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## 1 Company Overview

*This Manual introduces SKG SERVICES and the SKG SERVICES WAY, which includes*

- *Our History*
- *Our Policy*
- *Our Management System*
- *Overview of SKG SERVICES Systems*

*This manual is for our Customers, Staff and Contractors, Regulators and Certification companies alike.*

### 1.1 Introducing SKG SERVICES

SKG Services was founded in 1977 (as Steven's Cleaning Contractors with the goal of providing businesses and government organisations with a reliable, high quality outsourced cleaning service as a cost-effective alternative to an 'in-house self-managed service').

Since then, we have earned the reputation as a 'can do' company extremely capable of meeting and exceeding customers' expectations. A national company, incorporated in NSW, SKG SERVICES currently operates Australia wide and in New Zealand

Our current customer sector portfolio is Corporate, Industrial, Government and Education, Retail, Food Manufacturers and Processing, Medical and Pharmaceutical.

'Helpful, Reliable & Respectful'. Our philosophy is to partner with our customers to develop and refine our methodologies, striving to continually improve quality and add value. We have held many contracts in excess of 25 years with several contracts held for periods much longer than that – testimony to our commitment to customer satisfaction.

SKG SERVICES gained management system certification with our first certification to ISO 9001 series of Quality Management Systems granted in 2009.

SKG Services management system has adopted the International Standards Organisation's frameworks for Quality, Environment and Occupational Health and Safety and Risk Management.

We have refined our management system to be *streamlined, consistent*, effective and efficient which has reduced our overhead costs and enabled us to provide a value service.

*We adopt Cleaning Industry Best Practice and we also integrate our customer requirements, such as Food Safety into our normal operation (HACCP). Where we identify best practice in cleaning defined by our customers we attempt where possible to integrate those practices into our normal operation also raising the overall standard of the quality of our cleaning service.*

We have refined our management system to be effective and efficient which has reduced our overhead costs and enabled us to provide a value service.

### 1.2 Our Vision

As a leading service provider, we aim to create value for our customers by providing the best-managed services solution. Our vision is about adding value every day. Our expertise and commitment is what makes us different. We work in a spirit of partnership with our customers, becoming an integral part of what makes them successful.

### 1.3 Our Services including Job Descriptions

We are equipped to handle a whole range of cleaning and maintenance related services, the services we offer are:

- Cleaning Services
- Waste Management Coordination
- Purchasing Service – Consumables, Equipment and Maintenance
- Security Services
- Maintenance Services
- Facilities Environmental Control Systems Support and Operations
- Preventative Programs
- Emergency Response
- Labour Hire

#### Grounds Maintenance

##### **PURPOSE:**

The grounds person must have a sound knowledge of the operation and maintenance of machinery used in the maintaining of SKG Services' clients external gardens.

Grounds Maintenance focuses on the service including professional lawns, trees, shrub maintenance, litter picking, weed spraying and removal, hedging and tree trimming.

Must be self-motivated and willing to work under Operations Manager and the Grounds Supervisor.

Must be hardworking, honest, reliable and have a sound knowledge of the WHS requirements.

##### **COMPETENCIES:**

- Communicate effectively, must be healthy and should have a respectable disposition and be honest in all aspects of his/her role.
- Use a variety of gardening tools and maintenance equipment.
- Must enjoy and be able to conduct the physical nature and outdoor labor that will be required.
- Maintain positive and consistent personal management and discipline strategies.
- Maintain good working relationships with the SKG Services clients
- Be competent in or willing to learn the use of gardening equipment to maintain a high level of grounds appearance.

##### **PRINCIPAL ACCOUNTABILITIES:**

- Effectively maintain grounds to a high standard.
- Carry out work practices in accordance with current Workplace Health and Safety requirements.
- Mow grass around council strip and side lane
- Spray and remove weeds in garden beds and on walkways, minor trimming of foliage at garden beds and kerb edges
- Removal of all dead plants in garden beds
- Minor trimming of plants to ensure no risk hazards

- Hedging of bottle brush bushes
- Report any vandalism or damages to Operations Manager
- Remove all litter and debris from the garden beds
- Under supervision of a qualified person apply fertiliser, pesticides and herbicides when directed.
- Prepare and maintain new and existing garden beds.
- Corrective pruning and basic tree maintenance.
- Assist with lawn mowing activities i.e. operate and use a zero steer mower, operate and use ride on mowers, push mowers, whipper snippers and lawn edger's.
- Refuelling equipment when required.
- Assist with equipment maintenance.
- Setting up hoses to irrigate garden beds.
- Working on ladders and elevated platforms.
- Current drivers' licence, to drive work buggy and trailer on public roads.
- Loading and unloading of gardening equipment.
- Safe operation of chainsaws, hedgers and pole saws.
- Safe operation of all garden machinery.
- Manual handing- raking up and removal of garden waste.

#### **QUALITY, ENVIRONMENT AND WHS RESPONSIBILITIES**

- Inform the Operations Manager of incidents or accidents, which may require investigation or other, follow up.
- Work in the safe manner and following the safety instruction
- Identify and raise safety concerns through the hazard register as required
- Identify and report any incidents/accidents in the workplace
- Work in a safe manner as designated in workplace procedures
- Identify and record any problems relating to the product, process, quality, environment and WHS system

#### **Facilities Manager**

##### **COMPETENCIES:**

- Supervisory skills involving staff and work standards.
- Excellent communication, organization and consultation skills
- Inspection and audit skills.
- Report writing and presentation.
- Knowledge and understanding of Quality, Environment and WHS systems – safe systems of work and environmental management.
- Hazard identification and risk assessment process management.

##### **QUALITY, ENVIRONMENT AND WHS RESPONSIBILITIES:**

- Ensure all appropriate actions are taken to implement company Policies, procedures and legislative requirements.

#### 1.4 THE SKG SERVICES POLICY

SKG SERVICES strives to position ourselves as leaders in the Cleaning and Facilities Support sector by identifying and adopting best practice in everything that we do.

We aim to consistently *deliver value to our customers* and to ensure employee satisfaction through the effectiveness and efficiency of our management system that is *integrated to meet our requirement for compliance with:*

##### Quality (ISO9001)

We employ a total quality philosophy as an essential tool towards the continued success of our company by delivering a *superior Cleaning Service to our customers*. We have been certified for Quality Management System since July 1995.

##### Environmental (ISO14001)

As stewards of the natural environment, we aim to avoid or minimize negative impacts of our operations by adopting sustainable principals, including but not limited to product assessment, resource efficiency and waste minimization.

Occupational Health and Safety Management System (ISO 45001) We are committed to creating an incident and injury free workplace by adhering to the relevant legislation and by applying the principals of Quality to the monitoring and improving both our OH&S and Environmental performance.

*To achieve this we have an established and mature framework to :*

- *Define and keep abreast of Customer requirements with mechanisms to ensure the delivery of a quality assured service and for identifying value added service as we progress*
- *Monitor and measure business, customer and service process outcomes and management system performance against collectively developed objectives and targets*
- *Ensure Best Practice within our Industry and legally compliance*
- *Continuously Improve through our proactive approach and our ability to react to customer and market requirements through monitoring, review, inspections, analysis and problem solving*
- *Empower our staff to proactively participate by providing the resources to enable a learning and development environment*

As a leading service provider, we aim to create value for our customers by providing the best-managed services solution.

Our vision is about adding value every day. Our expertise and commitment is what makes us different.

We work in a spirit of partnership with our customers, becoming an integral part of what makes them successful.

## 2 The SKG Services Way

### 2.1 System Structure

#### 2.1.1 Integration Matrix & Exemptions

We maintain an 'IMPLEMENTATION AND INTEGRATION MODEL' (Refer to Appendix A) that enables us to :

1. Map our system against the respective standards and considerations
2. Further define and assign roles and responsibilities, and to
3. Track competency and analyse training needs

Due to the nature of our business we do not currently include in our Systems

ISO9001 Quality Management System

- Section 7.3 Design and Development
- Section 7.6 Control of monitoring and measuring equipment.

AS/NZS 45001 Occupational Health & Safety *Management System*

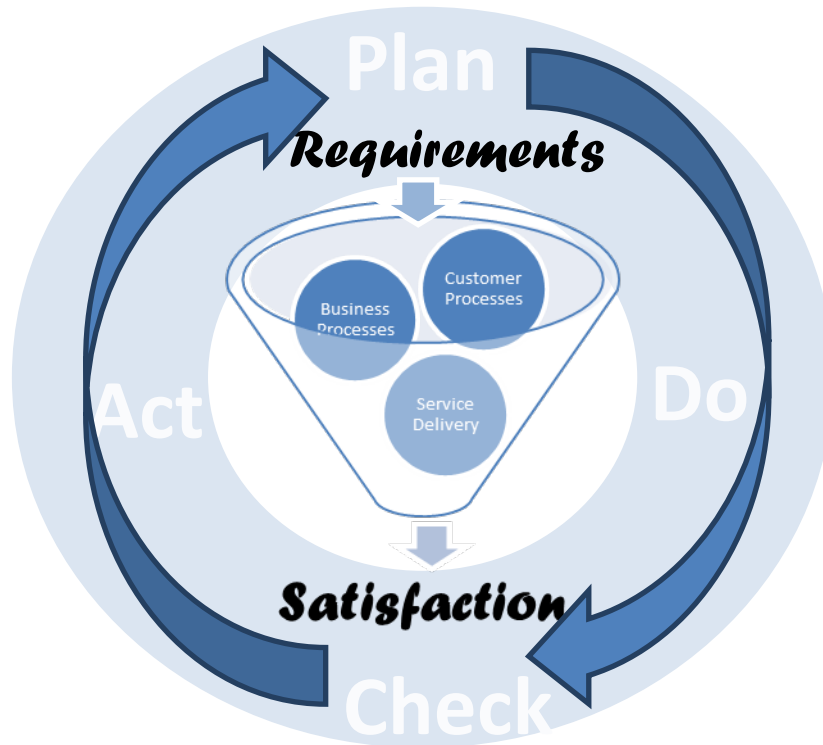
- Section 4.5.1.2 Health Surveillance

ISO 14001 Environmental Management System

- Nil.

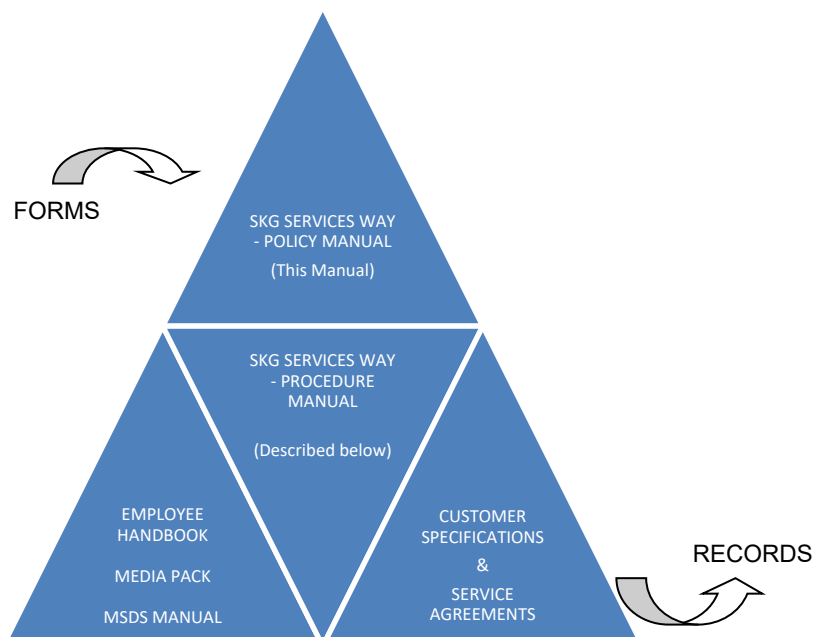
### 2.1.2 Cyclic Approach

We have adopted a prescriptive approach to the Quality philosophy of PLAN – DO – CHECK – ACT and as such have structured our system accordingly. This establishes a cycle to ensure that all participants understand fully their particular roles staff and customers.



### 2.1.3 System Documentation

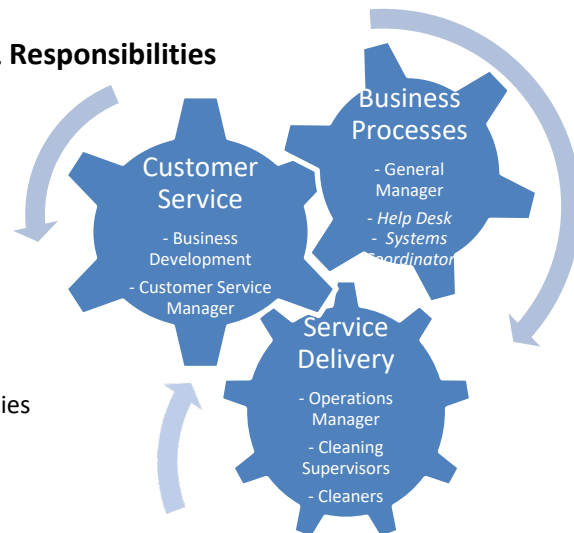
The following system documents are available in hardcopy format from the HELP DESK. They are also, available via your respective login to SKG SERVICES Web-Site.



**2.1.4 Organisational Structure and Roles & Responsibilities**

**All Staff are responsible for:**

- Customer Service
- Deliver their role as described below
- Implementation of the SKG SERVICES WAY
- Participate in training as and when required
- Be proactive in Improvement suggestion and activities
- Report all Hazards and Incidents



|                             |  |
|-----------------------------|--|
| <b>Cleaning Staff</b>       | <ul style="list-style-type: none"> <li>• Delivery Cleaning Services in accordance with site specific Quality Plan</li> </ul>   |
| <b>Cleaning Supervisors</b> | <ul style="list-style-type: none"> <li>• Supervise sites in accordance to specific Quality Plan and the SKG SERVICES WAY</li> <li>• Management and organizing personnel and cleaning functions</li> <li>• Manage, train and employ site staff as required.</li> <li>• Liaise with management, customer services and business development</li> <li>• Site management of consumables and equipment and report</li> <li>• Maintaining cleaning standards to customer satisfaction</li> <li>• Liaise with Customers, building and developing client rapport</li> <li>• Liaise with Operations and Business Services to maintaining cleaning standards to customer satisfaction</li> <li>• Site <i>Incident Reporting and Issue resolution</i></li> </ul> |
| <b>Operations Manager</b>   | <ul style="list-style-type: none"> <li>• Maintaining cleaning standards to customer satisfaction</li> <li>• Liaising with customers, building and developing client rapport</li> <li>• Coordination of operations including purchasing and equipment maintenance</li> <li>• Management and organizing <i>personnel</i> and cleaning functions</li> <li>• Human Resources and SKG Services Way Coordination</li> </ul>  |
| <b>Helpdesk Coordinator</b> | <ul style="list-style-type: none"> <li>• Be the first point of contact for all Customers and Staff</li> <li>• Maintain momentum for the SKG SERVICES WAY implementation</li> <li>• Record, track and assign to appropriate staff for improvement</li> <li>• General administrative duties including tender preparations</li> <li>• Management of e-commerce and electronic communications systems</li> </ul>   |
| <b>Systems Coordinator</b>  | <ul style="list-style-type: none"> <li>• Management Systems Coordination – including Annual Reviews, Trends Analysis, Document Control and Internal Auditing.</li> </ul>   |



**General Manager**

- Overall responsibility for the successful implementation of SKG Services's Integrated Management System
- Representing the company to certifiers and regulators
- *Business Development – Quotes and Tender Submissions*
- Maintaining existing and developing new client networks
- Human Resources, Incident, Emergency, Claims and Return to Work
- Coordination of operations including purchasing and equipment maintenance
- Coordinate all Monitoring programs
- *Coordinate* the Customer Care Centre

## 2.2 The SKG SERVICES WAY - Procedure Manual Overview

*All Staff, Contractors and Sub-Contractors are trained and fully competent to deliver to our Clients within the boundaries of The SKG SERVICES WAY suite of Procedures.*

*The SKG SERVICES WAY – PROCEDURE MANUALS contains detailed procedures for, the following functions and a description of these functions is provided below:*

- ✓ Business Processes
- ✓ Customer Service
- ✓ Service Delivery

*Staff also receives training and information to ensure Safe Work Practices*

- ✓ *EMPLOYEE INDUCTION HANDBOOK*
- ✓ *MSDS MANUAL*

### 2.2.1 Business Processes

#### Human Resourcing

The bulk of our service is delivered at our client sites, where there are many sites with anywhere from 1-5 personnel on-site at any given time, however, this is dependent on the load and complexity of the service. Our staff is employed on full time, part time and casual bases. We engage sub-contractors to perform specialized tasks and engage technical experts when required.

All our personnel and sub-contractors undertake inductions and training in all aspects of the SKG Services Way system and all personnel undertake in-house training and are supervised until deemed competent. We are working towards re-introducing certificated training for all our cleaning staff. We have a mature Return to Work program in the event of Accident or Injury.

Our management team has extensive experience in many areas of the cleaning industry and project management. Through ongoing consultation with experts and suppliers we stay abreast of new cleaning techniques. Our Management and supervision team undertake annual performance appraisals to nurture their professional development.

### **Communication**

Cleaning Supervisors visit site's regularly to ensure face-to-face communication with both customers and staff on a regular basis. SKG Services also utilize state of the art communications such as laptops, mobile phones and personal digital aids to ensure strong service focus and to enable effective consultation, record retention and reporting capabilities within the business and with our customers.

### **Data, Records & Document Control**

To ensure consistency of our service quality and training, all system generated data, records and documents are retained and controlled for distribution and monitored for completion. External guidance and statutes are also document controlled to ensure we achieve best practice.

### **Purchasing**

Purchasing is centralized to ensure considered selection and approval of both suppliers and purchased entities such as equipment, chemicals, consumables and contracted staff alike. Equipment maintenance and repair is also centralized ensuring service continuity. Site based procurement is streamlined with suppliers and delivered directly to customer sites where possible to ensure ongoing service delivery.

### **Risk Management & Job Safety**

Risk Management and Job Safety Analyses are conducted for all roles, tasks and jobs prior to commencement ensuring we understand the task at hand and controls required for optimum outcomes and safety of all participants and the natural environment. Controls are developed and revised in a consultative manner routinely and when required by legislation and performance.

#### **2.2.2 Customer Processes**

We have held many contracts in excess of 10 years with a number of contracts held for periods much longer than that – testimony to our commitment to customer satisfaction.

Our customer related processes are:

#### **Business Development**

- Building on existing customer base additional service is identified through customer and staff communication and is targeted towards value adding and innovation.
- Existing Service Agreements are reviewed routinely to ensure service delivery matches customer expectations. Variations to Services Agreements are incorporated into the customer Service Agreement and Quality Plan.

#### **Tender Preparation and Quotation**

- Responding to Tender Advertisements, recommendations and providing quotations to requests gain new Customers.

### Service Agreements

- Once a Tender or Quotation is agreed upon and accepted a Transition Plan is put in place to ensure smooth implementation of our service.
- We work with our Customers to establish the final Service Agreements and Quality Plan, which include Cleaning Specifications for routine and periodical services.
- The Quality Plan enables the identification of Customer requirements, protocols and procedures, examples of essential protocols are Site based Emergency Protocols, Security Arrangements and site specific access and cleaning requirements to support Customers business activities.
- The Transition Management process provides timeframes for site setup and incorporates the engagement of staff, sub-contractors, equipment and cleaning materials.
- Initial Quality and Safety Inspection is conducted to establish a start baseline. Customer sites are then added to our routine monitoring schedules for ongoing performance assessment.

### 2.2.3 Service Delivery

We understand the importance of adopting a 'work smart' approach in a labour-intensive industry. That's why our operations team constantly analyse and research more efficient work methods.

Our company strives to deliver speedy, efficient, consistent, cost effective, safe, and customer focused service, as such our Service Delivery processes are streamlined and controlled to:

- Streamline site-based procurement of equipment and consumables where our staff place orders directly with our suppliers who in turn deliver directly to our client site.
- Ensure the safety of the natural environment, our staff and our customers alike we have established Safe Work Practices (SWP) for all our identified hazards, which entail detailed control mechanisms.
- Ensure quality and consistency in our Service by establishing Standard Operational Procedures (SOP) for which all our services are delivered in accordance with.

### 2.2.4 SKG Services Customer Care

Our Customer Care Centre operates 24 x 7 enabling us to be responsive to our customer's needs, requests and emergency response requirements. SKG Services Customer Care manages all requests from service delivery, fulfillment, compliance and media.

The Customer Care Centre is located at 121 Green St, Richmond where all business, staff and customer related processes take place.

### 2.2.5 Action & Continuous Improvement

The following Continuous Improvement processes are applied to the entire SKG Services Way processes – Business, Customer and Service Delivery processes alike.

**Objectives & Targets**

We establish Objectives and Targets against which we monitor our performance. Annually we review our performance of our objectives and this enables us to guide our improvement strategy for the following year.

**Monitoring and Reviews**

Regular and periodic reviews of the performance and implementation of our system is performed to ensure we are fully compliant with contractual and regulatory obligations. This means we can control and minimize risk to our clients, our staff and our reputation.

Our Monitoring Schedule is established annually and maybe varied throughout the year depending on performance. Monitoring is performed to verify Service Agreements, the Quality of our Services and implementation of our Processes. Monitoring is conducted in the form of Site Inspections, Team Meetings, Audits and Management Reviews.

**Incident & Emergency Control**

Where Incidents occur or when Emergency Response is required our Incident Management process is triggered to ensure an appropriate investigation is carried out and improvement is conducted in accordance with our Corrective Action process.

**Improvement**

Where improvements are identified, through customer & staff improvement suggestions and monitoring outcomes, they are recorded and addressed through our Action & Improvement Plan. Where Non Conformances or Incidents occur Corrective Action reports are generated to ensure the cause is determined and appropriate Corrective Actions are developed and implemented. All improvements and corrective actions are conducted in consultation with all participants.

### 3 Appendix A - Implementation and Integration Model

| Management System Compliance      |   |  |   | " The SKG way " System Elements   | Implementation - Roles & Responsibilities  |                          |                         |                            |                          |                      |                           |                               | Internal Audit Frequency |
|-----------------------------------|---|--|---|---|--|--------------------------|-------------------------|----------------------------|--------------------------|----------------------|---------------------------|-------------------------------|--------------------------|
| Food Safety (HACCP - Codex)       | ISO 9001:2008 Quality Management System | ISO 14001:2004 Environment Management System | AS/NZS 4801:2001 Occupational Health & Safety |   | Training Plan = 1 => Aware, 2 => Competent |                          |                         |                            |                          |                      |                           |                               |                          |
|                                   |   |  |   |   | Cleaner                                    | Cleaning Supervisor (CS) | Operations Manager (OM) | Help Desk Coordinator (HC) | Systems Coordinator (SC) | General Manager (GM) | Financial Controller (FC) | Sub-Contractors & Contractors |                          |
| <b>PLAN</b>                       |   |  |   |   |  |                          |                         |                            |                          |                      |                           |                               |                          |
|                                   | 4.1, 4.4, 5.5, 5.1, 5.3, 5.4, 8.5       | 4.1, 4.2, 4.3, 4.4                           | 4.1, 4.2, 4.3, 4.4                            | <b>SKG Way - POLICY MANUAL</b><br>A Policy Manual for defining the System<br>Target Audience - All Stakeholders | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 2                             | Annual                   |
|                                   | 6.3, 6.4, 7.1, 7.2, 7.3                 | 4.3, 4.4                                     | 4.3, 4.4                                      | SKG EMPLOYEE INDUCTION HANDBOOK   | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 2                             | Annual                   |
|                                   |   |  |   | SKG WAY - PROCEDURE MANUAL<br>A Procedure Manual detailing the following procedures                             | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 2                             | Annual                   |
| <b>DO</b>                         |   |  |   |   |  |                          |                         |                            |                          |                      |                           |                               |                          |
| <b>Customer Related Processes</b> |   |  |   |   |  |                          |                         |                            |                          |                      |                           |                               |                          |
|                                   | 5.2                                     | 4.3  | 4.3   | Marketing & Business Development - Quotes, Tenders and Contracts  | 1  | 1                        | 2                       | 1                          | 1                        | 2                    | 2                         | 1                             | Annual                   |
| 2.3, 4.2, 10.1                    | 5.4, 7.1, 7.2                           | 4.3, 4.4                                     | 4.3, 4.4                                      | Establish & Maintain Quality Plans  | 1  | 1                        | 2                       | 1                          | 1                        | 2                    | 2                         | 1                             |                          |
|                                   | 5.2, 7.2                                | 4.3  | 4.3   | Customer Care Centre  | 2  | 2                        | 2                       | 2                          | 1                        | 2                    | 1                         | 2                             |                          |
| <b>Business Processes</b>         |   |  |   |   |  |                          |                         |                            |                          |                      |                           |                               |                          |
|                                   | 5.5, 7.2                                | 4.4  | 4.4   | Communication   | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 2                             | Annual                   |
|                                   | 4.2                                     | 4.3, 4.4, 4.5                                | 4.3, 4.4, 4.5                                 | Data, Record and Document Control   | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 1                             |                          |
| 5.3                               | 6.1, 7.3, 7.4                           | 4.4  | 4.4   | Purchasing  | 1  | 2                        | 2                       | 2                          | 1                        | 2                    | 2                         | 1                             |                          |
|                                   | 6.1, 6.2                                | 4.4  | 4.3, 4.4                                      | Human Resourcing  | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 1                         | 1                             |                          |
| 10.2                              | 6.2                                     | 4.4  | 4.4   | Training  | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 2                             |                          |
| <b>Service Delivery</b>           |   |  |   |   |  |                          |                         |                            |                          |                      |                           |                               |                          |
| 5.1                               | 6.3, 6.4, 7.1, 7.2, 7.3                 | 4.3, 4.4                                     | 4.3, 4.4                                      | Risk Management and Job Safety  | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 2                             | Annual                   |
|                                   | 4.3                                     | 4.4  | 4.4   | Physical & Chemical Resources   | 2  | 2                        | 2                       | 1                          | 1                        | 2                    | 2                         | 2                             |                          |
|                                   | 4.3, 5.1                                | 7.5  | 4.4   | Safe Work Practices   | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 1                         | 2                             |                          |
|                                   | 5.1, 6.4                                | 7.5  | 4.4   | Standard Operating Procedures   | 2  | 2                        | 2                       | 1                          | 1                        | 2                    | 1                         | 2                             |                          |
| <b>MONITOR</b>                    |   |  |   |   |  |                          |                         |                            |                          |                      |                           |                               |                          |
|                                   | 8.1, 8.2                                | 4.5  | 4.5   | Site Inspections  | 1  | 1                        | 2                       | 1                          | 1                        | 2                    | 1                         | 1                             | Annual                   |
|                                   | 8.2                                     | 4.5  | 4.5   | Audits  | 1  | 1                        | 1                       | 1                          | 2                        | 2                    | 1                         | 1                             |                          |
|                                   | 5.4, 5.6, 8.4                           | 4.3, 4.5, 4.6                                | 4.3, 4.5, 4.6                                 | Operational and Annual Reviews  | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 1                         | 1                             |                          |
|                                   | 8.1, 8.2                                | 4.5  | 4.5   | Monitoring Schedule   | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 1                         | 1                             |                          |
| <b>ACTION</b>                     |   |  |   |   |  |                          |                         |                            |                          |                      |                           |                               |                          |
|                                   | 6.3, 8.3                                | 4.4  | 4.4   | Near Miss, Incident and Emergency Response  | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 2                             | Annual                   |
|                                   | 8.5                                     | 4.3, 4.5                                     | 4.3   | Improvement Suggestions   | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 2                             |                          |
|                                   | 8.3, 8.5                                | 4.5  | 4.5   | Corrective Actions  | 2  | 2                        | 2                       | 2                          | 2                        | 2                    | 2                         | 2                             |                          |