

National Manual of Assets and Facilities Management

Volume 5, Chapter 3

Procedure Writer's Guide

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Procedure Writer's Guide

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1.0 PURPOSE

Having a comprehensive set of operating procedures driven by policies is key to building a successful operation. Procedures describe, in a step-by-step way, how to complete a task. Procedures are often supported by processes which illustrate how each part of the procedure interfaces with the other.

This Chapter outlines the approach to writing a System Operating Procedure that is fit for purpose, irrespective of the complexity of the system upon which the Operating Procedure is based. The steps described herein, shall enable the end user to write entity-specific System Operating Procedures which can be consistently followed by Operators, thereby, mitigating the risk of creating a System Operating Procedure which will be subject to deviation early in its lifecycle. This Chapter is specifically targeted at and should be used by Facilities Management (FM) to establish new procedures and update existing procedures in line with relevant standards and best-practice. Guidance contained herein is supported by:

- Outline Plan Template (Appendix 1)
- Operating Procedure Template (Appendix 2)
- Procedure Quality Checklist (Appendix 3)

2.0 SCOPE

To help the Entity ensure consistency in content, style, and tone of each System Operating Procedure, content of this Procedure Writer's Guide follows the framework set out in National Manual of Assets and Facilities Management (NMA&FM) Volume 5, Chapter 5.3.1 – Procedure Development.

NMA&FM Chapter 5.3.1 (Procedure Development) and Chapter 5.3.2 (this Chapter), shall be read and applied in conjunction with one another such that the Entity can develop, review, and establish new or revised entity-specific System Operating Procedures.

Types of System Operating Procedures featured within the NMA&FM are as follows:

- Start-up
- Shutdown
- System Monitoring/Daily Rounds
- Emergency Response Actions

3.0 DEFINITIONS

Term	Acronyms
CIM	Continuous Improvement Model
ECRA	Electricity & Cogeneration Regulatory Authority
FM	Facilities Management
ICE	Institution of Civil Engineers
IET	Institution of Engineering and Technology
IMechE	Institution of Mechanical Engineers
ISO	International Organization for Standardization
KPI	Key Performance Indicator
LM	Line Manager
NMA&FM	National Manual of Assets & Facilities Management
NWC	National Water Company
O&M	Operations and Maintenance
OEM	Original Equipment Manufacturer
PDCA	Plan-Do-Check-Act
PRB	Procedure Review Board
SEC	Saudi Electricity Company
SLT	Senior Leadership Team
SME	Subject Matter Expert



4.0 REFERENCES

- International Organization for Standardization (ISO) 9000 – Quality Management Systems
- NMA&FM Volume 5, Chapter 5.3.1 – Procedure Development (EOM-ZO0-PR-000008)

5.0 RESPONSIBILITIES

Role	Definition
Independent Checker	An employee with limited understanding of the system, who is responsible for offering input at: • The Outline Plan Review Meeting • The Procedure Kick-off Meeting • The Procedure Review Meeting
Line Manager (LM)	The LM is responsible for presenting the Procedure at the Procedure Review Board (PRB) mentioned within Chapter 5.3.1
Maintenance Representative	An employee with firsthand experience in maintaining the system. This individual shall offer input at: • The Outline Plan Review Meeting • The Procedure Kick-off Meeting • The Procedure Review Meeting
Operations Representative	An employee with firsthand experience in operating the system. This individual shall offer input at: • The Outline Plan Review Meeting • The Procedure Kick-off Meeting • The Procedure Review Meeting
Procedure Writer	Responsible for working with leading 'creation of new policy and Procedure' content, rewriting existing content into a new format, and the on-going maintenance of these documents for use by the organization
Senior Leadership Team (SLT)	The SLT, are those responsible for defining policies within the organization. O&M shall have representation in the SLT
Subject Matter Expert (SME)	The SME is the most competent person to operate or maintain a specific system, or asset and is, therefore, responsible for writing and offering technical assurance in the development of procedures.
Supervisor	An employee, senior to the Procedure Writer, who is responsible for offering input at: • The Outline Plan Review Meeting • The Procedure Kick-off Meeting • The Procedure Review Meeting



6.0 PROCESS

Procedures shall be prepared according to the following Process:

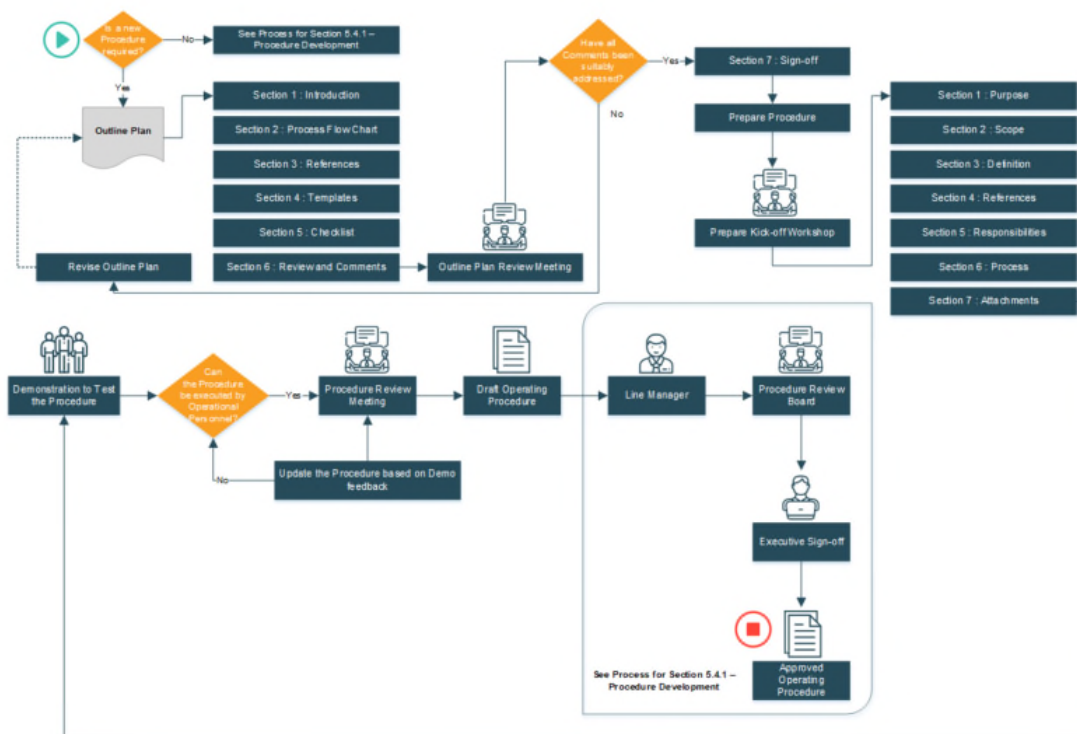


Figure 1: Process for Procedure Writing

6.1 Requirements of the Procedure Writer

The Procedure Writer shall be competent to lead the Process of writing a new Procedure or updating an existing Procedure. Responsibilities of the Procedure Writer include, but are not limited to the following:

- Research best-practice and latest technical standards
- Compare best-practices and latest technical standards with existing standard practice to identify areas of improvement and add value
- Create process flow charts outlining the flow of work of specific operations, and use them as a basis for developing detailed procedures
- Suitably address comments and integrate feedback for the betterment of the procedure
- Work closely with SMEs to gather necessary information for the development of each procedure, and to test/verify the accuracy of the work
- Facilitate (as a minimum): Outline Plan Review Meeting; Procedure Kick-off Meeting; and Procedure Review Meeting
- Manage Procedure development within project timelines
- Conduct quality checks, including the use of style guides and adherence to templates as appropriate
- Collaborate with training coordinators or experts as required to ensure that procedures are integrated into training materials developed for organization staff



6.2 Preparing the Outline Plan

Having identified the need to develop a new Procedure using guidance offered in Chapter 5.3.1, the first step is to prepare an Outline Plan (Appendix 1) for approval by the LM.

The Outline Plan is the foundation upon which a fit-for-purpose Procedure is written. The Outline Plan (Appendix 1) should be prepared using Microsoft Word and can be altered to fit the entity-specific standard Template (if available).

6.2.1 Section 1: Introduction

In this section, write a summarized introduction to the Procedure using the following prompts for guidance:

- What has driven the need for the Procedure to be written?
- What is the purpose of the Procedure?
- What is the scope of the Procedure?
- What are the key components of the Procedure?
- Does the procedure employ checklists and templates?
- What is the body of standards, reasoning, and best practice which governs the Procedure?

6.2.2 Section 2: Process Flowchart

In this section, insert a draft flowchart describing the process which drives the Procedure. Use the following prompts for guidance:

- What is the aim of the Procedure?
- How does the Procedure interact with other procedures?
- Which systems are involved?
- Who is responsible for issuing permits?
- What are the safety and risk considerations?
- What is the expected outcome of the Procedure?
- Should the process be cyclical such that it follows the Continuous Improvement Model (CIM)?

6.2.3 Section 3: References

In this section, cite all the documents which were used to identify the need for the procedure, or which will be used in preparation of the procedure. Use the following prompts for guidance:

- Are there entity-specific processes or procedures which relate to the procedure?
- Which specific local or international standards are applicable to the Procedure and why?
- Are there 'Industry Best Practice' considerations applicable to the Procedure (i.e. thought leadership from an independent and reputable professional body such as the Institution of Mechanical Engineers (IMechE), Institution of Engineering and Technology (IET), Institution of Civil Engineers (ICE))?
- Are there Statutory Regulations which govern the Procedure (i.e. issuance by Royal Decree, ECRA, SEC, National Grid SA, National Water Company (NWC), or Royal Commission of Yanbu and Jubail)?
- What prompted the Procedure to be written (cite reference to e-mails, Minutes of Meeting, Executive Memo, or Company Policy)?

6.2.4 Section 4: Templates

Section 4 lists the templates which are required in support of the procedure. Use the following prompts for guidance:

- Will there be references made in the main body text to a template which should be completed by the operator or supervisor before, during, and after carrying out the operation (i.e. Permit to Work



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Template, Pre-work Risk Assessment, Point of Work Risk Assessment, Lock Out/Tag Out, Hot Work Form, Cold Work Form, etc.)?

- Are there Templates which are required for execution of the Procedure?
 - Which Templates are existing and which need to be developed?

6.2.5 Section 5: Checklists

Section 5 lists the checklists which are required in support of the procedure. Use the following prompts for guidance:

- Consider scenarios in which checklists are required (i.e. Start-up, Shutdown, Emergency, and Normal Operations, etc.)
- Consider checklists which are not technical, but safety or quality related

6.2.6 Section 6: Review and Comments

Following preparation of Sections 1 - 5 of the Outline Plan, the Procedure Writer shall lead an Outline Plan Review Meeting in which the content of the Outline Plan shall be presented, and comments related to the Outline Plan shall be received.

The following reviewers shall be in attendance:

- Procedure Writer
- An employee with firsthand experience in operating the system (Operations Representative)
- An employee with firsthand experience in maintaining the system (Maintenance Representative)
- An employee with limited understanding of the system (Independent Checker)
- LM
- Supervisor (as applicable)

The Outline Plan Review Meeting is best conducted in a one-hour presentation format with feedback being captured immediately and the Outline Plan updated accordingly. If further work is required, then updates can be finalized outside of the Outline Plan Review Meeting before formal submission for LM sign-off.

6.2.7 Section 7. Sign-Off

The LM should be well informed regarding the need for the Procedure and the progress of the Outline Plan. The LM is responsible for presenting the Procedure to the PRB mentioned within Chapter 5.3.1.

6.3 Preparing the Procedure

Having completed the Outline Plan and received approval from the LM to proceed in writing the procedure, it shall be based upon the contents of The Outline Plan. The Operating Procedure (Template provided in Appendix 2) should be prepared in soft copy using Microsoft Word and can be altered to fit the entity-specific standard Template (if available).

6.3.1 Procedure Kick-off Workshop

Using the approved Outline Plan as a basis for collaborative discussion, the Procedure Writer shall facilitate a kick-off workshop in which collaborators shall, as a minimum:

- Agree upon the purpose of the Procedure (aims, key components, and outcomes)
- By means of a flow chart, define a process which shall drive the Procedure (i.e. outline the steps which the Procedure should follow)
- Agree upon the target audience

The Procedure Writer shall record minutes of meeting for later review to support in drafting the Procedure and for quality audit purposes.



6.3.2 Section 1: Purpose

Expanding upon Section 1 of the Outline Plan, write a comprehensive Introduction to the Procedure including the following components as a minimum:

- Business need for the procedure
- Purpose of the procedure:
 - Aims (i.e. What the Procedure will achieve)
 - Key components (i.e. How the Procedure will achieve its aim)
 - Outcomes (i.e. What the impact of the Procedure will be)
- Scope of the procedure
- Indication of Body of Standards, reasoning, or best practice which governs the Procedure (this will be expanded upon in Section 3)
- Indication of the target audience for the Procedure

6.3.3 Section 2: Scope

Within this section, define the specific remit of the Procedure. If applicable, describe the context of the Procedure in relation to other Procedures. Ensure that the contents of the Procedure are entirely ring-fenced from other procedures. As a minimum, this Section should offer a brief description of the Procedure along with bullet-points highlighting the key components (if applicable). For example:

"Types of System Operating Procedure featured within the National Manual of Assets & Facilities Management (NMA&FM) are as follows:

- Start-up
- Shutdown
- System Monitoring/Daily Rounds
- Emergency Response Actions"

6.3.4 Section 3: Definitions

Contained within this Section are all the acronyms that have been used in other Sections. When a term requires an acronym, it should be written in full form only at the first instance within the Section in which it appears followed by its corresponding acronym in brackets. For subsequent Sections, only the acronym need be used. Below is an example:

"Having identified the need to produce a new Procedure using guidance offered in Chapter 5.3.1, the first step is to prepare an Outline Plan for approval by the Line Manager (LM)."

The letters LM will then appear within a table located in the Definitions Section (shown in bold below):

Definitions	Description
CIM	Continuous Improvement Model
FM	Facilities Management
ISO	International Organization for Standardization
KPI	Key Performance Indicator
LM	Line Manager
O&M	Operations and Maintenance
OEM	Original Equipment Manufacturer

6.3.5 Section 4: References

Review the contents of Section 3 from the Outline Plan. Conduct thorough research whilst drafting of the Procedure and select which specific references are required in production of the Procedure. The list of references featured within the Procedure should be a consolidated version of what appeared in the Outline Plan. Use the following prompts for guidance:



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- Ensure that there is no contradiction or overlap between entity-specific Processes or Procedures
- Prioritize the use of local standards over and above the use of International Standards, except with justification
- Take care when referencing 'Industry Best Practice' to use sources which are completely independent and not sponsored by an Original Equipment Manufacturer (OEM). Leniency shall be given to publications from consultants, if they are delivered in partnership with an independent and reputable professional body such as the IMechE, IET, ICE, etc.)
- Seek approval from SLT on the use of statutory regulations
- Reference e-Mails, Minutes of Meeting, Executive Memo, Company Policy, etc. which prompted the Procedure to be written

6.3.6 Section 5: Roles and Responsibilities

This list of roles and responsibilities of all personnel required to execute the operation. For example:

- Authorized Person
- Senior Authorized Person
- Team Leader
- Competent Person
- Safety Officer
- Procurement Manager
- Facility Manager

6.3.7 Section 6: Process

This Section features a draft flowchart describing the Process which drives the Procedure. The Procedure shall accurately describe each component part of the Process Flow Chart. Use the following prompts:

- The Procedure Writer shall record the steps required in order to complete the operation
- Use accurate, concise sentences with clear language. Break the operation down into a task list where each item features a single, clear instruction. For example: instead of writing "Service AC Unit"; write: "check condition", "replace filter", "check operation and output", etc.
- Maximize the use of figures, tables, images, and infographics to support the explanation of each step within the Procedure
- Consider the tools and parts required to complete the Procedure
- Consider the skillset, experience, and knowledge required from the operator

6.3.8 Section 7: Attachments

This Section shall include any Templates or Checklists which were referenced in other Sections of the Procedure. For example:

- Start-up, shutdown, emergency, and normal operations Checklists
- Safety Compliance Checklist
- Quality Compliance Checklist
- Permit to Work Template
- Pre-work Risk Assessment Template
- Point of Work Risk Assessment Template
- Lock Out/Tag Out Form Template
- Hot Work Form Template
- Cold Work Form Template

6.3.9 Demonstration to Test the Procedure

The Procedure should now be tested by means of a demonstration attended by the following reviewers:



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- Procedure Writer
- One colleague with first-hand experience in Operating the System (Operations Representative)
- One colleague with first-hand experience in Maintaining the System (Maintenance Representative)
- One colleague with limited understanding of the System (Independent Checker)
- LM
- Supervisor (as applicable)

The purpose of the demonstration is to check that the Procedure accurately captures the reality of how the tasks will actually be performed.

Prior to the demonstration, the Procedure Writer should communicate a draft of the Procedure to those members of staff who will be involved in the execution of the Procedure (Operational Personnel). The Procedure Writer would seek confirmation that the steps documented within the Procedure are consistent and aligned with those which would be taken by Operational Personnel.

Following receipt of feedback from Operational Personnel, an updated version of the Procedure should be brought up by the Procedure Writer to the demonstration wherein the Procedure Writer shall facilitate the operation using operational personnel to execute the Procedure.
The demonstration shall be witnessed by the reviewers.

The Procedure Writer shall complete the demonstration by reviewing the aims and outcomes of the Procedure against reality. As a way to gauge success, metrics may be required (i.e. equipment down-time, number of Operational Personnel required to execute the procedure, accuracy of records, etc.).

6.3.10 Procedure Review Meeting

Upon completion of a draft procedure, the Procedure Writer shall send the Procedure by e-mail to the following reviewers:

- One colleague with first-hand experience in operating the system (Operations Representative)
- One colleague with first-hand experience in maintaining the system (Maintenance Representative)
- One colleague with limited understanding of the system (Independent Checker)
- LM
- Supervisor (as applicable)

Upon receipt of comments using MS Word track changes function, the Procedure Writer shall update the draft procedure.

The Procedure Writer shall thereafter lead a Procedure Review Meeting in which the content of the Procedure shall be presented to the reviewers.

The Procedure Review Meeting is best conducted during a 1-hour presentation format with feedback being captured immediately and Procedure updated accordingly. If further work is required, then updates can be finalized outside of the Outline Plan Review Meeting before formal submission for LM sign-off.

The Procedure shall then be submitted by the LM to the Chair of the PRB.

6.3.11 Capturing Feedback and Lessons Learned

The Plan-Do-Check-Act (PDCA) Cycle (Figure 2) shall be applied to the Procedure throughout its lifecycle. The PDCA Cycle should be repeated and again as part of the CIM.



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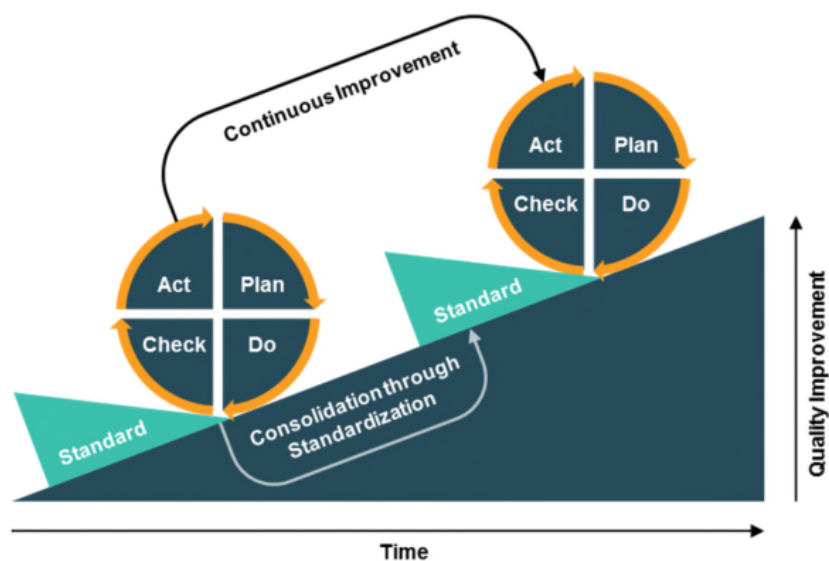


Figure 2: PDCA Cycle

Several opportunities for capturing feedback have been contained within the process to improve it. For example:

- Outline Plan Review Meeting
- Procedure Kick-off Meeting
- Procedure Demonstration
- Procedure Review Meeting

The above are formal checkpoints in which feedback shall be sought; however, informal feedback should be sought throughout the Process.

6.3.12 Procedure Change Management

Refer to Chapter 5.3.1 for details regarding Change Management.

7.0 ATTACHMENTS

1. EOM-ZO0-TP-000060- Procedure Writer's Guide Outline Plan Template
2. EOM-ZO0-TP-000061- Procedure Writer's Guide Template
3. EOM-ZO0-TP-000062- Procedure Writer's Guide Quality Checklist



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Attachment 1 - EOM-ZO0-TP-000060 – Procedure Writer's Guide Outline Plan Template

Section 1: Introduction
Insert summarized introduction to the document.

Section 2: Process Flow Chart
Insert draft Flow Chart for Procedure/Process/Standard or similar
TITLE (Meshroat - Sample)

Section 3: References
The International Standards referenced in this document will be:
• One • Two • Three
The Industry Best Practice considerations referenced in this document will be:
• One • Two • Three
The Statutory Regulations referenced in this document will be:
• One • Two • Three
Other References in this document will be:



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Attachment 2 - EOM-ZO0-TP-000061 – Procedure Writer's Guide Template

1. Purpose

Entity to define the purpose for issuing its Procedure. Define when and by whom it must be used.

2. Scope

State the scope of what is included within the Procedure, and what is excluded.

3. Definitions

Definitions	Description
<i>Add any terms that require a definition for consistent use on the left side of this table.</i>	<i>Add the definition of the term on the right side of the table.</i>

4. References

List any references and/or supporting project documents in this Section. Include the document title along with the document number and revision or other unique identifier (such as published version or date). References made throughout this document may simply mention the appropriate reference section number (i.e. Reference 4.1, 4.2, 4.3, etc.) without repeating the entire referenced document title throughout the body of this tagging Procedure.

5. Responsibilities

Define the Roles and Responsibilities of those involved within the Process. Think about: who has decision-making authority, who shall be primarily responsible for originating or revising the Procedure, and who are the other Stakeholders.

6. Process

Outline the Process to be followed. Try to use a Process Flow Chart with standard conventions (i.e. consistent color, symbols, etc.) Although Processes are similar, the Process is likely to have aspects which are unique dependent on the Procedure being prepared. The Process should be easy to follow and should be aligned with the Procedure.

7. Attachments

Include attachments as necessary to support the Procedure. Attachments shall typically include Templates and Checklists.



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Attachment 3 - EOM-ZO0-TP-000062 - Procedure Writer's Guide Quality Checklist

Document No. :	Rev.	Volume No.	Chapter No.
Document Title :			

No.	CHECKER QUESTIONS	N/A	Yes	No
01	Does the name of the final document meet the requirements of the Entity's Document Numbering Procedure?	☐	☐	☐
02	Does the Document Title contain any acronyms without definitions?	☐	☐	☐
03	Does the Signature Block contain: Reason for Issue, Date (DD/MM/YYYY), and names of Prepared by, Checked by, Reviewed by, Approved by?	☐	☐	☐
04	Does the Document Title in the header used throughout the document match the correct document title on the cover page?	☐	☐	☐
05	Is the correct security classification level used?	☐	☐	☐
06	Does the document number and revision in the footer match the cover page?	☐	☐	☐
07	Is the Entity Branding correct throughout the document and its attachments?	☐	☐	☐
08	Does the Table of Contents match the document?	☐	☐	☐
09	Does the title in the Table of Contents match the title of the Attachment? Verify that the title in the Table of Contents, the title in the list in the section header for attachments, and the title on the Attachment all agree.	☐	☐	☐
10	Does the Template number referenced match the Template attached?	☐	☐	☐
11	Are all acronyms listed in a table of Definitions?	☐	☐	☐
12	Are all the items which require a definition, defined within the table?	☐	☐	☐
13	Are all acronyms spelled out in full the first time they are used?	☐	☐	☐
14	In the body of the document, do references have both the correct reference title and correct reference number?	☐	☐	☐
15	Are all references used in the document listed within a table?	☐	☐	☐
16	Is the spelling (English-US) correct throughout the document?	☐	☐	☐
17	Is the writing clear and concise? This includes verifying that the grammar is correct.	☐	☐	☐
18	Are all the document internal referencing to the correct section within the document?	☐	☐	☐
19	Are the attachments referenced in the narrative of the Procedure?	☐	☐	☐
20	Is the entire document content clear and easy to read, e.g. no blurred images? (including attachments)	☐	☐	☐
21	Do attachments have the "SAMPLE" watermark when they are a typical Template or Checklist?	☐	☐	☐
22	Checker, reviewer and approver comments and tracked changes are not displayed in the document?	☐	☐	☐

Notes:



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03	Do attachments have the "SAMPLE" watermark when they are a typical Template or Checklist?	☐	☐	☐	
04	Is the entire document content clear and easy to read (e.g. no blurred images)?	☐	☐	☐	
05	Does the name of the final document meet the requirements of the Entity's Document Numbering Procedure?	☐	☐	☐	
06	Is the Reason for Issue noted as "For Use"?	☐	☐	☐	
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