

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

- 0.0 Introduction to Agilent Technologies**
- 1.0 Purpose and Scope of Agilent’s Business Management System**
 - 1.1 Purpose**
 - 1.2 Scope**
- 2.0 Agilent Quality Framework**
 - 2.1 Roles and Responsibilities**
 - 2.2 Guiding Principles**
 - 2.3 Agilent Policies**
- 3.0 Agilent Business Management System Structure**
 - 3.1 Relationship Model**
- 4.0 Business Management System Elements**
 - 4.1 Strategic Plan Review**
 - 4.2 Business Continuity and Disaster Recovery**
 - 4.3 Mergers and Acquisitions**
 - 4.4 Documentation Requirements**
 - 4.5 Internal Communication**
 - 4.6 Management Review**
 - 4.7 Resource Management**
 - 4.8 Measurement, Analysis and Improvement**
 - 4.9 Internal Audit**
 - 4.10 Monitoring and Measurement of Processes**
 - 4.11 Monitoring and Measurement of Product**
 - 4.12 Control of Nonconforming Product**
- 5.0 Product and Service Generation (R&D), Order Fulfillment, and Service Solutions**
 - 5.1 Product Lifecycle**
 - 5.2 Agilent Labs**
 - 5.3 Procurement**
 - 5.4 Customer Contracts Organizations**
 - 5.5 Packaging**
- 6.0 Marketing**
- 7.0 Sales Management**
- 8.0 Customer Satisfaction, Service and Support**
 - 8.1 Customer Communication and Satisfaction**
- 9.0 Infrastructure**
- 10.0 Document Control Log**

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AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

0.0 Introduction to Agilent Technologies

Agilent Technologies, Inc. (NYSE: A) is the world's premier measurement company. Agilent provides core electronic and bio-analytical measurement tools to advance the electronics, communications, life science research, environmental and petrochemical industries. Information about Agilent can be found at www.agilent.com.

The Company has two primary businesses: Electronic and Bio-Analytical Measurement. Agilent's customers include many of the world's leading high-technology firms. Electronic Measurement provides products, services and solutions to industry-leading customers in the communications and electronics industries. Bio-Analytical Measurement provides measurement solutions for research, testing and quality control applications to leading chemical, pharmaceutical, biotech, government and academic organizations. The breadth and depth of our expertise enable us to offer solutions across our customers' research, development, manufacturing and operations value chain for creating new technologies, products and services. With insight gained from this unique and comprehensive perspective, we are dedicated to helping our customers make real progress in achieving business results.

1.0 Purpose and Scope of Agilent's Business Management System

1.1 Purpose

The purpose of Agilent's Business Management System is to support Agilent's business groups, Electronic Measurements Group (EMG), Chemical Analysis Group (CAG), and Life Sciences Group (LSG) so that our products, services and interactions consistently and effectively meet customer expectations and applicable regulatory requirements, and to provide a mechanism for continual improvement.

The Agilent Business Management System provides a framework from which business groups and operations can make decisions appropriate to their specific business, customer, and geographic needs while ensuring that applicable minimum standards are met.

The Agilent Business Management System describes the minimum standards and the required processes for the business groups' business management systems that are designed to conform to ISO 9001:2008. Each business group maintains their business management system to describe their specific required processes for meeting customer expectations; and, where applicable, other standards such as ISO14001, ISO/IEC 17025, AS 9100, ISO 13485, or TL 9000. The Agilent infrastructure organizations provide centrally managed, business critical services and operate as internal service suppliers to the business groups. Figure 1 illustrates the relationships of Agilent's business management systems.

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

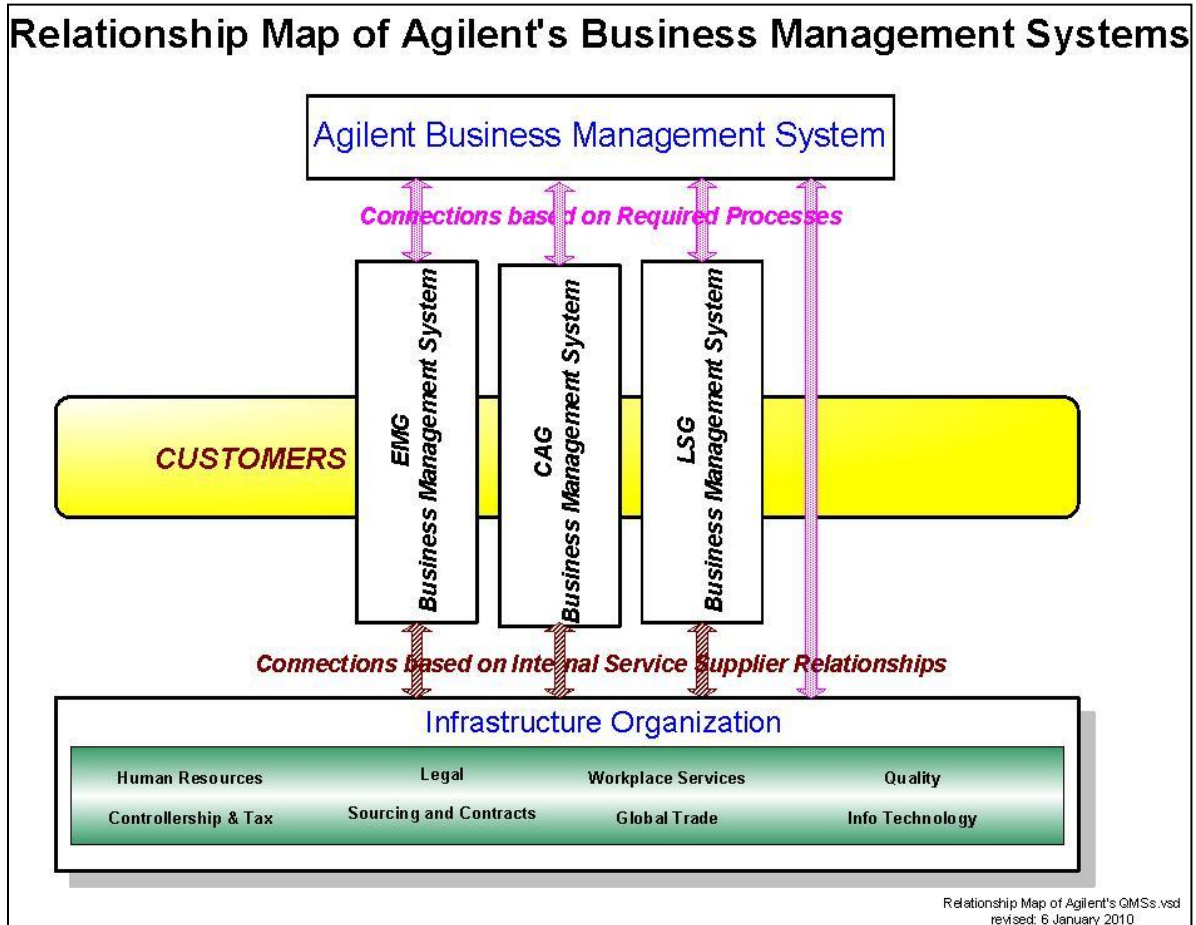


Figure 1

This document describes the roles and responsibilities within Agilent for overseeing and implementing components of the Agilent Business Management System. In addition, this document is intended to assist users in identifying responsibilities and requirements associated with the various components of the Agilent Business Management System.

Reference: [Agilent Business Management System](http://customer.quality.agilent.com/qual_mgt_systems/qms.shtml/)
(http://customer.quality.agilent.com/qual_mgt_systems/qms.shtml/)

1.2 Scope

The Agilent Business Management System is a company-level system that applies to Agilent design, development, order fulfillment (procurement, manufacturing, and distribution), marketing, sales and service operations worldwide.

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

2.0 Agilent Quality Framework

This manual describes the quality framework and strategy for Agilent's Business Management System, as established by the Agilent Quality Leadership Team. Organizations within Agilent that directly add value to Agilent's products and services have the authority and responsibility to establish and maintain more detailed business management systems that focus on the specific needs and expectations of their customers and markets.

Agilent's quality framework guides and supports the different organizations' efforts to establish their business management systems. The quality framework is composed of the following:

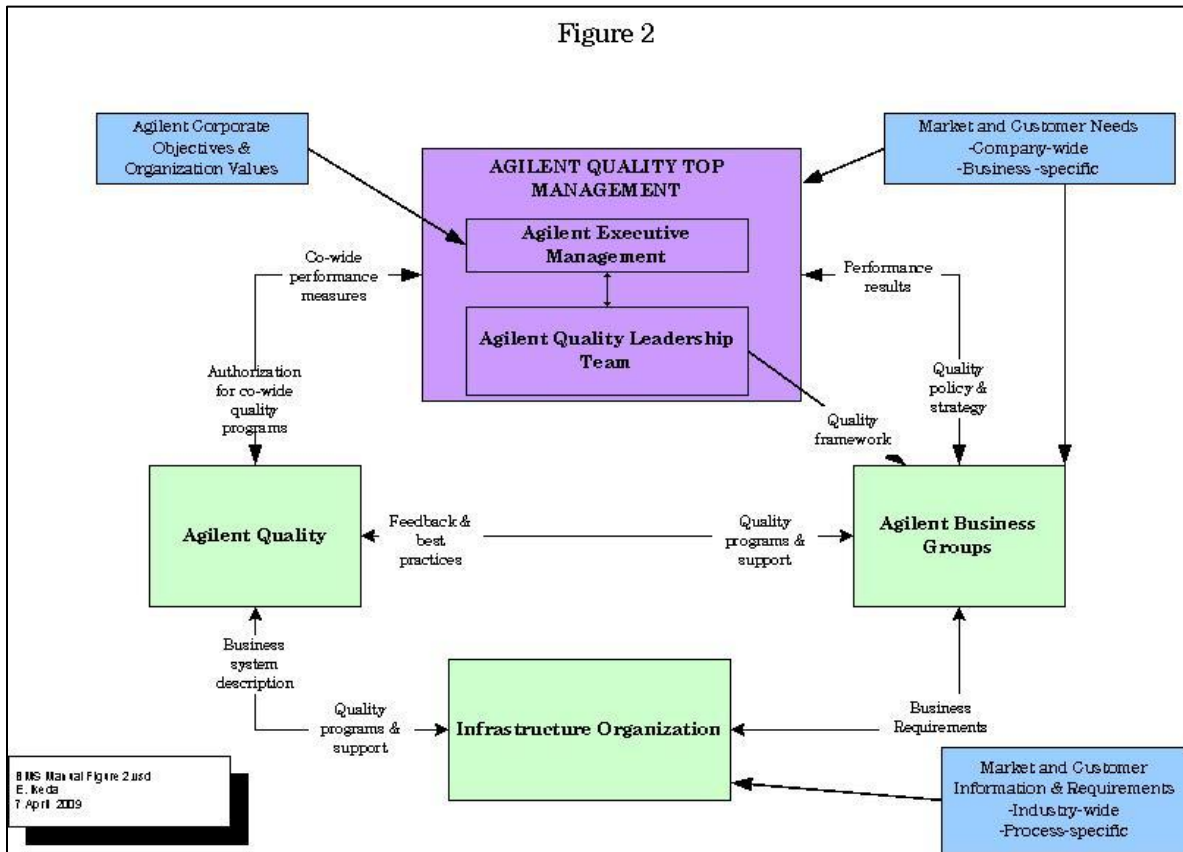
- Guiding Principles in the form of Agilent's Corporate Objectives and Values;
- Agilent's Quality Policy; and
- Agilent's Business Management System model.

Agilent's quality framework is intentionally broad to provide the flexibility necessary to support Agilent's businesses. It makes up the Agilent Business Management System that provides a common direction and approach for quality management. The company-wide quality infrastructure, processes, and programs support a shared implementation of quality methods and technologies.

Agilent implements a business management system that ensures customer requirements are met through consistency in execution and monitoring and measurement of our internal operations. Agilent's Business Management System describes the minimum standards and required processes (and provides resources) for business groups. Where business groups develop more stringent standards or processes, the more stringent requirements apply. In several areas, Agilent provides standardized processes that are available to the Agilent business groups.

Agilent-level programs are available to support the efforts of each business organization to acquire the expertise, technologies, methods, and tools for measuring and improving the quality of its products, services, processes, and customer interactions. By centralizing these support functions, the company is better able to pursue leading-edge initiatives, share best practices, and leverage the results across the company.

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL



Top management for Agilent’s Business Management System is a combination of the executive management and the Agilent Quality Leadership Team. Agilent executive management is committed to the development and implementation of the Agilent Business Management System and continually improving its effectiveness. Evidence of this commitment is found in the infrastructure that they have established to drive quality throughout the company. The Quality infrastructure includes, but is not limited to, the Agilent Quality Leadership Team and the Agilent Quality department.

2.1 Roles and Responsibilities

Below are descriptions of some of the key functions and responsibilities of each of the organizations noted in Figure 2.

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

2.1.1 Agilent Executive Management

Agilent Executive Management:

- Sets Agilent's Strategic Business Objectives
- Sets and communicates Agilent's Quality Policy
- Sets Agilent's quality and customer satisfaction objectives; which can include process and product issues, will be consistent with the Agilent Quality Policy, and will be measurable
- Ensures customer requirements are developed and achieved while enhancing customer satisfaction
- Reviews business organization performance to quality and customer satisfaction goals
- Conducts business reviews selecting key quality and business measures to evaluate
- Defines the Agilent Business Management System and allocates funds and resources for supporting programs, with support from the Agilent Quality Leadership Team

2.1.2 Agilent Quality Leadership Team

The Agilent Quality Leadership Team is comprised of a representative from each business group and is chaired by the Vice President and General Manager of Sourcing, Contracts and Quality, who represents the Agilent Business Management System and the infrastructure organizations. The Vice President and General Manager of Sourcing, Contracts and Quality ensures that Agilent-wide quality and customer satisfaction objectives are established and regularly reviewed and that management reviews of the Agilent Business Management System are conducted.

The Agilent Quality Leadership Team:

- Sets Agilent's Quality System Framework
- Sets Agilent's Quality strategy
- Reviews Agilent's Business Management System for suitability, adequacy and effectiveness
- Assures improvement in Agilent's quality and customer satisfaction performance
- Sponsors the disposition of company-wide issues that affect customer experience or process quality when no owner exists

Reference: [Agilent Quality Management Review Process](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007800.doc)
(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007800.doc)

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

2.1.3 Agilent Quality

Agilent Quality:

- Establishes and maintains Agilent's Business Management System
- Ensures that appropriate communications related to quality and meeting customer requirements are established within Agilent and that communication takes place regarding the effectiveness of the Agilent Business Management System
- Reports performance against Agilent company-wide quality and customer satisfaction objectives
- Ensures the Agilent Quality Policy meets organizational requirements, focuses on improving the effectiveness of the Agilent Business Management System, provides a framework for establishing and reviewing quality and customer satisfaction objectives, includes a commitment to comply with requirements and continually improve the Agilent Business Management System, and is appropriately communicated and reviewed for continuing suitability
- Assures conformance to external standards, as applicable
- Manages and continually improves selected key processes
- Provides the required resources and training for implementing and maintaining the Agilent Business Management System, continually improving effectiveness, and enhancing customer satisfaction
- Defines and communicates, as appropriate, the responsibilities and authorities associated with the Agilent Business Management System
- Ensures changes to the Agilent Business Management System (e.g. strategy, structure, etc.) are planned, maintained and communicated appropriately to sustain the integrity of the Agilent Business Management System

Agilent's Vice President and General Manager of Sourcing, Contracts and Quality fulfills the role of management representative with responsibility for establishing, implementing and maintaining the processes needed for the Agilent Business Management System; for ensuring that top management is aware of the performance of the business management system and needs for change or improvement; and for ensuring the promotion of awareness of customer requirements throughout the organization.

2.1.4 Agilent Business Groups

Top management in each business group does the following within their organizations:

- Establishes and maintains a business-specific BMS
- Sets, and measures performance against, business-specific quality and customer satisfaction objectives in conformance with Agilent's company-wide objectives
- Ensures customer requirements are developed and achieved while enhancing customer satisfaction
- Ensures communication regarding customer requirements
- Develops and manufactures products and services that meet or exceed customer expectations
- Ensures process effectiveness, compliance with applicable regulations/standards, and customer loyalty

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

- Manages and continually improves key processes
- Establishes needed directives and procedures for the design and management of business management systems, which ensure products, services, and customer relationships satisfy customer expectations
- Works with the infrastructure organizations to determine the scope and level of support provided by the infrastructure
- Communicates the importance of meeting customer, statutory and regulatory requirements
- Conducts management reviews
- Ensures the availability of resources
- Defines and communicates the responsibilities and authorities associated with their business management system
- Defines and implements processes for turning customer and market requirements into products and services which, in turn, are delivered to customers.

Top management in each business group designates a management representative for their business management system whose responsibilities and authorities are equivalent to those of the Vice President and General Manager of Sourcing, Contracts and Quality for their respective systems.

2.1.5 Agilent Infrastructure Organizations

Infrastructure Organizations:

- Provide internal infrastructure and support services that meet or exceed market, customer, business group and employee expectations
- Manage and continually improve key processes

2.2 Guiding Principles

Agilent's purpose is to provide critical enabling technologies to advance the state of the art and help our customers achieve their business results. Agilent's executive management defines the corporate objectives and organizational values. These guiding principles form the foundation for Agilent's management philosophy, strategies, and practices, which, in turn, lead to the company's Quality Policy. Agilent's corporate objectives focus on the company's key stakeholders – customers, shareholders, employees and community. Agilent's values are innovation and contribution; trust, respect and teamwork; uncompromising integrity; focus; speed; and accountability.

References: [Agilent's Values and Objectives \(http://be.agilent.com/culture/values/index.shtml\)](http://be.agilent.com/culture/values/index.shtml)

2.3 Agilent Policies

The policies below are fundamental to Agilent's Business Management System and apply Agilent-wide. Agilent's managers and employees are expected to support implementation of these policies in accordance with their roles and responsibilities in the organization.

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

Reference: [Company-wide Policy Management Standard
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/029032.docx\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/029032.docx)

2.3.1 Quality Policy

Agilent will earn customer loyalty by providing products, services, and interactions of the highest quality and greatest value. To achieve this result, we will:

1. Ensure that all of our products comply with applicable safety and regulatory requirements.
2. Ensure our products meet or exceed their published specifications.
3. Maintain and continually improve the effectiveness of our product and service business management systems to conform at a minimum to ISO9001 Quality Management Standard or more stringent or legally required standards as dictated by specific markets.
4. Continually monitor and improve our customers' total experience.
5. Establish quality requirements for suppliers, partners, and contractors and hold them accountable to comply.
6. Treat customers in accordance with Agilent's Standards of Business Conduct and Privacy policies.

The Agilent Quality Policy is set by executive management and provides a framework for establishing and reviewing quality and customer satisfaction objectives. It is reviewed by the Agilent Quality Leadership Team for continuing suitability, adequacy and effectiveness during the annual Agilent Business Management System review. The Quality Policy is posted on Agilent's external website, and policy updates are communicated to employees.

Each business group is responsible for conformance with the Agilent Quality Policy and for proposing policy changes consistent with their needs to Agilent Quality. Each business group and the infrastructure organizations are also responsible for ensuring the Quality Policy is communicated and understood within their organization.

Reference: [Quality Policy \(www.agilent.com/quality/qpolicy.pdf\)](http://www.agilent.com/quality/qpolicy.pdf)

2.3.2 Related Policies and Company-wide Standards

Related policies and company-wide standards are established in conjunction with Agilent's Quality Policy and also help translate our values into guidance for everyday actions that benefit our customers. Some company-wide policies and standards are managed by the Agilent business groups or by infrastructure functions.

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

2.3.2.1 Environmental Policy

Agilent is committed to acting in an environmentally responsible manner.

Reference: [Environmental Policy \(http://www.agilent.com/environment/epolicy.pdf\)](http://www.agilent.com/environment/epolicy.pdf)

2.3.2.2 Occupational Health and Safety Policy

Agilent is committed to health and safety practices and work environments that enable our people to work injury and illness free.

Reference: [Occupational Health and Safety Policy \(www.agilent.com/environment/ohspolicy.pdf\)](http://www.agilent.com/environment/ohspolicy.pdf)

2.3.2.3 Standards of Business Conduct

Agilent's Standards of Business Conduct is a guide for employees regarding their ethical and legal responsibilities with respect to their status as an employee, as well as in their dealings with Agilent's customers, competitors, and suppliers.

Reference: [Standards of Business Conduct \(http://media.corporate-ir.net/media_files/IROL/10/103274/corpgov/CG_StandardsBusinessConduct.pdf\)](http://media.corporate-ir.net/media_files/IROL/10/103274/corpgov/CG_StandardsBusinessConduct.pdf)

2.3.2.4 Marketing Policies

Agilent Marketing Policies have been developed for Agilent in order to define company-wide principles for conducting business with our customers and establish overall standards.

Reference: [Marketing Policies \(http://customerfirst.corporate.agilent.com/contracts/sales_policy.shtml\)](http://customerfirst.corporate.agilent.com/contracts/sales_policy.shtml)

2.3.3 Related Company-wide Standards

Company-wide standards are established in support of Agilent's Quality Policy and help translate our values into guidance for everyday actions that benefit our customers. The company-wide standards apply to all Agilent operations and capture organizational learning and thereby help avoid the costs of not applying learning from past experiences.

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

2.3.3.1 No Compromise on Quality

Every employee has the authority to put a temporary hold on shipments or other business activity and request an immediate management review if they believe a serious compromise to quality is imminent. This standard should also be applied when working with external business partners providing products and services that affect Agilent customers.

Employees who encounter a situation where they believe quality is being jeopardized or compromised should escalate the matter through their management chain, to their business group quality vice president, or to the Agilent Vice President of Sourcing, Contracts and Quality.

Reference: [No Compromise on Quality
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/021256.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/021256.doc)

2.3.3.2 Priority on Repair Parts

Agilent customers who have down systems get priority for repair or replacement parts over the needs of current production, even if it means delaying revenue.

This standard recognizes the significant costs that our customers bear when their production line is down and establishes our priority accordingly. It should not be used as an excuse for failing to meet all of our customer commitments for both repair parts and new products, but rather gives us priority guidance when we fail to meet all of our commitments.

Reference: [Priority on Repair Parts
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/021607.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/021607.doc)

2.3.3.3 Quality Policy Implementation – Acquisitions

Agilent acquisitions need to conform to the elements of the Agilent Quality Policy.

As Agilent acquires new businesses it is important that these new entities conform to the Agilent Quality Policy in a timely fashion.

Reference: [Quality Policy Implementation – Acquisitions
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/024259.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/024259.doc)

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

2.3.3.4 Product Regulatory Compliance Council Standards

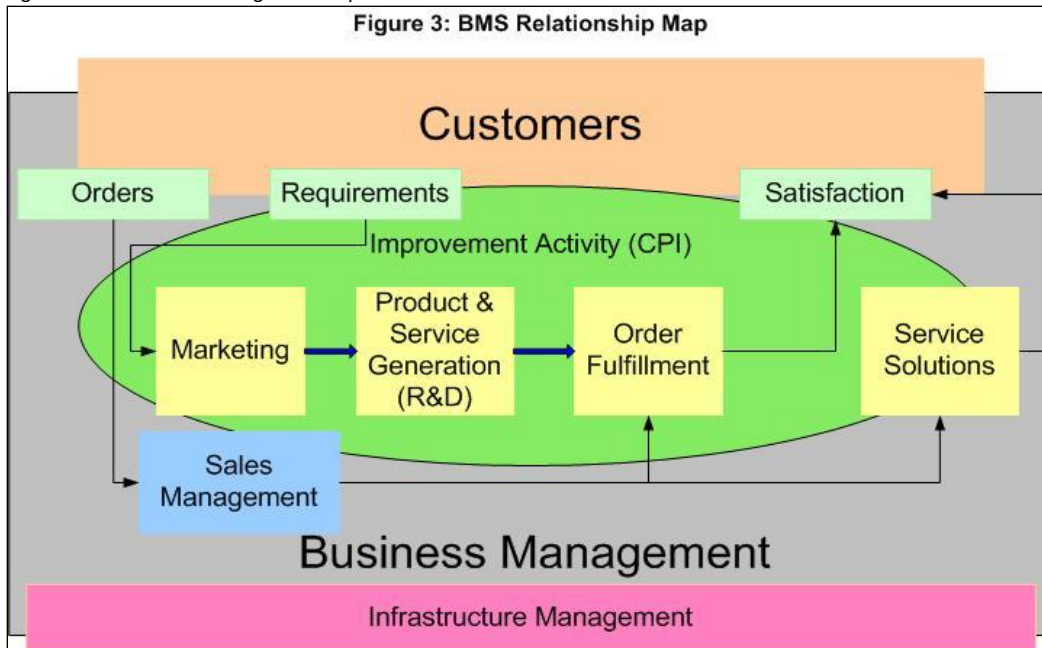
Company-wide standards owned by Agilent's Product Regulatory Compliance Council include:

- Product Safety and Regulations
(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/021423.doc)
- Prototype Evaluation
(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/021440.doc)
- Customer Systems and Unfinished Equipment
(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/021322.doc)
- Trade Show and Demonstration Equipment
(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/021441.doc)

3.0 Agilent Business Management System Structure

3.1 Relationship Model

Agilent's Business Management System Relationship Map is depicted in Figure 3. This map illustrates the process flow of Agilent's business management systems.



AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

The business processes identified in the Business Management System Relationship Map are defined in the following sections of this manual:

- Business Management – 4.0
- Marketing – 6.0
- Product & Service Generation (R&D) – 5.0
- Order Fulfillment – 5.0
- Service Solutions – 5.0
- Sales Management – 7.0
- Customers – 8.0
- Infrastructure Management - 9.0.

The Agilent Business Management System is based upon a set of programs, standards and procedures that are described below and are required for Agilent's Business Management System.

4.0 Business Management System Elements

Agilent's Business Management System is comprised of a number of elements that cover business planning and management; capital and risk management; and program management. Many of these elements are owned by the businesses. However, there are several company-wide components, which are discussed below.

4.1 Strategic Plan Review

Agilent's strategic plan is developed to encompass business processes and state the direction, leadership and transformation required to meet specific goals. As part of Strategic Plan Review (SPR), each business has annual strategy reviews at the business group-level and with Agilent's CEO to ensure plans are consistent across organizations and align with current and emerging market conditions. SPR is the basis for profitability and return on invested capital (ROIC) planning.

Reference: [Strategic Planning http://corpdev.agilent.com/Strategy/Strategy.asp](http://corpdev.agilent.com/Strategy/Strategy.asp)

4.2 Business Continuity and Disaster Recovery

Agilent's Business Continuity and Disaster Recovery processes and plans are managed at an Agilent-level and provide a framework for keeping businesses operational after a disruptive event.

References: [Business Continuity \(http://finance.agilent.com/agrm/bcp/\)](http://finance.agilent.com/agrm/bcp/)
[Disaster Recovery - Finance \(http://finance.agilent.com/agrm/Property/prop_rl.htm\)](http://finance.agilent.com/agrm/Property/prop_rl.htm)
[Disaster Recovery-Workplace Services \(http://wps.service.agilent.com/drp/site_index.htm\)](http://wps.service.agilent.com/drp/site_index.htm)

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

[Disaster Recovery–Global Risk Management \(http://finance.agilent.com/agrm/organization/index.htm\)](http://finance.agilent.com/agrm/organization/index.htm)

4.3 Mergers and Acquisitions

Agilent Business Development manages programs designed to meet the needs of those involved in transactions, integration, strategic planning and new ventures within the businesses and corporate functions.

Agilent Corporate Development supports the ongoing assessment of Agilent’s enterprise business portfolio, and identifies candidates for active abandonment or increased investment. Corporate Development tries to insure strong links between the enterprise and business group strategies, focusing Agilent’s overall prospects for top line growth and value creation.

References: [Corporate Development \(http://corpdev.agilent.com/\)](http://corpdev.agilent.com/)

4.4 Documentation Requirements

The guiding principle underlying Agilent’s documentation structure is that a process is controlled at the level in the company affected by the process. For example, this Business Management System manual and the Agilent Quality Policy affect the whole company and are, therefore, controlled by Agilent Quality per the Agilent Quality Documentation Control Process. Agilent Business Management System records are managed per the Agilent Quality Records Process.

Further information about Agilent’s documentation and records requirements is provided in the Agilent Quality Document Control and Records Standards and in Agilent’s General Retention Schedule.

Each business group within Agilent may have further documentation, controlled at the business group-level, describing detailed implementation of these requirements within their organization. Similarly, additional processes specific to the products or services of a business group organization are controlled at that level.

References: [Agilent Quality Documentation Control Process \(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007799.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007799.doc)
[Agilent Quality Records Process \(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007801.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007801.doc)
[Agilent Quality Document Control Standard \(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007815.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007815.doc)
[Agilent Quality Records Standard \(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007819.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007819.doc)
[Agilent General Retention Schedule \(http://legal.agilent.com/rim/index.shtm\)](http://legal.agilent.com/rim/index.shtm)

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

4.5 Internal Communication

Agilent employs many modes of internal communication for issues related to quality. These include face-to-face meetings, conference calls, newsletters, local employee meetings, email and voicemail distributions and reports. The method used is determined based on the issue and the parties involved.

4.6 Management Review

Agilent top management reviews the Agilent Business Management System minimally annually to ensure its suitability, adequacy and effectiveness. Deviations from objectives, significant new opportunities, or proposed strategy changes are reviewed more frequently, as necessary. These reviews can result in changes to the Business Management System, including the Quality Policy and Agilent quality and customer satisfaction objectives.

Top management in each business group reviews their business management system at regular, planned intervals to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to their business management system, including quality and customer satisfaction objectives, as well as conformance to, progress towards Agilent-wide objectives.

Reference: [Agilent Quality Management Review Process
http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007800.doc](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007800.doc)

4.7 Resource Management

Resource management includes human resources, infrastructure, and work environment. The resources considered include those necessary to implement and maintain a business management system, to continually improve its effectiveness, and to enhance customer satisfaction by meeting customer requirements.

Agilent's Vice President and General Manager of Sourcing, Contracts and Quality determines and provides the resources needed for elements of the Agilent Business Management System.

Each business group determines and provides the resources needed for elements of their business management system and conformity to product requirements.

Each manager ensures the competency of their direct reports. This competency is demonstrated by either education, training, skills or experience or a combination thereof.

Each manager ensures the requirements of the Quality Training Standard are fulfilled.

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

References: [Agilent Quality Training Standard
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007820.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007820.doc)

4.8 Measurement, Analysis and Improvement

The results of key processes are measured and analyzed with the sources of data being internal measures of processes and results as well as external measures of customer satisfaction.

Agilent Quality and each of the business groups determines, collects and analyzes appropriate data to demonstrate the suitability and effectiveness of their business management system and to evaluate where continual improvement of the effectiveness of the business management system can be made. This includes data generated as a result of monitoring and measurement and from other relevant sources. Information on customer satisfaction, product conformity, improvement opportunities, and suppliers are obtained from the analysis of data.

Agilent Quality is responsible for the measurement, analysis and improvement of the Agilent Business Management System.

Each business group is responsible for the measurement, analysis and improvement of the elements of their business management system. Within each business group, data analyses indicate areas for improvement, and these are fed back to management through management reviews for authorization and prioritization of improvements. Improvements might be in the processes themselves or in the business management system as a whole. Each business group also plans and implements the monitoring, measurement, analysis and improvement processes to demonstrate conformity of their products.

4.8.1 CEO Dashboard and Business-Level Priority Tracking

Corporate Development maintains the Agilent CEO Dashboard to measure performance across the company. Data is collected quarterly from the businesses and GIO functions to measure performance, with respect to the CEO priorities, of the company overall, each business, and key functions. Results are presented to and discussed with the CEO, and the CEO staff is held accountable for meeting targets; taking appropriate corrective action; and working within their organizations to develop appropriate lower-level targets and metrics. Included in the dashboard are financial, customer satisfaction, operational, employee and other metrics.

4.8.2 Quality Policy Metrics

Agilent Quality maintains the Agilent Quality Policy metrics to measure conformance with Agilent's Quality Policy across the company. Data is collected quarterly from the businesses and GIO functions to measure performance with respect to each element of the Agilent Quality Policy. Results are presented to and discussed with the Agilent Quality Leadership

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

Team. The Agilent Quality Leadership Team members are held accountable for meeting targets and taking appropriate corrective action.

Reference: [Agilent Quality Policy Metrics
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/022844.xls\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/022844.xls)

4.8.3 Continual Improvement

Agilent Quality and each of the business groups continually improve the effectiveness of their business management system through the use of, among other things, the Quality Policy, quality- and customer satisfaction-related objectives, Lean Six Sigma, audit results, analysis of data, corrective and preventive actions and management reviews.

References: [EMG Six Sigma Website](#)
[GIO Six Sigma Website](#)
[LSCA Six Sigma Website](#)

4.8.4 Corrective and Preventive Action

Agilent Quality and each of the business groups take action to eliminate the cause of nonconformities in order to prevent recurrence in their business management systems and determine actions to eliminate the causes of potential nonconformities in order to prevent their occurrence.

Reference: [Agilent Quality Corrective and Preventive Action Process
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007804.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007804.doc)
[Agilent Quality Corrective and Preventive Action Standard
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007816.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007816.doc)

4.9 Internal Audit

Agilent Quality is responsible for the internal audit of the Agilent Business Management System and conducts audits according to the Agilent Quality Internal Audit Process. Each business group is responsible for the internal audits of their business management systems.

Management responsible for the processes being audited ensures that actions are taken to eliminate detected nonconformities and their causes. Follow-up activities include the verification of the actions taken and the reporting of results.

Reference: [Agilent Quality Internal Audit Process
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007803.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007803.doc)

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

[Agilent Quality Internal Audit Standard
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007817.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007817.doc)

4.10 Monitoring and Measurement of Processes

Agilent Quality and each of the business groups apply suitable methods for monitoring and, where applicable, measurement of their business management system processes. These methods demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, corrective action are taken, as appropriate, to ensure conformity of the process.

Reference: [Agilent Quality Corrective and Preventive Action Process
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007804.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007804.doc)
[Agilent Quality Corrective and Preventive Action Standard
\(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007816.doc\)](http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007816.doc)

4.11 Monitoring and Measurement of Product

Each business group monitors and/or measures the characteristics of the product to verify that product requirements have been met. This is carried out at appropriate stages of the product lifecycle process.

4.12 Control of Nonconforming Product

Each business group has processes to address product that does not conform to product requirements and to prevent its unintended use or delivery. When nonconforming product is detected after delivery or use has started, the organization takes action appropriate to the effects, or potential effects, of the nonconformity.

4.12.1 GRACES

GRACES is an Agilent Warranty, Reliability and Financial application that is used by the businesses. From this application, Agilent generates reports that cover topics such as product quality and failure rate metrics, and for reviewing products/systems problems.

4.12.2 Product Safety Event Management

Managing the Product Safety Event Management Process whereby Agilent employees report an actual, or potential product safety hazard or incident. This process is managed by Product Regulatory Affairs. Businesses use this process to resolve product safety events or identify product hazards after a product has been distributed. It facilitates investigation, communication, management and closure of events.

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

Reference: [Agilent Quality Control of Nonconforming Product Standard](#)
(http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/007818.doc)
[GRACES](#) (<http://graces.corporate.agilent.com/>)
[Product Safety Event Management Process](#) (<http://prodregs.corporate.agilent.com/PSEM/Index.asp>)

5.0 Product and Service Generation (R&D), Order Fulfillment, and Service Solutions

The product and service generation (including activities involved in designing and prototyping new products as well as creating, maintaining and releasing all associated documentation); order fulfillment (including order management, procurement, planning and forecasting, production, and materials management and logistics); and service solutions elements of Agilent's Business Management System are the responsibility of the business groups. The business groups have product lifecycle processes that describe the elements of product realization and order fulfillment, and service solutions are described in business-level documentation. In addition, there are some company-level requirements, described below, that apply to the businesses.

5.1 Product Lifecycle

The product lifecycle process for each business group includes provisions for product and quality signoffs prior to shipment release. Specific checkpoints are in place throughout the lifecycle to ensure a managed product development process that delivers market-timed, competitive products reflecting a creative understanding of user needs. The provisions are intended to ensure that Agilent only ships products that comply with applicable legal/regulatory requirements and customer expectations. The requirements associated with the product signoff provisions are managed by each of the businesses.

5.2 Agilent Labs

Agilent Labs' purpose is to power Agilent growth through breakthrough technologies. Labs focuses on Agilent's future to ensure leadership in Agilent's existing businesses and to provide technology foundations that can create new businesses for the company going forward.

References: [Agilent Labs-internal](http://web.labs.agilent.com/) (<http://web.labs.agilent.com/>)
[Agilent Labs-external](http://www.agilent.com/labs/) (<http://www.agilent.com/labs/>)

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

5.3 Procurement

Agilent maintains some centralized processes for suppliers, including contract Terms and Conditions, a Supplier Environmental and Social Responsibility (ESR) Code of Conduct, and Supplier Quality System Requirements.

Agilent utilizes various methodologies to manage its supplier relationships. Supplier Relationship Management (SRM) and a supplier assessment process referred to as TQRDCE are examples of the processes used. TQRDCE is a framework to assess suppliers against criteria of technology, quality, responsiveness, delivery, cost and environment.

It is the responsibility of each Agilent business group to determine their approach for selecting and evaluating their suppliers against Agilent's Terms and Conditions, Supplier ESR Code of Conduct, Supplier Quality System Requirements, and TQRDCE criteria. Records and results of these evaluations and actions arising from these evaluations are maintained by the business organizations.

References: [Supplier Quality System Requirements
\(http://www.agilent.com/quality/supplier_quality_system_rqmt.pdf\)](http://www.agilent.com/quality/supplier_quality_system_rqmt.pdf)
[Purchase Order Terms & Conditions \(http://legal.agilent.com/forms/po/PO_TandC.htm\)](http://legal.agilent.com/forms/po/PO_TandC.htm)
[Supplier ESR Code of Conduct
\(http://www.agilent.com/environment/Supplier_ESR_Code_of_Conduct.pdf\)](http://www.agilent.com/environment/Supplier_ESR_Code_of_Conduct.pdf)
[Supplier Relationship Management
\(http://ops.infrastructure.agilent.com/SRM/index.htm\)](http://ops.infrastructure.agilent.com/SRM/index.htm)
[TQRDCE
\(http://ops.infrastructure.agilent.com/gsdirect_matls/tqrdce.htm\)](http://ops.infrastructure.agilent.com/gsdirect_matls/tqrdce.htm)

5.4 Customer Contracts Organizations

Agilent Customer Contracts Organization is responsible for creating contract documents and terms, which balance Agilent requirements and customer needs and are appropriate for the specific business or industry.

Reference: [Customer Contracts \(http://customerfirst.corporate.agilent.com/Contracts/Index.shtml\)](http://customerfirst.corporate.agilent.com/Contracts/Index.shtml)

5.5 Packaging

Agilent's packaging efforts provide restrictions, requirements and best practices for product packaging. This is primarily done through Agilent's General Specification for the Environment. In addition, selected packaging data is tracked through Agilent's PLANet system.

Reference: [Packaging Program \(http://prodregs.corporate.agilent.com/regulated%20areas/Packaging/index.asp\)](http://prodregs.corporate.agilent.com/regulated%20areas/Packaging/index.asp)

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

6.0 Marketing

The marketing function has responsibility to ensure that product designs are based on an understanding of markets and customer needs and to ensure that the right product reaches Agilent's customers, through the Agilent sales channel. The marketing elements of Agilent's Business Management System are the responsibility of the business groups. These include competitor analysis, identifying customers, identifying market opportunities, and developing the following strategies: pricing, market access advertising, public relations, physical distribution channel, sales force, and customer service strategy.

7.0 Sales Management

The purpose of the sales function is to grow orders for Agilent within a given cost envelope. The function applies Agilent's capabilities in test and measurement to help our customers improve their business results while maximizing orders for Agilent. Working together across functions in the field and factory, Agilent creates solutions specifically tailored to achieve maximum customer satisfaction. The sales elements of Agilent's Business Management System are the responsibility of the business groups. These include sales planning activities, direct sales, order generation, management of intermediates, evaluation of sales force and sales support activities. Also included are internet and call center design and implementation.

8.0 Customer Satisfaction, Service & Support

Customer satisfaction is meeting customers' quality, delivery, pricing and features requirements. It is about the customer's total experience in interacting with Agilent's products, people, partners and agents.

Customer focus is inherent in each process in Agilent's Business Management System such as marketing management, sales management, service solutions, and business management that demonstrate that customer focus. These processes are described in Sections 6.0, 7.0, 5.0 and 4.0, respectively, of this manual. The objective is to provide a 'One Contact' approach to do such things as exchanging products, phone support, field/installation services, system repairs, consulting services and customer training.

The customer satisfaction, service and support elements of Agilent's Business Management System are the responsibility of the business groups. Each Agilent business group implements product lifecycle processes that include collecting and managing customer inputs.

In conjunction with the business processes, Agilent's Corporate Development organization supports the company-level customer satisfaction survey, to collect and monitor customer satisfaction scores. Company-level requirements that apply to the businesses are described below.

AGILENT TECHNOLOGIES

BUSINESS MANAGEMENT SYSTEM MANUAL

Agilent employees share responsibility for generating and maintaining customer satisfaction through the performance of their specific duties.

8.1 Customer Communication and Satisfaction

Each business group determines and implements effective arrangements for communicating with customers and monitors information relating to customer perception as to whether the organization has met customer requirements. The business groups determine the methods for obtaining and using this information most effectively. Businesses maintain customer feedback systems to obtain customer input and track resolution of customer issues and use systems such as out-of-box defects (OBD) or defects on arrival (DefOA) to track defects in customer orders.

In addition to the business group efforts, there is a centralized Agilent program called Agilent Customer Satisfaction (ACS). ACS is a customer satisfaction measurement and improvement program consistent across Agilent businesses, regions and touchpoints. It is the responsibility of the businesses to work with the ACS program to develop and implement surveys and utilize results to identify and implement improvement opportunities. The centralized Agilent Customer Satisfaction (ACS) program sets an Agilent-wide metric for customer satisfaction, sets visible goals to continually improve customer satisfaction, and monitors and reports improvements.

Reference: [Agilent Customer Satisfaction Program \(http://customer.quality.agilent.com/customer_satisfaction/acs.shtml\)](http://customer.quality.agilent.com/customer_satisfaction/acs.shtml)

9.0 Infrastructure

Agilent infrastructure determines and provides the resources needed to support the efforts of the business groups through the provision and maintenance of resources, as appropriate. The infrastructure functions act as internal suppliers to the businesses. Elements of the infrastructure include:

(a) Financial Management & Reporting:

Financial accounting and reporting processes used to control and manage the enterprise and to support financial decision-making.

Reference: [Finance & Administration \(http://finance.agilent.com/finnet/Index.htm\)](http://finance.agilent.com/finnet/Index.htm)

(b) Human Resources Management:

Plan and manage human resource aspects of the organization including: organizational design, employee development, benefit administration, employee data/information retention, payroll processing, health and safety monitoring, labor union management, and employee separation support.

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

Reference: [HR \(https://meidas.hr.agilent.com/java/ehr.Home?Page=hr.home\)](https://meidas.hr.agilent.com/java/ehr.Home?Page=hr.home)

(c) Information Technology:

Manage the IT resources of the organization by formulating an organizational IT strategy based on organizational needs and current technologies, managing and executing IT projects, maintaining systems, managing the IT operating environment, supporting enhancements to IT, and supporting/training users.

Reference: [IT \(http://it.agilent.com/root/index.htm\)](http://it.agilent.com/root/index.htm)

(d) Plant, Equipment & Facilities Management:

Manage the physical asset environment of the organization including plants, equipment and facilities. Establish a strategy for employing physical assets, acquire assets as necessary, monitor usage of physical assets, and perform preventive and corrective maintenance as required.

Reference: [Workplace Service \(http://wps.service.agilent.com\)](http://wps.service.agilent.com)

(e) Support Services Management:

These infrastructure sub-processes are part of the support function of an organization that will help the organization to deal with managing the administrative functions, legal services, corporate communications, safety & security, and risk management (e.g., cafeteria, mail, reception, security, environmental health and safety).

Reference: [Legal \(http://legal.agilent.com/index.shtm\)](http://legal.agilent.com/index.shtm)
[Corporate Relations \(http://relations.corporate.agilent.com/\)](http://relations.corporate.agilent.com/)
[Security \(http://wps.service.agilent.com/global_security/\)](http://wps.service.agilent.com/global_security/)
[Risk Management \(http://finance.agilent.com/agrm/\)](http://finance.agilent.com/agrm/)
[Environment, Health & Safety \(http://essq.corporate.agilent.com/ehs/\)](http://essq.corporate.agilent.com/ehs/)


(f) Quality/Business Management:

This includes all activities of the overall management function that determine and implement the quality policy, objectives and responsibilities based on a closed-loop corrective action process with continual improvement.

Reference: [Agilent Quality \(http://customer.quality.agilent.com/qual_mgt_systems/qms.shtml\)](http://customer.quality.agilent.com/qual_mgt_systems/qms.shtml)

AGILENT TECHNOLOGIES BUSINESS MANAGEMENT SYSTEM MANUAL

10.0 Document Control Log

Versions of this document prior to its import into the Knowledge Portal are considered obsolete versions. To access revision history and document ownership information after migrating to the Knowledge Portal, click here and then select the 

Native source file: http://wcosedoc.cos.agilent.com/stellent/groups/quality/documents/end_users/028072.docx