Commissionaires Nova Scotia Publications	Document # CNS-9001-WI-015	Date Effective 8 March 2021
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Document Title **Issue Management Process**		

In the ordinary course of business, issues will from time to time be brought forward by various internal and external stakeholders. Commissionaires Nova Scotia ("Commissionaires") maintains processes to manage these issues in order to support continuous improvement of service, positive engagement with the communities in which we work, and alignment with our core principles outlined in _CNS-001: Statement of Principles_.

Scope

This work instruction covers issues raised for resolution by internal and external stakeholders that are not one of the following:

a) Matters that are subject to judicial processes;
b) Commercial, vendor or contractual disputes, which will be resolved as defined in the contracts in question; and
c) Employee requests & matters for resolution, which will be resolved in accordance with _CNS-HR-WI-003: Requests & Matters for Resolution_.

Correction Actions, Root Cause Analysis and Change Management

When issues are raised and determined to be valid reports of non-conforming services, the Corrective Action Process described at Annex B-5 of _CNS-005: Quality Systems Manual – ISO 9001_ is applied to identify the root cause of the non-conformance and ensure that it does not recur. This process is illustrated in brief below:
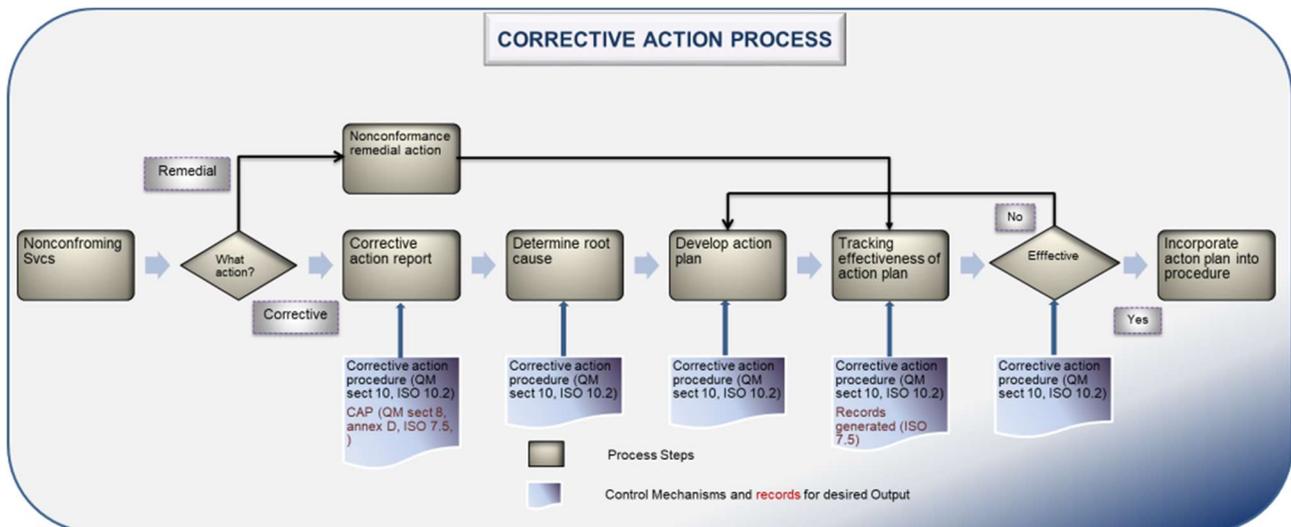

Figure 1: Corrective Action Process

When corrective actions involve changes to processes, the Change Process described at Annex B-6 of _CNS-005: Quality Systems Manual – ISO 9001_ is applied to ensure that process changes made are consistent and coherent with other existing processes and available resources:
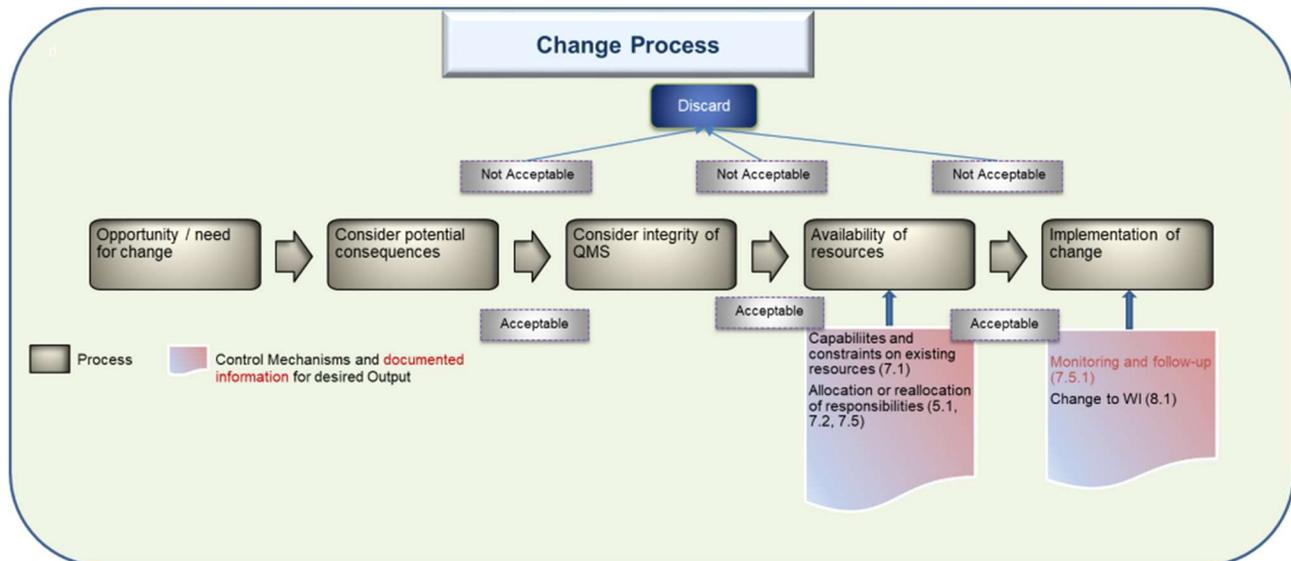

Figure 2: Change Process

Issue Management

Issues reported may be received from any of the following sources:

a) <u>From a client representative</u>: In this case the issue is raised by the authorized client representative ordinarily responsible for overseeing management of Commissionaires' contract with the client;

b) <u>From a client employee</u>: In this case the issue is raised by any employee of a client, other than the usual client representative described above;

c) <u>From a client executive</u>: In this case the issue is raised by an executive of the client, to whom the ordinary client representative would be expected to be answerable; and

d) <u>From a member of the general public</u>: In this case, a member of the general public not working for the client (i.e. a client of the client) raises the issue.

Issues raised may be received by Commissionaires by any of the following:

a) <u>Site supervisor or manager</u>: In this case an issue is first raised to the attention of the commissionaire responsible for supervision of services to the client site;

b) <u>Non-site staff</u>: In this case an issue is first brought forward to the attention to any Commissionaires employee not based at the site to which the issue is related; and

c) <u>Non-supervisor</u>: In this case, the issue is brought forward to a non-supervisor commissionaire working at the client's site.

Issues raised via the means described above will be managed according to the rubric provided at Annex "A".

Responsibilities

<u>All employees</u> are responsible for understanding their role in receiving and address issues raised to them in accordance with the rubric at Annex "A".

The <u>Leadership Team</u> will review this work instruction annually to ensure sufficiency of guidance.

Related Policies

<u>CNS-001: Statement of Principles</u>

<u>CNS-005: Quality Systems Manual – ISO 9001</u>

Related Work Instructions

<u>CNS-HR-WI-003: Requests & Matters for Resolution</u>

Annex A to CNS-9001-WI-015: Issue Management Rubric

		Issue Raised By:			
		Representative	Executive	Employee	Public
Issue Raised To:	Supervisor	- Ascertain whether issue represents a non-conformance with the contract scope of work; - If so, apply the Corrective Action Process and inform District Manager; - If not, advise District Manager of need to review contract scope; - Report action taken back to Representative.	- Report issue raised to District Manager and client Representative; - Proceed as for a Representative-reported issue.	- Confirm validity of issue with client Representative; - If validated, proceed as for a Representative-reported issue; - If not validated, advise Employee to liaise with Representative.	- Record issue details and contact information for person submitting the issue; - Advise member of the public that the matter will be looked into; - Report the issue details to the District Manager and guidance on follow-on action with client Representative.
	Non-site staff	- Advise Representative to raise issue with site Supervisor, or with District Manager for Supervisor-related issue; - Advise District Manager of reported issue.	- Put Executive in contact with Operations Director to address issue.	- Advise Employee to raise issue with client Representative; - Advise District Manager of reported issue.	- Record issue details and contact information for person submitting the issue; - Advise member of the public that the matter will be looked into; - Report the issue details to the District Manager for resolution.
	Non-supervisor	- Provide immediate resolution to the extent possible; - Report issue raised to Supervisor for further guidance and action.	- Provide immediate resolution to the extent possible; - Report issue raised to Supervisor for further guidance and action.	- If the issue raised conflicts with establish Site Work Instructions, advise Employee to raise matter with client Representative; - If no conflict, provide immediate resolution the extent possible and raise issue to Supervisor for further guidance and action.	- Record issue details and contact information for person submitting the issue; - Advise member of the public that the matter will be looked into; - Report the issue details to the Supervisor for resolution.

Table A-1: Issue Management Rubric