

The sample answer hints have been provided for clarification. The answer approach to some of the question has also been provided. The learners must use them for reference only and do not rote them as the actual exam scenario will be different and these answers may not be applicable. Learners must see the answer approach and use same/similar or better approach when answering the questions in actual exams.

Section A

Carefully analyze the following scenario and answer to the 5 questions in context with given scenario only. Any generic or irrelevant response will not be accepted by the examiner

Workplace Situation/ Scenario

“ABS Private Ltd” is a large chemical manufacturing company which produces sulphuric acid, hydrochloric acid, paints and a range of other chemicals. Its total annual production capacity is 50000 Tones for all chemicals it produces. The company operates in 3 shifts of 8 hours each (Mon-Fri) and 2 shifts 8 am to 12 pm on Saturday and Sunday and employs more than 3000 people including workers, supervisors, managers and directors. The company’s governance policy allows “Over Time” due to the shortage of skilled manpower and lucrative overtime per hour allowance is given to all workers who carry out the job beyond stipulated 40 hours weekly. The company has 8 large buildings/hangars on the same site and each building is 150 meters to 250 meters away from each other. The company has also subcontracted some of its processes to local vendors including purchase of raw materials & packaging products, Transportation and delivery of chemicals to its network of marketing partners’ warehouses, Annual maintenance of plant, hiring of manpower, legal consultants and advisors and Janitorial services. The company’s annual revenue is 900 Million Dollars while annual profit is around 250 Million dollars.

The company has established and implemented an OHS management system based on latest ISO management system standard for Occupational Safety and Health and claim a “self-compliance”. The company has no major safety accidents which may cause large scale disruption of business however there have been occurrences in which workers have been injured or suffered health issues over a period of last 3 years in various functions of the company. In a recent development, a retired worker who has been diagnosed with life threatening lungs disease has served a legal notice to the company for the compensation as the doctors believe the cause of the illness is long term exposure to the airborne chemicals at the workplace. The management has been alarmed and is really concerned about this particular issue as well as the health concerns of all the workers who are currently working with the company. This news has also circulated in the company and workers are showing concerns over the effectiveness of existing control measures.

The local regulatory body has called an audit of the company to ensure effective controls are in place to ensure the workers are not exposed to airborne chemicals beyond the limits specified. The audit is scheduled in next 30 days.

The management has called a meeting for legal consultant, all directors, managers, supervisors and workers' representatives from all functions to discuss the effectiveness of existing controls in place and need for additional controls (if any). The significant outcome of the meetings are as follows;

- The management has shown satisfaction over the existing control measures against airborne chemicals based on the data provided by all functions. The existing control measures are as follows;
 - o Airborne chemical detection equipment have already been installed at all significant workplaces.
 - o Short term and long term exposure limits (as set by local regulatory body) against each airborne chemical is available with the company and these are being measured on monthly basis for every significant workplace.
 - o The absentee records of workers due to illness are documented and a 6 monthly review is carried out to ensure there is no significant increase in illness cases.
 - o The company provides a medical allowance to each worker as part of their salary package.
- The management has been advised by the legal consultant for "out of court settlement" of the case with the affected retired worker by paying him compensation. The management has agreed.
- The request from the workers' representatives for additional control has been disregarded by the management due to the increased cost implications. The management believes that one odd ill health occurrence does not necessitate additional control measures.
- The management has also advised the safety department to prepare for the upcoming regulatory audit and make ready the evidences of the compliance.
- The management has also advised safety department to carry out an investigation to identify the root cause of the illness of the retired worker.

You work as safety manager in this company and there are almost 30 employees who directly report to you. You report directly to safety director who agrees with the outcome of the meeting. You however have shown concerns over the outcome of the meeting and discussed with safety director that existing control measures are insufficient. The Safety Director has advised you to comply with the decisions made by the management as offending the management with alternative options (that may also have cost implications) can have impact on your job and promotions.

All 5 questions carry 10 marks each (Total 50 Marks)

Keeping in view the above mentioned scenario, please answer to the following questions;

Question 1- Why do you think the existing control measures are insufficient and what additional control measures are needed?

10 Marks

Answer Hints

Based on the available information in the given scenario, following seems ineffective;

- 1- Airborne chemical detection equipment are installed but are they in serviceable conditions? When were they last calibrated? What is their maintenance frequency? What is their effective service range in PPM (Parts per millions)? Installation of equipment alone does not serve the purpose. The installed equipment must be serviceable at all the times and should be effective against the type of airborne chemicals they were intended for.
- 2- STEL and LTEL limits must be monitored not measured. Measuring once per month cannot provide the actual data. These limits must be monitored on an ongoing basis.
- 3- The absence record due to illness is documented but is there any mechanism within the organization to analyze that data for any significant changes. Who carries out that analysis and what is the standard set to ensure there are no illness issues?
- 4- Does organization carry out a pre-hiring medical check of the employees to ensure they do not have any medical issues? Does organization carry out medical surveillance to compare with initial health data?
- 5- What control measures are in place e.g. Engineering Controls, administrative controls, PPE's etc. in case the STEL and LTEL limits cross the regulatory limit? And what the organization is doing to ensure that those controls are effective?

Question 2- What will you do to convince the top management for seeking support to deploy additional control measures? **10 Marks**

Answer Approach

Depends on the communication skills of the learners. The available options are to meet in person or write a letter to the managing director and politely suggest how the health and safety performance could be further improved (As suggested in Question 1 answer hints). Similarly raising concerns in a health and safety meeting can also be a way to approach the managing director. But remember, safety advisors/managers should not be part of problem but the part of solution. Management are more open for solutions than being told about the problems and issues those too from safety officers.

The learners must have effective communication skills in order to positively influence within the organization

Question 3- How do you plan to use existing resources to make them more effective in case the top management does not provide additional resources? **10 Marks**

Answer Hints

- 1- Advise HR to include a pre-hiring medical test (E.g. Chest X-Ray etc.) so organization knows if the illness were due to working with them or some other issues with the workers which were due to working elsewhere etc.
- 2- Ensure that calibration of detection equipment is carried out as per manufacturer's recommendations and is effective.
- 3- STEL and LTEL limits monitored on an ongoing basis rather than measuring them once a month. Use the available detection equipment for this purpose.
- 4- Carry out the analysis of sickness records on 6 monthly basis and include the findings and recommendations in the management review meetings so that management is aware and up-to-date with the health performance.
- 5- Increased surveillance for the compliance e.g. Are workers using the provided PPE's (If any) or complying with administrative rules and procedures (For example daily dose limits etc.)
- 6- Check that overtime working does not conflict with LTEL limits. Similarly, check that there are no instances where some workers are doing excessive overtime in a chemical airborne environment.

Question 4- What arrangements (Documents and records) you plan to make ready for upcoming regulatory audit in order to exhibit compliance? **10 Marks**

Answer Hints

The evidences could be following

- 1- Type of chemical hazards and the evidence of relevant detection equipment installed for that specific hazard
- 2- Evidence that detection equipment are serviceable (Calibration records, equipment maintenance records, equipment downtime etc.)
- 3- Evidence of STEL and LTEL limits for all the chemicals and data showing they were within limits when measured.
- 4- The attendance records (Including over-time) to ensure that daily dose limits were within the legal limits
- 5- The sickness records data
- 6- Any corrective actions/ preventive actions taken by the organization over a period of time to ensure the health performance is improved
- 7- Minutes of Health and safety meetings and the relevant measures taken as a result of the meetings
- 8- Minutes of management review meetings and the measures taken as a result and the effectiveness data of those measures over a period of time
- 9- Any latest purchasing of PPE's or engineering controls for health and safety of the employees
- 10- Workers complaints and suggestion records and the measures taken in response to them
Etc etc.

Question 5- You have been tasked by the Safety Director to carry out the investigation to identify the root cause of the illness of the worker on behalf of the management. You have to prepare a checklist of 5 potential significant causes (both direct and indirect) and establish the facts based on objective evidences. Use the following form to prepare your findings for the investigation. **10 Marks**

Sr #	Potential Cause of over exposure	What relevant evidence you wish to see to form your judgement
1	Worker has a pre-hiring medical conditions	If there was any medical test conducted when the employee was hired. Or if the employee has been working in a chemical environment in some other organization before joining our organization (CV of the employee).
2	Excessive Overtime	How much overtime the effected employee used to do each week. Was it within the stipulated limits. The overtime record register will be checked for this
3	Mixed exposure of airborne chemicals	It is possibility that a worker may develop health issues when exposed to a mixture of various chemicals although each airborne chemical if monitored/measured separately is within range. So it will be checked the specific workshop where the effected employee used to work. What different chemicals are available there whose mix exposure may have affected him. It will also be checked if any other employees have worked for same tenure in that specific workshop and have they also some health issued developed due to mixed exposure of airborne chemicals. There is no legal limits defined for mixed exposure of air borne chemicals so it's currently a gray area in scientific development.
4	Ineffective measuring and monitoring giving false sense of protection for the workers	Detection equipment' effectiveness (Range, chemical specific, calibration, alarm etc.), monitoring and measuring frequency commensurate with the nature and type of specific chemical hazards. It will be a qualitative analysis of the monitoring and measuring system
5	Lack of required controls	What engineering and administrative controls were provided. Were those controls effective in an auditor's judgement. Were there any compulsory PPE's requirements? Was the effected workers ever found not complying with the procedure requirements (NCR Data)

Section B

Carefully analyze the following scenarios and answer to the question/s in context with given scenarios only. Any generic or irrelevant response will not be accepted by the examiner.

Workplace Situation/ Scenario

You work in a construction company which has a workforce of 1200 skilled and semi-skilled workers. The company also employs workers on **daily wages** for short term projects along with its full time employees. The company has recently been fined by the regulatory body due to noncompliance with various workplace safety and health requirements at the workplace. The management has conducted a wide scale investigation to identify the root causes of the non-compliances. More than 85% non-compliances were attributed to lack of awareness and training. The management is concerned with the outcomes of the investigation as a huge budget was spent on training of workforce over a period of last 3 years. The situation however necessitate a procedural review of how the training process is being followed to identify the loopholes and establish a new procedure for training process which will be centrally administered for the whole organization.

Question 6 - Write down a comprehensive procedure to ensure the training process becomes more effective. You must also prepare related “Forms” as part of your procedure e.g. training requirement, training effectiveness forms or any other forms you may feel pertinent. **20 Marks**

Answer Approach

The learners must follow a process approach when writing any procedure. For this specific procedure, the learners must follow the following process to ensure that the procedure is effective;

1- First step is training need assessment (TNA) or Gap analysis

- Who will carry out? Allocate responsibilities
- What is the frequency of TNA? Define a time frame e.g. 6 monthly, 3 monthly etc.
- What is the rationale for training needs (Why there is requirement of training)? e.g. to comply with applicable legal requirements, risk assessments identified certain issues, etc
- What is the intended outcome (What you want to achieve)?
- What is current status? And calculate the Gap (Who needs what) **(Must design a form)**

2- Imparting Training

- What is the training budget, who will approve it?
- Specify which methods will be used for imparting training? E.g. online, tutor led class based, simulation or on-job training
- Who will develop the study/ training materials? Or will it be outsourced?
- If outsourced, the criteria for shortlisting the trainers/ institute **(Must design a form)**

3- Measuring Training effectiveness

Was the imparted training effective? To answer this question, the procedure must include the following

- How will the organization measure if the imparted training was effective? E.g. a survey from the line managers of trainees etc or the records of improved health and safety performance in the specific areas of the respective trainees. **(Must design a survey Form)**

Note:

- Training effectiveness cannot be measured with the trainees results (E.g. 90% marks) as there may be concerns related to the identified training. For example, there was requirement of training about legal requirements whereas the imparted training was about work at height etc.
- The procedure must be written in chronological order i.e. Training need assessment cannot be subsequent to imparting training. Or Measuring training effectiveness cannot be before the actual training has been imparted.
- The above are only guidelines to writing procedure in given context and is not a procedure. While in exam, the learners must write the procedure.

Workplace Situation/ Scenario

You have recently joined “XYZ” courier company as safety manager. The company has more than 100 pickup locations (established offices) in various cities and 75% of them are operated through a network of subcontractors. The company head office is located on 3rd storey of 10 storey building. The company has 250 full time employees while 150 employees work with the subcontractors. The company owns a fleet of transport including 100 bikes and 25 pickup vans. The occurrence records show that there have been 3 transport accidents with the bike riders and resulted in 3-5 days hospitalization of the company riders. Another records show that 35 bikers were fined due to traffic rules violation during the last one year.

The company has established an OHS management system as per the requirements of ISO 45001:2018. The company’s OHS policy is as follows;

“ We at XYZ company are committed to provide a safe and healthy work environment to our workforce at all levels. We shall take timely corrective and preventive measures to safeguard the health and safety of our workforce. We shall utilize every possible resources to improve our health and safety management system”

Question 7 - Critically review the OHS policy “Statement of Intent” of the company against ISO 45001:2018 requirements? **10 Marks**

Answer Hints

- The company's OHS policy doesn't seem effective as the claims made in the Policy are not being complied keeping in view the occurrence records.
- ISO 45001:2018 requires organizations to comply with all applicable legal requirements. The traffic rules violations in such huge numbers show that the organization doesn't have any system in place to comply with applicable legal requirements as per the nature and scale of the business.
- The statement of intent does not reflect the nature and type of business to have an idea about foreseeable hazards and risks for the interested parties.
- It does not reflect how and if the employees will be consulted or made part of overall control strategies

Question 8 - Write down an effective OHS Policy "Statement of Intent" for the company in lines with Company's business strategy and ISO 45001 requirements which should serve as a guidance for the OHS Management system requirements and intended outcomes. **10 Marks**

" We XYZ Pvt Ltd. are a courier company involved in the collection and delivery of packages to and from the customers' locations. We are committed to provide a safe and healthy work environment to our workforce at all levels of the organization. We shall take timely corrective and preventive measures to safeguard the health and safety of our workforce in consultation with the employees or their representatives. We shall comply with all legal requirements related to occupational safety and health applicable on our business due to the work activities we carry out. We shall ensure that our work activities do not cause health and safety issues to our contractors, visitors or the member of the public. We shall utilize every possible resources to improve our health and safety management system"

Note: Above is just a sample OHS policy's statement of the intent. Organizations can have more robust policies as per their needs, requirements and intended management system outcomes

Workplace Situation/ Scenario

A large automotive manufacturing plant "Infinity Motors" has hired you as safety manager to improve the effectiveness of OHS Inspections and audits. The company has spent huge budget in its OHS Management system but latest 3rd party certification audit revealed certain non-conformities and observations related to the ineffectiveness of Inspections and audit process being followed within the company. The company has a total workforce of 3500 employees including 300 daily wagers. 35% of the work in terms of required man hours is outsourced to local subcontractors. The company has 8 separate buildings at the same location as follows;

- Machining and forging facility
- Casting facility
- Assembly line
- Heat treatment workshops

- Surface Treatment Facility
- Painting facility
- Warehouse
- Head Office (HR, Admin, Procurement, QHSE Departments)

There are 25 inspection staff related to OHS who directly report to you and you will report to QHSE Director. The inspections and audit data for the last 1 year has been provided to you in the following format

- Total number of inspections carried out= 3500 inspections
- Total number of non-conformities identified= 240
- Number of OHS Observations= 95

Question 9 - What additional significant data would you like to see in order to establish the root cause/s for the ineffectiveness of Inspection and Audit process? You must provide the reasons for each additional data you wish to see as per the following format; **20 Marks**

Sr#	Look into (The Data type)	Look For (The detailed reason you wish to see this data to identify the root cause of ineffectiveness)
1	Non-Conformities Recurrence Data	Was there any recurrence of non-conformities in the same or similar functions within the organization. This will show if the non-conformities are dealt effectively or not
2	Significance of Non-conformities	Not all Non-conformities are significant e.g. a missing signature on training register have very minimum OHS implications than missing signatures on Permit to Work document. What is the %age of significant non-conformities out of total non-conformities
3	Quality of Non-Conformities	The statements of non-conformities must be effective and self-explanatory and lead the process owner to the root cause. It should be presented in such a manner that it points out the opportunity for improvement rather than blaming the process owners/ workers etc.
4	Corrective action data	To ensure that the root causes identified by the process owners subsequent to non-conformities were effective. The process owners have rightly identified the root cause/s of the problem and have taken suitable and sufficient measures to eliminate the root causes
5	Preventive action data	How many preventive actions were taken in response to the inspections and audit data. For example, NC identified in one function is communicated to other functions within the organization to ensure they do not make those mistakes rather learn from other functions' lessons.
6	Quality of OHS Observations (Potential Non-conformities)	Does the OHS observation provide any opportunities for improvement and value addition for the organization. What is the organization's response to the OHS observations?

		Were they taken into consideration (Knowing the fact that observations are not binding/ compulsory to comply with) and what were the results over a period of time in terms of improvements. If they were not considered for implementation then there were issues i.e. potential non-conformities becoming the non-conformities?
7	The competence of Inspection and audit staff	To ensure they are trained and competent to carry out the inspections and audits etc. for the nature and type of hazards and risks of the organization
8	Conflict of interest	Is there any conflict of interest within inspection and audit process e.g. a worker who is managing the activity is also responsible for signing his/her inspection rather than an external staff from the organization. Or is there any likelihood that inspection staff have personal likes and dislikes for certain functions?
9	Number of inspections	Are the number of inspections i.e. 3500 commensurate with the nature and scale of hazards and the risks? Does the organization needs more inspections? Similarly, the number of inspections in high risks area versus number of inspection in low risk areas to ensure the number of inspections are commensurate with risk levels.
10	Management rols	Was the necessary resources provided by the management pursuant to the identified root cause/s control strategies? How many engineering controls were implemented as a result? How many administrative procedures were developed or how many PPE's were purchased over a period of time.

Workplace Situation/ Scenario

You are working with “City Transport service company” for the last one year which provides transport services to various companies as 3rd party contractors. The company has a fleet as follows;

- 150 flatbed trailers
- 250 trucks
- 200 buses (72 seater)
- 300 coasters and coaches (12-25 seaters)

The company has 750 full time drivers on its payroll while another 500 drivers on its list of temporary drivers whose services are hired on various short term projects. The drivers are mostly uneducated however they have valid driving licenses issued against specific vehicles they operate. The drivers visit the parent company site occasionally for vehicles inspections etc. and usually report directly to the client companies’ transport managers.

The client companies have sent a number of complaints and feedbacks regarding the OHS incidents at client premises which were mainly attributed to the lack of awareness of the drivers regarding

occupational safety and health. The drivers have been given warnings on various occasions and some of them were fined as well by the parent company. The drivers are however not comfortable with these requirements and some of them have already left the job while others also plan to leave. The management is very unhappy as this will cause a wide scale business disruption. You have been specifically tasked by the management to come out with a win-win situation for the employees as well as the company.

Question 10 - What will be your long term action plan to address the issue in the given scenario? Your action plan must be practical and supported by the resources implications and intended outcomes of the action plan.

10 Marks

Answer Hints

Note: There can be numerous solutions to any problem which are often based on overall business strategy of the organization. Here is a proposed solution example however learners are encouraged not to get confined within this solution rather come up with better or alternative solutions which are cost effective, relevant and provides an opportunity for continual improvement of OHS management system.

The situation requires a revamp/ re-structure of the employees management procedure for occupational safety and health perspective as the following seem to be the key process as per the nature of the business;

- The drivers' competence, awareness, performance is a key process within the business as the performance of individual drivers is a critical success factor for the organizations' overall OHS performance. However, penalizing drivers will severely affect the business financial performance.

Once we have identified the key process, we can tailor our business strategy and/or OHS management system to meet the needs of the key process as follows;

- The organization must review its existing hiring procedure and make it compulsory to provide OHS training specific to the industries where they will be performing their duties subsequent to the hiring. A probation period of 3-6 months should be made compulsory during which their performance will be monitored. If they perform well, they'll be employed on permanent basis.
- The plan to train the temporary drivers by offering them full time job opportunities if they meet the organization's revised criteria of hiring. Thus creating a pool of competent drivers who are conversant with OHS requirements will be created.

- A refresher training should be made compulsory for all the drivers but it should not affect their responsibilities for which they have been hired. These training should be designed and planned in an effective way so that the drivers are not kept away from their actual responsibilities. Training should be planned on off-work days and the financial compensation should be provided to the drivers for the extra time they are called for the training/ awareness programs.
- A WhatsApp group or other social media tools can be used to inform the drivers what is happening around the organization. Any incidents pertaining to driving should be communicated with lessons learnt in pictorial or video formats to all drivers without naming the drivers who caused the accident. The language used in all training activities should be selected keeping in view the education level of the drivers and the work culture.
- Plan a yearly OHS performance award ceremony and call all the drivers (Both permanent or temporary) and honor those who have best OHS performance of the year. Display suitable Panaflexes (Portable Displays) and banners related to driving safety at the occasion. Presence of the management on the occasion will increase the effectiveness of whole activity.
Etc. Etc.

Question 11 - What key performance indicators (KPIs) you wish to establish to evaluate the drivers performance in future as part of your long term action plan. You must also allocate marks for each KPI and also set minimum required marks against each. **10 Marks**

Answer Hints

- 1- Feedback from the respective organization where the transport services have been offered
Rating from 0 to 10 (0 lowest and 10 highest performance)
- 2- Number of reported incidents by each driver related to the driving in a given time e.g. month/ 3 months etc.
(Number of accident by a driver/ total number of accidents X 100= %age)
Higher the percentage, lower is the performance ranking
- 3- Traffic rules violation fines by each driver
(The raking will depend on the seriousness of the violation and will range from 1-10)
- 4- Performance during the training
(Training test score %age). Higher the %age, higher will be ranking

- 5- Input/ involvement in OHS matters by the drivers e.g. sharing the hazards with other fellow drivers through a systematic procedure established by the organization. This may include any information which can save others from accidents.

(Ranking from 1-10)

Etc. Etc.

Workplace Situation/ Scenario

You work in “Black Gold Oil and Gas Subcontractors” company as a safety manager. The company has an upcoming 3rd party recertification audit due next month. The management has planned to conduct an OHS Management system Review meeting in order to ascertain the degree of conformance against the given criteria (a specific OHS management system criteria has been provided by the client company). You being the incharge of Occupational Safety and Health has to prepare the Management Review input based on following data of last 1 year.

Month	Number of inspections	NC's	Number of Accidents	Cause of accidents	Number of investigations	Corrective actions taken	Preventive Actions	Repeat NC's
Jan	700	45	3	Judgement error or procedure violation	1	45	0	15
Feb	650	49	1	Equipment failure	1	49	0	12
Mar	730	48	0	N/A	0	48	0	11
Apr	690	40	0	N/A	0	40	0	14
May	685	42	1	Unsafe acts	0	42	0	13
Jun	725	43	1	Procedure violation	0	43	0	10
Jul	710	40	2	Procedure violation	0	40	1	7
Aug	701	38	3	Unsafe acts	0	38	0	9
Sep	680	35	6	Procedure violation or judgement error	0	35	0	8
Oct	721	78	2	Procedure violation	0	78	0	18
Nov	726	83	1	Unsafe act	0	83	1	17
Dec	680	80	0	N/A	0	80	0	15

Question 12 - What significant trends and patterns you observe in the above inspection data? Write down those trends and patterns for the perusal of the Managing Director to assist for effective Management Review output decisions. **10 Marks**

Answer Hints

- 1- Number of accidents show a significant rise in the month from July to September. There is a need to identify the underlying causes e.g. weather conditions etc.
- 2- Procedure violation seems an obvious reason for a number of non-conformities.
- 3- Corrective actions taken for all the non-conformities identified yet a huge %age of NC's repeated which shows the corrective actions were very ineffective
- 4- There were only 2 preventive actions taken during the whole year which raises a question on the organization's commitment to control the risks.
- 5- Only 2 investigations were carried out in first 2 months and there was no incident investigations when number of accidents were rising

Question 13 - What additional data (Additional data or data in a specific format) would you like to add in order for an effective analysis and evaluation of the performance of OHS management system? **10 Marks**

Answer Hints

I would like to gather following data in addition to ensure the management review inputs are suitable and sufficient to make an informed decision by management;

- 1- First of all, Pie charts and graphs must be used to display the data. For example, cause of accidents should be displayed in pie charts for easy understanding of the major causes of accidents so the management could divert the resources where needed
- 2- The additional data must include the root causes for the significant Non-conformities so that the management is aware what needs attention
- 3- The additional data must include the significant measures (Corrective actions) taken against significant non-conformities. (What was done to eliminate the root causes of significant NCs?)
- 4- What were investigations about and what were the findings and recommendations? What measures were taken subsequent to the investigation's recommendations? Was there any reduction in NC's or accidents after the investigation? Simply, Were investigations effective? If yes how and if not, why not?
- 5- Which Non-conformities were repeated? Did the corrective actions fail or the identified root causes were incorrect leading to wastage of resources in wrong direction

- 6- The cost implications with implemented corrective/preventive actions and incident investigations
- 7- The data showing the KPI's and the organization's criteria for continual improvement.
- 8- Previous year management review output decisions, their intended outcome versus the actual performance data.

End of Question Paper