PROCESS TITLE: [P601] Determining Context of the Organization & Interested Parties

No	Process	Internal Issues	External Issues
1	Strategic Plan for Determining Context of The Organization & Interested Parties	**Negative Issues:** 1. Planning for process method and criteria was not formally established 2. Incompetence personnel	**Negative Issues:** 1. Client reduce budget for Petrogas operation 2. Termination of competitors
		Positive Issues: 1. Have experience staff and top management	**Positive Issues:** 1. Oil & gas indutry to adopt OSH via DOSH 2. Support from Corporate Group
2	Internal & External Context	**Negative Issues:** 1. Uncertain direction 2. Immeasurable performance	**Negative Issues:** 1. Unattended legal and compliance that need to follow 2. Lack of knowledge
		Positive Issues: 1. Staff is eager to learn	**Positive Issues:** 1. Training provided to the staff
3	Identification of Interested Parties	**Negative Issues:** 1. Lack of awareness on the local authorities requirement 2. Unprepared authority spot check or inspection	**Negative Issues:** 1. Insufficient requirement for Petronas bidding 2. Local authorities issue compound to organization
		Positive Issues: 1. Bumi Subsea has client register and also subcontracor/ vendor register 2. Aware of local authorities requirement	**Positive Issues:** 1. Easy to get information via web 2. Staff can be train by competent person
4	Consideration Context	**Negative Issues:** 1. Overload with works 2. Too many requirement of local authorities	**Negative Issues:** 1. Unattended enquiries
		Positive Issues: 1. Long list of local authorities	**Positive Issues:** 1. Deliver more valuable knowledge to the staff
5	Record Control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.

		Positive Issues: 1. Well established Document and Records Procedure	Positive Issues: 1. Multiple software document management at the market
6	Review & verify	Negative Issues: 1. No feedback to staff 2. Lack of communication 3. No approval 4. Competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented.	Negative Issues: 1.Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	Positive Issues: 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & Monitoring	Negative Issues: 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain doucmented nformation.	Negative Issues: 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	Positive Issues: 1. Clear and measurable performance

PROCESS TITLE: [P602] Personnel Roles, Responsibilites & Authorities

No	Process	Internal Issues	External Issues
1	Strategic plan for personnel roles, responsibilities & authorities	**Negative Issues:** 1. Planning for process roles, responsibilities and authorities was not formally established 2. Uncoordinated responsibilities	**Negative Issues:** 1. Miscommunication of the process 2. Unattended issues and problems
		Positive Issues: 1. Coordinated responsibilities 2. Clear career path for staff	**Positive Issues:** 1. Coordinated communication of the process established
2	Responsibilities	**Negative Issues:** 1. Unclear roles and responsibilities of staff 2. Unattended task or work	**Negative Issues:** 1. Miscommunication of the process 2. Unattended issues and problems
		Positive Issues: 1. Task is efficiently executed 2. Minimize time to complete certain task	**Positive Issues:** 1. More task can be done efficiently 2. Reduce cost to complete task
3	General rules	**Negative Issues:** 1. Rules are not formally documented 2. Lack of awareness	**Negative Issues:** 1. Bad perspective from client 2. Incompliance with client rules
		Positive Issues: 1. Develop common understanding	**Positive Issues:** 1. Good perspective from client
4	Personnel job description	**Negative Issues:** 1. Uncertain job description 2. High defficiency of task execution	**Negative Issues:** 1. Create confusion and miscommunication 2. Overlapping or unattended enquiry or task
		Positive Issues: 1. Understanding competencies to complete tasks	**Positive Issues:** 1. Minimize time and cost to execute work efficiently

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented.	**Negative Issues:** 1. Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P603] Incident & Event Notification

No	Process	Internal Issues	External Issues
1	Strategic plan for incident investigation	**Negative Issues:** 1. Plan for process incident investigation is not formally established 2. Improper incident root cause and remedy identification process	**Negative Issues:** 1. Improper organization of incident preparation 2. Unprepare plan for incident response
		Positive Issues: 1. Establish plan for process incident investigation	**Positive Issues:** 1. Good preparation for any incident
2	Incident & injuries notification	**Negative Issues:** 1. Unattended and unrecorded incident 2. Unidentified incident root cause and remedy	**Negative Issues:** 1. Incompliance to client QHSE requirements 2. Unable to participate in tendering
		Positive Issues: 1. Attend and record incident 2. Identify and investigate incident and provide solution	**Positive Issues:** 1. Compliance to client requirement 2. Incident data presentation to client
3	Follow-up/ Safety memoranda	**Negative Issues:** 1. Unclosed incident	**Negative Issues:** 1. Bad perspective from client
		Positive Issues: 1. Incident is closed	**Positive Issues:** 1. Regulation is implemented
4	Incident investigation	**Negative Issues:** 1. Unidentified root cause	**Negative Issues:** 1. Incompliance to client requirements
		Positive Issues: 1. Determine root cause and prevention	**Positive Issues:** 1. Implement regulation

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented.	**Negative Issues:** 1. Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain doucmented nformation.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P604] Participation Communication & Consultation

No	Process	Internal Issues	External Issues
1	Stategic plan for participation, communication & consultation	**Negative Issues:** 1. Planning for process participation, communication & consultation is not formally established 2. Lack of awareness	**Negative Issues:** 1. Improper planning for participation 2. Bad perception from client
		Positive Issues: 1. Develop staff understanding	**Positive Issues:** 1. Good perception from client
2	Establishment of QHSE objective & programs	**Negative Issues:** 1. Unclear and uncertain direction of the program	**Negative Issues:** 1. Incompliance to client requirement
		Positive Issues: 1. Create awareness of QHSE among staff	**Positive Issues:** 1. Exhange of ideas and knowledge can be achieve
3	Enrollment of QHSE objective & programs	**Negative Issues:** 1. Lack of IMS knowledge 2. Lack of awareness	**Negative Issues:** 1. Incompliance to client requirement 2. Inefficient organization
		Positive Issues: 1. Staff will work efficiently	**Positive Issues:** 1. Knowledge and information will be transfer and share
4	Participation, communication & consultation	**Negative Issues:** **1. Formation of QAC culture is not formally established**	**Negative Issues:** **1. QAC culture is not visible to client and stakeholders**
		Positive Issues: 1. QHSE culture is truly implement and visible to the staff and organization 2. Minimize time to train new staff	**Positive Issues:** **1. QAC culture is visible to client** **2. Develop a sustainable management system to organization**

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P605] Management of Risk

No	Process	Internal Issues	External Issues
1	Strategic plan for addressing risk and opportunities	**Negative Issues:** 1. Inadequately defined method and criteria to identify root cause of potential problems/ failure modes. 2. Counter measures taken are not effective to address the root cause to prevent recurrence in future. 3. Inadequately defined criteria for scoring of Severity, Likelihood and Detection in risk assessment. 4. Inappropriate RPN limits/ threshold to trigger action/ counter measures. 5. Lack of understanding of appropriate method and criteria of risk-based thinking/ risk management. 6. Ineffective implementation and monitoring of the control/ action in risk management process. 7. Inappropriate risk assessment/ analysis of scoring of Severity, Likelihood and Detection.	**Negative Issues:** 1. Inadequate preparation 2. Improper planning for risk and opportunities
		Positive Issues: 1. Effective implementation and monitoring of the crontrol/action in risk management process 2. Appropriate risk assessment/analysis of scoring Severity, Likelihood and Detection	**Positive Issues:** 1. Adequate planning 2. Proper planning for risk and opportunities
2	Identification of risks and opportunities	**Negative Issues:** 1. Inadequate information for risk management 2. Inadequate risk and opportunities acquisition for organization	**Negative Issues:** 1. Improper and poor risk management 2. Lack of efficient in risk management
		Positive Issues: 1. Adequate information for risk management 2. Risk and opportunities are record and measure	**Positive Issues:** 1. Proper risk management 2. Increase efficiency in risk management
3	Analyzing & assessing risks	**Negative Issues:** 1. Inadequate details of risk and opportunities 2. Unattended risk	**Negative Issues:** 1. Non-conformance with client requirement 2. Inefficient in analyzing and assessing risk
		Positive Issues: 1. Adequate required details and record 2. Risk are all attended	**Positive Issues:** 1. Conformance with client requirement 2. Efficient in analyzing and assessing risk

4	Determining controls	**Negative Issues:** 1. Unattended risk 2. Exposure of incident and accident to employee increase 3. Improper hierachy of control execution	**Negative Issues:** 1. Improper execution of task and hazard control 2. Likelihood towards project accident and incident increase
		Positive Issues: 1. Documented evidence is available 2. Staff aware of hierarchy control level	**Positive Issues:** 1. Best vendor practice 2. Conformance to client requirement
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented.	**Negative Issues:** 1. Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.

7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain doucmented nformation.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P606] Management of Change

No	Process	Internal Issues	External Issues
1	Strategic plan for management of change	**Negative Issues:** 1. Planning for process management of change was formally established 2. Ineffective implementation and monitoring of the control/ changes in change of management process	**Negative Issues:** 1. Improper planning for controls to manage 2. Unclear input and output for the process
		Positive Issues: 1. Effective implementation and monitoring of the control/ changes in change of management process	**Positive Issues:** 1. Proper planning for controls to manage
2	Request of change	**Negative Issues:** 1. Improper input channel to highlight IMS issue	**Negative Issues:** 1. Inefficient management of control and risk
		Positive Issues: 1. Proper process for change of management 2. Efficiently controlling changes for continual improvement	**Positive Issues:** 1. Efficiently improving organization 2. Adequate process for change of management
3	Review/approval/ reject of MOC application	**Negative Issues:** 1. Unattended request of change 2. Inadequate changes for improvement	**Negative Issues:** 1. Unclear objective of changes 2. Unclear direction of changes
		Positive Issues: 1. Attended request of changes 2. inadequate changes for improvement	**Positive Issues:** 1. Clear objective of changes 2. Clear direction of changes
4	Keep track of MOC	**Negative Issues:** 1. Improper monitoring of changes	**Negative Issues:** 1. Inefficient improvement process
		Positive Issues: 1. Proper monitoring of changes	**Positive Issues:** 1. Efficient improvement process

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P607] Control of Documents and Records

No	Process	Internal Issues	External Issues
1	Strategic plan for control of documents and records	**Negative Issues:** 1. Planning for process control of documents and records was formally established 2. Lack of awareness	**Negative Issues:** 1. Unclear input and output for the process
		Positive Issues: 1. Effective implementation of record management	**Positive Issues:** 1. Proper planning for control of document and record
2	Control of document	**Negative Issues:** 1. Missing documents controlled copy at work places. 2. Obsolete document are not retrieved from the point of use. 3. Master obsolete document is not adequately identified. 4. Un-authorized change of document content. 5. External documents are not adequately controlled and updated to the latest version. 6. No established responsibility, channel/ method and criteria to determine, monitor the latest amended external documents, e.g. applicable law and regulation books. 7. Ineffective/ inconsistent of communication of latest amended external documents to the user/ user department. 8. Inadequately defined method and criteria for backup/ protection of documents in softcopy system/ server. 9. Inadequately defined method and criteria for storage of documents (e.g. quality manual / policies, quality objectives, procedures, work instructions, guidelines and other support documents) in softcopy system / server.	**Negative Issues:** 1. Some amended external documents, e.g. applicable law and regulation books are not identified with the changes made. 2. External document publishers do not establish channel for document purchaser / user to effectively access to the latest amended external document, e.g. organizations are encouraged to register with publisher when first time purchasing the external document.
		Positive Issues: 1. Well established Document Control procedure	**Positive Issues:** 1. A lot of standards, references books, products specification are received from Customers/ Suppliers.

3	Records control	**Negative Issues:** 1. Ineffective control of records, e.g. missing, wrong filing, etc. 2. Inadequately defined records filing system and storage location, identification/ labelling of file and person in-charge/ responsibilities. 3. Inadequately defined method and criteria for disposition of records that exceed retention periods. 4. Inadequately defined method and criteria for backup/ protection of record in hardcopy/ softcopy. 5. Inadequately defined method and criteria for storage of record in softcopy system / server.	**Negative Issues:** 1. Nil.
		Positive Issues: 1. Well established Record Control procedure	**Positive Issues:** 1. Nil
4	Organizational knowledge	**Negative Issues:** 1. Inadequately defined method and criteria to determine how to acquire or access any necessary additional knowledge and required updates. 2. The Organization Knowledge procedure does not define the sources of knowledge to be determined and acquired, e.g. internal sources (e.g. intellectual property; knowledge gained from experience; etc.); external sources (e.g. standards; academia; conferences; etc.). 3. External training attended by staff are not shared to other staffs after returning from training. 4. No established mentoring and coaching guidelines/method and criteria.	**Negative Issues:** 1. Nil.
		Positive Issues: 1. There are several department heads (e.g. senior operation manager, senior admin manager) and senior executives (e.g. senior operation executive; senior sales executive) which have long serving the company which can serve as good mentor or coach the junior staff that join the company or those staff which to advance their career in the company.	**Positive Issues:** 1. Product knowledge information shared by certain customers / suppliers.

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P611} Quality Assurance & Control of Non-Conformance

No	Process	Internal Issues	External Issues
1	Strategic plan for quality	**Negative Issues:** **1. Planning for process qualitty assurance & control of non-conformance was formally established** **2. Inefficient implementation of QAC best practice**	**Negative Issues:** 1. Improper planning for quality assurance & control of non-conformance 2. Non-conformance to client quality requirement
		Positive Issues: 1. Efficient implementation of quality elements 2. Appropriate auditing, corrective and preventive action	**Positive Issues:** 1. Adequate planning 2. Conformance to client quality requirements
2	QHSE assurance & classification of NC	**Negative Issues:** 1. Undetermined scope of QHSE in an organization 2. Inspected documents are not classified	**Negative Issues:** 1. No continual improvement 2. Inefficient employee and organization
		Positive Issues: 1. Determine scope of QHSE in an organization 2. Classify inspected documents as pass or fail	**Positive Issues:** 1. Continual improvement is achieved 2. Efficient employee and organization
3	Handling of NC process/ product	**Negative Issues:** 1. Unable to determine status of process 2. Unable to classify the status	**Negative Issues:** 1. Inefficient process, product or services
		Positive Issues: 1. Able to determine status of the process, product or service 2. Able to classify the status of process, product or service	**Positive Issues:** 1.Efficient process, product and services
4	Recheck NC product/ process	**Negative Issues:** 1. Inadequate measure and implementation of CAPAR	**Negative Issues:** 1. Inefficient measuring criteria
		Positive Issues: 1. Process are rework to meet quality specification	**Positive Issues:** 1. Efficient measuring criteria

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: Emergency Preparedness and Response

No	Process	Internal Issues	External Issues
1	Strategic plan for emergency preparedness & response	**Negative Issues:** 1. Planning for process emergency preparedness and response was not formally established 2. Lack of awareness	**Negative Issues:** 1. Improper planning of emergency preparedness and response
		Positive Issues: 1. Efficient emergency drill report implementation	**Positive Issues:** 1. Proper planning of emergency preparedness and response
2	General emergencies	**Negative Issues:** 1. Lack of awareness 2. Improper implementation of emergency guideline	**Negative Issues:** 1. Inefficient emergency response procedure 2. Incompliance with client emergency standards
		Positive Issues: 1. Proper implementation of emergency guideline	**Positive Issues:** 1. Efficient emergency response procedure 2. Compliance with client emergency standards
3	Non casualty emergency	**Negative Issues:** 1. Disregard IMS 2. Poor management of document	**Negative Issues:** 1. Inefficient emergency response procedure 2. Incompliance with client emergency standards
		Positive Issues: 1. Proper implementation of emergency response guideline and project ERP	**Positive Issues:** 1. Efficient emergency response procedure 2. Compliance with client emergency standards
4	Casualty evacuation procedure	**Negative Issues:** 1. Improper communication and response plan 2. Unattended emergencies	**Negative Issues:** 1. Inefficient emergency response procedure 2. Incompliance with client emergency standards
		Positive Issues: 1. Proper communication and response plan 2. Attended emergencies	**Positive Issues:** 1. Efficient emergency response procedure 2. Compliance with client emergency standards

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P608] Work Environment Monitoring and Control

No	Process	Internal Issues	External Issues
1	Strategic plan for work environment monitoring & control	**Negative Issues:** 1. Planning for process work environment monitoring and control was not formally established 2. Lack of awareness	**Negative Issues:** 1. Improper planning for work environment monitoring and control
		Positive Issues: 1. Effective implementation of work environment monitoring and control	**Positive Issues:** 1. Adequate work environment monitoring awareness
2	Safe working environment	**Negative Issues:** 1. Inadequate implementation of safe working environment 2. Lack of awareness	**Negative Issues:** 1. Incompliance to Malaysia legislation for safe working environment
		Positive Issues: 1. Adequate implementation of safe working environment	**Positive Issues:** 1. Compliance to Malaysia legislation for safe working environment
3	Monitor & control environment parameter	**Negative Issues:** 1. Ineffective monitoring of work environment parameter 2. Control chart for data analysis is not formally prepared	**Negative Issues:** 1. Inefficient in providing safe working environment to employee
		Positive Issues: 1. Effective monitoring of work environment parameter 2. Control chart for data analysis is formally prepared	**Positive Issues:** 1. Effective in providing safe working environment to employee
4	Information, instruction & training	**Negative Issues:** 1. Inadequate instruction, training and information to employee 2. Lack of participation	**Negative Issues:** 1. Improper implementation of QHSE elements in organization
		Positive Issues: 1. Adequate instruction, training and information to employee 2. Participation from employee increase	**Positive Issues:** 1. Proper implementation of QHSE elements in organization

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P609] Legal and Other Requirement

No	Process	Internal Issues	External Issues
1	Strategic plan for legal & other requirement	**Negative Issues:** **1. Planning for process legal & other requirement was not formally established** **2. Ineffective implementation of QAC best practice** **3. Risk and opportunity register was not prepared and reviewed** **4. Improper tracking and monitoring of performance**	**Negative Issues:** 1. Ineffective tracking and monitoring process 2. Incompliance to local authorities standards
		Positive Issues: **1. Effective implementation of QAC best practice** **2. Risk and opportunity register was not prepared and reviewed** **3. Proper tracking and monitoring of performance**	**Positive Issues:** 1. Effective tracking and monitoring process 2. Compliance to local authorities standards
2	Responsibilities	**Negative Issues:** 1. Unclear responsibilities in organization among employees 2. Unattended task and work	**Negative Issues:** 1. Miscommunication of the process 2. Unattended issues and problems
		Positive Issues: 1. Task is efficiently executed 2. Minimize time to complete certain task	**Positive Issues:** 1. More task can be done efficiently 2. Reduce cost to complete task
3	Procedures	**Negative Issues:** 1. Correct way of doing task was not formally established 2. Lack of guidance to employees	**Negative Issues:** 1. Incompliance to OHSAS 18001:2007 standards
		Positive Issues: 1. Correct way of doing task are established	**Positive Issues:** 1. Compliance to OHSAS 18001:2007 standards
4	Non compliance with legal & other requirement	**Negative Issues:** 1. Lack of awareness	**Negative Issues:** 1. Non-conformance to client requirement 2. Penalty and compound by local authorities
		Positive Issues: 1. Employees aware of legal & other requirements	**Positive Issues:** 1. Information and knowledge shared by local authorities

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: Stakeholder Satisfaction and Feedback

No	Process	Internal Issues	External Issues
1	Strategic plan for stakeholder satisfaction & feedback	**Negative Issues:** **1. Planning for process stakeholder satisfaction & feedback was not formally established** **2. Inadequate client feedback for improvement** **3. Ineffective implementation of QAC best practice**	**Negative Issues:** 1. Improper planning for client feedback
		Positive Issues: **1. Adequate client feedback for improvement** **2. Effective implementation of QAC best practice**	**Positive Issues:** 1. Proper planning for client feedback
2	Receiving complaint	**Negative Issues:** 1. Unable to gather information and feedback	**Negative Issues:** 1. Insufficient interaction between client and service provider
		Positive Issues: 1. Gather information and feedback from client	**Positive Issues:** 1. Sufficient interaction between client and service provider
3	Monitoring intervals & responsibility	**Negative Issues:** 1. Unattended customer/client perception 2. Inadequate customer feedback and complaints 3. Ineffective determination of potential non-conformity	**Negative Issues:** 1. Performance is constant and bad 2. Client is not satisfied
		Positive Issues: 1. All customer/client perception are attended 2. Adequate customer feedback and complaints 3. Effective determination of potential non-confirmity	**Positive Issues:** 1. Performance is improving 2. Client is satisfied
4	Resolution of the complaint	**Negative Issues:** 1. Lack of understanding of the complaint and root cause 2. Ineffective implementation of continual improvement	**Negative Issues:** 1. Communication between client and provider is not established 2. Ineffective continual improvement plan
		Positive Issues: 1. Adequate understanding of the complaint and root cause 2. Effective implementation of continual improvement	**Positive Issues:** 1. Communication between client and provider is established 2. Effective continual improvement plan

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P612] Control, Monitoring, Measurement, Analysis and Evaluation of Data

No	Process	Internal Issues	External Issues
1	Strategic plan for monitoring measurement analysis & evaluation of data	**Negative Issues:** **1. Planning for process monitoring measurement analysis & evaluation of data is not formally established** **2. Ineffective implementation of QAC best practice**	**Negative Issues:** 1. Improper planning of monitoring measurement analysis & evaluation of data
		Positive Issues: **1. Effective implementation of QAC best practice**	**Positive Issues:** 1. Proper planning of monitoring measurement analysis & evaluation of data
2	Determine & define specific appropriate data	**Negative Issues:** 1. Lack of customer satisfaction, perception & feedback 2. Lack of awareness	**Negative Issues:** 1. Inefficient in determine and define data
		Positive Issues: 1.Data acquisition is established	**Positive Issues:** 1. Efficient in determine and define data
3	Monitoring & measurement of data	**Negative Issues:** 1. Ineffective monitoring and measurement of data 2. Inadequate performance monitoring and measure	**Negative Issues:** 1. Incompliance to ISO and OHSAS standards
		Positive Issues: 1. Effective monitoring and measuring of data 2. Adequate performance monitoring and measure	**Positive Issues:** 1. Compliance to ISO and OHSAS standards
4	Collect & analyze data	**Negative Issues:** 1. Insufficient data analyzation 2. Untrackable performance	**Negative Issues:** 1. Inefficient data collection and analyzation
		Positive Issues: 1. Sufficient data analyzation 2. Trackable performance	**Positive Issues:** 1. Efficient data collection and analyzation

		Negative Issues / Positive Issues (internal)	Negative Issues / Positive Issues (external)
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P613] Management System Audit

No	Process	Internal Issues	External Issues
1	Strategic plan for management system audit	**Negative Issues:** 1. Internal audit is not effectively implemented as per audit schedule. 2. Auditors/ auditees are not available for internal audit due to busy daily task/ activities. 3. Inadequate audit evidence/ objective evidences records in audit note. 4. Inadequate audit conducted, i.e. on surface only / not cover in-depth of the audit scope. 5. Lack of knowledge/ competent Internal Auditors. 6. Low awareness of the auditee on the importance/ value of the internal audit. 7. Audit program/ schedule frequency does not consider importance of the processes concerned, changes affecting the organization, and the results of previous audits.	**Negative Issues:** 1. Ad-hoc meeting request by clients, causing internal audit postponement or delay.
		Positive Issues: 1. Enough auditors to ensure impartiality during audit. 2. Well established Internal Audit procedure (BS/IMS/QHSE/P014).	**Positive Issues:** 1. Internal audit preparation is established and on time
2	Prepare & issue audit plan & audit notification	**Negative Issues:** 1. Unclear audit purpose, scope, team, schedule, criteria and method 2. Ineffective implementation of audit	**Negative Issues:** 1. Unprepare audit leading to long audit schedule
		Positive Issues: 1. Clear audit purpose, scope, team, schedule, criteria and method 2. Effective implemenetation of audit	**Positive Issues:** 1. Audit carried out smoothly
3	Perform audit	**Negative Issues:** 1. Insufficient audit data and proof 2. Unclear process and procedure	**Negative Issues:** 1. No evidence of process and procedure review
		Positive Issues: 1. Sufficient audit data and proof 2. Clear process and procedure	**Positive Issues:** 1. Sufficient evidence of process and procedure review
4	Prepare & issue audit report	**Negative Issues:** 1. Unclear and unidentified audit findings 2. CAPAR was not established	**Negative Issues:** 1. No evidence of audit findings

		Positive Issues: 1. Clear and identifie audit findings 2. Establish CAPAR	**Positive Issues:** 1. Sufficient evidence of audit findings
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.

		Positive Issues:	**Positive Issues:**
		1. Measurable action and process evaluation	1. Clear and measurable performance

PROCESS TITLE: [P614] Corrective and Preventive Action Request

No	Process	Internal Issues	External Issues
1	Strategic plan for corrective & preventive action	**Negative Issues:** **1. Planning for process corrective & preventive action was not formally established** **2. Ineffective implementation of QAC best practice** **3. Inadequate implementation of corrective & preventive action**	**Negative Issues:** 1. Improper planning for corrective & preventive action 2. Ineffective plan for improvement
		Positive Issues: **1. Effective implementation of QAC best practice** **2. Adequate implementation of corrective & precentive action**	**Positive Issues:** 1. Proper planning for corrective & preventive action 2. Effective plan for improvement
2	Review NC & potential NC	**Negative Issues:** 1. Inadequate data and information of non-conformance 2. Unattended non-conformance	**Negative Issues:** 1. Ineffective audit process as no review of NC
		Positive Issues: 1. Adequate data and information of non-conformance 2. Attended non-conformance	**Positive Issues:** 1. Effective audit process
3	Investigate of root cause & potential root cause	**Negative Issues:** 1. Problem will not be rectified 2. Lack of awareness 3. Inefficient performance of organization	**Negative Issues:** 1. Inefficient management system to the organization 2. Bad perception from client
		Positive Issues: 1. All problem will rectified 2. Increase awareness 3. Efficient performance of organization	**Positive Issues:** 1. Efficient management system to the organization 2. Good perception to client
4	Determine appropriate corrective & preventive action	**Negative Issues:** 1. Solution for NC was not established 2. Ineffective implementation of improvement for any process	**Negative Issues:** **1. Lack of understanding of QAC** **2. Ineffective implementation of organization QAC**
		Positive Issues: 1. Solution for NC is established 2. Effective implementation of improvement for any process	**Positive Issues:** **1. High understanding o QAC** **2. Effective organization QAC implementation**

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P615] Continual Improvement

No	Process	Internal Issues	External Issues
1	Strategic plan for continual improvement	**Negative Issues:** 1. Lack of co-operation from other departments in initiating, planning and implementation of Continual Improvement program. 2. Inadequate analysis of data conducted which can trigger continual improvement programs. 3. Inadequately defined the objective of the continual improvement.	**Negative Issues:** 1. Difficult to get suppliers'/ sub-contractors' co-operations for continual improvement program which require their participation.
		Positive Issues: 1. Well established Continual Improvement procedure . 2. Top management high commitment in supporting continual improvement program.	**Positive Issues:** 1. Participation from subcontractors and suppliers
2	Initiate continual improvement	**Negative Issues:** 1. Unable to identified weak area for continual improvement 2. Ineffective analyzation of Analaysis of Data Table	**Negative Issues:** 1. Unable to provide platform for subcontractors, suppliers and clients to participate
		Positive Issues: 1. Identify weak area for continual improvement 2. Effective analyzation of Analysis of Data Table	**Positive Issues:** 1. Able to provide platform for subcontractors, suppliers and clients to participate
3	Plan improvement program	**Negative Issues:** 1. Unable to identify root cause 2. Inadequate information to perform continual improvement program	**Negative Issues:** 1. Inadequate evidence gathered from client/supplier/subcontractors
		Positive Issues: 1. Able to identify root cause 2. Adequate information to perform continual improvement program	**Positive Issues:** 1. Adequate evidence gathered from client/supplier/subcontractors
4	Implement planned programs	**Negative Issues:** 1. No improvement established	**Negative Issues:** 1. Non-conformance to client requirement
		Positive Issues: 1. Continual improvement actively established	**Positive Issues:** 1. Conformance to client requirement

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P616] Management Review

No	Process	Internal Issues	External Issues
1	Strategic plan for management review	**Negative Issues:** 1. Lack of Top Management commitment in attending the MR meeting. 2. Top Management unable to attend the meeting due to busy schedule. 3. Data was not collected for presentation in MR meeting. 4. Inadequate records in meeting minutes the Trend/ summary, Comment and Decision and Action. 5. No effective review/ follow up on previous outstanding issues/ actions. 6. No proper method and criteria to check the completion of the required inputs. 7. Lack of understanding of the review inputs requirements for MR.	**Negative Issues:** 1. Ad-hoc meeting request by clients, cause the absence of Top Management to attend the meeting.
		Positive Issues: 1. Well established Management Review procedure (PG/QMS/QHSE/P616).	**Positive Issues:** 1. Top management are attending meeting requested by client
2	Conduct management review	**Negative Issues:** 1. Unestablished improvement action plan to improve areas of poor performance 2. Unable to define key business objective and performance indicators 3. Unidentified improvement to IMS and its procedures	**Negative Issues:** 1. Communication between top management and employee is not established
		Positive Issues: 1. Established improvement action plan to improve areas of poor performance 2. Able to define key business objective and performance indicators 3. Identified improvement to IMS and its procedure	**Positive Issues:** 1. Communication between top management and employee is established
3	Prepare & approve MRM minutes	**Negative Issues:** 1. Unrecorded meeting findings 2. Inadequate meeting findings for further action	**Negative Issues:** 1. Top management commitment is not potrayed
		Positive Issues: 1. Recorded meeting findings 2. Adequate meeting findings for futher action	**Positive Issues:** 1. Top management commitment is potrayed

4	Distribute MRM minutes	**Negative Issues:** 1. Unable to notified all attendees of meeting outcome 2. Key person is notified and actions is not taken	**Negative Issues:** 1. Ineffective top management practice
		Positive Issues: 1. Able to notified all attendees of meeting outcome 2. Key person is notified and actions is taken	**Positive Issues:** 1. Effective and efficient top management practice
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.

7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P401] Project Initiation

No	Process	Internal Issues	External Issues
1	Strategic plan for project initiation	**Negative Issues:** 1. Planning for process project initiation was not formally established 2. Project initiation is not established according to planned strategy and schedule	**Negative Issues:** 1. Delay in project initiation deliverables 2. Incompatible with client schedule
		Positive Issues: 1. Proper planning of project initiation planning 2. Project initiation is established according to planned strategy and schedule	**Positive Issues:** 1. On time project initiation deliverables 2. Compatible with client schedule
2	Data collection	**Negative Issues:** 1. Inadequate project details 2. Summary of project flow is not established 3. Ineffective implementation of project opening process	**Negative Issues:** 1. Unattended client/subcontractor/supplier request 2. Miscommunication between operation team with client/subcontractor/supplier
		Positive Issues: 1. Adequate project details 2. Summary of project flow Is established 3. Effective implementation of project opening process	**Positive Issues:** 1. Attend all client/subcontractor/supplier request 2. Good communication between operation team with client/subcontractor/supplier
3	Prepare project action plan	**Negative Issues:** 1. Unidentified action to be done 2. Lack of awareness 3. Unattended issue or problem related to project	**Negative Issues:** 1. Understanding between project team and client/subcontractor/supplier is not established
		Positive Issues: 1. Identify action to be done 2. Attend all issue or problem related to project	**Positive Issues:** 1. Understanding between project team and client/subcontractor/supplier is established
4	Prepare project charter	**Negative Issues:** 1. Unclear project details and summary 2. Inadequate project objective and goal	**Negative Issues:** 1. Ineffective implementation of project charter
		Positive Issues: 1. Clear project details and summary 2. Adequate project objective and goal	**Positive Issues:** 1. Effective implementation of project charter

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P402] Project Planning

No	Process	Internal Issues	External Issues
1	Strategic plan for project planning	**Negative Issues:** **1. Planning for process project planning is not formally established** **2. Ineffective implementation of QAC best practice** **3. Unclear risk involved and managing it**	**Negative Issues:** 1. Improper planning of project planning 2. Project executed incompatible with client planned schedule
		Positive Issues: **1. Effective implementation of QAC best prctice** **2. Clear risk involved and managing it**	**Positive Issues:** 1. Proper planning of project planning 2. Project executed compatible with client planned schedule
2	Internal kick off meeting	**Negative Issues:** 1. Unclear projct details and action to be done related to the project 2. Lack of understanding and awareness 3. Unattended project requirement	**Negative Issues:** 1. Non-conformance to client project requirement
		Positive Issues: 1. Clear project details and action to be done related to the project 2. Full understanding and awareness 3. Attended project requirement	**Positive Issues:** 1. Conformance to client project requirement
3	Prepare project management plan	**Negative Issues:** 1. Budget, timeline and resources is not according to planned 2. Project standard is not established 3. Unclear objective of project	**Negative Issues:** 1. Inefficient project management plan
		Positive Issues: 1. Budget, timeline and resources is according to planned 2. Project standard is established 3. Clear objective of project	**Positive Issues:** 1. Efficient project management plan
4	Integration	**Negative Issues:** 1. Unable to manage project according to planned 2. Inadequate information to manage project	**Negative Issues:** 1. Incompetence project engineer
		Positive Issues: 1. Able to manage project according to planned 2. Adequate information to manage project	**Positive Issues:** 1. Competence project engineer

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P403] Project Execution

No	Process	Internal Issues	External Issues
1	Strategic Plan for Determining Context of The Organization & Interested Parties	**Negative Issues:** 1. Planning for process method and criteria was not formally established 2. Incompetence personnel.	**Negative Issues:** 1. Client reduce budget for instrument Skids 2. Termination of competitors
		Positive Issues: 1. Have experience staff and top management	**Positive Issues:** 1. Oil & gas indutry to adopt OSH via DOSH 2. Support from Vendors
2	Project instrument and sensor acceptance and delivery	**Negative Issues:** 1. Lack of cost control 2. No control over assembly timeline 3. Lack of Project communication	**Negative Issues:** 1. Instrument and sensor received not as per requirement 2. Lack of item traceability 3. Track individual record of origin
		Positive Issues: 1. competent staff attending the incoming material 2. detail checking of item 3. record on acceptance well documented	**Positive Issues:** 1. Client promote good practice on acceptance of item 2. Client always ask for origin of equipment 3. eliminate illegal trade deal
3	Project assembly and testing	**Negative Issues:** 1. Lack of project detail communication 2. Lack of projec coordination 3. No control of resources	**Negative Issues:** 1. Lack evidence of assembly record+ 2. incompetence of recognizing record and evidence 3. unclear evidence on FAT
		Positive Issues: 1. Testing done in time 2. Assembly closely monitored by Project manager	**Positive Issues:** 1. Client focus on industrial standards level of detail 2. Assembly to be done by competent person 3. Test should be controlled and effectively executed
4	In progress project inspection	**Negative Issues:** 1. Insufficient allowable time to perform inspection 2. Auditor may not trained as competent person 3. Project updated info was not present 4. Minimal sampling of inspection evidence	**Negative Issues:** 1. absence of inspection detail record 2. Absence of trailing progress inspection evidence
		Positive Issues: 1. technician aware of the progress monitoring 2. Manager in charge of progress monitoring 3. good housekeeping level	**Positive Issues:** 1. Client insisted on progress report 2. good practice of 5S 3. Promote at site visit to audit project

5	Record Control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3.Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented.	**Negative Issues:** 1.Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & Monitoring	**Negative Issues:** 1. Poor QC 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented nformation	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P404] Project Control & Monitoring

No	Process	Internal Issues	External Issues
1	Strategic plan for project monitoring & control	**Negative Issues:** 1. Planning for project monitoring and control is not formally established can cause unawareness, unclear direction, improper procedure and guideline.	**Negative Issues:** 1. Improper project control and monitoring will cause insufficient information and communication with client.
		Positive Issues: 1. Clear direction and parameters of project control and monitoring 2. Adequate control and monitoring parameters for project	**Positive Issues:** 1. Proper project control and monitoring to ensure sufficient information and communication with the client.
2	Data collection	**Negative Issues:** 1. Inefficient record of project performance data will enable project team to do analysis of the project performance.	**Negative Issues:** 1. Unable to present the project performance to client due to improper data collection.
		Positive Issues: 1. Efficient record of project performance data will enable project team to do analysis of the project performance.	**Positive Issues:** 1. Able to present the project performance to client due to proper data collection.
3	Analyze data	**Negative Issues:** 1. Unmeasure project performance indicator 2. Unable to determine the successful of project based on performance 3. Project lesson learned cannot be obtain from project evidences	**Negative Issues:** 1. Ineffective implementation of client feedback and lesson learnt
		Positive Issues: 1. Measureable project performance indicator 2. Able to determine the successful of project based on performance 3. Project lesson learned can be obtain from project evidences	**Positive Issues:** 1. Effective implementation of client feedback and lesson learnt
4	Prepare project control & monitoring chart	**Negative Issues:** 1. Ineffective project performance data presentation 2. Unmeasureable project performance pattern and trend	**Negative Issues:** 1. Improper project performance data acquisition and collection 2. Incompetence project team
		Positive Issues: 1. Effective project performance data presentation 2. Measureable project performance pattern and trend	**Positive Issues:** 1. Proper project performance data acquisition and collection 2. Competence project team

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed.
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.

7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P405] Project Delivery & Completion

No	Process	Internal Issues	External Issues
1	Strategic plan for project delivery & completion	**Negative Issues:** 1. Planning for project delivery and completion is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff. 2. Unable to measure project success based on performance 3. Unable to measure variances of planned and actual project variables (time, cost, resources)	**Negative Issues:** 1. Unable to complete the project sucessfully and improper record/documentation for reference and traceability.
		Positive Issues: 1. Able to measure project success 2. Measureable variances between planned and actual project variables (time, cost, resources)	**Positive Issues:** 1. Able to complete the project sucessfully and proper record/documentation for reference and traceability.
2	Project completion	**Negative Issues:** 1. No project lesson learnt upon completion of project. 2. Unable to gather and summarize project performance and variables	**Negative Issues:** 1. Non-conformance to client project requirement
		Positive Issues: 1. Project lesson learnt available upon completion 2. Able to measure project performance and variables	**Positive Issues:** 1. Conformance to client project requirement
3	Project final inspection	**Negative Issues:** 1. Inadequate information and details for project assessment upon completion 2. Insufficient performance data, details and feedback from client for project improvement plan and assessment	**Negative Issues:** 1. No findings and results of project based on performance and feedback from client
		Positive Issues: 1. Adequate information and details for project assessment upon completion 2. Sufficient performance data, details and feedback from client for project improvement plan and assessment	**Positive Issues:** 1. Feedbacks and results of project performance are available
4	Project performance assessment	**Negative Issues:** 1. Unable to rate the score of project assessment 2. Unable to identify weak area that need to be improved.	**Negative Issues:** 1. Client unable to comment and give feedback without any measureable assessment

		Positive Issues: 1. Able to rate the score of project assessmenrt 2. Efficient to identify weak area that need to be improve	**Positive Issues:** 1. Client able to comment and give feedback with measureable assessment
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.

7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P406] Project Control of Changes & Variation Order

No	Process	Internal Issues	External Issues
1	Strategic plan for project control of changes	**Negative Issues:** 1. Planning for project control of changes is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff. 2. Ineffective implementation of project control for specific project 3. Improper documentation used for managing sub-contractor will unable the traceability and references whenever is required.	**Negative Issues:** 1. Unable to notify the client of the changes in project without proper documentation for records and traceability.
		Positive Issues: 1. Effective implementation of project control for specific project 2. Proper documentation used for managing sub-contractor will enable the traceability and references whenever is required.	**Positive Issues:** 1. Able to notify the client of the changes in project if proper documentation is provided for records and traceability.
2	Variation order	**Negative Issues:** 1. No documented evidences available for any changes/additional scope for project requirement 2. Unable to issue claim and invoice for changes/additional scope accordingly	**Negative Issues:** 1. Unable to notify the client of the variation which result to non conformity with client requirement. 2. Client unaware of cost impact without proper documentation and notification on the variation.
		Positive Issues: 1. Documented evidence available for any changes/additional scope 2. Able to issue claim and invoice for changes/additional scope accordingly	**Positive Issues:** 1. Able to notify the client of the variation which result to conformity with client requirement. 2. Client aware of the cost impact if proper documentation and notification on the variation is provided.
3	Submission of variation order to client	**Negative Issues:** 1. Unauthorized variation order for specific additional project requirement from client 2. Miscommunication with operation team and client with regards to changes of project requirement	**Negative Issues:** 1. Unestablished evidence and authorization from client for the changes/additional requirement

		Positive Issues: 1. Authorized variation order for specific additional project requirement from client 2. Good communication with operation team and client with regards to changes of project requirement	Positive Issues: 1. Established evidence and authorization from client for the changes/additional requirement
4	Approval variation order	Negative Issues: 1. Unable to comply and complete changes/additional project scope and requirement	Negative Issues: 1. Subcontractor cannot fulfill changes/additional scope from client
		Positive Issues: 1. Able to comply and complete changes/additional project scope and requirement	Positive Issues: 1. Subcontractor able to fulfill changes/additional scope from client
5	Record control	Negative Issues: 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	Negative Issues: 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	Positive Issues: 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed.

6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P407] Project Claim & Invoicing

No	Process	Internal Issues	External Issues
1	Strategic plan for project claim & invoicing	**Negative Issues:** 1. Planning for project claim and invoicing is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff. 2. Inadequate timeline preparation and delay in submission for project claim & invoicing. 3. Improper documentation used for project claim & invoicing will unable the traceability and references whenever is required.	**Negative Issues:** 1. Improper planning for project claim & invoicing will cause unattended or long-overdue claim and invoicing from client.
		Positive Issues: 1. Adequate timeline preparation and on time submission for project claim & invoicing. 2. Proper documentation used for project claim & invoicing will enable the traceability and references whenever is required.	**Positive Issues:** 1. Proper planning for project claim & invoicing will avoid unattended or long-overdue claim and invoicing from client.
2	Verification of work done	**Negative Issues:** 1. Unable to provide evidences for work done prior for invoicing.	**Negative Issues:** 1. No documented evidence for client to verify claim and invoice
		Positive Issues: 1. Able to provide evidences for work done prior for invoicing.	**Positive Issues:** 1. Documented evidence are available for client to verify claim and invoice
3	Preparing payment certificate	**Negative Issues:** 1. Unconfirmed amount and value to be claimed and invoiced for specific project and work 2. Unverified amount of claim and invoice for specific project and work	**Negative Issues:** 1. Client is unaware of the amount claimed
		Positive Issues: 1. Confirmed amount and value to be claimed and invoiced for specific project and work 2. Verified amount of claim and invoice for specific project and work	**Positive Issues:** 1. Client aware of the amount claimed
4	Claim distribution	**Negative Issues:** 1. Unable to keep track of claim and invoice for all issued claim 2. Unable to keep as reference for future claim and invoicing	**Negative Issues:** 1. Client unable to keep track 2. No copy for client as reference

		Positive Issues: 1. Able to keep track of claim and invoice for all issued claim and invoice 2. Able to keep as reference for future claim and invoicing	**Positive Issues:** 1. Client is able to keep track 2. Copy for client as reference
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed.
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.

7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate response to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P410] Control of Client Property

No	Process	Internal Issues	External Issues
1	Strategic plan for control of client property	**Negative Issues:** **1. Planning for control of client property is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff.** **2. Improper documentation used for control of client property will unable the traceability and references whenever is required.** **3. Weakness in the implementation of QAC best practise.**	**Negative Issues:** 1. Improper planning for control of client property will cause supplier/client has low confidence on internal staff.
		Positive Issues: **1. Responsibilities to handle and protect client property from damage and loss** **2. Effective implementation of QAC best practice**	**Positive Issues:** 1. Proper planning for control of client property so thatsupplier/client has high confidence on internal staff.
2	Worksite	**Negative Issues:** 1. Ineffective way to handle and protect client property from damage or loss without proper worksite safety induction. 2. Damage or loss of client/supplier property is not properly documented for evidence and traceability.	**Negative Issues:** 1. Client will issue compound and force of reparation payment to subcontractor if damage of client property is found. 2. Client not authorised permit to enter worksite without proper documentation.
		Positive Issues: 1.Effective way to handle and protect client property from damage or loss by introducing proper worksite safety induction. 2. Damage or loss of client/supplier property is properly documented for evidence and traceability.	**Positive Issues:** 1. Good perception from client. 2. Client will authorised permit to enter worksite with proper documentation.
3	Utilization of client equipment & services	**Negative Issues:** 1. Unable to identify initial state of equipment and services without proper evaluation and inspection report as evidence before utilization. 2. Improper communication or document to notify client if the equipment & services is damage.	**Negative Issues:** 1. Client unaware of the equipment and services during utilization with proper record.

		Positive Issues: 1. Able to identify initial state of equipment and services with proper evaluation and inspection report as evidence before utilization. 2. Proper communication or document to notify client if the equipment & services is damage.	**Positive Issues:** 1. Client aware of the equipment and services during utilization with proper record.
4	Delivering of project output	**Negative Issues:** 1. Improper documentation throughout entire period of project for record and reference if required.	**Negative Issues:** 1. Non-conformance to client project requirement. 2. Improper documentations & deliverables for submission to clients.
		Positive Issues: 1. Proper documentation throughout entire period of project for record and reference if required.	**Positive Issues:** 1. Conformance to client project requirement. 2. Poper documentations & deliverables for submission to clients.
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed.

6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be documented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P301] Recruitment of Personnel

No	Process	Internal Issues	External Issues
1	Strategic plan for recruitment of personnel	**Negative Issues:** 1. Planning for recruitment of personnel is not formally established can cause unawareness, unclear direction and delay in recruitment process. 2. Improper documentation used for recruitment of personnel will unable the traceability and references whenever is required. 3. Weakness in the implementation of HRA best practise. 4. Incompetence personnel was hired without proper validation from human resource department.	**Negative Issues:** 1. Inefficient recruitment/employment process without referring the guideline from Malaysia Employment act. 2. Client has no confidence to communicate with incompetence personnel during operation.
		Positive Issues: 1. Planning for recruitment of personnel is formally established can cause awareness, clear direction and effective recruitment process. 2. Proper documentation used for recruitment of personnel will enable the traceability and references whenever is required. 3. Effectiveness in the implementation of HRA best practise. 4. Competence personnel was hired with proper validation from human resource department.	**Positive Issues:** 1. Efficient recruitment/employment process as per guideline from Malaysia Employment act. 2. Client is confidence to communicate with competence personnel during operation.
2	Recruitment of personnel	**Negative Issues:** 1. Insufficient personal data of potential personnel will cause difficulty to track and do references. 2. Insufficient contract/agreement when hiring the personnel will cause personnel unaware of company rule and requirement.	**Negative Issues:** **1**. Privacy of personnal data status may be compromized and incompliance to PDPM (Personal Data Protection Act Malaysia).
		Positive Issues: 1. Sufficient personal data of potential personnel will cause easy to track and do references. 2. Sufficient contract/agreement when hiring the personnel will cause personnel aware of company rule and requirement.	**Positive Issues:** 1. Government initiative to increase workforce 2. SLDN program to get company to hire 3. Government initiative for organization

3	Embarking organization culture & policy	**Negative Issues:** 1. Unaware of company culture and policy will unable the employee to meet the organizational expectation.	**Negative Issues:** 1. Unable to maintain company good reputation with client.
		Positive Issues: 1. Promote syncronize movement with other staff. 2. Get familiar with workplace and work load fast. 3. Instill ownership. 4. Prevent discrimination & harrasment at workplace and ensure safework environment.	**Positive Issues:** 1. Able to maintain company good reputation with client.
4	Disciplinary & greivance		**Negative Issues:** 1. Non compliance to local authorities act 2. Tainted reputation of the company in front of client.
		Positive Issues: 1. Well dicipline team member. 2. Fair presentation of misconduct 3. Controlled good constructive behaviour.	**Positive Issues:** 1. Compliance to local authorities act 2. Maintain good reputation of the company in front of client.
5	Record Control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed.

6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & Monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P302] Awareness & Competencies

No	Process	Internal Issues	External Issues
1	Strategic plan for awareness & competencies	**Negative Issues:** **1. Planning for awareness and competencies is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff.** **2. Improper documentation used for awareness and competencies will unable the traceability and references whenever is required.** **3. Weakness in the implementation of QAC best practise.**	**Negative Issues:** 1. Improper planning for awareness & competencies will result to inadequate job scope and incompetence employee was assigned to communicate with client, vendor, government agencies etc.
		Positive Issues: **1. Planning for awareness and competencies is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff.** **2. Proper documentation used for awareness and competencies will enable the traceability and references whenever is required.** **3. Effectiveness in the implementation of QAC best practise.**	**Positive Issues:** 1. proper planning for awareness & competencies will result to adequate job scope and competence employee was assigned to communicate with client, vendor, government agencies etc.
2	Awareness	**Negative Issues:** 1. Lack of awareness for company policies, objectives and requirement will result to ineffective implementation of IMS. 2. Unable to provide evidence of awareness in written form i.e memo, induction etc for link of communication and references.	**Negative Issues:** 1. Client not confidence with the personnel comptency and efficiency.
		Positive Issues: 1. Awareness on company policies, objectives and requirement will result to effective implementation of IMS. 2. Able to provide evidence of awareness in written form i.e memo, induction etc for link of communication and references.	**Positive Issues:** 1. Client have confidence with the personnel comptency and efficiency.
3	Competency matrix	**Negative Issues:** 1. No competency development (i.e : mentoring, training and coaching plan) for employees will cause stagnant performance towards employees.	**Negative Issues:** 1. Incompetence employee to communicate with client / vendor.
		Positive Issues: 1. Competency development (i.e : mentoring, training and coaching plan) is provided for employees will increased their performance.	**Positive Issues:** 1. Competence employee to communicate with client / vendor.

4	Competency & skill logbook	**Negative Issues:** 1. Unrecorded data of employees' competency will unable the supervisor to measure their progress of improvement.	**Negative Issues:** 1. Client unable to validate or evaluate personnel competency/achievement without proper record in order to identify if the personnel able to fulfiled certain criteria.
		Positive Issues: 1. Recorded data of employees' competency will enable the supervisor to measure their progress of improvement.	**Positive Issues:** 1. Client able to validate or evaluate personnel competency/achievement if proper record is provided in order to identify if the personnel able to fulfiled certain criteria.
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.

		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P303] Training and Development

No	Process	Internal Issues	External Issues
1	Strategic plan for training & development	**Negative Issues:** 1. Improper and irrelevant training (both internal & external) is provided to staff will unable the staff to improve their skills, knowledge and competency. 2. Unable to established proper methods and monitoring the effectiveness of the training to staff. 3. Improper and not suitable schedule hinder the staff to attend the training will unable the execution of training plan. 4. No established methods and criteria for monitoring of post training evaluation of training effectiveness.	**Negative Issues:** 1. Generally it is quite difficult to identify competent trainers in the market that can deliver and achieve the training objectives and meet the training needs. 2. Insufficient list of training centre, and no recognition from professional accredition unable to meet client requirement. 3. Company did not register with HRDF (Human Resources Development Fund) unable to claim the fund use for training.
		Positive Issues: 1. Proper and relevant training (both internal & external) is provided to staff will enable the staff to improve their skills, knowledge and competency. 2. Able to established proper methods and monitoring the effectiveness of the training to staff. 3. Proper and suitable schedule will enable the execution of training as per plan. 4. Established methods and criteria for monitoring of post training evaluation of training effectiveness.	**Positive Issues:** 1. There is quite strong HRDF funds of the company with HRDC can be utilized for value added training programs. 2. Sufficient list of training centre, and have recognition from professional accredition will enable the personnel to meet client requirement.
2	Identify training	**Negative Issues:** 1. Unaware of the training that relevant to job scope will unable the staff to enhance their knowledge, skill and competency.	**Negative Issues:** 1. External training provider unaware of training requirement 2. Unable to get best offer 3. Lack of training insight
		Positive Issues: 1. Aware of the training that relevant to job scope will enable the staff to enhance their knowledge, skill and competency.	**Positive Issues:** 1. Good industry player on professional training 2. some training are now available on low price with same competency accreditation 3. some programm subsidized by government

3	Conducting training& feedback analysis	**Negative Issues:** 1. Unable to identify training effectiveness without conducting feedback analysis from employee.	**Negative Issues:** 1. Unable to identify client feedback on the certified training centre for project requirement. 2. Unable to identify if the training conducted has fullfiled client requirement.
		Positive Issues: 1. Able to identify training effectiveness when conducting feedback analysis from employee.	**Positive Issues:** 1. Able to identify client feedback on the certified training centre for project requirement. 2. Able to identify if the training conducted has fullfiled client requirement.
4	Assessment of training effectiveness	**Negative Issues:** 1. Unable to identify and evaluate the effectiveness of the training towards employee without proper monitoring of their assessment. 2. Insufficient evidence of training record for reference and traceability.	**Negative Issues:** 1. Unable to identify external trainer capacity and effectiveness without proper assessment.
		Positive Issues: 1. Aware of staff progress and effectiveness from the training through assessment made.	**Positive Issues:** 1. Able to identify external trainer capacity and effectiveness without proper assessment.
5	Record Control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed

6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & Monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P304] Organizational Knowledge

No	Process	Internal Issues	External Issues
1	Strategic plan for awareness & competencies	**Negative Issues:** **1. Planning for awareness and competencies is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff.** **2. Improper documentation used for awareness and competencies will unable the traceability and references whenever is required.** **3. Weakness in the implementation of QAC best practise.**	**Negative Issues:** 1. Improper planning for awareness & competencies will result to inadequate job scope and incompetence employee was assigned to communicate with client, vendor, government agencies etc.
		Positive Issues: **1. Planning for awareness and competencies is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff.** **2. Proper documentation used for awareness and competencies will enable the traceability and references whenever is required.** **3. Effectiveness in the implementation of QAC best practise.**	**Positive Issues:** 1. proper planning for awareness & competencies will result to adequate job scope and competence employee was assigned to communicate with client, vendor, government agencies etc.
2	Determine & Access the knowledge	**Negative Issues:** 1. Inadequately defined method and criteria to determine how to acquire or access any necessary additional knowledge and required updates.	**Negative Issues:** Nil
		Positive Issues:	**Positive Issues:** Nil
3	Capturing the knowledge	**Negative Issues:** 1. The Organization Knowledge procedure does not define the sources of knowledge to be determined and acquired, e.g. internal sources (e.g. intellectual property; knowledge gained from experience; etc.); external sources (e.g. standards; academia; conferences; etc.).	**Negative Issues:** Nil
		Positive Issues: Nil	**Positive Issues:** Nil

4	Sharing/impart the knowledge	**Negative Issues:** 1. No established mentoring and coaching guidelines/method and criteria. 2. External training attended by staff are not shared to other staffs after returning from training.	**Negative Issues:** Nil
		Positive Issues: Nil	**Positive Issues:** Nil
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.

7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P105] Logistic

No	Process	Internal Issues	External Issues
1	Strategic plan for logistic	**Negative Issues:** **1. Planning for logistic is not formally established can cause unawareness, unclear direction, improper procedure and guideline to perform logistic task.** **2. Ineffective and weakness in the implementation of QAC best practice in an organization.** **3. Improper documentation used to records logistic movement will unable the traceability and references.** **4. Improper plan and managing logistic can**	**Negative Issues:** 1. Improper planning for logistic can cause delay in delivering and failure to meet client timeline. 2. Improper document for logistic to submit to client for their references.
		Positive Issues: **1. Effective and efficiency in the implementation of QAC best practice in an organization.** **2. Awareness, clear direction, proper procedure and guideline to perform logistic task.** **3. Proper documentation used to records logistic movement will enable good traceability and references.** **4. Proper management for logistic can provide to sufficient cost inccur.**	**Positive Issues:** 1. Proper planning of logistic can avoid delay in delivery and able to meet client requirement. 2. Proper documentation used for submission of logistic document to client show good impression.
2	Pre-logistic event	**Negative Issues:** 1. Insufficient documentation to record the logistic movement and details can cause lost of traceability and improper record in house.	**Negative Issues:** 1. Improper documentation to submit to client will unable the client to to track the equipment sent and cause difficulty to arrange at their worksite upon arrival. 2. logistic agents have difficulty to arrange shipment and handling with custom.
		Positive Issues: 1. Sufficient documentation to record the logistic movement and details for easy traceability and proper record in house.	**Positive Issues:** 1. Proper documentation to submit to client will enable the client to to track the equipment sent and well managed upon arrival. 2. Logistic agents have no problem to arrange shipment and handling with custom.

3	Logistic execution	**Negative Issues:** 1. Insufficient information of logistic execution and job distribution without having a proper meeting can result to miscommunication during job execution. 2. Unauthorized job execution without proper documentation and permission to work can contribute to negligence in safety and Incompliance to QHSE requirement. 3. Improper documentation to record logistic movement for easy reference and traceability.	**Negative Issues:** 1. Incompetent personnel (crane operator/ truck driver) involved in logistic execution without proper validation on their competency. 2. Vendor unaware of in-house safety lifting requirement and incompliance to QHSE standards and requirement.
		Positive Issues: 1. Sufficient information of logistic execution and job distribution when having a proper meeting in order to avoid miscommunication during job execution. 2. Logistic job was authorised when proper documentation and permission to work is issued in order to comply with QHSE requirement. 3. Proper documentation to record logistic movement for easy reference and traceability	**Positive Issues:** 1. Competent personnel (crane operator/ truck driver) involved in logistic execution when documentation on their competency is properly validated. 2. Vendor are aware of in-house safety lifting requirement and comply to QHSE standards and requirement.
4	Post logistic	**Negative Issues:** 1. Insufficient documentation for evidence of receiving the item/equipment upon arrival in worksite will cause inadequate reference and traceability.	**Negative Issues:** 1. Improper logistic documents for client authorization and verification as evidence of receiving the item.
		Positive Issues: 1. Sufficient documentation for evidence of receiving the item/equipment upon arrival in worksite will cause aadequate reference and traceability.	**Positive Issues:** 1. Proper logistic documents for client authorization and verification as evidence of receiving the item.
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.

		Positive Issues:	**Positive Issues:**
		1. Well established Document and Records Procedure	1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P104] Calibrataion & Control of Monitoring & Measuring Equipment

No	Process	Internal Issues	External Issues
1	Strategic plan for control, monitoring & measuing equipment/ calibration	**Negative Issues:** **1. Planning to control, monitoring & measuring equipment/ calibration is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff.** **2. Improper documentation used to control, monitoring & measuring equipment/ calibration will unable the traceability and references whenever is required.** **3. Weakness in the implementation of QAC best practise.**	**Negative Issues:** 1. Unable to provide record and documentation for control, monitoring and measuring equipment/calibration if requested by client.
		Positive Issues: **1. Planning to control, monitoring & measuring equipment/ calibration is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff.** **2. Proper documentation used to control, monitoring & measuring equipment/ calibration will enable the traceability and references whenever is required.** **3. Effectiveness in the implementation of QAC best practise.**	**Positive Issues:** 1. Able to provide record and documentation for control, monitoring and measuring equipment/calibration if requested by client.
2	Measuring equipment listing	**Negative Issues:** 1. Unidentified measuring equipment without proper record of P/N & S/N, and date of calibration will cause difficulty in traceability and references. 2. Uncalibrated measuring equipment used during operation will cause inaccuracy in measurement data.	**Negative Issues:** 1. Non-conformance and not able to meet IMCA audit requirement.

#	Process	(Negative/Positive Issues)	(Client/Audit Issues)
		Positive Issues: 1. Easy to identified measuring equipment if proper record as P/N & S/N, and date of calibration is provided for traceability and references. 2. Calibrated measuring equipment used during operation will provide accuracy in measurement data.	**Positive Issues:** 1. Conformance and able to meet IMCA audit requirement.
3	Equipment calibration	**Negative Issues:** 1. Unable to identify validity of an equipment without proper indication of calibration status will result to improper usage during job execution. 2. Unable to produce calibration records and ensure proper identification of measuring equipment for referencen and traceability.	**Negative Issues:** 1. Incorrect submission of data to client during operation.
		Positive Issues: 1. Able to identify validity of an equipment if proper indication of calibration status is provided to avoid improper usage during job execution. 2. Able to produce calibration records and ensure proper identification of measuring equipment for reference and traceability.	**Positive Issues:** 1. Correct submission of data to client during operation.
4	Invalidation of calibration	**Negative Issues:** 1. Unable to identify and segregate the uncalibrated measuring equipment to avoid producing an inaccurate data.	**Negative Issues:** 1. Client unable to analyze the data due to inaccuracy. 2. Non conformance in IMCA Audit.
		Positive Issues: 1. Able to identify and segregate the uncalibrated measuring equipment to avoid producing an inaccurate data.	**Positive Issues:** 1. Client able to analyze the data if reading is accurate. 2. Conformance in IMCA Audit.
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.

		Positive Issues: 1. Well established Document and Records Procedure	Positive Issues: 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	Negative Issues: 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	Negative Issues: 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	Positive Issues: 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	Negative Issues: 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	Negative Issues: 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	Positive Issues: 1. Clear and measurable performance

PROCESS TITLE: [P103] Equipment Part Preservation, Storage and Handling

No	Process	Internal Issues	External Issues
1	Startgic plan for equipment part preservation & inventory	**Negative Issues:** **1. Planning for equipment part preservation and inventory is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff.** **2. Improper documentation used for equipment part preservation and inventory will unable the traceability and references whenever is required.** **3. Weakness in the implementation of QAC best practise.** **4. Improper segregation and unsystematically storage for material/item storage in house and causing difficult to find**	**Negative Issues:** 1. Unable to provide proper documentation for equipment part preservation and inventory when requested by client.
		Positive Issues: **1. Planning for equipment part preservation and inventory is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff.** **2. Proper documentation used for equipment part preservation and inventory will enable the traceability and references whenever is required.** **3. Effectiveness in the implementation of QAC best practise.** **4. Proper segregation and systematic storage for material/item storage in house will make it easy to find.**	**Positive Issues:** 1. Able to provide proper documentation for equipment part preservation and inventory when requested by client.
2	Preservation	**Negative Issues:** 1. Unable to protect and preserve equipment/parts in warehouse to avoid exposure from weather, damage and loss. 2. Shorten the life cycle of material and item and will cause company to spend unnessecary cost for replacement and repair.	**Negative Issues:** 1. Unable to preserve conformity of material/item will cause faulty item is used during operation.

		Positive Issues: 1. Able to protect and preserve equipment/parts in warehouse to avoid exposure from weather, damage and loss. 2. Prolong the life cycle of material and item and will avoid company to spend unnessecary cost for replacement and repair.	**Positive Issues:** 1. Able to preserve conformity of material/item will avoid faulty item is used during operation.
3	Asset register & inventory	**Negative Issues:** 1. Unidentified equipment and parts in possession will cause inaccuracy in inventory database. 2. Uncontrolled movement of ingoing and outgoing of material/equipment will cause improper update in inventory database. 3. Improper documentation can cause difficulty to trace and reference.	**Negative Issues:** 1. Insufficient equipment/parts provided to client during operation due to inaccuracy in inventory. 2. Unable to participate with client QHSE program
		Positive Issues: 1. Identified equipment and parts in possession will avoid inaccuracy in inventory database. 2. Ability to controlled movement of ingoing and outgoing of material/equipment will avoid improper update in inventory database. 3. Proper documentation for easy reference and traceability whenever is required.	**Positive Issues:** 1. Sufficient equipment/parts provided to client to support operation. 2. Able to participate with client QHSE program
4	Update status of inventory & asset register	**Negative Issues:** 1. Unable to record latest status of material, stocks and spares due to insufficient information on the equipment current condition/status. 2. Lost tracking on the material due to improper update on the status.	**Negative Issues:** 1. Unable to participate with client QHSE program 2. Unable to provide accurate inventory data to client. 3. Unable to provide proper documentation to client for reference.
		Positive Issues: 1. Able to record latest status of material, stocks and spares due to sufficient information on the equipment current condition/status. 2. Efficient tracking on the material status due to proper update.	**Positive Issues:** 1. Able to participate with client QHSE program 2. Able to provide accurate inventory data to client. 3. Able to provide proper documentation to client for reference.

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.

7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P102] Goods/ Equipment Receiving, Handling & Inspection

No	Process	Internal Issues	External Issues
1	Strategic plan for good/ equipment receiving, handling & inspection	**Negative Issues:** **1. Planning for goods/equipment receiving, handling and inspection is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff.** **2. Improper documentation used for goods/equipment receiving, handling and inspection will unable the traceability and references whenever is required.** **3. Weakness in the implementation of QAC best practise.**	**Negative Issues:** 1. Unable to provide proper documentation during good/equipment received by client and inaccuracy in the inventory list.
		Positive Issues: **1. Planning for goods/equipment receiving, handling and inspection is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff.** **2. Improper documentation used for goods/equipment receiving, handling and inspection will unable the traceability and references whenever is required.** **3. Weakness in the implementation of QAC best practise**	**Positive Issues:** 1. Able to provide proper documentation during good/equipment received by client and accuracy in the inventory list.
2	Incoming receiving	**Negative Issues:** 1. Unable to update inventory list accurately without designated material handler to record the incoming and outgoing of item. 2. Insufficient documentation for record and unawareness of physical inspection upon receiving the item to ensure no damage during delivery. 3. Improper documentation for record to acknowledge PIC that the item have been received and difficult to process payment.	**Negative Issues:** 1. Unable to keep evidence or documents for record and traceability during receiving can cause difficulty to process payment to vendor as no evidence of the delivered item.

		Positive Issues: 1. Able to update inventory list accurately if material handler in charge to record the incoming and outgoing of item. 2. Insufficient documentation for record and unawareness of physical inspection upon receiving the item to ensure no damage during delivery. 3. Improper documentation for record to acknowledge PIC that the item have been received and difficult to process payment.	**Positive Issues:** 1. Able to keep evidence or documents for record and traceability during receiving enable smooth payment process to vendor.
3	Inspection & handing	**Negative Issues:** 1. Lack of material inspection and insufficient verification when item is delivered will unable the PIC to justify the condition and status of material.	**Negative Issues:** 1. Unable to ensure if the spares/equipment/material/services received is correct will effect the operation and unable to meet client requirement.
		Positive Issues: 1. Material inspection and sufficient verification when item is delivered will enable the PIC to justify the condition and status of material.	**Positive Issues:** 1. Able to ensure if the spares/equipment/material/services received is correct to avoid failure during operation and able to meet client requirement.
4	Item & discrepancies	**Negative Issues:** 1. Insufficient information and discrepancies in the inventory can cause inaccuracy in database. 2. Inadequate and not suitable material/equipment used can cause failure in operation.	**Negative Issues:** 1. High potential of using incompatible parts during operation will unable to fullfiled client requirement.
		Positive Issues: 1. Sufficient information and accuracy in the inventory can avoid discrepancies in database. 2. Adequate and suitable material/equipment used can avoid failure in operation.	**Positive Issues:** 1. Low potential of using incompatible parts during operation and able to fullfill client requirement.

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.

7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P101] Infrastructure and Equipment Maintenance

No	Process	Internal Issues	External Issues
1	Strategic Plan for Determining Context of The Organization & Interested Parties	**Negative Issues:** 1. Planning for infrastructure maintenance is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff. 2. Improper documentation used to records infrastructure maintenance activities will unable the traceability and references whenever is required. 3. Unable to do improvement and corrective action to maintain the equipment and items conformity and quality. 4. Unable to maintain equipment and machines reliability with inconsistency of maintenance activities.	**Negative Issues:** 1. Unable to achieve conformities during audit if record and evidence is not provided as audit requirement.
		Positive Issues: 1. Planning for infrastructure maintenance is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff. 2. Proper documentation used to records infrastructure maintenance activities will enable the traceability and references whenever is required. 3. Able to do improvement and corrective action to maintain the equipment and items conformity and quality. 4. Able to maintain equipment and machines reliability with consistency of maintenance activities.	**Positive Issues:** 1. Able to achieve conformities during audit if record and evidence is provided as audit requirement.
2	Identify maintenance category	**Negative Issues:** 1. Insufficient record for maintenance will unable the staff to update the status of equipment performance and causing no improvement and preventive action is taken. 2. Unawareness to conduct the maintenance based on daily, weekly, monthly, and annually as per requirement by IMCA Audit. 3. Absence of internal compentece personnel to monitor maintenance activities. 4. Improper documentation for record the maintenance activities unable reference and traceability.	**Negative Issues:** 1. Vendor audit by client is failed to without proper maintenance documentation as per requirement. 2. External auditor unable to assess evidence of maintenance activity if staff unable to perform the different category of maintenance activities.

		Positive Issues:	Positive Issues:
		1. Good understanding of different type of maintenance enable the staff to perform it accordingly. 2. Promote cluster of pre-emptive productive measures 3. Proper maintenance record and documentation is provided for reference and traceability.	1. Stakeholders inquire the difference on maintenance cost 2. Quarterly report on maintenance breakdown. 3. Able to monitor maintenance activities daily, weekly, monthly and annualy as per IMCA requirement to avoid failure in audit.
3	Maintenance work order	Negative Issues: 1. Unable to perform maintenance activities, preventive action and identify faulty equipment without proper planning and documentation. 2. Staff and manager forgot the task assigned if maintenance work order is not issued. 3. Manager unable to tracked maintenance hours and details without proper record.	Negative Issues: 1. Unable to avoid equipment faulty during operation and this may cause failure or breakdown during operation if preventive action and maintenance is not performed.
		Positive Issues: 1. Able to perform maintenance activities, preventive action and identify faulty equipment if proper planning and documentation is provided. 2. Able to track maintenance hours and details if proper record is provided.	Positive Issues: 1. Client have confident with the good/equipment received when proper maintenance record is provided.
4	Status of equipment	Negative Issues: 1. Unable to identify the status of equipment without proper tagging, label and identification.	Negative Issues: 1. Possibilites to send faulty equipment to client without proper tag, label and identification will cause breakdown and equipment failure during operation. 2. Client unaware of the equipment performance and status without maintenance record to refer to.
		Positive Issues: 1. Able to identify the status of equipment if proper tagging, label and identification is provided. 2. Increase effective time of utilization	Positive Issues: 1. Stakeholders interest onto current status of asset 2. External reputation at stake in regards to asset status. 3. Possibilites to send faulty equipment to client can be avoided if proper tag, label and identification is provided.

5	Record Control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & Monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.

		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P501] Purchasing and Evaluation of Vendor

No	Process	Internal Issues	External Issues
1	Strategic Plan for Determining Context of The Organization & Interested Parties	**Negative Issues:** 1. Planning for purchasing and evaluation of vendor is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff. 2. Improper documentation used to records purchasing and evaluation of vendor activities will unable the traceability and references whenever is required.	**Negative Issues:** 1. Unable to evaluate vendor performance and identify if the vendor follow corporate requirement. 2. improper documents and difficult for reference and tracebility. 3. inefficient communication with the vendor without proper standard and guideline.
		Positive Issues: 1. Planning for purchasing and evaluation of vendor is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff. 2. Proper documentation used to records purchasing and evaluation of vendor activities will enable the traceability and references whenever is required.	**Positive Issues:** 1. Able to evaluate vendor performance and identify if the vendor follow corporate requirement. 2. Proper documents and easy to do reference and tracebility. 3. Able to make comparison in term of pricing and services with different vendor with proper communication.
2	Vendor creation & evaluation	**Negative Issues:** 1. Unable to evaluate and identify if the vendor are competence and able to comply with company requirements. 2.Unable to register list of vendor into company system for invoicing and to record the cost involve.	**Negative Issues:** 1. Evaluation results may jeopardize business with vendor. 2. Competency of vendor to comprehend importance of audit
		Positive Issues: 1. Able to evaluate and identify if the vendor are competence and able to comply with company requirements. 2.Able to register list of vendor into company system for invoicing and to record the cost involve.	**Positive Issues:** 1. Stakeholders interest to know the vendor 2. Vendor support external evaluation

3	Procurement process	**Negative Issues:** 1. Insufficient evidence and documents to record the purchase item/services order. 2. Unstructured purchasing process and improper guideline to purchase item or request for services will cause incompliances to requirement.	**Negative Issues:** 1. Insufficient evidence and documents ie. Quotation, invoice, DO from supplier during purchasing process for record and references whenever is required.
		Positive Issues: 1.Sufficient evidence and documents to record the purchase item/services order. 2. Structured purchasing process and proper guideline to purchase item or request for services to ensure comply with requirement. 2. Assistant from software to track purchases easy for references. 3. Semi automated purchasing process.	**Positive Issues:** 1. Sufficient evidence and documents ie. Quotation, invoice, DO from supplier during purchasing process for record and references whenever is required. 2. Compliance towards group policy enable conformance during financial audit.
4	Vendor performance assessment	**Negative Issues:** 1. Unable to validate vendor efficiency, improvement and ability to meet the requirement. 2. No reference and documentation to assess vendor performance unable procurement to choose competent supplier.	**Negative Issues:** 1. Vendor unaware and neglect company requirement without proper assessment.
		Positive Issues: 1. Able to validate vendor efficiency, improvement and ability to meet the requirement. 2. Ability to provide reference and documentation to assess vendor performance enable procurement to choose competent supplier.	**Positive Issues:** 1. Promote initiative for improvement to ensure organizational effectiveness. 2. Measured performance is mandatory for stakeholders.
5	Record Control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
3	Procurement process		

#	Process	Internal	External
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & Monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P502] Payment Certificate

No	Process	Internal Issues	External Issues
1	Strategic plan for payment certificate	**Negative Issues:** **1. Planning for process payment certificate is not formally established** **2. Ineffective implementation of QAC best practice** **3. Insufficient information of payment to vendor/subcontractor**	**Negative Issues:** 1. Improper planning of payment certificate
		Positive Issues: **1. Effective implementation of QAC best practice** **2. Sufficient information of payment to vendor/subcontractor**	**Positive Issues:** 1. Proper planning of payment certificate
2	Verify subcontractor document	**Negative Issues:** 1. Insufficient information for issuing payment to subcontractor/vendor	**Negative Issues:** 1. No documented evidence for client to verify payment certificate
		Positive Issues: 1. Sufficient information for issuing payment to subcontractor/vendor	**Positive Issues:** 1. Documented evidence are availabel for client to verify payment certificate
3	Preparing the payment certificate	**Negative Issues:** 1. Unclear amount and value of payment certificate for subcontractor/vendor 2. Unverify amount of payment certificate for subcontractor/vendor	**Negative Issues:** 1. Client is unaware of the amount paid
		Positive Issues: 1. Clear amount and value of payment certificate subcontractor/vendor 2. Verify amount of payment certificate subcontractor/vendor	**Positive Issues:** 1. Client aware of the amount paid
4	Distribution of payment ceritificate	**Negative Issues:** 1. Unable to keep track of payment certificate for subcontractor/vendor 2. Unable to keep as reference for future payment to subcontractor/vendor	**Negative Issues:** 1. Client unable to keep track 2. No copy for client as reference
		Positive Issues: 1. Able to keep track of payment certificate for subcontractor/vendor 2. Able to keep as reference for future payment to subcontractor/vendor	**Positive Issues:** 1. Client is able to keep track 2. Copy for client as reference

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established 2. Poor handling of documented information 3. Register of documented information was not adequately maintained. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. Inconsistencies of records keeping 7. No person in-charge 8. Difficult to retrieve records for specific projects. 9. Incompetence person of managing documented information	**Negative Issues:** 1. Corporate shared network was not stable 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area. 4. Transfer of file post another problem to internal staff. 5. Local authorities & relevant bodies difficulties to retrieve the company records. 6. Improper data based to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market
6	Review & verify	**Negative Issues:** 1. No feedback to staff 2. Lack of communication 3. No approval 4. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents abd records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define athority to review, verify & aprroved internal documents. 2. Top management require critical records to be reviewed prior submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control 2. Absence monitoring of record and data 3. No feedback to the process 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P503] Managing Vendor & Sub-Contractor

No	Process	Internal Issues	External Issues
1	Strategic plan for managing sub-contractor	**Negative Issues:** 1. Planning for managing sub-contractor is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff. 2. Improper planning to manage subcontractor-related risk 3. Inadequate parameters to measure subcontractor performance 4. Improper documentation used for managing sub-contractor will unable the traceability and references whenever is required.	**Negative Issues:** 1. Improper planning for managing sub-contractor will unable the development of long-term business relationships between the companies.
		Positive Issues: **1**. Proper planning to manage subcontractor-related risk 2. Adequate parameters to measure subcontractor performance 3. Proper documentation used for managing sub-contractor will enable the traceability and references whenever is required.	**Positive Issues:** 1. Proper planning for managing sub-contractor will enable the development of long-term business relationships between the companies.
2	Selection of contractor	**Negative Issues:** 1. Unable to select subcontractor with industry standard requirement and legislation 2. Unable to select subcontractor that meet Petrogas QHSE requirement 3. Possibility to select subcontractor with bad track record and low performance rating without refering to purchasing and evaluation for vendor.	**Negative Issues:** 1. Contractor selection is incompliance with client requirement. 2. Low project work and task performance.
		Positive Issues: 1. Able to select subcontractor with industry standard requirement and legislation 2. Able to select subcontractor that meet Petrogas QHSE requirement 3. Possibility to select subcontractor with good track record and high performance rating when refering to purchasing and evaluation for vendor.	**Positive Issues:** 1. Contractor selection is compliance with client requirement. 2. High project work and task performance.

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3	Award the job to contractor	**Negative Issues:** 1. Unable to delegate risk and method statements to subcontractor due to ineffective implementation of safety policy document and inadequate understanding of general safety requirement. 2. Unable to send the personnel to join proper training and issue permit to work for job preparation. 3. Unable to conduct pre operation inspection on the equipment to ensure equipment in good condition before job execution.	**Negative Issues:** 1. No official document appointing or awarding the job to subcontractor
		Positive Issues: 1. Able to delegate risk and method statements to subcontractor due to effective implementation of safety policy document and adequate understanding of general safety requirement. 2. Able to send the personnel to join proper training and issue permit to work for job preparation. 3. Able to conduct pre operation inspection on the equipment to ensure equipment in good condition before job execution.	**Positive Issues:** 1. Official document appointing or awarding the job to subcontractor is available
4	Monitor & check implementation of quality assurance duing execution of project	**Negative Issues:** 1. Unable to evaluate subcontractor performance without monitoring and checking on the QA. 2. Unable to perform subcontractor performance audit to identify the non conformance.	**Negative Issues:** 1. Non-conformance to client QHSE requirement 2. Undetermined subcontractor performance evaluation
		Positive Issues: 1. Able to evaluate subcontractor performance if monitoring and checking on the QA is performed. 2. Able to perform subcontractor performance audit to identify the non conformance.	**Positive Issues:** 1. Conformance to client QHSE requirement 2. Determined subcontractor performance evaluation

5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed.
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.

7	Control & monitoring	**Negative Issues:**	**Negative Issues:**
		1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P504] Vendor Performance Assessment

No	Process	Internal Issues	External Issues
1	Startegic plan for vendor performance assessment	**Negative Issues:** 1. Planning for vendor performance assessment is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff. 2. Insufficient criteria and method to monitor and measure vendor performance. 3. Inadequate information to analyze supplier's compliance to contractual obligation. 4. Improper documentation used for vendor performance assessment will unable the traceability and references whenever is required.	**Negative Issues:** 1. Unable to evaluate vendor performance and identify if the vendor comply with corporate requirement. 2. Improper documents and difficult for reference and tracebility. 3. Inefficient communication with the vendor with standard and guideline.
		Positive Issues: **1**. Sufficient criteria and method to monitor and measure vendor performance. 2. Adequate information to analyze supplier's compliance to contractual obligation. 3. Proper documentation used for vendor performance assessment will enable the traceability and references whenever is required.	**Positive Issues:** 1. Able to evaluate vendor performance and identify if the vendor comply with corporate requirement. 2. Proper documents and easy for reference and tracebility. 3. Efficient communication with the vendor with standard and guideline.
2	Raise vendor performance	**Negative Issues:** 1. Unable to indentify vendor weakness and strength without giving their score and rates accordingly. 2. Unable to evaluate the vendor performance according to criteria outline by company.	**Negative Issues:** 1. Non-conformance to client quality requirement
		Positive Issues: 1. Able to indentify vendor weakness and strength when giving their score and rates accordingly. 2. Able to evaluate the vendor performance according to criteria outline by company.	**Positive Issues:** 1. Conformance to client quality requirement

3	Perform assessment	**Negative Issues:** 1. Unable to evaluate vendor performance and quality of work/service/performance. 2. Not able to provide list of potential supplier without assessement.	**Negative Issues:** 1. Vendor unable to improve their performance in term of services, equipment supply etc. without knowing their weakness and comment for improvement.
		Positive Issues: 1. Able to evaluate vendor performance and quality of work/service/performance. 2. Able to provide list of potential supplier with assessment.	**Positive Issues:** 1. Vendor able to improve their performance in term of services, equipment supply etc. if knowing their weakness and comment for improvement.
4	Decision and acceptance status	**Negative Issues:** 1. Unable to decide efficient vendor by refering to evaluation result. 2. Unable to decide whether to terminate or maintain the same vendor if the assessment not able to achieve company criteria and requirement. 3. Not able to provide establish vendor approved list for reference.	**Negative Issues:** 1. Unable to become a registered vendor with the company if the company decide to terminate the vendor base on the assessment.
		Positive Issues: 1. Able to decide efficient vendor by refering to evaluation result. 2. Able to decide whether to terminate or maintain the same vendor if the assessment not able to achieve company criteria and requirement. 4. Able to provide establish vendor approved list for reference.	**Positive Issues:** 1. Able to become a registered vendor with the company if the company decide to terminate the vendor based on their assessment.
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.

		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed.
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission.	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P202] Tender, Bit & Proposal

No	Process	Internal Issues	External Issues
1	Strategic plan for sales & marketing	Negative Issues: 1. Planning for sales and marketing is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff. 2. Ineffective and weakness in the implementation of BDM best practice in an organization. 3. Improper documentation used to records sales & marketing activities will unable the traceability and references whenever is required.	Negative Issues: 1. Improper and no standard document is used for sales & marketing activities for submission to client.
		Positive Issues: 1. Planning for sales and marketing is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff. 2. Effective and effectiveness in the implementation of BDM best practice in an organization. 3. Proper documentation used to records sales & marketing activities will enable the traceability and references whenever is required.	Positive Issues: 1. Proper and standard document is used for sales & marketing activities for submission to client.
2	Marketing process & inquiry review process	Negative Issues: 1. Inadequate information to evaluate the requirements of project/tender/enquiry causing difficulty to prepare technical and commercial proposal. 2. Improper document/reord to track list of inquiry/project/tender without proper register log can cause difficulty in tracking and reference.	Negative Issues: 1. Inefficient feedback and reply from sales & marketing department will cause unattended enquiry from client.
		Positive Issues: 1. Adequate information to evaluate the requirements of project/tender/enquiry will avoid difficulty to prepare technical and commercial proposal. 2. Proper document/reord to track list of inquiry/project/tender with proper register log can avoid difficulty in tracking and reference.	Positive Issues: 1. Efficient feedback and reply from sales & marketing department will avoid unattended enquiry from client.

3	Proposal follow up & project acceptance process	**Negative Issues:** 1. Unable to identify the status of the submitted proposal whether it is accepted or declined due to inefficiency in communication and follow up.	**Negative Issues:** 1. Insufficient information from client with regards to proposal status will unable the sales department to response and take necessary action.
		Positive Issues: 1. Adequate information of proposal/tender status and acceptance by client 2. Efficient communication with client	**Positive Issues:** 1. Sufficient information from client with regards to proposal status will enable the sales department to response and take necessary action.
4	Contract/ work order review & contract amendment process	**Negative Issues:** 1. Unable to compare and justify with contractual agreement for any dispute if the definition, agreement and documents of requirement of contract/work order/project requirement is unclear. 2. Unable to evaluate and identify our capacity to fullfilled client requirement without proper documentation i.e variation order for any amendments made.	**Negative Issues:** 1. Unable to meet client requirement as per stated in contract without proper agreement and mutual agreement written in contract. 2. Client unaware and disapprove the amendment without proper documentation to validate.
		Positive Issues: 1. Able to compare and justify with contractual agreement for any dispute if the definition, agreement and documents of requirement of contract/work order/project requirement is clear. 2. Able to evaluate and identify our capacity to fullfilled client requirement if proper documentation i.e variation order for any amendments made is provided.	**Positive Issues:** 1. Able to meet client requirement as per stated in contract if proper agreement and mutual agreement written in contract is provided. 2. Client aware and approve the amendment if proper documentation is provided for validation.
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.

		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed
6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: [P203] Contract Review and Deployment

No	Process	Internal Issues	External Issues
1	Strategic plan for project & contract deployment	**Negative Issues:** 1. Planning for project & contract deployment is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff. 2. Ineffective and weakness in the implementation of QAC best practice in an organization. 3. Improper documentation used to records project and contract deployment will unable the traceability and references whenever is required.	**Negative Issues:** 1. Improper documentation for project and contract deployment distribution to client for their reference and action.
		Positive Issues: **1. Planning for project & contract deployment is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff.** **2. Effective and efficiency in the implementation of QAC best practice in an organization.** **3. Proper documentation used to records project and contract deployment will enable the traceability and references whenever is required.**	**Positive Issues:** 1. Proper documentation for project and contract deployment distribution to client for their reference and action.
2	Project award	**Negative Issues:** 1. Unable to evaluate proposal and award the relevant contract without proper documentation. 2. Unable to negotiate with client regarding job/tender/enquiry. 3. Unable to track the project awarded without proper document for reference and traceability.	**Negative Issues:** 1. Unable to particiapte in client project due to unclear information and improper documentation.
		Positive Issues: 1. Able to evaluate proposal and award the relevant contract 2. Able to negotiate with client regarding job/tender/enquiry 3. Able to track the project awarded with proper document for reference and traceability.	**Positive Issues:** 1. Able to particiapte in client project due to unclear information and improper documentation.
3	Contract preparation	**Negative Issues:** 1. Unable to review contractual agreement for particular project/tender due to inadequate agreement term and condition.	**Negative Issues:** 1. Improper process of preparing contract will cause inefficient contractual term and condition between client and unable to achieve mutual agreement.

		Positive Issues:	Positive Issues:
		1. Able to review contractual agreement for particular project/tender when adequate agreement term and condition is provided.	1. Proper process of preparing contract will cause efficient contractual term and condition between client and able to achieve mutual agreement.
4	Contract deployment	Negative Issues: 1. Unaware of the project information and details without proper contract deployment documentation. 2. Improper project handover to project team will unable the distribution of task according to their responsibilities	Negative Issues: 1. Non-conformance to client project and contract requirement. 2. Improper documentation for contract will unable client to do reference and record.
		Positive Issues: 1. Aware of the project information and details when proper contract deployment documentation is provided. 2. Proper project handover to project team will enable the distribution of task according to their responsibilities	Positive Issues: 1. Conformance to client project and contract requirement. 2. Proper documentation for contract enable client to do reference and record.
5	Record control	Negative Issues: 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	Negative Issues: 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	Positive Issues: 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed.

6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented 7. Documents is not legit without official approval.	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance

PROCESS TITLE: Incident and Event Notification

No	Process	Internal Issues	External Issues
1	Strategic plan for incident/ event notification	**Negative Issues:** **1. Planning for Incident and Event notification is not formally established can cause unawareness, unclear direction, improper procedure and guideline to notify the staff.** **2. Ineffective and weakness in the implementation of QAC best practice in an organization.** **3. Improper documentation used to records Incident and event notification will unable the traceability and references when required.**	**Negative Issues:** 1. Improper documentation used for incident/event to notify the client.
		Positive Issues: **1. Planning for Incident and Event notification is formally established can cause awareness, clear direction, proper procedure and guideline to notify the staff.** **2. Effective and efficiency in the implementation of QAC best practice in an organization.** **3. Proper documentation used to records Incident and event notification will enable the traceability and references whenever is require.**	**Positive Issues:** 1. Proper documentation used for incident/event to notify the client.
2	Immediate notification	**Negative Issues:** 1. Unawareness of incident/event will unable the personnel to provide necessary response towards the incident and this can cause breakdown/delay in action. 2. Insufficient documentation to record the incident/event can cause lost of traceability and improper record in- house.	**Negative Issues:** 1. Improper documentation to notify and submit to client will cause probability to deliver incorrect information.

		Positive Issues: 1. Awareness of incident/event will enable the personnel to provide necessary response towards the incident and this can avoid breakdown/delay in action. 2. Sufficient documentation to record the incident/event can avoid lost of traceability and proper record in- house.	**Positive Issues:** 1. Proper documentation to notify and submit to client will avoid the probability to deliver incorrect information.
3	Event follow-up	**Negative Issues:** 1. Unable to determine the root cause of the incident/event due to insufficient/improper reporting and notification. 2. Unable to provide solution/support for incident/event if breakdown occurred due to improper follow up. 3. Improper record and document for incident/event can cause difficult for traceability.	**Negative Issues:** 1. Improper communication plan and flow for incident and event notification can cause incorrect information is delivered and unable to fullfiled client requirement.
		Positive Issues: 1. Able to determine the root cause of the incident/event due to sufficient/proper reporting and notification. 2. Able to provide solution/support for incident/event if breakdown occurred due to proper follow up. 3. Proper record and document for incident/event can cause easy traceability.	**Positive Issues:** 1. Proper communication plan and flow for incident and event notification to avoid incorrect information is delivered and able to fullfiled client requirement.
4	Event close up	**Negative Issues:** 1. Ineffective implementation of corrective and preventive action to resolve incident/event raised will cause repetition of incident to occur. 2. Unaware of the progress and status of the incident/event without proper communication. 3. Insufficient documentation for incident/event close up will cause inadequate reference and difficult for traceability.	**Negative Issues:** 1. Unaware of corrective and prevention action due to improper communication will unable the client to identify the progress or status of the incident for close up.

		Positive Issues: 1. Effective implementation of corrective and preventive action to resolve incident/event raised will avoid repetition of incident to occur. 2. Aware of the progress and status of the incident/event with proper communication. 3. Sufficient documentation for incident/event close up will provide adequate reference and easy traceability.	**Positive Issues:** **1. A**ware of corrective and prevention action due to proper communication will enable the client to identify the progress or status of the incident for close up.
5	Record control	**Negative Issues:** 1. Method & criteria for the particular process were not formally established will unable the staff to understand the requirement. 2. Poor handling of documented information. 3. Register of documented information was not adequately maintained will cause difficulty in traceability. 4. Source of documented information inconsistently recorded on soft copy and hard copy. 5. Retreival of documented information is time consuming. 6. No person in-charge to control and organize the record in proper manner. 7. Difficult and time consuming to retrieve records for specific projects.	**Negative Issues:** 1. Corporate shared network was not stable due to poor internet connection. 2. Internal staff was not familiar with the corporate shared network 3. Impossible to retrieve the data outside from the office area due to no access to VPN. 4. Transfer of file post another problem to internal staff. 5. Improper data base to manage the records.
		Positive Issues: 1. Well established Document and Records Procedure	**Positive Issues:** 1. Multiple software document management at the market. 2. Local authorities & relevant bodies difficulties to retrieve the company records. Only authorized PIC is allowed.

6	Review & verify	**Negative Issues:** 1. No feedback to staff after review and verify to inform the status of acceptance. 2. No proper hierachy to perform document review, verification and validation before submission. 3. competencies of internal staff may not as equal to job requirements. 4. Prove reading of finished task may lapse. 5. Control & monitoring of task was not adequately enforced. 6. The methods & criteria for certain task not formally be docummented	**Negative Issues:** 1. Error of documents and records submitted to clients e.g. typo error, costing error, submission error & etc.
		Positive Issues: 1. Well define authority to review, verify & aprroved internal documents. 2. Proper hierachy to perform document review, verification and validation before submission..	**Positive Issues:** 1. Prove to interested parties that the document already through the inspection process before distribution of the document.
7	Control & monitoring	**Negative Issues:** 1. Poor Quality Control to monitor the record and documentation of the process. 3. No feedback to the process unable to verify the effectivenss of process. 4. Lack of competence person to perform QC for all documented information. 5. Manual method to perform control & monitoring of data. 6. Inadequate resources to control & maintain documented information.	**Negative Issues:** 1. Late delivery of response when incompetence person attending client 2. Inappropriate respons to clients.
		Positive Issues: 1. Measurable action and process evaluation	**Positive Issues:** 1. Clear and measurable performance