

MOTIVA Training

Quality Manual

Revision 1.2

www.motiva-training.com

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PREFACE

This Quality Manual documents the policies, objectives and main system components of the quality management system that governs MOTIVA Training.

Notice of Authority

I confirm that the Policies listed in this Manual govern the operations of MOTIVA Training. Subordinate policies and procedures are developed and issued separately.



Ute Gravel, Quality Manager

19 Oct 2012
Date

I hereby approve Issue 1.2 of the MOTIVA Quality Manual.



Ned Gravel, Principal

19 Oct 2012
Date

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1.0 FROM VISION TO COMPETENCE

1.1 Vision and Mission

1.1.1 Vision

All North American ILAC-recognized accreditation bodies provide comprehensive training to accredited laboratories.

1.1.2 Mission

To motivate the implementation of best QMS practice in 17025-accredited laboratories.

1.1.3 Values

MOTIVA values are the foundations of the business and guide all commercial and technical operations:

- Modelling the highest standards of fair and ethical conduct, as well as technical and professional expertise to and for clients and other stakeholders.
- The critical importance of technical validity as the basis of a laboratory quality system. This high quality information is critical in decisions involving issues affecting environmental quality and public health and safety.
- Demonstrating best leadership practices by example.
- MOTIVA's leadership role in providing laboratories with training and services that contribute real value to their operations and the technical validity of their test and calibration results.
- Being a strong agent and advocate for change in protecting public health and safety through laboratory accreditation and proficiency testing, and through public education and the raising of awareness.
- The use of real continual improvement to ensure the continuation of MOTIVA service integrity, credibility, and sustainability.
- Fostering cooperation and transparency between the ILAC-recognized accreditation bodies, Regulatory Agencies, MOTIVA, clients, and other stakeholders.

1.2 Quality Policy

The MOTIVA Quality Policy consists of three parts:

- MOTIVA ensures the health, welfare and safety of all employees and visitors.
- MOTIVA delivers services that embody only integrity and credibility.
- MOTIVA adds value to client organisations in the delivery of its services

This policy is implemented through attainment of the Corporate Objectives that follow.

1.3 Corporate Objectives

Each Corporate Objective below is addressed in its own section of the MOTIVA Quality Manual.

1.3.1 MOTIVA is Structured for Business

MOTIVA is appropriately structured for its business and MOTIVA top management leads by example. All personnel understand and agree to the implementation of the Quality Policy and Objectives. Management personnel take an active part of implementing MOTIVA quality system requirements and support their teams in the attainment of these objectives.

1.3.2 MOTIVA Delivers Competent Services

MOTIVA delivers competent services on time, every time using approaches and environments that meet or exceed all specifications applicable to its business. MOTIVA reinforces this reputation through its monitored participation in formal third-party recognition schemes, including accreditations delivered by ILAC-recognised accreditation bodies, approvals from designated regulatory authorities, and monitoring by other appropriate agencies and organisations as required.

Trading on this reputation, MOTIVA creates sound business partnerships that demonstrate adherence to MOTIVA integrity requirements and promote enhanced performance.

1.3.3 MOTIVA Employees Demonstrate Competence

MOTIVA trains, supervises and demonstrates continuing proficiency of the persons within MOTIVA to carry out assigned activities. MOTIVA establishes goals for this objective and tracks their attainment.

1.3.4 MOTIVA Maintains Conformant Management Systems

MOTIVA maintains a management system appropriate to the needs of the business and includes aspects that cover issues related to education and quality. Its implementation also allows MOTIVA to demonstrate conformance to the following requirements, standards and specifications:

- ISO/IEC 17024 – General requirements for bodies operating certification schemes for persons, and
- ISO 9001 – Quality Management Systems - Requirements

The documented system, methods, and procedures incorporate adequate quality control/quality assurance all levels of the business. They are based on regulatory requirements, industry standards or best practice, as appropriate. Records are maintained of the implementation and the outcomes. All MOTIVA systems and processes are continually monitored for improvement.

1.3.5 MOTIVA Maintains Appropriate Supporting Infrastructure

MOTIVA uses facilities, equipment, supplies and services that are technically and operationally appropriate, and promote the Quality Policy and Objectives. MOTIVA can demonstrate that all facilities, equipments and supplies used in the delivery of its services meet or exceed required quality specifications.

1.3.6 MOTIVA Maintains the Integrity of Generated Records

MOTIVA maintains adequate data management procedures that incorporate appropriate security, recording, calculation, validation, authorisation, transmittal, storage and disposal of all operational, technical, and supporting data and related records.

1.3.7 MOTIVA Monitors and Measures the Performance of its Systems

MOTIVA monitors and measures the systems used to support all technical, commercial, financial and supporting business operations. MOTIVA audits these systems and MOTIVA top management examines them yearly to ensure they are appropriate and aligned to the needs of the business.

1.4 Terms and Definitions

The following terms and definitions are provided to ensure consistency of application of MOTIVA management systems.

- 1.4.1 **Organisation:** MOTIVA Training Inc. Also referred to as “the business.”
- 1.4.2 **Management System:** refers to the documented approach implemented within MOTIVA to control and direct all operations. The top-level processes are documented in the MOTIVA Quality Manual. MOTIVA management systems include aspects related to quality, finance, human resources and commercial activities. Their implementation also demonstrates compliance to statutory and regulatory obligations; conformance to applicable National and International Standards; and the fulfilment of customer and internal business requirements.
- 1.4.3 **MOTIVA Quality Manual:** the top tier document and specification within MOTIVA, providing an overview of the business including mission, vision, and values. It defines the scope of the MOTIVA business and supporting systems, details corporate policies, and references the procedures implemented within the business that support quality efforts. Roles, responsibilities and structures are included.
- 1.4.4 **MOTIVA Corporate Policy:** a documented strategy adopted by the business that is aligned with one or more of the Corporate Objectives contained in the MOTIVA Quality Manual and to which resources are aligned to ensure its effective execution.
- 1.4.5 **MOTIVA Corporate Objective:** An approach adopted by the business, in support of the overall attainment of an MOTIVA Quality Policy, against which resources can be allocated and attainment can be measured.
- 1.4.6 **Documentation:** collective term to include all internally generated and externally sourced documents such as policies, procedures, methods, forms, specific instructions, drawings, standards and specifications, legislation, statutes, regulations, equipment manuals, instructions, instrumental and computer software.
- 1.4.7 **Specification:** A document stating a requirement. In other words, it includes any written direction to do something or how to do it. Almost all documents are also specifications.
- 1.4.8 **National, Regional and International Legislation:** Statutes and regulations published by the jurisdictions within which MOTIVA operates.
- 1.4.9 **International Standards:** consensus based approaches developed by internationally established committees including stakeholders from manufacturers/providers, users/consumers, private sector stakeholders, public sector stakeholders and technical experts. International standards bodies include, amongst others, the ISO (International Organisation for Standardisation), IEC (International Electro-technical Commission), ITU (International Telecommunications Union), IEEE (Institute of Electrical and Electronics Engineers), ASTM (American Society of Testing and Materials), CSA (Canadian Standards Association), and UL (Underwriters Laboratories). Published standards include, amongst others, ISO 9000:2005; ISO 9001:2008; ISO/IEC 17000:2004; ISO/IEC 17020:2004; ISO/IEC 17021:2006; ISO/IEC 17024:2003; ISO/IEC 17025:2005; ISO/IEC 17043:2010; ISO/IEC Guide 65:1996.

- 1.4.10 **Procedures:** a document/specification for a discrete operation or component part of a process.
- 1.4.11 **Records:** collective term to include all internally generated and externally sourced records, hard copy or electronic, including, but not limited to, original observations, certification and inspection reports; test and calibration reports/certificates; equipment records; audit findings and reports; photographs; corrective actions; management reviews and similar. Records are evidence of the appropriate implementation of documents/specifications.
- 1.4.12 **Deviation:** a perceived or actual departure from policies, procedures or processes in our management system or technical operations, or from a requirement from an external specification such as a standard. Note: This term encompasses all concepts previously referred to as a “non-conformance” or “anomaly.”
- 1.4.13 **Potential Deviation:** a potential departure from policies, procedures or processes in our management system or technical operations, or from a requirement from an external specification such as a standard. Note: This term encompasses all concepts previously referred to as a “potential non-conformance” or “potential anomaly.”
- 1.4.14 **Opportunity for Improvement:** a potential improvement in some aspect of MOTIVA operations in terms of a savings in time or effort, a reduction in complexity, an enhancement to health and safety, an expansion of scope, or other measurable advantage to the business itself or the people working in MOTIVA.
- 1.4.15 **Complaint:** a written expression of dissatisfaction from any party, concerning any aspect of MOTIVA operations. Complaints received by MOTIVA over the phone are recorded by the recipient.
- 1.4.16 **International Laboratory Accreditation Cooperation (ILAC) and International Accreditation Forum (IAF):** international cooperations of accreditation bodies. The ILAC and the IAF arrangements support international trade by promoting international confidence and acceptance of work performed by accredited organisations.
- 1.4.17 **Customer or Client:** a firm or person having a contractual agreement with, or the recipient of a product or service from MOTIVA.

2.0 MOTIVA STRUCTURE AND OPERATIONS

2.1 Corporate Objective

MOTIVA is appropriately structured for its business and MOTIVA top management leads by example. All personnel understand and agree to the implementation of the Quality Policy and Objectives. Management personnel take an active part of implementing MOTIVA quality system requirements and support their teams in the attainment of these objectives.

2.2 MOTIVA Legal Structure

MOTIVA Training was created on 11 July 2011 as a legal entity in Ontario (Registered Business: 210743316). On 30 April 2012, the business was incorporated under the Canada Business Corporations Act as MOTIVA Training Inc, (Federal Incorporation Number 818014-8) Copies of the documentation that meet statutory requirements for the legal identification of the business is available for review.

2.3 Independence, Impartiality and Integrity

2.3.1 Impartiality is essential for MOTIVA to deliver services that provide confidence and include integrity and credibility.

2.3.2 All MOTIVA personnel are engaged to ensure independence, impartiality and objectivity in the provision of MOTIVA services. Top management implements the MOTIVA Code of Ethics (Q02) and all management and staff demonstrate commitment to this policy by recording their signatures on such a commitment.

2.3.3 It is MOTIVA policy to assure and effectively manage impartiality. MOTIVA does not supply or promote products of any type or provide any other products or services that could compromise the confidentiality, objectivity or impartiality of training, assessment or consulting processes and decisions. The MOTIVA Conflict of Interest and Confidentiality Guidelines (Q03) govern.

2.3.4 MOTIVA does not accept gifts and inducements that may be construed by any party as adversely affecting the integrity and credibility of MOTIVA decisions.

2.3.5 It is MOTIVA policy that:

- MOTIVA does not collude or skew results of any audits or assessments involving MOTIVA personnel.
- MOTIVA personnel declare any potential conflicts of interest on recruitment and throughout their employment as applicable
- All identified potential conflicts of interest are assessed and, where a threat to impartiality is confirmed, effective and timely eliminating or mitigating action is taken
- MOTIVA management and personnel are free from any undue internal or external commercial, financial or other pressures that may adversely affect their impartiality and integrity with respect the activities performed. In essence, if a potential conflict of interest arises, MOTIVA will simply declare the work and offer to withdraw from delivery of services.
- MOTIVA consultancy and advisory activities are not allowed to compromise the impartiality, integrity and objectivity of any MOTIVA activities, processes, procedures and decisions.
- MOTIVA personnel do not engage in any activities that could diminish confidence in the competence, impartiality, judgement or operational integrity of any of our business activities.

2.4 Confidentiality

- 2.4.1 It is MOTIVA policy to maintain customer confidentiality in relation to all business activities. To ensure confidentiality, all staff (permanent or contract) are required to sign confidentiality agreements on appointment.
- 2.4.2 Should a third party request information pertaining to any customer of MOTIVA, no information will be disclosed without the full written consent of the customer.
- 2.4.3 In the event that MOTIVA is legally obliged to disclose information to a third party, or an authority having jurisdiction, MOTIVA will comply with the law. Affected customers are informed if MOTIVA is permitted to do so.
- 2.4.4 MOTIVA ensures that records, data and documentation pertaining to customers are maintained in confidence. MOTIVA publishes procedures regarding the protection of customer confidentiality and access to MOTIVA facilities. This includes the protection of electronic data.

2.6 Cooperation and Transparency

- 2.6.1 MOTIVA cooperates with customers, stakeholders, specification bodies and others in order to enhance the integrity of delivered services and to enhance customer service.
- 2.6.2 MOTIVA promotes, as much as possible within the context of maintaining customer confidentiality, transparency of operations.

2.7 Structure, Roles and Responsibilities

- 2.7.1 MOTIVA management, technical and quality personnel are provided with sufficient resources to implement their portion of the MOTIVA management system in their respective areas and to ensure the effective operations of the technical, operational and support functions for which they are responsible.
- 2.7.2 The business operating structure is outlined in Appendix 1 of this manual. MOTIVA services are published on www.motiva-training.com. Qualifications, experience, responsibilities, authorities and interrelationships of personnel and the structures in which they operate are also included therein.
- 2.7.3 All MOTIVA key staff have deputies within the business.
- 2.7.4 The Quality Manager has overall responsibility for monitoring and reporting on quality and has direct access to the highest executive level within MOTIVA. See the function description given below. Responsibilities include:
- Operation of the management system in conformity with applicable specifications.
 - Reporting to management on the performance of the management system and of any improvements required
 - Auditing and reporting
 - Facilitating continual improvement

2.8 Training Methods and Procedures

- 2.8.1 MOTIVA selects and uses training procedures based on the constructivist approach to learning. This approach is described in the MOTIVA Learning Model (T01).

2.8.2 MOTIVA ensures that all training methods and procedures are fit for purpose and provide for an environment conducive to learning.

3.0 MOTIVA COMPETENCIES

3.1 Corporate Objective

MOTIVA delivers competent services on time, every time using approaches and environments that meet or exceed all specifications applicable to its business. MOTIVA reinforces this reputation through its monitored participation in formal third-party recognition schemes, including accreditations delivered by ILAC-recognised accreditation bodies, approvals from designated regulatory authorities, and monitoring by other appropriate agencies and organisations as required.

Trading on this reputation, MOTIVA creates sound business partnerships that demonstrate adherence to MOTIVA integrity requirements and promote enhanced performance.

3.2 Scope of MOTIVA Operations

MOTIVA offers training on ISO/IEC 17025, ISO/IEC 17020, ISO/IEC 17043, ISO/IEC 17065, ISO/IEC 17011, technical CAB (laboratory, inspection body, PTP, product certification body) quality systems, accreditation body quality systems, assessments, and evaluations in three distinct styles.

3.2.1 Facilitated group training

3.2.1.1 MOTIVA Training delivers training courses at pre-arranged public locations. These courses are public offerings and anyone may attend. Course materials are primarily directed at laboratories, regulatory agencies and accreditation bodies to assist their implementation of best practice in the use of appropriate QMS tools.

3.2.1.2 MOTIVA Training materials are aligned with the MOTIVA Learning Model (T01) for adult education.

3.2.1.3 MOTIVA Training also delivers training courses to accredited laboratories on behalf of ILAC-recognised accreditation bodies. Training delivered can be:

- material developed by the accreditation body on a topic within the scope of expertise of MOTIVA Training staff, or
- material developed by MOTIVA Training such as one of the MOTIVA Training course offerings re-branded with the look and feel of the accreditation body.

3.2.2 Online e-Learning Courses

3.2.2.1 MOTIVA Training delivers online training for those individuals seeking access to training materials online.

3.2.3 Self-study manuals

3.2.3.1 MOTIVA provides self-study publications that contain the same material as the online training and the in-class training described above.

3.3 Undertaking to Deliver Competence

3.3.1 MOTIVA understands customer requirements and acquires the information to deliver the required level service whenever undertaking new work. Thorough contract review helps achieve this level of understanding.

3.3.2 MOTIVA reviews all tenders and contracts to determine, prior to allocating resources and preparing bid responses to customers, if the business has access to the following in place in order to deliver the required services:

- the people with the requisite skills and knowledge;
- the environment with the requisite facilities and equipment;
- the quality processes, and
- the procedures.

3.3.3 As well, MOTIVA determines whether:

- there is any business risk to MOTIVA (for example, such that may be associated with diversification into new markets);
- the timescales are achievable;
- any subcontracting is required, and
- ultimately MOTIVA can fully meet customer requirements

3.3.4 MOTIVA formally reviews contracts for work at the planning stage, throughout the duration of the contract, during any considerations for amendment, and at its conclusion to ensure that contractual requirements are mutually agreed, appraised as required, and fulfilled.

3.4 Subcontracting and Procurement of Competence

3.4.1 Training and consulting activities are subcontracted only to persons deemed competent by their formal qualification within MOTIVA. MOTIVA selects subcontractors based on their competence to perform the activities required.

3.4.2 MOTIVA procures services and supplies that comply with specified criteria. MOTIVA evaluates those deemed critical to the delivery of services. These are evaluated to determine conformance to specification prior to implementation or use as appropriate.

3.4.3 Subcontractors, suppliers and service providers are subject to assessment, prequalification and approval. A list of approved subcontractors, suppliers and service providers is maintained by the Office Manager.

4.0 THE PEOPLE OF MOTIVA

4.1 Corporate Objective

MOTIVA trains, supervises and demonstrates continuing proficiency of the persons within MOTIVA to carry out assigned activities. MOTIVA establishes goals for this objective and tracks their attainment.

4.2 Recruitment, Training and Competence Management

- 4.2.1 MOTIVA recruits and qualifies staff using best practice. Personnel are recruited based on relevant academic, technical and managerial qualifications, experience and underpinning knowledge to perform the work required of them.
- 4.2.2 All staff are under contract (permanent or short term) and receive training in MOTIVA management systems in order to work in conformity with the policies and procedures referenced herein. Personnel are required to sign a formal contract on commencement of employment, part of which is a commitment to work in line with the MOTIVA Code of Ethics (Q02) at all times.
- 4.2.3 MOTIVA trains, qualifies, and assesses the competence of staff before they can undertake work on behalf of the business. Key competence criteria are identified for staff to ensure that technical competence meets the required standard and its application is effectively managed throughout.
- 4.2.4 MOTIVA commits to the training and development of staff. Training and development needs are identified and mutually agreed. This process compares job descriptions with personnel training needs and results in training objectives for all personnel.
- 4.2.5 Training and competence assessment is provided by experienced, authorised personnel and is formally documented/recorded to indicate that requisite levels of competence have been demonstrated.
- 4.2.6 This manual and the associated management system documentation details persons responsible for specific tasks. For clarity, in line with normal management practice, it is perfectly acceptable for the designated person to delegate the actual performance of the task to another suitably competent individual. However, the responsibility for ensuring that the task is carried out cannot be delegated. This responsibility always resides with the individual stipulated in the Management System documentation.

4.3 Management Personnel and Responsibilities

- 4.3.1 **Principal:** responsible for all MOTIVA operations, including the execution of the MOTIVA strategic plan and the implementation of strategic goals and objectives. Provides leadership and direction toward the achievement of MOTIVA's mission, vision and values. The Principal has overall responsibility for the Quality Policy and Objectives within MOTIVA.
- 4.3.2 **Office Manager / Quality Manager:** responsible to the Principal for ensuring compliance of quality operations with applicable International Standards and statutory obligations. Also responsible for the operations and management of the MOTIVA offices.
- 4.3.3 **Contracted Facilitators / Course Developers:** responsible to the Principal for the development and/or delivery of training on behalf of MOTIVA in accordance with applicable MOTIVA policies and procedures.

5.0 MOTIVA MANAGEMENT SYSTEM

5.1 Corporate Objective

MOTIVA maintains a management system appropriate to the needs of the business and includes aspects that cover issues related to education and quality. Its implementation also allows MOTIVA to demonstrate conformance to the following requirements, standards and specifications:

- ISO/IEC 17024 – General requirements for bodies operating certification schemes for persons, and
- ISO 9001 – Quality Management Systems - Requirements

The documented system, methods, and procedures incorporate adequate quality control/quality assurance all levels of the business. They are based on regulatory requirements, industry standards or best practice, as appropriate. Records are maintained of the implementation and the outcomes. All MOTIVA systems and processes are continually monitored for improvement.

2.9 Scope of the Management System

5.2.1 The MOTIVA management system covers all activities within MOTIVA, including:

- All aspects regarding the health, safety and welfare of MOTIVA employees, and visitors to MOTIVA facilities;
- The delivery of all MOTIVA services;
- The acquisition and use of expertise with the requisite skills and knowledge required for all aspects of the business;
- The use of facilities and equipment in support of all operations;
- All activities related to the quality control (QC) and quality assurance (QA) of service delivery and supporting operations;
- All supporting operations of the business, including HR, Finance, Purchasing, IT and Marketing, and
- The governance of the business.

5.2.2 All MOTIVA staff are required to conform to the requirements of this management system and implement it within their areas, although some aspects of the management system may need to be tailored to suit the specific operational needs of each section.

2.10 Structure of the Management System

2.10.1 All management system documentation is published in the MOTIVA Office.

2.10.2 MOTIVA Documentation (Q04) describes the procedures for the maintenance of the MOTIVA management system in detail.

2.10.3 The MOTIVA Master Document List is a record that describes the structure of the MOTIVA management system in detail. The management system consists of a number of levels. The highest level (first tier) is this MOTIVA Quality Manual. The second tier of documentation includes those policies and procedures that directly support the overall management system.

2.10.4 While every effort is made to ensure that the English and translated versions are equivalent, the English version of the Quality Manual takes precedence over any translated versions in case of conflict.

2.11 MOTIVA Continual Improvement Program

2.11.1 Continual improvement is the tool whereby MOTIVA implements the management system at all levels to address conditions which do not meet MOTIVA specification or which impede the attainment of MOTIVA Corporate Objectives. The MOTIVA continual improvement program has the same overall aims as the MOTIVA management system. It is aimed at:

- Providing a safe workplace for MOTIVA employees and visitors,
- Delivering services that embody only integrity and credibility, and
- Adding value to client organisations in the delivery of its services.

2.11.2 The MOTIVA continual improvement program is described in the MOTIVA Continual Improvement Procedure (Q05). The main components of the program are de:

- (Quality) Identification and recording of conditions which do not currently meet specification (deviation), or may not do so in the future (potential deviation) or which may allow part of the management system to perform better in the future (opportunity for improvement).
- (Health/Safety) Identification and recording of conditions which may have caused an injury (injury or near miss), or may do so in the future (hazardous condition), or which may allow part of the management system to enhance the health, welfare and safety of persons within MOTIVA in the future (opportunity for improvement).
- Determination of the need for permanent resolution, and if so, analysis and identification of the root causes of the identified condition.
- Selection of a spectrum of solutions to either correct or prevent the condition or provide permanent resolution by addressing the root cause.
- Implementation of the selected solution.
- Recording of these activities from identification of the condition to close out of solution.
- Monitoring of the implemented solution to determine its effectiveness

2.11.3 Deviations, potential deviations, hazardous conditions and opportunities for improvement are normally identified during the following activities:

- Customer service, including receipt of customer inputs to processes and their responses to requests for feedback;
- Complaints and appeals, following investigation of the validity of such complaints and appeals. Only validated complaints and successful appeals will produce deviations. All others may produce potential deviations or opportunities for improvement.
- All technical operations including quality control, and quality assurance, any of which can identify issues requiring consideration. This also includes those operations that result in a report produced and delivered on behalf of MOTIVA.
- Audits, inspections, assessments, and evaluations. Each finding raised is classified as a condition requiring consideration.
- Management review of MOTIVA operations. Issues raised here are normally opportunities for improvement.

2.11.4 All MOTIVA staff identify and record findings related to the types of conditions noted above, during the activities noted above. The treatment of the identified condition is facilitated by HSEQ staff, which assists in the remainder of the steps to be followed.

2.11.5 The need for permanent resolution of the identified condition is dependent on the impact it may have on MOTIVA, its people and its operations. There are normally three considerations and if any one of the responses from these three questions is “Yes” then full corrective or preventive action **MUST** be taken, starting with the identification of the root cause. Otherwise, simple correction or prevention is acceptable, without any root cause analysis.

- Does the identified condition present risk to the health, welfare and safety of MOTIVA employees and/or visitors or, or it may do so in the future? Any condition that poses a threat or risk to MOTIVA, the people that work in MOTIVA, or MOTIVA's customers, or other stakeholders is considered unacceptable. It has the potential to harm people and the company. If the condition does not involve health and safety, it may still present unacceptable risk or potential risk, as determined by the following algorithm: $RISK = \text{Potential damage caused by the condition} \times \text{probability of its occurrence}$
- Is the integrity or credibility of MOTIVA Training adversely affected?
- Finally, would it cost less for MOTIVA to implement full corrective (or preventive) action than simple (and repeated) correction or prevention?

2.11.6 Analysis of root causes, if required, consists of identification of the component part of the management system that failed to support MOTIVA policy, objectives, or operational requirements. Root causes normally fall into one of the following categories:

- Personnel factors
- Environmental factors
- Quality factors
- Procedural factors
- Organisational factors

2.11.7 Once the root cause is identified, the only solutions deemed acceptable are those that address the root cause. In the case where no root cause is needed or identified, any solution that corrects (or prevents) the condition is deemed acceptable.

2.11.8 Implemented solutions are recorded and a date for follow up is selected. Follow up determines the effectiveness of the implemented solution. If follow up determines that the solution was not effective (ie, the condition has recurred) then either the root cause or the selected solution were not appropriate and the process is restarted from the analysis of the root cause.

2.11.9 Once follow up is complete and the selected solution is deemed effective, all actions regarding the original condition are deemed closed.

2.12 Quality Control/Quality Assurance

2.12.1 MOTIVA implements quality control procedures. Depending on the type of training or consulting performed, this includes review by acknowledged experts and participant feedback acquired subsequent to delivery.

2.12.2 Results generated through the quality control measures are subject to audit.

2.13 Management System Focus on Health and Safety

- 2.13.1 MOTIVA provides its employees with a safe and desirable working environment that meets or exceeds all applicable regional legislation.
- 2.13.2 MOTIVA eliminates foreseeable hazards that may result in fires, security losses, property damage accidents, and personal injuries / illnesses through internal risk (hazard) assessments and engineering certifications as required by applicable statute.
- 2.13.3 MOTIVA employees recognize and understand their legislated responsibilities for immediately reporting all near misses, first aid and medical aid accidents at all MOTIVA facilities. Work practices and procedures are clearly defined and maintained in applicable published safety policies and procedures. Managers and safety committee members receive formal training to fully understand their legislated responsibilities and the operational legislation applicable to their businesses.
- 2.13.4 Accidental loss is controlled through appropriate management, accident investigations, workplace inspections and employee training. The prevention of loss has been established as a responsibility for all MOTIVA personnel at all levels of management and staff alike. This responsibility includes adherence to published safety procedures, reporting of incidents of both hazardous work conditions and near miss incidents, and the submission of recommendations by the JHSC to enhance laboratory safety performance and improve efficiencies.
- 2.13.5 All management functions and service delivery processes comply with MOTIVA loss prevention requirements as they apply to the design, operation and maintenance of facilities and equipment.

6.0 MOTIVA INFRASTRUCTURE

6.1 Corporate Objective

MOTIVA uses facilities, equipment, supplies and services that are technically and operationally appropriate, and promote the Quality Policy and Objectives. MOTIVA can demonstrate that all facilities, equipments and supplies used in the delivery of its services meet or exceed required quality specifications.

6.2 General Environmental Conditions and Facilities

- 6.2.1 MOTIVA controls its environments in the manner specified for the health and safety of MOTIVA employees and for the conduct of MOTIVA operations.
- 6.2.2 MOTIVA maintains and records environmental conditions that may have an influence on the quality of service delivery or may have an influence on the health and safety of MOTIVA employees or visitors. Such controls and their records include temperature, air flow, humidity and supporting services wherever necessary to ensure that facilities are maintained at the specified conditions for the safe and correct performance of consultancy and training.
- 6.2.3 MOTIVA has appropriate arrangements in place for the maintenance of buildings and facilities to maintain validity and integrity of records, documentation, data, reference standards and materials, equipment, and calibration or test items.
- 6.2.4 MOTIVA ceases activities in the event that environmental conditions or other factors could compromise the outcome or the health, welfare and safety of people. When the incompatible circumstance is remedied, MOTIVA implements appropriate procedures to restart the work.

6.3 Equipment

- 6.3.1 All equipment used in the provision of MOTIVA services is fit for purpose: maintained, stored, transported and operated in accordance with documented procedures and instructions.
- 6.3.2 MOTIVA ensures the continued capability of its equipment through preventive maintenance, servicing, and inspection.

7.0 INTEGRITY OF MOTIVA DATA

7.1 Corporate Objective

MOTIVA maintains adequate data management procedures that incorporate appropriate security, recording, calculation, validation, authorisation, transmittal, storage and disposal of all operational, technical, and supporting data and related records.

7.2 Data Acquisition and Storage

- 1.2.1 MOTIVA information management systems maintain the integrity of generated and stored data. Data is backed up in a manner to protect it and sufficiently often to maintain its integrity.
- 1.2.2 IT procedures are in place within MOTIVA for all aspects of the operations and maintenance of the electronic systems that support the business.

7.3 Reporting

- 7.3.1 All reports and training certificates are produced and delivered in accordance with agreed standards, regulatory and client requirements.
- 7.3.2 MOTIVA reports and certificates are authorized prior to release by an appropriately qualified person and records are maintained to demonstrate this.

8.0 MANAGEMENT SYSTEM MEASUREMENT

8.1 Corporate Objective

MOTIVA monitors and measures the management systems used to support all technical, commercial, financial and supporting business operations. MOTIVA audits these systems and MOTIVA top management examines them yearly to ensure they are appropriate and aligned to the needs of the business.

8.2 Auditing and Reporting

- 8.2.1 MOTIVA audits are performed by trained and qualified auditors to verify the effective implementation of all aspects of the management system.
- 8.2.2 MOTIVA internal audits include witnessing of MOTIVA training and consulting activities. These activities cover all aspects of MOTIVA operations.

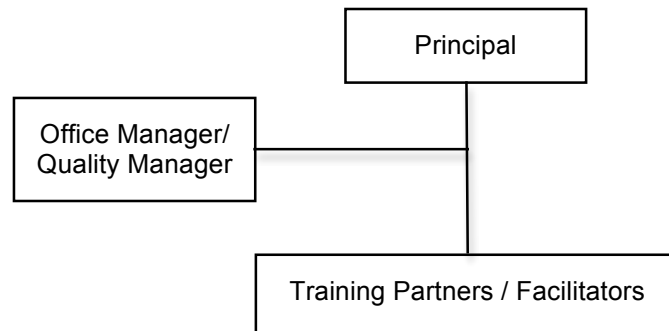
8.3 Management Review and Corporate Improvement

- 8.3.1 Management reviews are conducted at least annually and in accordance with published procedures. The objective of management review is to determine the conformance of the management system with MOTIVA's own needs. When it is clear that the management system does not meet MOTIVA's own corporate needs, decisions are made to modify the management system or modify corporate expectations.
- 8.3.2 Management review activities include the following items, as a minimum:
- the suitability of policies and procedures;
 - reports from managerial and supervisory personnel;
 - reports from the MOTIVA continual improvement program, including:
 - customer feedback, including complaints and compliments;
 - the results of inter-laboratory comparisons or proficiency tests;
 - the outcome of recent internal audits;
 - assessments and audits by external bodies;
 - deviation logs with associated corrective and preventive actions, and
 - changes in the volume and type of the work;
 - recommendations for improvement, and
 - other relevant factors, such as quality control activities, resources and staff training.
- 8.3.3 Management review activities are led (chaired) by the Principal. The Quality Manager normally manages the process and acts in a secretarial capacity. The output of management review is a set of actions to either modify the management system or modify corporate expectations, normally in the form of opportunities for improvement leading to preventive actions.

APPENDIX 1 - BUSINESS OPERATING STRUCTURE

1.1 MOTIVA Structure

MOTIVA is structured as follows to deliver its services.



1.2 Primary Functions and Responsibilities

- 1.2.1 The Principal is responsible for all aspects of MOTIVA operations and ensures consensus in the decisions that govern MOTIVA. The Principal prepares an annual report to all MOTIVA Training Inc. shareholders prior to 1 July every year.
- 1.2.2 The Office Manager / Quality Manager is responsible to the Principal for the support functions that allow delivery of services and the management of the MOTIVA management system. This includes oversight of the MOTIVA Continual Improvement Program, the Feedback processes, and the internal audits include witnessing of MOTIVA training and consulting activities. These activities cover all aspects of MOTIVA operations.