OPERATIONS MANUAL

Version 1, November 2017
Code: AA-OM

Erasmus+ Access Angels

IO2/A1 – Access Angels Definition

IO2/A2- Operations Manual

MANUAL APPROVAL AND REVISION

This Operating Manual is an official guidebook of how to deliver the AA service. It is used by local authorities implementing the AA service for effective daily operation and provision of the service. It is used in order to communicate policy and all standard operating procedures (SOPs).

This manual takes into consideration local legislation, international health and safety practises guidelines, other relevant measures taken in order to deliver the Access Angel service.

Additions, deletions or amendments in this manual, are documented on the "Document Revision History" table (see table I.1) and approved by signing the "Manual Approval" table (see table I.2).

Table I.1 Document Revision History

AMENDMENT DESCRIPTION	ISSUE/ DATE
Initial edition	1/ DECEMBER 2017

Table I.1 Manual Approval

	NAME	SIGNATURE	DATE
PREPARATION	Dekaplus Business Services		
APPROVAL			

CONTENTS

CHAPTER 1

INTRODUCTION

The elimination of all risk is not possible but it is indefensible to expose disabled people / participants to dangerous conditions and unnecessary risk and so there must always be an acceptable framework of safety and standard operating procedures to accompany the functionality of this service.

It is recognised that the organisation of safety during trips or in remote locations, particularly in the event of an emergency, cannot be foolproof and quick decisions have to be made. In these circumstances, the local authority cannot give guarantees of the safety of participants to their relatives or carers. However, assurances must be given that all reasonable care will be provided and that sensible preparatory arrangements have been made.

The guidance provided in this manual is particularly related to the physical safety of participants for whom the authority has a duty of care. In circumstances where participants with additional support needs are participating in activities, wherever a question of safety arises in relation to the safe supervision of the participants more favourable employees / children and young people ratios must apply.

This document aims:

- ➢ To present the service's structure, business environment, vision, objectives and strategy

- ➢ To describe the service's policies, procedures and guidelines for quality and safety management.

- ➢ To provide services that meet the needs and expectations of clients and other interested parties.

- ➢ To provide a framework of checks to follow when organising trips or other outings and excursions.

- ➢ To implement a culture and tools for continuous improvement.

- ➢ To be used as information, training and internal auditing tool by the organization's personnel and partners

CHAPTER 2

ACCESS ANGEL DEFINITION

The AA is someone who is **well trained** both in theory and in practice, has very good **communication skills**, communicates in **two or more languages**, is **easily adaptable to the needs of disabled people** and is **familiar with specialised vocabulary**. The AA will be expected to **know how to operate specialised equipment** and will have to know how to **use the internet and have well developed social media skills**.

The AA should **be able to provide basic information during the trip of the region** they are assigned to, **physically assist** people with different types of disabilities, provide **escort services** to desired places, **show and know how to operate specialised equipment**. The AA will be expected at times to **pick up and welcome the clients** from the point of arrival, as well as know the basics of **First Aid** and how to deal with **basic safety issues**.

CHAPTER 3

POLICIES

3.1 Quality Policy

Access Angels' mission is to assist inclusiveness of the disabled into everyday activities and travelling through a change of attitude which can only emerge through education. Access Angels fosters inclusive travel for the disabled through the contribution of youth, as part of Europe 2020. Accessible people and unemployed youth living in remote rural areas come under the umbrella of sustainable tourism to support each other.

It is committed in achieving the relevant local and international legislation, health and safety requirements and to maintain a continuous training program for all Access Angels in a consistent and continuously improving manner. To achieve this, the local authority undertakes assessments through internal audits, customer feedback and evaluations. These activities enable the organization to take relevant corrective or preventive actions for further improvement.

Our objectives are:

1. Offer to adults and young people the prospect of career opportunities through VET
2. Promote inclusion of disadvantaged groups in the labour market
3. Ensure the sustainability and excellence of vocational education and training
4. Use VET in support of sustainable development and in delivering social education to youth
5. Provide rural tourism with a competitive advantage to attract the accessible travel market
6. Contribute to rural economies
7. Increase awareness of the disabled people needs in rural areas
8. Foster active citizenship and volunteerism among the youth

The local authority is committed in implementing a quality policy according to ISO 9001:2015, requirements set by customers and legislative / statutory requirements.

Local Authority representative   *Date:*

_____   _____

3.2 Health and Safety Policy

Safety is very important for us. All our angels receive safety training and our office provides 24 hour emergency cover and support. We focus on preventing accidents, but in the event of an event arising we have an emergency plan.

External Advice

We consult regularly with the government of the Republic of Cyprus and have very good communication channels with the authorities and agents in each country who will give us early warning of any potential problems.

Safety training

All angels undertake health and safety training so that they are prepared to deploy onto their projects. This includes first aid, safety briefings, risk assessment, casualty evacuation planning, correct and safe use of tools and equipment.

Before each trip, we provide training to all participants. Details of dates and venues are made available to all participants and their families.

Participants' Safety

We are committed to ensuring the health, safety, welfare and development of all participants regardless of gender, age, type of disability, sexual orientation, religion, culture or ethnicity. We guide all angels to show respect for and understanding of participants' rights and their safety and welfare and by so doing, conduct themselves in a way that reflects our principles.

Emergencies

Accidents can and do rarely happen in life and trips are no exception. Emergency procedures are in place to respond to any emergency including medical support, transportation, a communications network and comprehensive medical insurance.

Transport

We are very well aware of hazards regarding transport and is always first consideration when planning our activities. We try our best use transport and equipment providers that meet our criteria and are official transport providers, however in some areas it may be difficult to maintain.

Safety equipment

We provide all the required safety equipment for any activity like personal protective equipment and communications equipment.

Safety communications

On every trip we have a complete network of communications so that the office and the groups can communicate at any point in time.
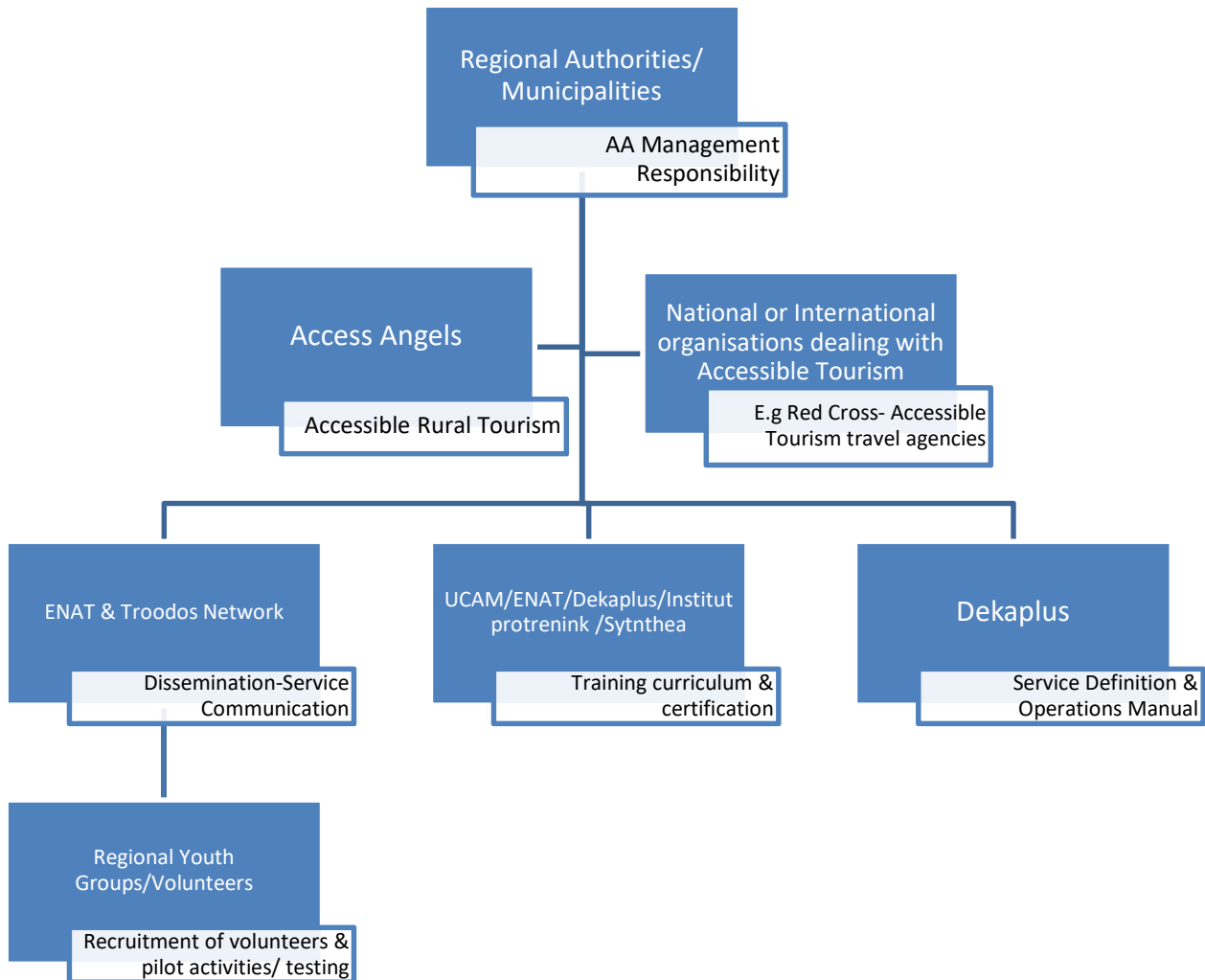
Local Authority representative   *Date:*

_____   _____

ISSUE 1, DECEMBER 2017

CHAPTER 4

ROLES AND RESPONSIBILITIES

The role and responsibilities of all parties involved in the AA project are described by the following organisation chart.

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                    Regional Authorities/
                        Municipalities
                          AA Management
                          Responsibility

        Access Angels              National or International
                                   organisations dealing with
                                     Accessible Tourism
          Accessible Rural Tourism        E.g Red Cross- Accessible
                                          Tourism travel agencies

  ENAT & Troodos Network    UCAM/ENAT/Dekaplus/Institut          Dekaplus
                            protrenink /Sytnthea
       Dissemination-Service       Training curriculum &      Service Definition &
       Communication               certification             Operations Manual

   Regional Youth
   Groups/Volunteers
      Recruitment of volunteers &
      pilot activities/ testing
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The success and sustainability of AA Project depends on the coordination and clear cooperation between all the parties involved.

Regional Youth Groups are extremely important for the recruitment of volunteers among their members and databases but also for the testing phase for pilot programs of rural areas in their respective countries. Knowing the skills and capacities of their members and having a trusting relationship with them it is easy to find the right potential Access Angels.

For a project to be successful communication and dissemination is equally crucial, and IT tools are the main communication tools which will remain even after the expiry of the project, and will be a base of the coordination of end users- people with special needs and the Access Angels. This is the role and responsibility of ENAT as it has the biggest database

in cooperation with Troodos Network who has designed the web-site of the project and made it user friendly.

Training and certification is another very important aspect of the project to safeguard the high quality and the safety of all parties involved as the end users are a vulnerable group of people who need special treatment, special equipment and Access Angels have to be proactive, resourceful and acquire special skills and knowledge. This is the role of UCAM, ENAT, Synthea, Dekaplus and Institutprotrenink.

Operations manual and Service Definition are necessary for all stakeholders as they will provide the guidelines for all parties, for the smooth operation of the service but also for the assistance in case of an emergency, dispute or any other matter which may rise. The responsibility of the Operations manual is the work of Dekaplus, having extensive experience in ISO and other quality certification programs.

The trained volunteers will eventually become Access Angels offering free or low cost services to people with special needs who want to visit rural destinations. Their role and duties will be clearly identified in the Operations manual and during their 5day training at the University of Murcia.

The management and responsibility of the Access Angels, belongs to the Regional Authorities and Municipalities , however as most of the Regional Authorities and Municipalities do not have the human and technical resources, this will be implemented in collaboration with national or international organisations such as the Red Cross and/or travel agencies dealing with people with special needs.

Access Angel Duties

1) Provide assistance to people with special needs during their visits and trips to participant countries
2) Is familiar with local history and culture
3) Can communicate in two languages
4) Has good communication skills
5) Can work in a team
6) Can use the internet and other social media
7) Know how to use first aid and is well trained
8) Attends seminars and specialised training when required and when asked by the local authority / organisation
9) Can use specialised equipment and attends training sessions
10) Is able to adapt to different situations and can solve problems easily
11) Listens to peoples' needs and is understanding of their disability
12) Wears appropriate clothing and uniform should required
13) Reports any problems to the local authority management to immediate supervisor
14) Refers any suggestions, complaints to the local authority / organisation management
15) Follows instructions, scheduled visits and programs as set by the local authority management / organisation

CHAPTER 5

LEGAL FRAMEWORK

In general, the impact of Access Angels project results should be implemented and delivered to the target groups of disabled visitors in two possible ways – either with the help of regular employees, or with the help of volunteers.

The first way – employment and training of Access Angels volunteers directly by relevant local public administration or by other executive structures founded and supported by public administration brings no problems at all. In every partner country relevant labour law is implemented and in such case Access Angels volunteers will work in place of regular employees with regular work contract, regard less of whether it will be a permanent or short-term employment contract. The cost of training Access Angels will not be a problem in such a case, as the employer will include them in the usual costs of the staff development.

The second way - providing Access Angels volunteers' assistance with the help of volunteers, can raise some questions given the possible differences in legal frameworks of each partner country. In general, the legal framework is the crucial part of the social and institution al context that shape volunteering in every country. The level of volunteering also depends on such factors as the economic and political situation, the stage of development of the third sector and its image, the culture of volunteering and the labour markets.

The legal framework becomes important if it creates obstacles and impedes volunteering, as the experience of individual countries in Europe show. Therefore, most of the EU countries in particular have moved beyond publicly recognizing volunteering to create a legal environment that will promote volunteering and help to find its place in the labour market and labour law.

The legal framework issues becomes especially important for those volunteer arrangements that require an engagement on a daily bases for a longer period of time. Long term volunteers are affected by a variety of laws, such as labour laws, tax laws, and liability laws, both directly and indirectly. Possible problems include the misapplication of labour laws, the taxation of volunteer time, loss of unemployment benefits, liability issues, and volunteers performing under dangerous conditions and be aware of their rights and obligations.

The possible problem which can mostly occur when using voluntary work for ensuring any tasks is a different approach to volunteer work in terms of tax laws. The main problem is the taxation of necessary expenses and their compensation that is provided to volunteers by organizations that employ them. In many cases, tax authorities try not to make the difference between reimbursement and remuneration. The difference between reimbursement and remuneration is that reimbursement is the payment for expenses related to the performance of the volunteering activity where as remuneration is the payment for a requested service representing a reward; therefore it cannot be considered as a "work without compensation" which is an essential attribute of volunteer work.

For a closer understanding of the legislation in the individual European countries, we bring down various links to English language content related to volunteering laws and regulations

in each country of the project partnership and volunteering in general, and a below two links to these information in the context of the whole European Union.

Belgium – Flemish community
https://eacea.ec.europa.eu/national-policies/en/content/youthwiki/24-laws-and-regulations-youth-volunteering-belgium-flemish-community

Belgium – French speaking community
https://eacea.ec.europa.eu/national-policies/en/content/youthwiki/24-laws-and-regulations-youth-volunteering-belgium-french-community

Belgium – German speaking community
https://eacea.ec.europa.eu/national-policies/en/content/youthwiki/24-laws-and-regulations-youth-volunteering-belgium-german-speaking-community

Bulgaria
http://ec.europa.eu/citizenship/pdf/national_report_bg_en.pdf

Cyprus
https://eacea.ec.europa.eu/national-policies/en/content/youthwiki/24-laws-and-regulations-youth-volunteering-cyprus-0

Czech Republic
https://eacea.ec.europa.eu/national-policies/en/content/youthwiki/24-laws-and-regulations-youth-volunteering-czech-republic

Italy
http://ec.europa.eu/citizenship/pdf/national_report_it_en.pdf

Poland
https://eacea.ec.europa.eu/national-policies/en/content/youthwiki/24-laws-and-regulations-youth-volunteering-poland

Slovenia
https://eacea.ec.europa.eu/national-policies/en/content/youthwiki/24-laws-and-regulations-youth-volunteering-slovenia

Spain
https://eacea.ec.europa.eu/national-policies/en/content/youthwiki/24-laws-and-regulations-youth-volunteering-spain

European Union
Country reports on volunteering
http://ec.europa.eu/citizenship/europe-for-citizens-programme/studies/index_en.htm

Laws and regulations on youth volunteering
https://eacea.ec.europa.eu/national-policies/en/content/youthwiki/2-voluntary-activities-overview

CHAPTER 6

RISK MANAGEMENT AND ANNUAL PLANNING

6.1 Risk Management

1. Each local authority / organization is subject to several types of risks and opportunities, that if ignored might lead to failure in achieving the organizational strategic objectives. Therefore, risks and opportunities are taken in consideration while implementing the Access Angels service at all levels.

2. This concept (following the ISO 9001 requirements) is incorporated to ensure that each organization is considering all the risks and opportunities associated with the activities, evaluate the consequences, set appropriate actions and monitor the changes in circumstances that lead to changes in risks and opportunities.

3. As an input to the business environment analysis, the organization can produce a SWOT analysis and record the needs and expectations of the interested parties.

4. The next diagram shows how the Risk-based Thinking is embedded within the ISO 9001 requirements and the plan, do check and plan (PDCA) cycle.

6.2 Annual Planning

1. Planning of objectives and relevant action plans take place annually and it is prepared with the aim of assisting the organization realise its strategic plan, manage operational risks and opportunities.

2. As a minimum they include financial, operational, health and safety objectives and plans.

3. The project partners are responsible for setting the objectives and action plan, to communicate them to the local organisation and manage their implementation.

4. The analysis stage, which is the stage that precedes the preparation of the annual plan, involves the collection of all relevant data in support of the plan. This information includes macroeconomic data, such as economic, political, legal, socio cultural, and technological trends that could influence planning. It also includes microeconomic data such as information that relate to the industry in which the organization competes, market trends, and activities of competitors.

5. Once the analysis stage is completed, the project partners go on to the planning stage, which is the actual documentation of the plan at the action plan table. This stage includes the formulation of the annual objectives, actions and responsibilities. It also includes **guidelines for monitoring and controlling the objectives**.

6. The local authority monitors the implementation of the plan. Any changes that occur unexpectedly may lead in the revision of the targets and the plan. Changes are implemented after the project partners grant their approval.

In short …

✓ *Determine the risks and opportunities that need to be addressed*

✓ *Plan actions to address these risks and opportunities*

✓ *Set quality objectives that are measurable, consistent with the quality policy, enhance customer satisfaction, are monitored and communicated to the employees*

✓ *Determine all necessary resources required, responsible persons, timeframes, provide evaluation of results in achieving the quality objectives*

✓ *Plan and document any changes to the operational manual*

CHAPTER 7

RECRUITMENT, SELECTION AND EVALUATION OF AA

1. Designate a person responsible for the process

2. Prepare explanatory material for the volunteer service:

- Printed and digital brochures.
- Posters.
- Printed and digital application forms.

This material must contain:

- Clear explanation of what the service consists of: time required, availability and type of services.
- Motivating messages about the personal benefits of the realization of a volunteering service.
- Characteristics of people requested (it should be necessary to specify necessary skills, social vocation and commitment)
- Clear indications about the application process: where to register, with, whom and how.

3. Decide how many volunteers the organization can manage and at what period of the year.

4. Identify segments of possible communications channels:

- Internal staff of the organization that manages volunteering.
- External staff to the organization within the geographical area of the rural destination.
- People outside the geographical area of the rural destination.

5. Establish communication channels

- Carry out an informative, awareness and motivation action about the project for the internal staff of the organization. This action pretends their participation in the action as communicators and motivators in order to attract more people out the organization
- Make a massive sending of emails with digital documentation prepared to the available database.
- Use the website, enabling a space for promotion and recruitment of this service.
- Enhance messages through Social Media.
- Use specialized websites in recruitment of volunteer services.
- Contact other services in the area.
- Contact to a pocket of volunteers of specialized associations.
- Come to local media and propose the publication of a paper or any interesting story about the type of service that is expected to provide. These types of actions are cheaper and usually have more effect than a classic advertising.
- Come to places of diffusion: community centers, religious associations, social organizations, local businesses, teaching centers, youth organizations and disabled associations.

- Depending on the selected location, make service presentations, place posters and deliver printed brochures and applications.
- Go to local events: parades, fairs, etc.

6. Answer the request as soon as possible; in less than 24 hours to avoid losing the opportunity.

7. Interview the applicant. It is necessary to explain clearly the service characteristics as well as to assess the candidate's adaptation, both for their abilities and their attitudes. Their social profile and their commitments to the project will be valued.

8. Communicate the decision. It contemplates the possibility of saying that there is not and that you can explain the reasons.

CHAPTER 8

PROVISION OF SKILLS AND COMPETENCES

Volunteers like Access Angels, working with disabled people should be selected in a very careful manner provided they are interested in participating in specialised training, which will give them all the necessary tools to deal, assist and guide people belonging in special groups.

They have to be fully aware of their tasks and responsibilities and ready to deal any situation. Below is a diagram providing all necessary steps to provide the skills and competences needed.

STEP 1	Local authorities are advised to start their search for AA via Media, Disability Organisations, networking, flyers, posters, and use of the Internet, Facebook, and Twitter.

STEP 2	The following factors need to be taken into consideration during Volunteer Recruitment: 1) Application Form (see Appendix 1) filled in by potential AA where they will provide personal data and the reasons why they want to be engaged in becoming a volunteer. The AA won't be discriminated against ethnic origin, color, religion, gender, sexual orientation, age, veteran status, or inability to speak English. All volunteers considered for service will be subject to a criminal background check and reference checks. 2) An individual interview with the selected potential volunteer to check their abilities, skills and qualifications. During the interview, the department supervisor should inform the prospective volunteer of all aspects of the volunteer assignment. The selection criteria should be based on the following: good communication skills, understanding, take initiative, isn't easily irritable or petulant, is calm and able to solve problems.

STEP 3	Arranging the training hours and the programme by local authorities Dividing the training into: a) **theoretical part** (with Focus on disability issues, types of disability, AA tasks clearly defined, their responsibilities). This part should be conducted by specialists with different fields: trainers, doctors, people from tourism, psychologists. Audio and film material should be presented. b) **practical part:** AA meet people representing different types of disabilities and learn how to assist disabled people of different disabilities. The programme should include lectures where AA learn to assist people with terms of their disabilities and their needs reactions and behaviour. They will be told how to deal different situations and how to meet and respond to their needs. Types of disabilities they should get to know in order to assist them: 1) motor disability – people in wheelchairs and slow walkers - learn to handle and operate the wheelchair, how to avoid obstacles 2) disabilities related to aging, learn how to assist people in general

	3) Blind & Visual Disabilities – learn how assist blind people in rural space 4) Hearing disability – learn the basic sign language 5) Cognitive impairments.

STEP 4	Local Authorities have to prepare Volunteer Assignment duties which may include assignments for short-term or long-term, working hours. Prior to starting their volunteer duties, volunteers will be required to sign a AA "Confidentiality Agreement." Volunteers shall wear a recognised issued volunteer identification badge when serving as an AA volunteer. The name badge should be used only when AA volunteering is on Service.

STEP 5	At the end of the training, the AA participant who has completed the training receives the certificate of participating in the course.

STEP 6	All AA volunteers should have an insurance against unexpected accident occurring while providing the service, paid by the local authority.

STEP 7	Local authorities should keep a record of all trainned volunteers. During the first 1-3 AA meeting with a disabled person on service, a supervisor should also follow them to observe AA work.

STEP 8	A disabled person using the AA servised will be asked to provide Feedback and fill in an evaluation form.

CHAPTER 9

EVALUATION AND CERTIFICATION OF VOCATIONAL COMPETENCES

There are no specific education requirements regarding education and experience is case to be a volunteer for people with special needs who travelling info rural areas, but some national law regulations requires that the volunteer has the qualifications necessary to perform specific services and meet other conditions applicable in a given voluntary work place, such as medical examinations or courses.

The most important are the intentions, as well as the appropriate knowledge, preparation and skills needed to perform a specific work.

In practice, the requirements for a AA should defined by the person managing the organization nor a person dealing in the organization with Accessible Angels (coordinator). They assess the candidate's qualifications and decide on her/his involvement. They may also be guided by specific provisions or internal organization regulations.

The competences needed we can divide into professional and soft skills, the examples are listed below.

1. Verbal and non-verbal communication

2. Ability to work in a team

3. Creativity

4. Organizational skills (effectiveness)

5. Ability to solve problems

6. Entrepreneurship

7. Inter culturality

8. Self-awareness and sense of influence on reality

9. Learning to learn

10. Values and ethics

11. Specialist competences

First 10 competencies refer to soft skills.

The methodology of diagnosis of competences is carried out step by step in order to avoid randomness and to indicate the "strongest" competencies, that is, those that determine the behaviour of a given person to the greatest extent.

STEP 1	**Making a self-assessment by completing a self-assessment questionnaire.** The questionnaire was created to collect reliable information on the skills and characteristics of volunteers. It has a motivating function, increasing the volunteer's involvement in the implementation of the chosen development path. It shows the self-assessment level of the volunteer and her/his positive or negative self-image.

STEP 2	Assessment centre (AC). An exercise that acts as case studies, during which volunteers play specific roles or perform tasks in accordance with strictly imposed guidelines. Participants are observed by 2-3 observers (depending on the size of the group) who assess the competences of individual people. After the AC session, the participants receive feedback on its results and are encouraged to analyze their emotions, feelings, behaviours, communication skills and other soft skills.

In step 1 and 2, the same competences are usually evaluated. We get a subjective picture; thanks to the assessment centre we confront two points of view: what the person sees and what observers see.

STEP 3	An individual interview, or a structured interview based on questions about experiences, behaviours and the AA's action plan. It discloses competence indicators and the level of motivation.

STEP 4	***Summary.*** Observers jointly perform a comprehensive assessment of competences based on the results obtained in the first three steps. Regarding improving professional skills (e.g. if we need someone as tour guide), as well as soft skills, we can suggest professional trainings available in the training offer of educational centres. It allows to gain professional and vocational certificate. Having in mind high quality of services, there should be periodical evaluation provided in the work place, as well as external evaluation – feedback surveys from our final target group who called on the services.

CHAPTER 10

PURCHASING AND SUPPLIERS MANAGEMENT

The purpose of this procedure is to describe how the local authority selects, approves and evaluates its suppliers and partners and ensures that all purchased products and services conform to specified requirements.

The local authority maintains an "Approved Collaborators & Supplier List" which includes data on all approved suppliers and partners. Purchases and cooperation is allowed only from suppliers and partners included in the list.

The person processing a purchase has the responsibility to make all necessary arrangements and follow-ups until the product(s) or service are successfully delivered. The interests of the organization are safeguarded at all times and any changes to the agreed terms must be agreed between the organization and the supplier.

Tenders are called in the following instances:

- Purchase of office equipment (furniture, computer equipment, computer software, telecommunication equipment)
- Purchase of specific technical equipment (cars, vans, wheelchairs etc)
- Purchase consultancy or training services

All tenders are evaluated based on predetermined criteria and the winner is selected.

Suppliers and partners are approved on the basis of one or more of the following criteria: Technical ability, certificates, reputation, service, previous cooperation and prices.

The evaluation of new suppliers is recorded on the ""Approved Collaborators & Supplier List".

All approved suppliers and collaborators are assessed on a continuous basis. Such assessment provides for the recording of serious incidents on the "Preventive and Corrective Action Form". Subcontractors and partners failing to meet the requirements of the organization are notified either in writing or verbally (depending on the nature of the problem) by the Managing Director so as to avoid similar problems in the future.

Once a year the all suppliers and partners are evaluated by the organization. Relevant records are maintained.

CHAPTER 11

RESERVATIONS

Reservations come from online booking systems (hotel and third-party) and individuals.

11.1   Individual reservations

1. Reservations can be made through the telephone or via email.
2. The authorised person within the organisation records the booking and confirms availability to the travel agent.
3. The tourist office is informed.
4. All customer needs are documented.
5. Reservation documents and booking details are filed into a specific file named 'Bookings'.
6. The invoice is handed to the customer upon check out.

11.2   Online reservations

1. The interested party can proceed with the online reservation of the AA service through the organisation platform.
2. The customer is informed of the availability of the service and proceeds with the booking.
3. The organisation is informed of the booking via email.
4. Reservation documents and booking details are filed into a specific file named 'Bookings'.
5. The credit card is charged and a confirmation email is sent to the customer.
6. All customer needs are documented.
7. The invoice is handed to the customer upon check out.

CHAPTER 12

EXTERNAL AND INTERNAL COMMUNICATION

12.1 External Communications

The organization maintains effective communication with external organizations. All organisation employees are responsible for coordinating all external communications regarding services, communication, official organization news releases and telephone contacts e.t.c.

Communication with customers and other third parties is established through a number of means including the organization's website, leaflets, e-mails, letters, press releases, publications e.t.c.

The organisation recognizes that there are occasions when customers and other stakeholders may wish to raise a complaint, or make suggestions about the services offered. The organization welcomes such interest from various stakeholders. For this purpose a relevant form (see Appendix 1 for complaints and suggestions form) is available.

Any changes made that affect or can potentially affect the time plan, quality, standard and outcome of the services delivered are immediately communicated to the external collaborative body.

12.2   Internal Communications

The organization communicates important information through internal office memos or e-mails.

The organization makes sure that every employee receives a copy of this manual.

The organisation regularly holds meetings, at least once a week to review work progress, upcoming arrivals, service performance, concerns and announcements about employee's e.t.c.

Minutes of these meetings are kept and recorded into the organization's operating system (Refer to Appendix 1 – Meeting Minutes).

CHAPTER 13

ACCESS ANGEL ALLOTMENT

Following the survey, through the questionnaires gave to users and public administrations, there is currently no real and concrete methodology used to select and put in communication the AA with the suppliers of the tourism services.

Much depends, at the moment, on the work done individually by service providers who can find a way to connect with the AA, using a possible network with ONG who deal in this field. On the contrary, there are ONG that provide this service to their members, seeking out structures and organizations that can provide tourism services that can also be enjoyed by people with disabilities.

The great absence of this process turns out to be local authorities that would be the appointed to build the communication between the various stakeholders and make, through a structured network with associations and companies in the tourism sector, its tourist areas accessible to all, nobody excluded, thus increasing, at the same time, the economic value and the social impact.

To achieve this result it would be necessary, some different steps, or phases.

1. In a first phase, gather the specific needs of people with disabilities and get in touch with all the local associations operating in this context.

2. In a second phase, it would be necessary to connect these associations with the companies that can offer tourist services usable for everyone. To do this you could create a special category register that selects, on the basis of a public tender, the companies accredited to serve these types of services, based on the needs expressed by the associations.

3. In a third phase, the public administration should deal with communication to put people in touch with associations and associations with accredited tourism companies, perhaps through different channels such as, for example, a dedicated public branch and a dedicated website, inserted in the area of communication of local tourism promotion and connected with the different stakeholders of global tourism. All this would lead to the construction of a well-structured network among all the stakeholders.

4. The fourth and final phase should be dedicated to the evaluation, control and implementation and development of social tourism. In order to operate in the right way in this sense it would be necessary to set up a special public commission,

5. Formed in part by representatives of the NGOs, partly by representatives of the companies and partly by representatives of the local authorities. This body would allow a continuous and constructive dialogue between the different stakeholders and, obviously, a growth of the sector based on the methodology of learning by doing.

This methodology would allow the development of a model that is not only productive and capable of creating economic and social value for the territory, but that can be exported and

linked to other territories, creating in short time an international European network based on the same working methodology, with obvious advantages for the whole European areas.

CHAPTER 14

EQUIPMENT MANAGEMENT

Suitable equipment must be provided for participants and team members of outdoor activities. For group or personal equipment, the organisation must ensure that:

1. The quantity of equipment is adequate for the activity.

2. The equipment was manufactured for the purpose in which it is used.

3. The equipment is in good condition, and has been repaired and maintained as required.

4. The type and amount of use an item has received can be documented (this may be through a log book or other proof).

5. Equipment is retired as required (e.g., climbing ropes, even if they have received no use at all.

6. All customary safety adjustments are made to equipment (e.g., ski bindings and flotation in kayaks and canoes).

7. All necessary safety, first aid and emergency response equipment is readily available to support an activity.

The organisation is responsible for providing all items of personal protective equipment required by the Health and Safety at Work Law at no cost to employees. However, the Access Angel is responsible for providing basic clothing needed for protection against the natural elements.

The organisation must also maintain in good condition any protective equipment, devices and clothing as required by the Regulation, and ensure that they are used by employees. The Health and Safety legislation also requires that machinery, tools, and equipment be inspected in accordance with the manufacturer's recommendations or as otherwise specified by regulation.

Instructors and equipment standards

Angels should ensure that appropriate equipment is on location for all outdoor activities and that it is in good condition and meets standards required with respect to regulations. Any damage or concerns relating to equipment should be reported to the organisation.

CHAPTER 15

HEALTH AND SAFETY

The organisation develops and implements policies and procedures to prevent workplace injury and diseases in a systematic way.

Everyone who works in an outdoor activity or trip must work safely and encourage others to do the same.

Health and safety program

A health and safety program is usually established for this purpose. In outdoor programs, responsibility for drawing up these policies and procedures is that of the institution's administration.

Key contents of a health and safety program

Health and safety programs must be established in writing and must describe how the institution will manage health and safety. The written program must:

- Provide general direction to management, supervisors, and workers about their roles and responsibilities in providing a safe and healthy workplace.

- Provide specific direction to those responsible for a portion of a program.

- Open the lines of communication by encouraging Access Angels to express their concerns about health and safety.

- Communicate health and safety policies and procedures to all employees.

Making a health and safety program effective

An effective health and safety program needs the support of management and employees and the input of a health and safety committee. It also needs to undergo regular reviews. Twelve elements contribute to a program's effectiveness.

1. **Policy.** A health and safety policy lays out the health and safety program's goals and communicates management's commitment to promoting and maintaining health and safety. It also states the responsibilities of the employer (institutional administration), supervisors (group leaders and instructors who supervise other employees), and Access Angels (service providers).

2. **Written work procedures.** Written work procedures are management's rules and directions detailing how work is to be carried out safely. Work procedures may include adventure association training materials, program trip plans, emergency response plans, and program delivery policies. The organisation must ensure that the hazards inherent in these activities are managed in a systematic way, including providing adequate supervision and written safe work procedures, where appropriate. Be sure to consider whether each health and safety program element applies to these activities.

3. **Training of angels.** It is management's responsibility to ensure that everyone who performs a hazardous task is trained to follow the safe work procedures that have been developed. Angels must receive general health and safety training but also specialised training.

4. **Management and supervision of angels.** The supervisor's first responsibility is to ensure that angels have been properly instructed and directed in the safe performance of their duties. Training will help satisfy this first responsibility (see #3 above). A supervisor's second responsibility is to ensure that trained angels follow the directions provided.

5. **Regular safety inspections.** The identification of hazards - existing or potential - is an ongoing task because the outdoor environment is a dynamic place where many changes occur. Some changes occur slowly (such as gradual wear and tear on equipment). Some changes occur because a process is modified or a new task is added. Regular inspections provide the means to monitor the workplace for changing or unsafe conditions and unsafe acts. The results of these inspections can lead to changes in written work procedures (#2 above), in training (#3 above), and in supervision (#4 above).

Inspect the workplace regularly.

Besides correcting any hazards that you observe from day to day, set aside time for regular workplace inspections and then eliminate or control any hazards found. Inspection is an ongoing task because the workplace is always changing.

How to inspect

During an inspection:

- Use a checklist to ensure that your inspection is both thorough and consistent with previous inspections.

- Ask yourself what hazards are associated with the activity that you are observing.

- Check that safe work procedures are being followed and that personal protective equipment is being used.

- Talk to angels about what they are doing. Ask about safety concerns.

- Ask angels how they perform their tasks.

- Record any unsafe actions or conditions that you observe.

What to inspect

Example of what to look for when doing a safety inspection:

- Improper care, storage, or maintenance of equipment

- Inadequate angel training

- Lack of first aid and emergency response equipment available on site

- Poor angel decision-making

- Lack of care and attention to environmental hazards

- Inadequate use of personal protective equipment

- Isolated worker communication procedures

After the inspection, take action!

- Remedy serious hazards or unsafe work practices immediately. For example, if you find poor records of equipment use being kept, immediately implement correct log procedure.

- Classify hazards according to priority and assign someone to remedy each.

- Follow up on any action that will need time to complete (for example, purchase of new equipment).

- Communicate your findings to the workers.

6. **Hazardous materials and substances.** In a health and safety program, all angels must be able to recognize the harmful substances and materials they might encounter in their work areas. When handling chemicals, use all the personal protective equipment recommended by the manufacturers and required by the employers. The responsibilities you have to ensure that workers:

- Know how to handle, use, label and store these types of products properly

- Understand how to read WHMIS labels

- Have access to proper Material Safety Data Sheets (MSDSs)

- Are adequately educated and trained about controlled products

7. **Medical examination and monitoring.** In some cases, the health of employees must be monitored to determine if working conditions have caused or may cause an occupational disease. An example includes angels who may have had contact with an infectious organism (e.g., hepatitis B and C viruses, and HIV).

8. **First aid.** The purpose of first aid is to provide angels with prompt, accessible, appropriate first aid treatment, and to keep records of each treatment. In a health and safety program, this element addresses how first aid will be administered in the workplace to comply with occupational first aid requirements.

9. **Investigation of incidents, accidents, and diseases** Every health and safety program should identify how investigations of incidents, accidents, and diseases are to be conducted in order to find the causes and prevent recurrence. An incident is an accident or other occurrence which resulted in or had the potential for causing an injury or occupational disease.   Incidents include:

- Near-misses – an incident in which there was no visible injury or damage, but the incident could have resulted in a serious injury, death, or property damage.

- Accidents in which no one is hurt but equipment or property is damaged.

- Accidents in which a worker is injured or killed.

Employers must report to the Labour Inspection Department of the Ministry of Labour and Social Insurance any injuries and occupational diseases that may result in compensation or medical benefit being paid. Such a report must be made on a prescribed form, within fifteen business days of the day the worker reports the accident to the employer.

Provisions for after-hours reporting must be made to cover serious incidents, which must be reported immediately to the Labour Inspection Department.

It is against the law for an employer to persuade or attempt to persuade a worker not to report an injury, disease, death or hazardous condition.

Employers must undertake an investigation immediately into the cause of any accident or incident of the nature listed above. Employers must also ensure that the scene of an accident is not disturbed unless it is necessary to do so to attend to injuries or fatalities. To prevent further injuries or death or to protect property that is endangered by the accident.

10. **Health and safety committee.** A health and safety committee monitors health and safety and makes recommendations to management on improvements.

11. **Records and statistics.** Records and statistics help identify trends, unusual conditions, and problem areas. They are compiled to provide a performance measurement of the health and safety program and to guide the organization into setting goals. Examples of records and statistics that should be kept include:

   - Accident and incident reports
   - Hazard reports
   - Training records
   - First aid treatment book
   - Equipment log books
   - Maintenance records
   - Statistics on the frequency and severity of accidents
   - Health and safety meeting records

12. **Review of the health and safety program** A systematic and critical examination of the entire workplace should be carried out at least annually. A review is intended to examine the extent and effectiveness of existing health and safety activities and to identify deficiencies.

CHAPTER 16

INSURANCE

The local authority must ensure, well before the provision of the AA service that adequate insurance arrangements are in place.

16.1 Insurance cover for visits

Insurance policies are legal documents. They will impose conditions, limit the cover, and exclude certain people or activities. Insurance companies / travel firms can advise on particular types of insurance. However, the following are examples of cover which may be appropriate to many types of trips or visits:

• personal accident cover for the AA and customers;

• costs of medical treatment;

• specialised risk activities (often excluded from standard policies) and the costs of evacuation for

• medical reasons when abroad;

• damage to or loss of hired equipment (check the wording of the hire agreement);

• transport and accommodation expenses in case of emergency;

Additional arrangements may be necessary to obtain insurance cover for activities abroad and activities of a potentially hazardous nature.

Access Angels should be considered as self employees. As a pre requirement to the start of their volunteering services, they should provide the local authority / organisation with all necessary documents as well as a copy of personal accident insurance according to local legislation. **Therefore, each local authority implementing this service should consult the legal arrangements for personal accident insurance of their country.**

Like most contracts have a section that relates to insurance, a properly worded insurance clause (or insurance section) in the contract agreement between the AA and the local authority / organisation should establish the requirements for insurance.

16.2 Liability of local authorities towards customers

16.3 Liability of AA towards customers

CHAPTER 17

EMERGENCY RESPONCE PLANS

In conjunction with trip plans, the purpose of the emergency response plan is to articulate the short-term emergency response actions to be carried out in the event of an accident.

Emergency response plans may be developed for trips to specific locations or by activity category (e.g., ski touring, rock climbing). All angels on a trip should be aware of emergency response guidelines for the trip they are on, and know what actions to perform in an emergency.

The following is an outline for an emergency response plan.

17.1   Overview

An Emergency Response Plan should include:

1. Maps showing details of routes used and locations of nearest phones.
2. Protocols for first aid treatment and procedures.
3. Explanation and designation of various responsibilities among angels and customers
4. Emergency phone lists and emergency phone-in procedures.
5. Guidelines for what to say and not to say.
6. Witness and guide statement forms and/or procedures.
7. Evacuation methods protocol. Do we self-evacuate, use rescue personnel, or call a helicopter?
8. Incident and accident report forms and procedures for filling out.
9. Policies and procedures for dealing with a fatality.

17.2   Prevention and mitigation

1. Identify and note the risks to which the program may be exposed and the extent to which the program activities create a hazard
2. Implement safe practices that comply with industry standards and occupational health and safety requirements
3. Prepare a list of emergency contacts for essential services including the institution, police, fire, ambulance, hospital, and doctor.

17.3   Response and recovery

Identify:

1. First-aid requirements

2. Roles of key personnel

3. Alternative means of communications

4. Locations for an emergency coordination centre, a recovery room for those affected

5. Who will be responsible for ensuring compliance with provincial and legal requirements

6. A strategy for managing media issues and nominate a spokesperson

7. Immediate actions required following notification of an emergency

8. Agencies to be notified

9. Responsibility of employees and students

Describe arrangements for:

1. Separating emergency responsibilities from ongoing, routine responsibilities
2. Allocating emergency responsibilities to employees
3. Gathering information about the incident under instruction from the insurer
4. Managing verbal and written information
5. Informing employees, parents
6. Providing situation reports to institutional administration
7. Providing counselling and trauma services
8. Coordinating institutional involvement in funeral arrangements and memorials
9. Liaising with outside agencies
10. Maintaining normal institutional routines and activities
11. Managing media issues.

Review:

1. Review and revise existing plan
2. Update the plan following any significant emergency.

17.4   Fundamental issues

A.   The Recovery Environment

The effectiveness of the recovery environment depends on:

1. How much factual information is provided about the event and its effects
2. The nature of reactions and extent of support provided by parents
3. The reactions and support provided by instructors
4. The extent to which the institution provides a supportive environment
5. Whether the significance of the event is confirmed by others
6. The support provided by friends and others
7. The nature of the institutional climate
8. The extent to which specialist intervention and support is available.

B. Identifying Likely Risks

Identify the types of emergencies that might give rise to traumatic stress in the program. Consider the risks that are most likely to affect the program. The Emergency Response Plan should take into account the field hazards identified in Trip Plans, and should take into account business hazards identified in the Risk Management Plan.

Pre-planning includes preparation of resources to be used during an emergency. Angels and other members of the organisation should be familiar with the types of emergencies likely to be encountered, how to protect themselves from harm, and what the likely response will be to different scenarios.

C. Communication

Identify who will provide administrative support during the emergency including answering telephone queries from the institutional community, Department of Labour Inspection, media inquiries, and requests from police and the emergency services.

Devise mechanisms to manage the increased telephone calls, visitors, paper work, and appointments. Plan for the workload to double. Program routines will need to continue as much as possible, while at the same time, emergency responsibilities need to be fulfilled.

D. Possible Responses

Consider how those affected are likely to react.

Consider how different groups within the institutional community may react. Students, instructors, parents and support employees will have different needs and may react accordingly. Consider the impact on different cultural groups from non- English-speaking families.

Identify those who are affected and need support.

Account for everyone who was at the site during the incident, noting the type of exposure.

Track location of customers and employees /angels during the rescue effort.

17.5 Public and Media Information

In the event of an accident during an outdoor program trip, family members, the public, and the media will seek information about the incident. All programs should therefore be ready to respond to significant demands from these interest groups.

Recommended steps include the following:

- Do not speak to the media without advice.
- In consultation with your institutions' risk manager or insurer prepare for how the program will deal with increased demands by telephone for interviews and press releases.
- Decide ahead of time what type of information can and cannot be given to the public, the family, and the media in the event of an accident, and explain this clearly to all instructional and support employees before an accident happens.
- Have information ready about the various outdoor activities the program involves.
- Use public relations or communications expertise (e.g., from public information officers at the college, university, or a provincial agency, or from the private sector) to ensure the media information is professionally produced.

CHAPTER 18

RECOVERY MANAGEMENT

Recovery management is the management of emergency incidents involving death or major injury. Planning should occur at three stages: short-term, medium-term, and long-term.

Procedures for death or major injury

18.1 Short-term Actions

Short-term actions are those carried out within the first 24 hours of an incident occurring.

1. Ensure Emergency Response Place activated and appropriate response and treatment are completed.

2. Verify safety of employees, AA's, clients and others involved.

3. Contact institution administration.

4. In the case of death or major injury to employees or clients report to the institution's health and safety department or officer.

5. Report a death or major injury to the Department of Labour Inspection immediately.

6. Set up a recovery room or location.

7. Inform employees.

8. Inform the local authority management.

9. Inform family members, friends or next of keen.

10. Identify techniques for dealing with the accident with other clients.

11. Identify methods for supporting employees and clients.

12. Inform members of the institutional community.

18.2 Medium-term Actions

Medium-term actions are those carried out during the first week after an incident. Not all will need to be done in every case.

1. Provide information about the incident to employees, students and parents and encourage support networks among those groups.

2. Restore regular program routine.

3. Allow opportunities to talk about and react to the incident.

4. Monitor and support reactions within the institutional community.

5. Reiterate information about reactions as required.

6. Use specialist support employees to assist employees, parents and other involved persons.

7. Provide information updates about the conditions of anyone in hospital.

8. Prepare public expressions of farewell such as obituaries when a death has occurred.

9. Be aware of cultural and religious differences in response to death and what the funeral or memorial service may entail.

10. Keep parents informed; parents may wish to meet together.

11. Monitor those in care-giving roles community to read.

12. Consider referring students with persistent behaviour changes to a counsellor or specialist agency.

13. Liaise with community support agencies such as churches, funeral directors, community health centres and police.

14. Keep a scrapbook of eulogies and sympathy cards in a central location for members of the institutional

15. Monitor media coverage of the event to identify areas that may be causing difficulty or distress for clients and employees. Assign a media contact person.

16. Refer employees who are concerned with issues of legal liability to attorneys.

17. Suggest that employees obtain copies of any official statements they make.

18. Use replacement instructors to enable employees to attend the funeral.

19. Complete the investigation of the incident.

18.3 Long-term Actions

Long-term recovery management requires a continuing awareness of individual needs and reactions to the incident and a process for managing those responses.

It is also useful at this time to re-examine the program's emergency management plan and to revise the plan on the basis which strategies were effective and which were not. Strategies that were found to be useful during the emergency should be included in the plan for future use.

1. Monitor and support members of the program community, particularly on significant dates such as anniversaries.

2. Consider long-term intervention activities such as the need for ongoing counselling or other specialist support.

3. Reconvene key people at regular intervals to review the program's response and the effectiveness of planning arrangements.

4. Revise the program emergency management plan in light of experience gained.

5. Make other changes to the program activities to prevent recurrence of similar accidents.

6. Continue liaison with outside agencies and maintain contact networks.

7. Consider a ritual of marking significant dates.

   Prepare for legal proceedings, if necessary.

CHAPTER 19

CLIENT FEEDBACK AND CUSTOMER COMPLAINTS

19.1   Client feedback

1. In the course of assessing the quality of the services provided, customers should be encouraged to fill in a **satisfaction card**.
2. Subsequently, the data collected is **analyzed** for determining the **overall satisfaction** of the persons receiving the Access Angels service.
3. The analysis also reveals the areas that the organization should seek further improvement on.
4. The General Manager of the organization communicates the results to the responsible personnel. Together they **seek solutions** that can improve satisfaction level.

19.2   Client complaints

1. The local authority encourages customers to place their complaints to the organization's management.
2. Completed forms are received by the administration officer. In cases that it is desired, individuals placing complaints may do so anonymously.
3. All complaints and suggestions are handled immediately.
4. Customers placing a complaint are subsequently informed about the actions undertaken by the organization for solving it.
5. Complaints are collected and recorded.
6. At the end of the year, these are analyzed and grouped according to the source of the problem.
7. The total number of the complaints of each group is measured and the corresponding percentage is calculated.
8. This analysis helps the company in **prioritizing problems** in terms of the frequency of their appearance.
9. Remedies are first sought for problems appearing more frequently.
10. In certain cases, remedies may be sought for non-frequent problems, when these are deemed to have high detrimental impact for the company if they are not solved the soonest

CHAPTER 20

NON CONFORMITIES MANAGEMENT

What is a non conformity?

A non-conforming service arises whenever legal, regulatory; client and operating system's requirements are not met.

1. All personnel is responsible that **all services offered to the customer meet all specified requirements** and that they have passed all necessary controls and approvals.

2. Non conformities are resolved by managing **corrective actions**. The main aim of the corrective action process is to eliminate the causes of actual problems so as to avoid recurrence of those problems.

3. The individual in charge of the issue of preventive/corrective actions is often the local authority manager. This person can suggest improving and corrective actions and a time frame for their implementation.

All personnel is encouraged to identify and report any opportunities and ideas for further improvement in the area of professional training services.

A non-conforming service arises whenever legal, regulatory; customer and operating system's requirements are not met.

All requests for improving/correcting actions or ideas are submitted in the "Preventive/ Corrective Action Form" (see Appendix 1).

Requests for improving actions may arise in the following cases: Analysis of results of internal or external audits, management review proceedings, information from documented non-conformities, customer feedback, opportunities for new services, execution of operations, use of infrastructure and equipment and other preventive actions.

Requests for corrective actions may arise in the following cases: Identification of major service non-conformity, repeated problem in the execution of a procedure, identification of non-conformity during an internal or external audit, customer feedback.

The Preventive / Corrective Action Form is completed and is submitted to the responsible person.

After the implementation of the action plan, the responsible person checks the effectiveness of the implementation. When this is adequate the action plan is closed.

In the case where the implementation has not been deemed sufficient then additional action is agreed.

Whenever a service is corrected as a result of the identification of nonconformity, then it is subject to re-inspection by the local administration manager. Such inspections ensure that the corrected services comply with the specified internal and/or external service requirements.

CHAPTER 21

INTERNAL AND EXTERNAL AUDITS

21.1 What is an internal audit?

It is a systematic and independent examination which evaluates the extent to which the quality activities and their results are consistent with the agreed standards, legislation and provisions and the extent to which they are appropriate and are applied effectively.

21.2 Internal audit process

1. The purpose of this section is to define the methodology for planning and carrying out internal audits in order to establish the degree of effectiveness of the company's operations system, quality of services provided, conformance to legislation and identify opportunities for further improvement.

2. It covers all aspects of the operations system including strategic planning, annual planning, quality, customer service, special projects, purchasing, and maintenance of equipment, health, safety and other.

3. The internal auditor is responsible for recording the observation of each point checked in an "Internal Audits Notes".

4. With the completion of an audit, the auditors discuss the findings, decide on the outcome (observations, non conformities, suggestions and comments) and fills in appropriate number of "Corrective and Preventive Action Forms".

5. All involved employees are informed of the audit outcome.

6. Details about handling non-conformities are provided below.

7. All involved personnel is responsible for the timely executing any corrective actions that arise from the results of an internal audit.

21.3 Qualifications of auditors

1. Trained management system's internal auditors (14 – 21 hour program).

2. Two years experience at the local authority.

3. Others less qualified are regarded as trainee auditors.

21.4 External Audits

External audits can be performed in the following cases:

1) If the local authority wishes for the management system to be certified by an independent certification body according to the ISO 9001:2015 standards.

2) External audits performed by local governments, international organisations.

The local authority should follow the guidelines provided in this manual for the correct implementation of the service processes and forms.

CHAPTER 22

MANAGEMENT REVIEW

The purpose of this procedure is to define and document the ways through which the effectiveness of the implementation of the company's operations system is reviewed.

1. The overall responsibility for the correct implementation of this procedure lies with the General Manager of the local authority, with the support of the employees.

2. Annual Management Reviews are planned in order to **ensure the continuous suitability and effectiveness of the operations system.**

3. During a Management Review Meeting the following topics may be discussed.

   ➢ The structure of the organisation, its policies and objectives

   ➢ Resources used by the organization (i.e. personnel, equipment)

   ➢ Effectiveness, efficiency and quality of services offered

   ➢ Cooperation with suppliers and subcontractors

   ➢ Results of internal and external quality audits and verifications carried out (if applicable)

   ➢ Corrective / preventive actions taken

   ➢ Analysis results

   ➢ Client satisfaction

   ➢ Health and safety

4. The General Manager finalizes and initiates the documentation of any corrective and / or preventive actions that arise from the Management Review.

5. Any corrective / preventive action, before being finalized, must be agreed upon by all interested parties.

6. During the Management Review meeting, minutes are held.

CHAPTER 23

DATA SECURITY

The purpose of this procedure is to define requirements for securing and managing electronic data and software.

1. In addition to hard copies, documents and data related to operations, services provided to clients and management is kept in electronic form as well.

2. The data files and entries resulting from the Access Angels service provided by the local authority is kept on a network computer server.

3. The central computer system (i.e. server, back-up devices) are located in a locked, temperature controlled room, to which only authorized personnel have access.

4. All employee computers are connected to the server. Work performed electronically is always kept in the server. Each employee uses only the assigned computer for preparing, modifying, downloading, uploading and saving files.

5. All passwords must meet the following requirements:
    *   Be at least eight characters long.
    *   NOT be dictionary or common slang words in any language, or be readily guessable.
    *   Include at least three of the following four characteristics, in any order: upper CASEWARE letters, lower CASEWARE letters, numbers, and special characters, such as *!@#$%^&*.
    *   Must be changed at least once per year.

6. Accounts which are no longer needed must be disabled in a timely fashion using an automated or documented procedure.

7. The server is maintained and operated in a safe and effective fashion. This is achieved by routine monitoring and timely updating of the operating system to reduce vulnerabilities and timely response when unexpected failure or contamination (of whatever nature) occurs.

8. Systems must be configured to automatically update operating system software, server applications (webserver, mailserver, database server, etc.), client software (web browsers, mail clients, office suites, etc.), and malware protection software (antivirus, anti-spyware, etc).

9. Computers have antivirus and anti-spyware software installed and are configured to automatically scan and update.

10. The local authority uses backups for restoring the integrity of computer systems in the event of hardware or software failure, a physical disaster or the deletion of important files through human intervention.

11. Backups are made on a daily basis and backup copies are retained for one week. Backup and recovery documentation is reviewed and updated regularly to account for new technology and business changes.

12. Employees are responsible for the proper administration of all records resulting from their activities and duties. They ensure that all records are frequently saved, stored in the correct folder, descriptively named and easily retrievable

13. The server and computer system is covered by maintenance, with an external maintenance supplier.