Introduction to the
Amalgamated Operating System

QUALITY MANUAL

Contents

Introduction

Welcome to the Amalgamated Pest Control Operating System - Quality Manual. This document was created to provide a general overview of the Amalgamated Operating System (or AOS), addresses the requirements of the ISO9001 Quality Management System.

This Quality Manual can be used as an introduction tool to the way the AOS was designed and developed, as it explains the structure and intent of the system.

Definitions

ABS	The predecessor system to AMS
AMS	Amalgamated Management System (online client database and business management system)
AOS	Amalgamated Operating System
APC	Amalgamated Pest Control
Contract	A legal agreement between supplier and customer for the delivery of goods and/or services.
Customer	The recipient of a product and/or service provided by the supplier.
Non-conformance	Non-fulfilment of a specified requirement.
Process	A set of inter-related resources and activities that transform inputs into outputs.
Product	The result of activities or processes.
Quality	The totality of characteristics of an entity that bear on its ability to satisfy stated and implied needs.
Service	The result generated by activities at the interface between the supplier and the customer, and by the supplier's internal activities to meet the customer's needs.
Supplier/subcontractor	An organisation that provides a product and/or service to the supplier.
Supplier	An organisation that provides a product and/or service to the customer.
Tender	An offer by the organisation to deliver goods and/or services required by the customer.

Amalgamated Operating System (AOS) Policy

The Amalgamated Pest Control Group is engaged in the delivery of pest management services within Australia and the following policy applies to all personnel within the organisation.

Our Mission…

To be THE choice for effective pest management services,
satisfying the needs of our clients, our workforce and the environment.

This objective is realised through the development, implementation and use of the Amalgamated Operating System, or AOS.

In order to achieve this objective, Amalgamated Pest Control Pty Ltd expects every person, every day to be committed to:

- The compliance with all AOS procedures and processes
- Meeting or exceeding our customers requirements and expectations
- Meeting or exceeding external requirements, including legislation and industry Codes of Practice
- Minimising the risk of injury and/or illness to our customers and our workforce
- Minimising the impact of our activities on our environment

It is the goal of AOS to share information, provide direction, support and assistance to every person working within the Amalgamated Pest Control Group.

This will ensure the long term success and growth of the business, while protecting our most important assets:

- Our People
- Our Clients
- Our Environment

In consultation with key stakeholders, Amalgamated Pest Control will continually work towards identifying and implementing changes within the AOS which will improve both our service delivery and our ability to satisfy the needs of our customers, our workforce and the environment.

Explanation of the AOS Policy

Amalgamated Pest Control Pty Ltd has a commitment to continually improving the organisational goal of delivering efficient services to customers that satisfy their needs while at the same time taking into account other issues such as safety and the environment. This commitment was developed and implemented by the Amalgamated Pest Control Board of Directors when agreeing to implement the AOS.

Amalgamated Pest Control Pty Ltd demonstrates its commitment to achieving the objective set within the mission statement through the development, implementation and communication of the AOS policy. This policy covers the overall objective of the

organisation, as well as mentioning commitment to key result areas that will need to be met to ensure the mission statement is achieved.

The purpose of the policy is to confirm our commitment to meeting or exceeding the benchmarks identified and set by AOS. Meeting or exceeding these benchmarks will ensure our customers and any other external or internal requirement is satisfied.

Ongoing identification of opportunities to improve AOS combined with the regular management reviews (including review of the effectiveness and suitability of the AOS policy) are ways that Amalgamated Pest Control Pty Ltd strives to achieve our overall objective - our mission.

Introduction to AOS

General

The Amalgamated Operating System, or the AOS as it is known, has been established as a documented way of mapping how Amalgamated Pest Control Pty Ltd carries out its core business activities to deliver quality pest management services to our clients.

Some examples of these activities are –
- Business Planning
- Administration of Licences
- Human Resources Management
- Providing services that satisfy our customers' needs
- Technical Issues
- Working towards improving the way we do business

Another reason for the development of AOS is that it satisfies the requirements of a number of external parties within the context of the organisation including:

- Government Legislation
  - Occupational Health and Safety
  - Environmental Protection
  - Health Legislation
  - Privacy
  - Industrial Relations
- Industry suppliers
- Shareholders
- Clients
- Quality Management Certification
- Industry Codes of Practices
- Insurance

Using the AOS

The AOS was developed to share the large amount of valuable information and experience that already exists within the company. Through an ongoing process of consultation with various groups within and external to the Company the AOS is identifies best practices for all tasks associated with the delivery of pest management services.

This information made available for access through the Company Extra-net website found at www.amalpest.com.au. Making this information available online is the most efficient and convenient way to ensure that personnel within the Amalgamated Pest Control Group have access to these best practices, processes and procedures. The level of access to AOS content is governed according to a set of rules which will vary dependent upon the role of the person accessing it.

All personnel within the group can work using a consistent approach where appropriate, while allowing for flexibility according to local branch conditions if needed and appropriate. The AOS has been written with an **outcome focus**, which means that often the requirement is a standard outcome, however there is sufficient flexibility to achieve that outcome using a

variety of different ways. It is the goal of AOS to provide hints, tips and instructions through the Help Files where appropriate to enable people to achieve these outcomes in the fastest possible time.

Continual Improvement

Amalgamated Pest Control Pty Ltd encourages and supports a philosophy of continuous improvement for the entire Group. It is the premise of this approach that all jobs, work processes and systems are capable of continuous improvement, whether it is in large or small steps. Continuous improvement is defined as the progressive step by step improvement of every aspect of work.

To qualify as an improvement, any change to a work process or procedure must lead to gains in our corporate mission and goals. These gains can be realised by reducing the amount of time and effort taken to perform a particular task, raising the level of stakeholder satisfaction or improving the safety and environmental impact of our processes.

The major focus of continuous improvement is to improve quality of service delivered to all clients. This does not mean perfection of some unattainable goal, but it means conformance with the expected standard where this standard is based client expectations and requirements.

The Amalgamated Pest Control's clients are defined as:
- Personnel within the Company, including direct employees, franchisees and their employees and shareholders;
- People external to the organisation, including direct clients (users of our services), members of the general public, government entities and industry suppliers.

Pivotal concepts for the successful implementation of continuous improvement include:
- A focus on Risk-based thinking
- A focus on preventative actions rather than correction
- The identification elimination of waste
- Identification of the need for improvement
- Understanding of variation and inconsistency through investigation
- Recognition of the importance of small step improvements
- The positive involvement of all staff at all levels within the business
- Encouraging the empowerment of staff and employee participation
- Recognising the importance of measurement

Amalgamated Pest Control Pty Ltd strives to meet its goal of continual improvement through:
- Internal and external auditing
- Consultation with key stakeholders
- Regular management reviews at all levels of the organisation
- Open and accountable management practices
- Encouraging feedback and suggestions for improvement
- Reporting and investigation of hazards and incidents

The Amalgamated Operating System (AOS)

AOS policies, processes and procedures, forms, records and help pages are split into the following 4 sections –

1. **AOS Management**
   This category covers all AOS internal administrative functions of the Amalgamated Operating System. The mandatory documented procedures for ISO9001 certification are found in this section.
   All documents (policies, procedures, forms, help files etc) in this section have a number in the range (001-250)

2. **Corporate & Business Management**
   This category includes aspects of management and development of the Amalgamated Pest Control businesses. Business planning and marketing are important elements of the system and are found in this section, along with the Mission Statement and agreements and certification information.
   All documents (policies, procedures, forms, help files etc) in this section have a number in the range (751-999)

3. **Human Resources Management**
   This category covers all Human Resource Policies and procedures including discrimination, sexual harassment, and workplace bullying as well as providing guidance on the employment process, induction, probation and other industrial relations issues. It also provides information on managing grievances and raising complaints.
   All documents (policies, procedures, forms, help files etc) in this section have a number in the range (501-750)

4. **Operations Management**
   This category covers all aspects of the technical, pest management performed by APC technicians and other staff in the field. It contains policies on treatment techniques and methods, client service, management of incidents and many other areas.
   All documents (policies, procedures, forms, help files etc) in this section have a number in the range (251-500)

All existing and any new business processes and/or procedures will fit into one of the 4 sections of the AOS. As the AOS continues to expand, more aspects of the business and the processes being used will appear within the 4 sections of the AOS.

An example of some of the processes contained in the 4 sections of the AOS

Operational Management	**HR Management**
– Purchasing – Equipment – Risk Management – Service Delivery – Chemical Approval Processes – Vehicle and Equipment Inspection – Client Contact Management – Contractor Management – Resource management – Research and development of new products and services – Customer Service Processes	– Employment Contracts – Company Assets – HR Manual – Recruitment – Induction – Performance Appraisals – Training (tech, sales, admin) – Dismissal processes – Role Descriptions – Use of Equipment and Vehicles
AOS Management	**Corporate & Business Management**
– Document Control – Records Management – Corrective Action – Development of new processes – Complaint management – Changes to the system – Internal/external auditing – Quality Manual	– Agreements and Contracts – Advertising and Marketing – Branch Support – Business planning – Client Service – Commercial Sales – Corporate Communications – Corporate Documents (Certificates) – Policies (Drugs and Alcohol, Environment, Ethics, Privacy, Security, Sustainability) – Finances – Insurance – IT – Public Relations – Tendering/National Contracts – WH&S

AOS Information Structure

Within the AOS you will find:

1. **Mission Statement and Quality Manual**
   The APC mission is a clear and concise statement of what everyone is striving to achieve. The statement unifies all personnel within APC under a common goal and provides a sense of direction and purpose to the company.

2. **Policies (Vnnn)**
   A policy is a general statement of intent on a particular topic. The statement includes commitment to certain objectives relating to that topic (an example is WH&S)

   All Policies in AOS start with the letter "**V**" and a number. Some policies have a secondary number "-n". This means it is a "sub-policy" that is related to a parent policy. (e.g. V271-1 and V271-2 belong to the parent policy V271)

3. **Procedures (Pnnn)**
   A procedure is a documented process which has mandatory requirements. Procedures exist only when APC has recognised that the absence of documentation relating to that process increases the risk of loss (to the organisation or one of the other key stakeholders).

   All Procedures in AOS start with the letter "**P**" and a number. Some procedures have a secondary number "-n". This means it is a "sub-procedure" that is related to a parent policy. (e.g. P274-1 and P274-2 belong to the parent policy V274).

4. **Forms (Fnnn-n)**
   Forms are mandatory requirements attached to procedures. An example is the technician performance review procedure, which includes the requirement to document the review on the associated form.

   All forms in AOS start with the letter "F" and a number. The number of the form relates directly the its parent policy/procedure number that it belongs to. There is always a "-n" after the main number. This second number is a sequence number in case there is more than one form related to the parent policy/procedure. (For example Forms F008-1 and F008-2 belong to Procedure P008).

5. **Help Files (Hnnn-n)**
   Help pages provide simple explanations of what is required by procedures or other processes. They also include examples (where appropriate)

   All help files in AOS start with the letter "H" and a number. The number of the form relates directly the its parent policy/procedure number that it belongs to. There is always a "-n" after the main number. This second number is a sequence number in case there is more than one form related to the parent policy/procedure. (For example Help File H008-1 belongs to Procedure P008).

The AOS was written with the aim that all mandatory procedures had an **outcome focus.** That means their requirements are more slanted to results than to the specific details of how the results are actually achieved. Often the details are left to "help pages" (where applicable), which provide assistance and examples of how to achieve the required outcome.

An example of this philosophy would be the record keeping requirements set by the AOS. The AOS requires that certain information be kept for pre-determined time periods. However, the actual process for keeping the records is not mandated. Timing of the record keeping is set, but how, where and in what format is up to the region, branch or individual. All the procedure states is that the person keeping the record can retrieve that record if it is required.

How are procedures developed and modified?

The way the system works is as follows –

1. A new procedure (or policy, form etc), or a change to a procedure, is identified by someone within APC. The idea for the change is received by the Compliance Manager via feedback, or as a result of an internal auditing function, external audits, incident reports or changes to external reporting requirements such as legislation and industry codes of practice. Most of the identified issues arise from the RFA (Request For Action) system.

2. A draft of the new or modified procedure is created through a process of consultation with relevant parties, by or for the Compliance Manager. Once the final draft is complete it is then sent out to the various levels within the organisation for comment. Depending on the feedback received, the draft may be modified to better suit purposes and then approved through the document approval process.

3. Once the new/modified procedure is approved it is given a document number, then entered into the Document Management System and uploaded to the Amalgamated Website (www.amalpest.com.au).

4. A notice goes out to all relevant personnel that a new or modified procedure has been published and is ready for review on the web.

5. Old copies of the procedure (if it is a modification that has been approved) are removed from the website, and the document controller places them into the archive section of AOS.

6. The procedure is reviewed regularly as per the management review processes.

ISO 9001 Quality System Requirements

This section includes the Amalgamated Pest Control's aim to satisfy the requirements of the ISO9001 Quality Management System certification standard, with brief information on the way the AOS addresses each those elements.
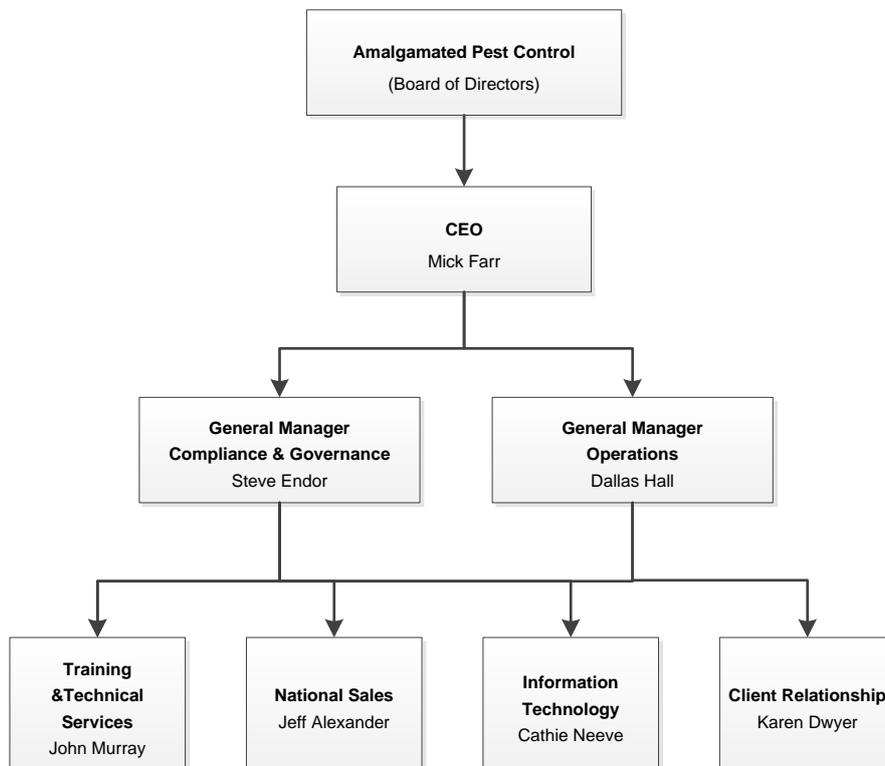
4 Context of the Organisation

4.1 Understanding the organisation and its context
4.2 Understanding the needs and expectations of interested parties

Corporate management of APC carefully analyses and balances the ongoing needs and requirements of all parties concerned, to ensure that it continues to maintain its sustainability into the future.

The Corporate head office for the Amalgamated Pest Control Group is located in Brisbane's southern suburbs at 504 Boundary Road, Archerfield. The Corporate Head Office is responsible for the overall management of the Group, as well as the provision of technical support, equipment manufacture, distribution and maintenance. It is where the Company's General Manager, and senior management team is located.

The company structure is shown below.

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                        ┌─────────────────────────┐
                        │ Amalgamated Pest Control │
                        │   (Board of Directors)   │
                        └────────────┬────────────┘
                                     │
                            ┌────────▼────────┐
                            │       CEO       │
                            │    Mick Farr    │
                            └────────┬────────┘
                      ┌──────────────┴──────────────┐
            ┌─────────▼─────────┐         ┌─────────▼─────────┐
            │  General Manager  │         │  General Manager  │
            │Compliance &       │         │    Operations     │
            │Governance         │         │    Dallas Hall    │
            │   Steve Endor     │         │                   │
            └───────────────────┘         └─────────┬─────────┘
         ┌──────────────┬──────────────┬────────────┴─────┐
  ┌──────▼─────┐  ┌─────▼──────┐  ┌────▼──────┐  ┌─────────▼────────┐
  │  Training  │  │  National  │  │Information│  │Client Relationship│
  │ &Technical │  │   Sales    │  │Technology │  │   Karen Dwyer    │
  │  Services  │  │    Jeff    │  │  Cathie   │  │                  │
  │ John Murray│  │ Alexander  │  │   Neeve   │  │                  │
  └────────────┘  └────────────┘  └───────────┘  └──────────────────┘
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APC's strategic direction and organisational operation is influenced by a number key parties that include:

Table 4.1

Key Party	Requirements Sourced and filtered by	Relevance to Quality Management System determined by Key Management...
Shareholders	Board of Directors	CEO General Managers
Employees	Branch Managers Regional Managers Regional Supervisors	CEO General Managers Regional Managers
Franchisees and their employees	Franchisees Regional Managers Regional Supervisors	CEO General Managers Regional Managers
Clients - current and prospective	Franchisees Regional Managers Regional Supervisors Client Relationship Manager Technical Manager	CEO General Managers Regional Managers Client Relationship Manager Technical Manager
Government authorities	CEO General Managers Franchisees / Branch Managers Regional Managers Regional Supervisors Technical Manager	CEO General Managers Regional Managers Regional Supervisors Technical Manager
Industry suppliers	CEO General Managers Franchisees / Branch Managers Regional Managers Regional Supervisors Technical Manager	CEO General Managers Regional Managers Regional Supervisors Technical Manager
Key competitors	CEO General Managers Franchisees / Branch Managers Regional Managers Regional Supervisors Client Relationship Manager Technical Manager	CEO General Managers Regional Managers Regional Supervisors Client Relationship Manager Technical Manager

The requirements each of the parties listed above are fed into APC at different levels of the organisation. The Board of Directors is nominated by the parent company (Flick Anticimex). They work closely with Mick Farr (CEO) and the Senior Management Team to ensure that overall strategic direction of APC flows effectively through the organisation form the top down.

Monitoring of these requirements continues on a day to day basis from a number of different sources. Review of key policy and procedure issues is conducted by Executive Manage as the need arises and includes regular Regional Management reviews conducted

monthly along with key meetings held at least 4 times per year with Regional Management personnel.

A regular SWOT analysis is conducted by Executive and Regional Management as a risk management approach, to consider requirements of Key Parties on a regular basis and address issues raised.

4.3 Determining the scope of the quality management system

APC's core business is the delivery of pest management services to the residential, commercial and industrial markets covering general urban pests and timber pests.
We do provide specialised services to meet the needs of clients where it is beneficial from a strategic and profit perspective (e.g. aircraft disinsection).

The AOS is designed and managed to remain focused on the core business and services that we deliver. While many factors and parties influence the operation and strategic direction of every business, not everything is managed and incorporated into the AOS.

All inputs from **Key Parties** (in Table 4.1 above) are considered by the relevant **Key Management**. This includes both internal and external parties.

The **Key Management** consider the sourced requirements, and evaluate it based on its relevance to:

- APC's core business
- Need for dissemination to various levels in APC (to keep conformity and uniformity)
- Legislative compliance
- Implementation and management by APC personnel
- Cost/Benefit/Risk to APC
- Sustainability

Some changes will require consultation while others will be determined as necessary/mandatory by Executive Management to the benefit of APC and its strategic direction.

APC does not undertake any design and development of pest control services.
We do undertake configuration of existing and established industry equipment, products, practices and techniques. Pest control services are well established.

4.4 Quality management system and processes

The AOS incorporates the quality management system used by APC.

5 Leadership

5.1 Leadership and commitment

The commitment of Executive Management is outlined our Quality Policy - **V001-3 Quality Policy Statement.**

The commitment to the quality management process is further reinforced by the appointed position of the **General Manager – Compliance and Governance**.

Customer Focus

APC is committed the by the appointment of a dedicated senior management position – **Customer Relationship Manager**.

The position description for this role includes:
- Sales conversion strategies
- Marketing planning and engagement
- External communications
- Public relations management
- Social media management
- Internal communications and stakeholder management

Please refer to the position description for more detail.

This role is charged with the need to:
- Assess client feedback, review of client communications (electronic and phone) to determine risks and opportunities that can affect the conformity and uniformity of the products and services we deliver.
- Monitor client satisfaction and actively develop ways to capture feedback and improve our services to customers.

As a basic form for gathering client satisfaction AOS currently has
- **P753 External Client Satisfaction Survey**
- **P754 Internal Client Satisfaction Survey**

For external customers (pest management clients) the Company provides treatments as per client request and/or identified needs once our technicians are at the clients premises. Therefore the client's needs are identified in 2 ways:

1. through a conversation with APC personnel booking the treatment job
2. by a technician on site to perform a service other than the one identified (generally a service set up though the process in 1, above)

Currently new methods of capturing and analysing client feedback are being implemented including
- phone call evaluations (using online evaluation through our phone monitoring provider), and
- online/social media reviews.

Legal requirements for client services are managed and maintained by the General Manager – Compliance and Governance in conjunction with other Senior and Executive Management.

5.2 Policy

F001-1 Quality Manual – Introduction to the AOS

This policy is available online for the public and APC personnel to access.

5.3 Organizational roles, responsibilities and authorities

The management representative for the organisation is filled by the person in the role of **General Manager - Compliance and Governance**. This roles of this position include:

a) Ensuring that the processes needed for AOS are established, implemented and maintained;
b) Ensuring that the AOS conforms to the requirements of ISO9001;
c) Ensuring that the processes are delivering the intended outcomes;
d) Reporting on the performance of AOS to Executive, Senior and Regional Management including needs for improvement;
e) Ensuring the promotion of awareness of the AOS requirements throughout the APC group.

Responsibilities and accountabilities throughout the organisation are directly linked to role descriptions of various functions within the APC Group.

6 Planning

6.1 Actions to address risks and opportunities
6.2 Quality objectives and planning to achieve them
6.3 Planning of changes

The APC board and the Regional Managers fully support the development and implementation of the AOS. On-going involvement through the business planning processes and the management reviews demonstrates the commitment of senior management to the ongoing, continual improvement of the AOS.

As part of the business planning and management review process, a SWOT analysis is conducted every 6 months prior to Regional Management meetings. APC management (Executive, Senior and Regional) are requested to participate. Outcomes from this process assist in driving the business planning agenda and setting appropriate priorities in short-term and longer-term plans.

Based on outcomes from Regional Manager and Regional Supervisor meetings, necessary adjustments to AOS policy and procedure are initiated, developed and rolled out to continue to enhance the AOS.

Effectiveness for changes to the AOS are monitored by future outcomes as a result of implementation of revised polices and processes. The RFA system provides any critical feedback regarding the effect of system changes.

Refer to
- **P751 Business Planning**
- **V784 Branch Support Policy**
- **V001-2 APC Corporate Goals**
- **Regional Management Meeting Agendas/Minutes**
- **Regional Managers Meeting SWOT Analysis**

7 Support

7.1 Resources

External Resources:

- Legal services – APC Approved Lawyers (Board approved)
- Insurance services – APC Approved Insurance Broker (Board approved)
- HR services and consultation – APC Approved – by CEO
- Online marketing – APC Approved – APC Executive
- External IT Hosting (Data Centre) – APC Approved – APC Executive

7.1.2 People

APC demonstrates its ongoing commitment to AOS by the appointment of the General Manager - Compliance and Governance, who receives support from APC Senior Management, Regional Managers and Supervisors.

Components of the AOS are under constantly review, and the AOS web-site is updated regularly.

APC Pty Ltd employs a team of senior technical officers, training and business management specialists to ensure quality of service delivery and techniques is maintained.
APC Staff undergo induction processes.
Refer **P501 Human Resource Manual** and related documents.
Depending on technical or other requirements, additional inductions and training is delivered.

Toolbox Talk systems exist for ongoing updates and internal training.
Refer to **P506 Toolbox Talks.**

Training Records are maintained
Refer to **F501-35 Staff Training Record – Individual**
Refer to **F501-6 Staff Training Record - Meeting**

Additional training needs are planned and documented for staff
Refer to **F501-25 Training Needs Matrix.**

APC has a training unit registered as an RTO. This unit maintains a full set of independently audited and certified processes and procedures. For more information on the training unit, contact the Training Manager from APC Training.

The training unit identifies and manages training and competency issues for all APC personnel.

The processes and procedures managed by the training unit fit into the AOS where relevant. However, these processes and procedures remain independent of the AOS in their development, approval and control.

7.1.3 Infrastructure

APC has a number of offices throughout Australia and overseas. These offices serve almost entirely as administration and storage facilities only. Almost all work performed by APC (pest treatment services) occurs on the customers site.

Therefore the facilities required for administration of APC are in keeping with general office requirements.

Other facilities required are the work vehicles and pest management equipment used by technicians in the performance of their duties. For more information on the vehicles and equipment used by APC technicians, refer to the procedures under the **Operational Management** section of AOS.

Other infrastructure essential to delivery of our services and the AOS include a business management system – the Amalgamated Management System (AMS). To support this system there is a dedicated data centre, IT Network and IT support personnel.

7.1.4 Environment for the operation of processes

Other than the customer's premises, work environments for APC are the administration offices and the technicians' vehicles. These two environments are reviewed and opportunities for improving them are identified during the business planning process and the Technician Performance Appraisals.
Refer to **P751 Business Planning.**
Refer to **P504 Technician Performance Appraisal**.

It is the aim of APC to always provide the best available internal and external customer service. Identifying and implementing improvements to work environments are ways to improve the internal and external customer service.
Refer to **P753 External Client Satisfaction Survey**.
Refer to **P754 Internal Client Satisfaction Survey.**

7.1.5 Monitoring and measuring resources

Key performance criteria based on business goals and objectives are measured in different ways.
AMS (ABS) provide turnover and productivity statistics.
AMS is designed to provide a greater level of performance indicators in the future.

Based on Current Corporate Objectives:

- Turnover/Debtors – sourced from ABS/AMS
- Profitability – managed through update of budget/actual P&L spreadsheets for each branch
- Staffing/Recruitment (capacity planning/monitoring) – sourced through productivity reports from ABS/AMS and business planning strategies
- Client Service – call evaluation – systems established in phone tracking system and being implemented in corporate phone system.
- Client Renewal – repeat rates – manually collated and calculated – AMS will provide instant statistics (future feature)

- Quote Conversion and Tracking – manually collated and calculated – AMS will provide instant statistics (future feature)
- Review of online marketing statistics for the branch – published by APC on a monthly basis.

Note: measurement traceability is not a requirement.

7.1.6 Organisational Knowledge

APC has been in operation for over 50 years.
It retains its IP via legal means (Agreements, Trademarks, Licences etc)
AOS provides a lot of guidance and support to basic business functions (administrative and operations).
Employment into key positions is based on experience and expertise both in the industry, and within APC as required.

APC's Technical Team maintains all the technical and treatment knowledge in behalf of the APC Group. APC has a resident entomologist to keep abreast of applicable industry research on pests and a team of Technical Officers constantly are updated on new equipment, chemicals, treatment procedures and regulatory policies.

Externally:
- AEPMA (Industry Association) - To gain industry knowledge and maintain networks on and industry intelligence that involve operation of the pest control industry on governance, legislative, technical and operational areas.
- Subscriptions to various WHS reporting organisations to make sure APC is up to date with current HSSE requirements
- Attendance at industry supplier training events and exhibitions to ensure currency in the industry and continue to gather industry intelligence.
- Attendance at industry training forums for Industry Competency Standards that affect our Registered Training Organisation (RTO) and the internal training for our technicians.

7.2 Competence

For management, administrative appointments – position descriptions are prepared in advance of recruitment to ensure appropriately qualified personnel are employed.

For technical positions – licensing requirements and APC requirements are based on pest management industry competency standards along with additional internal requirements.
See **V514 Personnel Qualifications Policy**

Additional training where required is developed and provide through our internal APC Training Department. Should expert qualifications be required that cannot be developed internally, external providers of training are sourced.

7.3 Awareness

Awareness is developed through communications for various parts of AOS via:
- Regional Conferences
- Internal email communications

This document is "UNCONTROLLED" if it has been saved locally or printed.

- Specialised training meetings (Office Personnel, Timber Pests Technicians etc)
- Branch meetings
- Toolbox talks
- Technician Performance Appraisals
- Full access to AOS online
- 'Open Door' policy for expert advice from Regional and Corporate Personnel.

7.4 Communication

Key corporate communications are governed by **V783 Internal Corporate Communications Policy**

All personnel are expected to abide by **F501-52 Corporate Communications Usage Agreement** which clearly outlines acceptable behaviour with corporate communications.

7.5 Documented information

Key information documented for the AOS
- The Quality Policy **V001-3 Quality Policy Statement**
- The Quality Manual (this Document) - **F001-1 Quality Manual – Introduction to the AOS**
- Use of Document Control for Key Documents - **P009 Document Control**
- Control of Records - **P006 Records Management**

8 Operation

8.1 Operational planning and control
Achieved through the business planning systems described earlier

8.2 Requirements for products and services
Determined through processes of
- Customer feedback (collected via phone, mail, email, website reviews)
- Regular SWOT analysis as per business planning previously discussed.
- Actively engaging in tendering processes for local and national clients

8.3 Design and development of products and services

APC does not undertake any design and development of pest control services.
We do undertake configuration of existing and established industry equipment, products, practices and techniques. Pest control services are well established.

8.4 Control of externally provided processes, products and services

Products & Equipment:
- Use of limited equipment suppliers – approved by APC Executive
- Limited group of chemical suppliers to the industry – approved by APC Executive
- **P261 Purchasing**
- **P252 Chemical Product Approval**
- **P253 Product and Equipment Trials**
- **P296 Equipment Approval**
- **V271-4 Vehicle Policy**

Key services sourced externally:
- Legal services – APC Approved Lawyers (Board approved)
- Insurance services – APC Approved Insurance Broker (Board approved)- Review of tender submission requirements
- HR services and consultation – APC Approved – by CEO.
  Review of tender submission requirements
- Online marketing – APC Approved – APC Executive
  Monitoring of KPIs and tender submission requirements
- External IT Hosting (Data Centre) – APC Approved – APC Executive.
  Monitoring of SLAs and tender submissions requirements

8.5 Product and service provision
- Service calls – warranties

8.6 Release of products and services

- Services are recorded in AMS/ABS – Clients left appropriate paperwork for followup
- Key service records retained according to AOS record keeping requirements
- Key documentation is recorded electronically in AMS
- Only suitably qualified technicians are sent onsite based on Client Service requests.

- Document numbers (invoice numbers and job numbers) provide tracking
- Batch numbers of pesticides are recorded for compliance related work.
- Clients Property
  V763 Code of Business Conduct and Ethics.
  V760-1 Security Policy – Detailed
  V260-1 Privacy Policy
- Where services carry a warranty, these provide assurance that problems can be rectified at no further cost to the client. An escalation process exists where ongoing services are required that involve supervisory support. This can lead to RFAs and provide input into further service delivery issues which might appear to be systemic, or improvements for personnel through additional training.
- Systemic changes to services are handled through RFA triggers and inputs in Regional Supervisor and Regional Manager meetings.

8.7 Control of nonconforming outputs
Use of the RFA (Request for Action System) **– P008 Request for Action**

9 Performance Evaluation

The AOS has many forms of measurement and analysis leading to improvement of the performance of the AOS.

9.1 Monitoring, measurement, analysis and evaluation
- **P751 Business Planning – refer to Section 6**
- Process improvements through requests made through the Request For Action (RFA) system - **P008 Request For Action**
- Customer satisfaction surveys - **P753 External Client Satisfaction Survey**

9.2 Internal audit
- **V784 Branch Support Policy**
- **F784-1 Branch Operations Review**
- **F784-2 Branch Business Review**
- **P504 Technician Performance Appraisal**
- **F764-1 Investigation and QA Combined Checklist**

9.3 Management review
- **P751 Business Planning – refer to Section 6**

  Management review is also conducted at Regional and Branch levels in the organization. These reviews occur as follows:

  o **Regional Managers meetings**. Key focus of these meetings revolves around business and management system issues, risk management and recommendations that flow through from Regional Supervisors.
  o **Regional Supervisors meetings**. Key focus of these meetings revolves around technical issues and AOS issues related to operational and human resources functions of the business.
  o **Territory Manager meetings**. These meetings normally follow the outcomes from the Regional Managers and Supervisors meetings and focus on the local application and implementation of AOS and related issues arising from the higher level meetings. Feedback from these meetings is taken on board and relayed to higher levels are required – normally through correspondence or the RFA system.

10 Improvement

10.1 General
10.2 Nonconformity and corrective action
10.3 Continual improvement

The AOS encompasses the full PDCA cycle.

- Business Planning (analysing risks and opportunities, taking inputs from all stakeholders and the market place, RFAs etc)
- Corporate Goals and Objectives are set based on highest priority needs
- Goals are then built into the business analysis and internal auditing systems throughout the region.
- Results are fed back up to senior management for analysis
- Corrective actions drive preventative measures based on systemic faults

The AOS business planning processes are the driver for regular and scheduled identification of areas or issues for improvement. However, improvements can also be identified through use of –

- Technician Performance Appraisal
- Vehicle Inspections
- Internal Auditing Processes
- Lodging of system improvement requests (RFA's)
- Review of feedback from internal and external customer review processes

The AOS is geared towards continuous identification of improvement geared at increasing customer satisfaction by –

- improving pest treatment equipment
- improving pest treatment techniques
- improving our handling of customers
- improving all other aspects of day to day operations across the organisation

Finally the risk management processes included within the AOS are also driving identification of areas for improvement, reducing the risk of loss to our key stakeholders.