- demonstrate product conformity;
- determine customer satisfaction; and
- Ensure compliance with the BMS.

8.2 Monitoring and measurement**8.2.1 Customer satisfaction**

Client feedback, both positive and negative, is welcomed by SAMPLE ORGANISATION. This information is one means by which SAMPLE ORGANISATION measures and monitors performance.

Any negative Client feedback is recorded on [Improvement Request FM 02](#) and registered in the [Improvement Request Log](#) to follow up recorded issues to a mutually satisfactory resolution with the Client.

Client feedback is also sought proactively through the use of [Client Feedback FM 01](#) when billing the Client.

8.2.2 Internal audit

An [Audit Program or Plan](#) is maintained with such scope as to ensure that all aspects of the Business Management System are audited, including quality, environment and safety aspects.

The frequency of such audits is determined according to the results of previous audits and the significance of individual system activities.

The scheduling, auditing and reporting is performed in accordance with [P-04 Internal Audits](#).

The results of audits are distributed to managers responsible for the area audited and any corrective actions are raised in accordance with the [Improvement Request](#) procedure.

[Internal audit reports](#) are used by Management when reviewing the continued effectiveness of the Business Management System.

8.2.3 Monitoring and measurement of processes

SAMPLE ORGANISATION uses various methods for monitoring and measurement of processes necessary to meet Client requirements. These methods include:

- Regular project review/program meetings,
- Three-monthly Workplace Committee Meetings,

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- Half-yearly Management Review Meetings, and
- Supplier performance reviews during each major contract.

Records of these meetings and reviews are maintained.

8.2.4 **Monitoring and measurement of product**

During the contract review stage and/or at the time of preparation of the [Project Plan or an ITP](#), SAMPLE ORGANISATION will ensure that all materials or supplies will be inspected and/or tested, as required under the contract prior to incorporation into the works.

Necessary inspection and testing is documented in accordance with Inspection and Test Plan obtained from the [ITP Index](#) and tailored to suit the project:>

8.2.4.1 **Receiving Inspection and Testing**

All purchased materials and components are subject to a combination of ordering from a reliable source and receipt inspection if any doubt exists of the product conformity.

Where incoming product is released without having been inspected, a record of the same is made to allow for recall and replacement in the event of non-conformance to the specified requirements.

8.2.4.2 **In process inspection and testing**

[Inspection and Test Plans](#) for each major construction activity contain details of inspection/test methods and acceptance criteria.

8.2.4.3 **Final inspection and testing**

All finished product is subject to final inspection.

Verification of previous inspections and tests form part of the final inspection and test activity.

No product is released until all the activities specified in the [PMP, ITP](#) or other defined instructions have been satisfactorily completed and verified.

8.2.4.4 **Inspection and test records**

SAMPLE ORGANISATION uses P-02 Records Control to provide evidence of the release authorities who can verify that each project has passed relevant inspection or tests within defined acceptance criteria.

8.3 **Control of non-conforming product**

SAMPLE ORGANISATION maintains control over non-conformances of purchased, Client supplied and in-house products and services in accordance with [P-08 Improvement \(including the control of nonconformity\)](#).

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All non-conforming products are identified and segregated (where practical) from the area of activity, to prevent inadvertent use.

Product and Service Non-conformances are documented in [Improvement Request FM 02](#) giving details of the product type, deviation from standard and quantity.

As appropriate, any safety issues are recorded in the [Accident & Near Miss Report](#).

8.3.1 Review and disposition

Non-conformance details are passed for review and disposition to the Project Manager, who in turn contacts other staff as appropriate for comment.

The review of non-conforming product decides whether the item is to be:

- reworked;
- subject of an application for concession to the Client;
- scrapped;
- returned to supplier.

Where the product is released under concession by the Client, details of the non-conformance that was accepted and any repairs or rework undertaken are recorded.

The Project Manager is responsible for controlling further processing, delivery or installation of non-conforming product until the non-conformance has been corrected.

All repaired and reworked product are re-inspected, in accordance with documented procedures, before such product is released.

8.4 Analysis of data

Senior management undertakes continual reviews and analysis of the operation of the Organisation's activities. SAMPLE ORGANISATION collects and analyses appropriate data to determine the suitability and effectiveness of the Business Management System and to identify any improvements that can be made.

Data collected for analysis can include:

- Records of Client satisfaction and /or dissatisfaction,
- Conformity to product requirements,
- [Audit results, both internal and external](#),
- Characteristics or trends in the timely implementation of agreed actions, and
- [Suppliers' performance assessments](#).

8.5 Improvement

8.5.1 Continual Improvement

SAMPLE ORGANISATION staff at all levels are actively encouraged to forward ideas and suggestions to Management Review for ways to improve the Business Management

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System. Senior management recognises the need for all employees to understand and feel comfortable using the system.

8.5.2 **Corrective and Preventive Action**

The responsibility and authority for initiating corrective and preventive action is defined in [P-08 Improvement \(including control of non-conformity\)](#).

Non-conformances are recorded and the records reviewed to determine the causes of non-conformance. Appropriate corrective and preventive action is implemented to avoid any recurrence of the non-conformance.

The review of non-conformance includes a review of processes; reject reports, inspection and test reports, maintenance reports and Client complaints.

Where corrective action results in change to existing procedures, such changes are recorded and communicated to the appropriate personnel.

Corrective actions are reviewed to ensure that they have been correctly implemented and remain effective.

COMMERCIAL-IN-CONFIDENCE**9 APPLICABLE DOCUMENTS****9.1 Referenced SAMPLE ORGANISATION documents**

Identification	Issue	Title
	latest	

9.2 Referenced Non-SAMPLE ORGANISATION documents

Identification	Issue	Title
AS/NZS ISO 9001	2000	Business Management Systems - Requirements
AS/NZS ISO 9004	2000	Business Management Systems – Guidelines for performance improvements

COMMERCIAL-IN-CONFIDENCE**10 DEFINITIONS AND ACRONYMS****10.1 Definitions**

Term	Description
Product	Includes service, hardware, processed material, software or any combination; May be tangible or intangible or combination; and Does not include unintentional by-product
Contract	Agreed requirements between a supplier and customer

10.2 Acronyms

Acronym	Description
BIM	Business Improvement Manager
CCB	Configuration Control Board
CMP	Configuration Management Plan
COTS	Commercial off the Shelf
CSP	Company / SAMPLE ORGANISATION Standard Procedure
FCA	Functional Configuration Audit
ILS	Integrated Logistic Support
IP	Intellectual Property
IR	Improvement Request
MD	Managing Director
OA	Office Administration (network)
PCA	Physical Configuration Audit
PM	Project Manager
PMP	Project Management Plan
PRG	Program Review Group
QM	Quality Manager
BMS	Business Management System
QP	Quality Plan
SEMP	System Engineering Management Plan
SSDD	System Sub-system Design Description
SSS	System/Sub-system Specification

COMMERCIAL-IN-CONFIDENCE**APPENDIX A. QUALITY OHS&R AND ENVIRONMENTAL POLICIES****QUALITY POLICY**

SAMPLE ORGANISATION is committed to providing value added services by responding to the needs and requirements of our customers in an innovative, efficient and cost effective manner.

SAMPLE ORGANISATION conforms to statutory/regulatory requirements and recognises community needs, environmental issues and safety requirements.

All services offered by SAMPLE ORGANISATION conform to AS/NZS/ISO 9001:2000 'Business Management Systems - Requirements'.

SAMPLE ORGANISATION strives to ensure that:

- a. Customer requirements are achieved,
- b. products and services are provided in the most cost effective manner, and
- c. Improvement opportunities are identified and implemented to increase SAMPLE ORGANISATION profitability.

SAMPLE ORGANISATION encourages staff to identify aspects of the Business Management System that can be improved to ensure that SAMPLE ORGANISATION continues to remain the preferred choice by our Customers.

OCCUPATIONAL HEALTH SAFETY AND REHABILITATION POLICY

It is the policy of SAMPLE ORGANISATION to provide safe working conditions and practices for all employees throughout its operations.

This policy is to be achieved by the introduction and maintenance of an accident prevention programme which has as its aims:

- Continuous example and direction by all levels of management to ensure that employees have no doubt as to the sincerity of the Organisation in its endeavour to eliminate accidents.
- Elimination of unsafe working conditions and practices.
- Employment of all practical measures to safeguard employees from injury by providing guidance on Manual Handling and Occupational Overuse Syndrome.
- Provision of appropriate formal and informal training programmes.
- Application of sound engineering practices in design, installation and maintenance of equipment.
- Maintaining effective procedures for accident reporting and investigation.
- Education of all employees in the use of established procedures and adherence to safety rules and regulations summarised in the Safety Handbook.

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- Continuous review of safety performance and auditing of the safety programme.
- To meet or exceed those standards contained in relevant Statutes affecting the consulting industry.

ENVIRONMENTAL POLICY

SAMPLE ORGANISATION is committed to planning, carrying out and monitoring its operations in order to:

- Comply with relevant EPA regulations, any local council development application consent conditions and any additional Client requirements relating to the environment;
- Set environmental targets for each major project site in an Environmental Control Checklist;
- Prevent pollution;
- Minimise the emission of noise, dust and polluted discharge from its premises;
- Ensure the effects of its activities do not spread outside the work perimeter;
- Respond promptly to any emergency situation which could cause adverse environmental impacts; and
- Support the principles of Ecologically Sustainable Development.

Environmental compliance will be regularly reviewed. SAMPLE ORGANISATION aims to prevent problems from occurring and promotes continuous improvement towards best practice in environmental management.

Appropriate training and instruction are provided to ensure that project staff understand how to implement the Environmental Management Plan. Staff are encouraged to offer suggestions about how environmental protection measures can be improved. Such suggestions will be assessed by SAMPLE ORGANISATION management and implemented as appropriate.

SAMPLE ORGANISATION is open about its environmental policy and has made it available on our web site to anyone.

The SAMPLE ORGANISATION Environmental Management System is designed to satisfy the requirements of ISO 14001 and can be augmented to suit individual Client needs.

Signed by:
Managing Director
Date: