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## 0.0 Revision History and Approval

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<thead>
<tr>
<th>Rev.</th>
<th>Nature of changes</th>
<th>Approval</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Original Issue</td>
<td>Christine Allard</td>
<td>03 JAN 2017</td>
</tr>
</tbody>
</table>
1.0 Welcome to Facilities and Services Division

Whether you're studying, working, playing sports or enjoying the campus atmosphere, the facilities at the Australian National University (ANU) create an environment that makes the campus an exceptional place to learn, live and work.

The Facilities & Services Division (F&S or the Division) maintains and enhances the University's buildings, grounds and infrastructure in a number of locations across Australia including the Acton Campus, Kioloa, Siding Spring, Mt Stromlo Observatory and the Northern Australian Research Unit at Darwin.

Our goal is to provide a research and study environment that aspires to meet world-class sustainability practices.

2.0 F&S: Who We Are

2.1 Determining Our Strategic Direction

F&S has reviewed and analysed key aspects of the Division and its stakeholders to determine the strategic direction of the Division. The review and analysis involves:

- Understanding our core products and services, and scope of management system (see 2.2 below).
- Identifying “interested parties” (stakeholders) who receive our products and services, or who may be impacted by them, or those parties who may otherwise have a significant interest in the Division. These parties are identified in the document Context of the Organisation.
- Understanding internal and external issues that are of concern to F&S and its interested parties; also identified in the document Context of the Organisation. Many such issues are identified through an analysis of risks facing either F&S or the interested parties. Such issues are monitored and updated as appropriate, and discussed as part of management reviews.

This information is then used by senior management to determine the Division's strategic direction. This is defined in records of management review, and periodically updated as conditions and situations change. The strategic direction is also reflected in the Division's Business Plan.

2.2 Scope of the Management System

2.2.1 Scope Statement

Based on an analysis of the above issues of concern, interests of stakeholders, and in consideration of its products and services, F&S has determined the scope of the management system as follows:

Delivery, operation and maintenance of infrastructure and facilities to support research, teaching and learning.
2.2.2 Facilities Within the Scope

The quality system will initially apply to all processes, activities, and staff of the following location within the Australian National University:

<table>
<thead>
<tr>
<th>Acton Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Australian National University</td>
</tr>
<tr>
<td>Canberra ACT 2601</td>
</tr>
<tr>
<td>+61 2 6125 5111</td>
</tr>
</tbody>
</table>

2.2.3 Permissible Exclusions

The Division claims no exclusions from the ISO 9001 standard.

The following sites are excluded from the F&S quality management system at this time; in the future, these sites may be incorporated into the Division’s QMS, at which time this manual will be updated accordingly.

<table>
<thead>
<tr>
<th>Mount Stromlo Observatory</th>
<th>Kioloa Coastal Campus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cotter Road</td>
<td>96 Murraramarang Road</td>
</tr>
<tr>
<td>Weston Creek, ACT, 2611</td>
<td>Kioloa NSW 2539</td>
</tr>
<tr>
<td>+61 2 4457 1118</td>
<td>+61 2 6125 5111</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Siding Spring Observatory</th>
<th>North Australian Research Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timor Road</td>
<td>23 Ellengowan Drive</td>
</tr>
<tr>
<td>Coonabarabran, NSW 2357</td>
<td>Brinkin, NT, 0810</td>
</tr>
<tr>
<td>+61 2 6842 6363</td>
<td>+61 8 8920 9999</td>
</tr>
</tbody>
</table>

2.2.4 Scope of the Quality Manual

This manual is prepared for the purpose of defining F&S’s interpretations of the ISO 9001:2015 international standard, as well as to demonstrate how the Division complies with that standard.

This manual does not follow the numbering structure of ISO 9001. Instead, Appendix B presents a cross reference between the sections of this manual and the clauses of ISO 9001:2015.

This manual presents “Notes” which are used to define how F&S has tailored its management system to suit its purposes. These are intended to clarify implementation approaches and interpretations for concepts which are not otherwise clearly defined in ISO 9001:2015.

Notes appear in italics, with grey background.

Where subordinate or supporting documentation is referenced in this manual, these are indicated by bold italics.

3.0 Quality Statement

The ANU is a world leading university and is unambiguous about its objective to maintain its international reputation for excellence in research, education and policy expertise. In the course of this endeavour, the University produces research, teaching and learning activities and experiences. These underpin the ANU’s reputation for excellence.

F&S assists the University in this endeavour through all aspects associated with the planning, development, acquisition, operation and provision of applicable services in support of campus activities.
F&S is responsible for providing a physical environment at the ANU to support teaching and research goals through the provision of facilities and services that meet or exceed client requirements. The Division is responsible for managing the ANU buildings, grounds and infrastructure to the relevant legislation, Standards and Codes of Practice within an allocated budget. F&S is also responsible for supporting the provision of a safe learning, research and working environment for the University Community.

The support that F&S provides to the ANU Community includes the Acton Campus, Mt Stromlo Observatory, Kioloa, Siding Spring Observatory, and the Northern Australian Research Unit. A key goal is efficiency of building operations to reduce whole of life costs.

F&S has implemented the ISO 9001 Quality Management System standard. Adoption of this standard will ensure F&S focuses on continuous improvement to consistently deliver products and services to meet client expectations and achieve the following operational goals:

- **PROJECTS** The F&S Projects Portfolio is responsible for the planning, design, procurement and delivery of capital works, refurbishments and major contracted works. The section also manages space planning, allocations and major relocations. The Projects Portfolio is responsible for delivering works in a timely manner, within budget, and to meet the requirements and expectations of the University.

- **MAINTENANCE** The F&S Maintenance Portfolio is responsible for the management and delivery of best practice maintenance and minor capital works at the ANU and managing the asset life cycle and asset management plans (AMPs) across the ANU. This responsibility will be delivered in a manner consistent with institutional priorities and client expectations and also within appropriate legislative and statutory frameworks.

- **OPERATIONS** The F&S Operations Portfolio is responsible for the day to day essential campus services namely Security, Cleaning, Gardens and Grounds and waste management. All operational functions aim to be client focused, efficient and flexible to enable core business to function in a safe, clean and pleasant environment. The Operations section also provides support and direction to the sustainability and communications strategies for the Division.

- **CORPORATE AND CLIENT SERVICES** The F&S Corporate and Client Services Portfolio delivers administrative, financial, human resources and business support services that enable the Division to maintain corporate governance practices and deliver client services to the University community.

### 4.0 Management System Structure and Controls

#### 4.1 Process Approach

##### 4.1.1 Process Identification

F&S has adopted a process approach for its management system. By identifying the top-level processes within the Division, and then managing each of these discretely, this reduces the potential for nonconforming products and services discovered during final processes or after delivery. Instead, nonconformities and risks are identified in real time, by actions taken within each of the top-level processes.
Note: Not all activities are considered “processes” – the term “process” in this context indicates the activity has been elevated to a higher level of control and management oversight. The controls indicated herein are applicable only to the top-level processes identified.

F&S top-level processes have been identified at the Business Unit level across each of the four portfolios within F&S. These top-level processes relate to products and services, provided by each Business Unit as follows:

<table>
<thead>
<tr>
<th>PORTFOLIO</th>
<th>BUSINESS UNITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>QMS Prefix</td>
<td>Name</td>
</tr>
<tr>
<td>40</td>
<td>Operations</td>
</tr>
<tr>
<td></td>
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<tr>
<td>50</td>
<td>Projects</td>
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</tr>
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<td>60</td>
<td>Maintenance</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>70</td>
<td>Corporate and Client Services</td>
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<tr>
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</tbody>
</table>

Each process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of top level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a Process Definition document which defines:

- applicable inputs and outputs
- process owner(s)
- applicable responsibilities and authorities
- applicable risks and opportunities
- critical and supporting resources
- criteria and methods employed to ensure the effectiveness of the process
- quality objectives related to that process

The sequence of interaction of these processes is illustrated in Appendix A.

Note: Appendix A represents the typical sequence of processes, and may be altered depending on client or regulatory requirements at the job or contract level, as needed.
4.1.2 Process Controls & Objectives

Each process has at least one objective established for it; this is a statement of the intent of the process. Each objective is then supported by at least one “metric” or key performance indicator (KPI) which is then measured to determine the process’ ability to meet the quality objective.

Note: Some processes have multiple objectives and multiple metrics. This is determined by the nature of the process, its impact on products and services, and associated risks.

Note: Whereas ISO 9001 discusses process measurements and “quality objectives” as separate concepts, F&S combines them; i.e., quality objectives are used to control the processes. Additional objectives for products and services may be assigned, but these will also be used to measure process effectiveness.

Throughout the year, metrics data is measured and gathered by process owners or other assigned managers, in order to present the data to the F&S Senior Management Team (SMT). The data is then analysed by the SMT in order that they may set goals and make adjustments for the purposes of long-term continual improvement.

The specific quality objectives for each process are defined in the applicable Process Definition document for each F&S Portfolio business unit.

Metrics, along with the current status and goals for each objective, are recorded in records of management review.

When a process does not meet a goal, or an unexpected problem is encountered with a process, the corrective and preventive action process is implemented to research and resolve the issue. In addition, opportunities for improvement are sought and implemented, for the identified processes.

4.1.3 Outsourced Processes

Any process performed by a third party is considered an “outsourced process” and must be controlled, as well. The Division’s outsourced processes, and the control methods implemented for each, are defined in Outsourced Processes.

The type and extent of control to be applied to the outsourced process take into consideration:

a) the potential impact of the outsourced process on the Division’s capability to provide product that conforms to requirements,

b) the degree to which the control for the process is shared,

c) the capability of achieving the necessary control through the purchasing contract requirements.

4.2 Documentation & Records

4.2.1 General

The management system documentation includes both documents and records.

Note: the ISO 9001:2015 standard uses the term “documented information”; F&S does not use this term, but instead relies on the terms “document” and “record” to avoid confusion. In this context the terms are defined by F&S as:

- Document – written information used to describe how an activity is done.
- Record – captured evidence of an activity having been done.

Documents and records undergo different controls as defined herein.

The extent of the management system documentation has been developed based on the following:

a) The size of F&S
b) Complexity and interaction of the processes

c) Risks and opportunities

d) Competence of personnel

4.2.2 Control of Documents

Documents required for the management system are controlled in accordance with procedure Control of Documents. The purpose of document control is to ensure that staff have access to the latest, approved information, and to restrict the use of obsolete information.

All documented procedures are established, documented, implemented and maintained.

4.2.3 Control of Records

A documented procedure Control of Records has been established to define the controls needed for the identification, storage, retrieval, protection, retention time, and disposition of quality records. This procedure also defines the methods for controlling records that are created by and/or retained by suppliers.

These controls are applicable to those records which provide evidence of conformance to requirements; this may be evidence of product and service requirements, contractual requirements, procedural requirements, or statutory/regulatory compliance. In addition, quality records include any records which provide evidence of the effective operation of the management system.

4.3 Change Management

When F&S determines the need for changes to the management system or its processes, these changes planned, implemented, and then verified for effectiveness; see the document Change Management.

Documents are changed in accordance with procedure Control of Documents.

4.4 Risks and Opportunities

Note: F&S deviates slightly from the approach towards risk and opportunity presented in ISO 9001. Instead, F&S views “uncertainty” as neutral, but defines “risk” as a negative effect of uncertainty, and “opportunity” as a positive effect of uncertainty. F&S has elected to manage risks and opportunities separately, except where they may overlap. Formal risk management may not be utilised in all instances; instead, the level of risk assessment, analysis, treatment and recordkeeping will be performed to the level deemed appropriate for each circumstance or application.

F&S considers risks and opportunities when taking actions within the management system, as well as when implementing or improving the management system; likewise, these are considered relative to products and services.

Risks and opportunities are managed in accordance with the document Risk and Opportunity Management.
5.0 Management & Leadership

5.1 Management Leadership and Commitment

The SMT of F&S provide evidence of its leadership and commitment to the development and implementation of the management system and continually improving its effectiveness by:

a) taking accountability for the effectiveness of the management system;

b) ensuring that the **Quality Statement** and quality objectives are established for the management system and are compatible with the strategic direction and the context of the Division;

c) ensuring that the quality statement is communicated, understood and applied within the Division;

d) ensuring the integration of the management system requirements into the Division’s other business processes, as deemed appropriate (see note);

e) promoting awareness of the process approach;

f) ensuring that the resources needed for the management system are available;

g) communicating the importance of effective quality management and of conforming to the management system requirements;

h) ensuring that the management system achieves its intended results;

i) engaging, directing and supporting persons to contribute to the effectiveness of the management system;

j) promoting continual improvement;

k) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

Note: “Business processes” such as accounting, employee benefits management and legal activities are out of scope of the QMS.

5.2 Client Focus

The F&S SMT adopts a client-first approach which ensures that client needs and expectations are determined, converted into requirements, managed and are met with the aim of enhancing client satisfaction.

This is accomplished by assuring:

a) client and applicable statutory and regulatory requirements are determined, understood and consistently met;

b) the risks and opportunities that can affect conformity of products and services and the ability to enhance client satisfaction are determined and addressed;

c) the focus on enhancing client satisfaction is maintained.

5.3 Quality Statement

The F&S SMT has developed the **Quality Statement**, defined in section 3.0 above, that governs day-to-day operations to ensure quality.

The **Quality Statement** is released as a standalone document as well, and is communicated and implemented throughout the Division.
5.4 Organisational Roles Responsibilities & Authorities

The F&S SMT has assigned responsibilities and authorities for all relevant roles in the Division. These are communicated through the combination of the Organisational Chart and Position Description documents.

The Senior Management Team accepts responsibility and authority for:

   a) ensuring that the management system conforms to applicable standards;
   b) ensuring that the processes are delivering their intended outputs;
   c) reporting on the performance of the management system;
   d) providing opportunities for improvement for the management system;
   e) ensuring the promotion of client focus throughout the organisation;
   f) ensuring that the integrity of the management system is maintained when changes are planned and implemented.

5.5 Internal Communication

The F&S SMT ensures internal communication takes place regarding the effectiveness of the management system. Internal communication methods include:

   a) meetings (periodic, scheduled and/or unscheduled) to discuss aspects of the QMS;
   b) memos and internal emails to F&S staff;
   c) use of the results of analysis of data;
   d) use of the results of the internal audit process;
   e) use of corrective and preventive action processes to report nonconformities or suggestions for improvement; and
   f) the F&S SMT’s “open door” policy which allows any staff access to the Senior Management Team for discussions on improving the quality system.

5.6 Management Review

The Senior Management Team reviews the management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. The review includes assessing opportunities for improvement, and the need for changes to the management system, including the Quality Statement and quality objectives.

Management review frequency, agenda (inputs), outputs, required members, actions taken and other review requirements are defined in the documented procedure Management Review.

Records from management reviews are maintained.
6.0 Resources

6.1 Provision of Resources

F&S determines and provides the resources needed:

a) to implement and maintain the management system and continually improve its effectiveness; and

b) to enhance client satisfaction by meeting client requirements.

Resource allocation is done with consideration of the capability and constraints on existing internal resources, as well as needs related to supplier expectations.

Resources and resource allocation are assessed during management reviews.

6.2 Human Resources

The F&S SMT ensures that it provides sufficient staffing for the effective operation of the management system, as well its identified processes.

Staff members performing work affecting product quality are competent on the basis of appropriate education, training, skills and experience.

F&S utilises extant ANU HR processes and procedures, and although these are not documented as part of the F&S QMS they will be referenced where required.

Training and subsequent communication ensure that staff are aware of:

a) the quality statement;

b) relevant quality objectives;

c) their contribution to the effectiveness of the management system, including the benefits of improved performance; and

d) the implications of not conforming with the management system requirements.

Note: The management system does not include other aspects of Human Resources management, such as payroll, benefits, insurance, labor relations or disciplinary actions.

6.3 Infrastructure

F&S determines, provides and maintains the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable:

a) buildings, workspace and associated facilities;

b) process equipment, hardware and software;

c) supporting services such as transport; and

d) information and communication technology.

Equipment is validated and maintained per the procedure Preventive Maintenance.

Where equipment is used for critical measurement activities, such as inspection and testing, these shall be subject to control and either calibration or verification; see the procedure Calibration of Equipment.

Note: Calibration and measurement traceability is not employed for all measurement devices. Instead, F&S determines which devices will be subject to calibration based on its processes, products and services, or in order to comply with specifications or requirements. These decisions are also based on the importance of a measurement, and considerations of risk.
6.4 Work Environment

F&S provides a clean and safe working environment. The F&S SMT manages the work environment needed to achieve conformity to product requirements. Specific environmental requirements for products are determined during quality planning and are documented in subordinate procedures, work instructions, or job documentation. Where special work environments have been implemented, these shall also be maintained per 6.3 above.

Human factors are considered to the extent that they directly impact on the quality of products and services.

Note: Social, psychological and safety aspects of the work environment are managed through activities outside of the scope of the management system. Only work environment aspects which can directly affect process efficiency or product and service quality are managed through the management system.

6.5 Organisational Knowledge

F&S also determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This may include knowledge and information obtained from:

a) internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property; and

b) external sources such as standards, academia, conferences, and/or information gathered from clients or suppliers.

This knowledge shall be maintained, and made available to the extent necessary.

When addressing changing needs and trends, F&S shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge.

7.0 Operation

7.1 Operational Planning and Control

F&S plans and develops the processes needed for product and service realisation. Planning of product and service realisation is consistent with the requirements of the other processes of the management system. Such planning considers the information related to the context of the Division (see section 2.0 above), current resources and capabilities, as well as product and service requirements.

Changes to operational processes are done in accordance with the document Change Management.

7.2 Client-Related Activities

7.2.1 Capture of Client Requirements

During the intake of new business F&S captures:

a) requirements specified by the client, including the requirements for delivery and post-delivery activities;

b) requirements not stated by the client but necessary for specified or intended use, where known;

c) statutory and regulatory requirements related to the products and services; and
d) any additional requirements determined by F&S.

These activities are defined in greater detail in the procedure Quoting and Order Acceptance.

**7.2.2 Review of Client Requirements**

Once requirements are captured, F&S reviews the requirements prior to its commitment to supply the product and service. This review ensures that:

a) product and service requirements are defined;
b) contract or order requirements differing from those previously expressed are resolved;
c) the Division has the ability to meet the defined requirements, and/or the claims for the products and services it offers; and
d) risks have been identified and considered.

These activities are defined in greater detail in the procedure Quoting and Order Acceptance.

**7.2.3 Client Communication**

F&S has implemented effective communication with clients in relation to:

a) providing information relating to products and services;
b) handling enquiries, contracts or orders, including changes;
c) obtaining client feedback relating to products and services, including client complaints;
d) handling or controlling client property; and
e) establishing specific requirements for contingency actions, when relevant.

**7.3 Design and Development**

For new designs and for significant design changes, F&S ensures the translation of client needs and requirements into detailed design outputs. These address performance, reliability, maintainability, testability, and safety issues, as well as regulatory and statutory requirements.

This process ensures:

a) Design planning is conducted;
b) Design inputs (requirements) are captured;
c) Design outputs are created under controlled conditions;
d) Design reviews, verification and validation are conducted; and
e) Design changes are made in a controlled manner.

**7.4 Purchasing**

F&S ensures that purchased products and services conform to specified purchase requirements. The type and extent of control applied to the supplier and the purchased product or service is dependent on the effect on subsequent product or service realisation or the final product or service delivered.
F&S evaluates and selects suppliers based on their ability to supply product and service in accordance with the Division’s requirements. Criteria for selection, evaluation and re-evaluation are established.

Purchases are made via the release of formal purchase orders and/or contracts which clearly describe what is being purchased. Received products and services are then verified against requirements to ensure satisfaction of requirements. Suppliers who do not provide conforming products and services may be requested to conduct formal corrective action.

These activities are further defined in the document *Purchasing Critical Supplies*.

### 7.5 Provision of Products and Services

#### 7.5.1 Control of Provision of products and services

To control its provision of products and services, F&S considers, as applicable, the following:

- a) availability of documents or records that define the characteristics of the products and services as well as the results to be achieved;
- b) availability and use of suitable monitoring and measuring resources;
- c) implementation of monitoring and measurement activities;
- d) use of suitable infrastructure and environment;
- e) appointment of competent persons, including any required qualifications;
- f) implementation of actions to prevent human error; and
- g) implementation of release, delivery and post-delivery activities.

At this time, F&S does not utilise any in-house “special processes” where the result of the process cannot be verified by subsequent monitoring or measurement. Any such special processes are sent to outside suppliers, and controlled via an outsourced process per *Outsourced Processes*.

#### 7.5.2 Identification and Traceability

Where appropriate, F&S identifies its product and service or other critical process outputs by suitable means. Such identification includes the status of the product and service with respect to monitoring and measurement requirements. Unless otherwise indicated as nonconforming, pending inspection or disposition, or some other similar identifier, all product and service shall be considered conforming and suitable for use.

If unique traceability is required by contract, regulatory, or other established requirement, F&S controls and records the unique identification of the product and service.

#### 7.5.3 Property Belonging to Third Parties

F&S exercises care with client or supplier property while it is under the Division’s control or being used by the Division. Upon receipt, such property is identified, verified, protected and safeguarded. If any such property is lost, damaged or otherwise found to be unsuitable for use, this is reported to the client or supplier and records maintained.

For client intellectual property, including client furnished data used for design, production and/or inspection, this is identified by client and maintained and preserved to prevent accidental loss, damage or inappropriate use.
### 7.5.4 Preservation

F&S preserves conformity of product or other process outputs during internal processing and delivery. This preservation includes identification, handling, packaging, storage, and protection. Preservation also applies to the constituent parts of a product.

The documented procedure **Preservation of Product** defines the methods for preservation of product.

### 7.5.5 Post-Delivery Activities

As applicable, F&S conducts "post-delivery activities" on the products and services delivered by F&S Business Units, in compliance with the management system defined herein. These post-delivery activities are listed by Business Unit in the table below:

<table>
<thead>
<tr>
<th>Portfolio</th>
<th>Business Unit(s)</th>
<th>Post-Delivery Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>Remote Sites (yet to be included)</td>
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<td>Cleaning, and Waste &amp; Recycling Management</td>
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<td>Sustainability</td>
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7.5.6 **Process Change Control**

F&S reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all requirements. Process change control is defined in the document *Change Management*.

7.5.7 **Measurement and Release of products and services**

Acceptance criteria for products and services are defined in appropriate subordinate documentation. Reviews, inspections and tests are conducted at appropriate stages to verify that the product and service requirements have been met. This is done before products and services are released or services are delivered.

Each process utilises different methods for measuring and releasing products and services. These methods are defined in *Process Definitions*.

7.5.8 **Control of Nonconforming Outputs**

F&S ensures that products and services or other process outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

The controls for such nonconformances are defined in *Control of Nonconforming Product or Service*.

8.0 **Improvement**

8.1 **General**

F&S uses the management system to improve its processes, products and services. Such improvements aim to address the needs and expectations of clients as well as other interested parties, to the extent possible.

Improvement shall be driven by an analysis of data used to evaluate:

a) conformity of products and services;

b) the degree of client satisfaction;

c) the performance and effectiveness of the management system;

d) the effectiveness of planning;

e) the effectiveness of actions taken to address risks and opportunities;

f) the performance of external providers; and

g) other improvements to the management system.

8.2 **Client Satisfaction**

As one of the measurements of the performance of the management system, F&S monitors information relating to client perception as to whether the Division has met client requirements. The methods for obtaining and using this information include:

- recording client complaints,
- product or service rejections or returns,
- repeat orders for product or service,
- changing volume of orders for product or service,
- trends in on-time delivery,
- obtain client scorecards from certain clients, and
- submittal of client satisfaction surveys.

The corrective and preventive action system shall be used to develop and implement plans for client satisfaction improvement that address deficiencies identified by these evaluations, and assess the effectiveness of the results.

8.3 Internal Audit

F&S conducts internal audits at planned intervals to determine whether the management system conforms to contractual and regulatory requirements, to the requirements of ISO 9001, and to management system requirements. Audits also seek to ensure that the management system has been effectively implemented and is maintained.

These activities are defined in the document *Internal Audits*.

8.4 Corrective and Preventive Action

F&S takes corrective action to eliminate the cause of nonconformity in order to prevent *recurrence*. Likewise, the division takes preventive action to eliminate the causes of potential nonconformities in order to prevent their *occurrence*.

These activities are done through the use of the formal Corrective Action (CAR) system, and are defined in the document *Corrective and Preventive Action*. 
Appendix A: Overall Process Sequence & Interaction

FACILITIES AND SERVICES DIVISION QUALITY MANAGEMENT SYSTEM

1. MANAGEMENT RESPONSIBILITY
   - Planning of Process
   - Management Review
   - Control of Quality
   - Preparation for Delivery
   - Delivery
   - Inspection
   - Service

2. Client Requirements
3. Planning of Product or Service
4. Operations
   - Remote Sites | Security
   - Cleaning, Waste & Recycling
   - Gardens & Grounds
   - Sustainability
   - Communications
5. Projects
   - Planning & Delivery
   - Space Management
6. Maintenance
   - Engineering and Technical Services
   - Client Relationship
   - Program Management
   - Service Delivery
7. Corporate & Client Services
   - Governance & Reporting
   - Finance
   - Admin
   - Teaching & Learning
   - Common Support Services
   - Commercial Services
8. Client Satisfaction

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## Appendix B: ISO 9001:2015 Cross Reference

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