

*Quality Management System Manual*

**ALKA-TECH INDUSTRIAL VALVES & FITTINGS CO.**

**ISO 9001:2015**

**Quality Management System  
Manual**



# *Quality Management System Manual*

## **Introduction**

Company has made the “Strategic Business Decision” to develop and implement an effective Quality Management Systems (QMS) across all areas of the Company. The implementation of the QMS is intended to improve and sustain the overall performance of our business, products and services. Examples of the benefits include:

- the ability to consistently provide products and services that meet customer and applicable

Statutory and Regulatory requirements;

- the ability to plan our processes and their interactions by employing the Plan-Do-Check-Act

(PDCA) cycle and risk-based thinking in our daily operations;

- the facilitating of opportunities to enhance customer satisfaction;
- addressing risks and opportunities associated with its context and objectives.

The QMS Manual is considered the normative basis of reference to the International Standard and shall be used internally to provide an overview of ISO 9001:2015 (E) requirements and how they apply at Company. The QMS Manual is used externally to introduce the elements of our QMS

to our customers and other external organizations to the extent necessary.

## **Quality Management Principles**

Company has adopted and realizes the benefits of Quality Management Principles into our daily activities. The intent of the Quality Management Principles is to provide a foundation to continually improve upon the Company’s performance. Subsequent sections of the QMS Manual will provide our commitments of the following QMP elements:

- customer focus;
- leadership;
- communications and the engagement of our people;
- process approach;
- improvement;

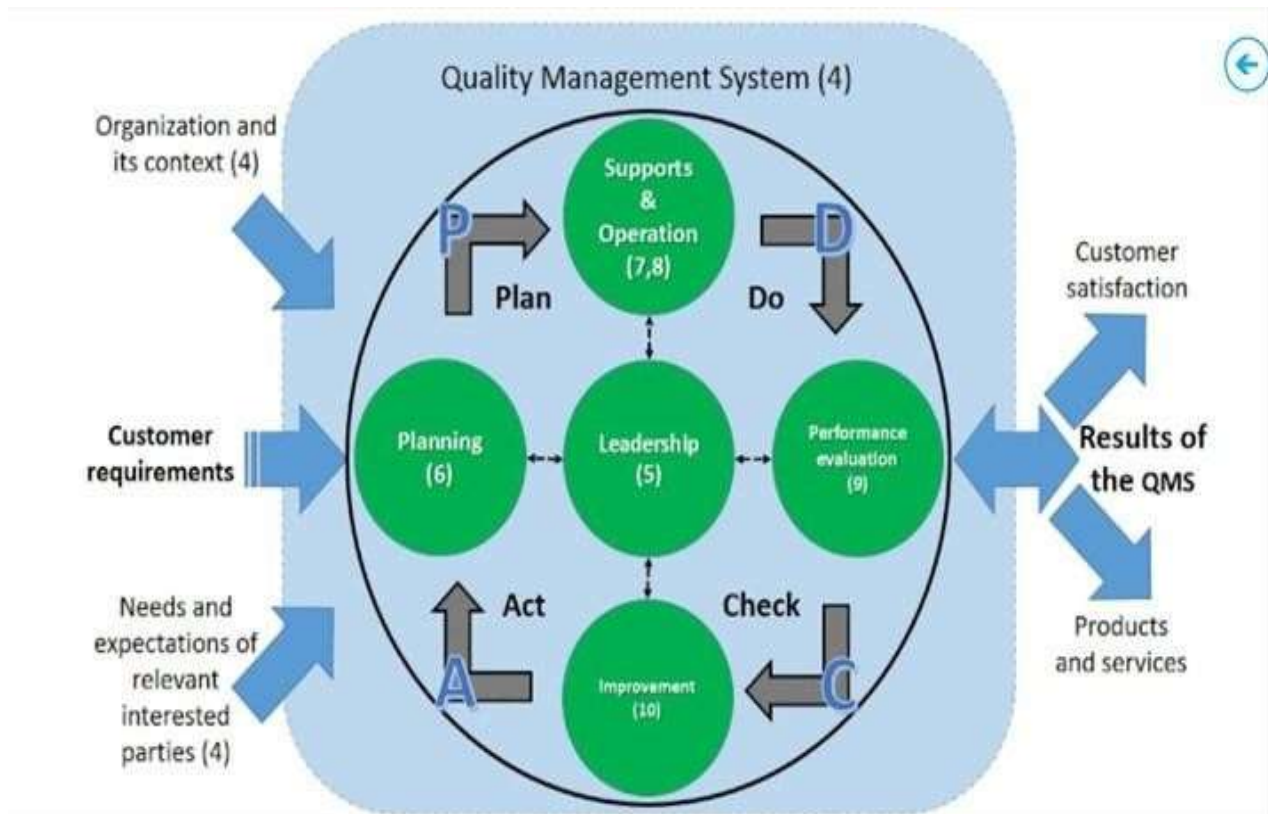
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- risk & opportunity as well as evidence-based decision making;
- relationship management.

## Process Approach

The “Process Approach” should be adopted into our daily operations including the PDCA Cycle. We have considered the utilization of Risk-Based Thinking Philosophy when developing, implementing, and improving the effectiveness of our Quality Management System. This approach will enable to enhance the overall performance of the Company by effectively controlling the interrelationships and the interdependencies among the QMS processes. The implementation of the “Process Approach” in our QMS enables;

- the understanding and consistency with achieving customer specific requirements;
- the consideration of our processes in terms of added value;
- the achievement of effective process performance;
- improvement of our processes based on the evaluation of data and information.



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## **Risk-Based Thinking**

The implementation of risk-based thinking is an essential tool for achieving and maintaining an effective QMS. It effectively plans and implements various actions to address risks and opportunities to maximize the outcomes including, but not limited to achieving improved results and preventing negative effects of our products, services and QMS.

## **1 Scope**

The scope and intent of our QMS is to define and communicate our commitment to continually enhance customer satisfaction through:

- Effective process improvements to all systems of the business;
- To assure conformity to our customer's and applicable statutory and regulatory requirements;

Provide policies, procedures developed and implemented with the primary focus to assure the continual compliance of the requirements of the International Standard ISO 9001:2015(E)

## **2 Normative References**

The following documents in part or whole, are normatively referenced or used in the preparation of this document and are indispensable for its application. For dated references, only the edition cited shall apply.

- International Standard ISO 9001:2015(E) Quality Management Systems Requirements, Quality Management Fundamentals and Vocabulary.
- American National Standard ANSI/ISO/ ASQ 9004-2009: A Quality Management Approach- Managing for the Sustained Success of an Organization.
- International Standard ISO 10002: Quality Management - Customer Satisfaction – Guidelines for Complaint Handling in the Organization.
- Annex A: Clarification of New Structure, Terminology and Concepts.
- Annex B: Other International Standards on Quality Management and Quality Management Systems Developed by ISO/TC 176.

## **3 Terms and Definitions**

For the purpose of this document, the terms and definitions provided in ISO 9000 2015 apply.

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## **4 Context of the Organization**

### **Understanding the Organization and its Context**

Company management should determined relevant external and internal issues and items that may become relevant to the company's purpose and strategic direction, and may affect our ability to achieve the intended results of the QMS.

### **Understanding Requirements and Expectations of Interested Parties**

The effect or potential effect on our organizations ability to consistently provide products and services that meet our customer and applicable statutory and regulatory requirements, company should determined the following:

- the interested parties relevant to the QMS;
- the requirements of the identified interested parties relevant to the QMS;

Company should committed to continually monitoring, reviewing and analyzing information and relevant requirements of the interested parties to assure their requirements are effectively managed in the QMS.

### **Determining the Scope of the Quality Management System**

Company should determined the boundaries and the applicability of the QMS and how it relates to our Business Core Competency.

Company should committed to applying all applicable requirements of the International Standard to the intent and Scope of our QMS

The Scope of our QMS shall always be available to internal and external parties and maintained as documented information. The QMS was determined, designed and implemented to cover and support the following Scope:

- Full Service CNC Machining
- Sub-Assembly of Components

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**Exclusion of the QMS** (8.3) - Design and Development of Products and Services.

**Justification** Company does not perform design activities therefore the fulfillment to the requirements of this Clause are not applicable to our QMS. Company verifies the output of our customers design through measurements, fit checks, and visual inspections of the machined and/or assembled product(s) to the customer drawings, specifications and quality plans.

## **Quality Management System and its Processes**

Company has established, documented and implemented our Quality Management System (QMS) in accordance with the requirements of ISO 9001:2015 (E). The QMS is maintained and continually improved through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive action and management review. Company utilizes Quality System Procedures (QSP) to provide our employees and external providers (Suppliers), with detailed “How To” instructions and requirements. The documents support the achievement of quality compliance for each of the process steps. We retain Quality System Forms (QSF) which provide documented information substantiating the process inputs and outputs have been accomplished as planned.

## **5 Leadership**

### **Leadership and Commitment**

Management is actively involved in implementing the QMS, and is accountable for its overall effectiveness. Management has initiated and fully supports the vision and strategic direction for the continued sustainability and enhancement of the QMS. The President and Business Manager have initiated and fully support the Quality Policy and Quality Objectives. Management is committed to the development and implementation of the QMS and to support continually improving its effectiveness. Management provides direction to the integration of the QMS requirements into each business process of the organization and is committed to promoting the use of the Process Approach and Risk-Based Thinking, as well as the engagement and motivation of our employees throughout our QMS.

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## **Customer Focus**

Company ensures customer requirements and expectations are clearly defined, understood and achieved at all levels of the organization. We are committed to achieving 100% customer satisfaction and will accomplish this by understanding and mitigating risks and opportunities that may affect the conformity of products and services and to assure Statutory and Regulatory requirements are identified and achieved according to the applicable Clauses of the QMS Manual, Quality System Procedures and Quality System Forms.

## **Establishing and Communicating the Quality Policy**

The President and Business Manager have initiated and communicated the Quality Policy throughout the organization and made it available to relevant interested parties as appropriate. The Quality Policy is appropriate to the purpose and context of the company and supports its strategic direction. It provides the framework for setting quality objectives, satisfying applicable requirements and supports the Company's commitment for continual improvement of the QMS.

## **Quality Policy**

Company Quality Policy and Mission Statement “to be a world-class supplier of precision- machined parts, sub-assemblies and to achieve success through a shared commitment to meet or exceed our customer's expectations through teamwork, continuous improvement, and innovation. To achieve our mission, it is essential that we focus on quality in everything we do throughout our organization”.

## **Organizational Roles, Responsibilities and Authorities**

The Organization Chart has been established to provide the interrelation and reporting structure of personnel within the organization. The Business Manager has been appointed by the President to oversee and manage the overall effectiveness and compliance of the QMS. The Business Manager has the following responsibility and authority to:

- ensure QMS conforms to the requirements of international standard ISO 9001:2015(E);
- ensure interaction of processes and their ability to achieve planned results;

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- report to top management on the results achieved by the QMS, possibilities for improvements and the needs of changes or innovations;
- maintain QMS integrity when planning and implementing changes;
- promote awareness of customer focus throughout the organization;
- act as a liaison with external parties such as customers or auditors on matters relating to the QMS;
- resolve all matters pertaining to quality issues.

The Business Manager has the organizational freedom and unrestricted access to resolve matters pertaining to Quality Management System as well as to be the Company liaison with external parties, including our customers and vendors on all matters relating to the QMS.

## **6 Planning**

### **Actions to Address Risks and Opportunities**

When planning our QMS, Company has taken into consideration potential issues and has determined the risks and opportunities that need to be addressed to:

- provide assurance that the QMS can achieve its intended result;
- enhance desirable effects;
- prevent, or reduce, undesired effects;
- achieve improvement;

Company has planned actions to address the above risks and opportunities and has initiated appropriate procedures to integrate and implement appropriate actions into our QMS including the evaluation of the effectiveness our QMS processes.

Any actions taken to address risks and opportunities shall be proportionate to the potential impact on the conformity of products and services.

### **Quality Objectives and Planning to Achieve Them**

Quality Objectives have been established at all corresponding levels and processes throughout the organization to implement the quality policy, meet and exceed requirements for product and processes, and to improve the QMS and its performance.



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## **Quality Objectives:**

Quality objectives are strategic, apply to the entire Company and shall:

- be consistent with the Quality Policy;
- be measurable and monitored;
- take into account applicable requirements;
- be communicated;
- be updated as appropriate;
- be relevant to conformity of products, services and enhance customer satisfaction.

**Quality Performance Objectives** are measurable targets for improving operational performance to ensure process conformity and customer satisfaction. They apply to all departments and functions having direct responsibility for activities that require improvement. Performance objectives and goals are established by management and through employee involvement and monitored within the framework of management reviews.

Company retains documented information on the status of our quality objectives. If shortfalls are identified, management may revise objectives, issue corrective action requests, or take other appropriate actions to address the issue.

## **Planning of Changes**

When changes to the QMS are deemed necessary, Company shall ensure the change will comply with the requirements of ISO 9001:2015 (E) and shall consider:

- the purpose of the changes and their potential consequences;
- the integrity of QMS;
- the availability of resources;
- the allocation or reallocation of responsibilities and authorities.

## **Related Documents**

*QSP-006-001 Risks & Opportunities QSP-006-002 Quality Management System Planning*

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## **7 Support**

Company is fully committed to providing adequate resources required for the establishment, implementation, maintenance and continual improvement of our QMS. Our committed resources include: competent employees, state of the industry equipment, well maintained work environment and financial resources. The process for determining and communicating resource requirements is an integral part of our management review process. Our infrastructure resource considerations include:

- management review meeting inputs and outputs;
- capabilities and constraints on existing internal and external resources;
- requirements and expectations provided by our external providers/vendors

### **People**

Company identifies personnel training needs, provides required training, and evaluates the effectiveness of the training provided. Personnel assigned to perform specific tasks, operations and processes are qualified on the basis of appropriate education, experience or training. Employees are made aware of the relevance and importance of their activities and how they contribute to the achievement of quality objectives. Records of personnel qualifications and training are maintained.

### **Infrastructure**

Company has determined and provided resources necessary for the establishment, implementation, maintenance and continual improvement of the QMS. Our infrastructure resource considerations include:

- buildings, workspace and associated utilities;
- equipment including (hardware and software);
- transportation resources;
- information and communication technology.

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As new infrastructure requirements are determined to be necessary, they will be documented in quality plans and other documents as required.

## **Environment for the Operation of Processes**

Management identifies and manages the human and physical factors of the work environment

considered to be important to control processes and to achieve conforming of products and services. Evaluations include:

- assessment of product requirements to identify where human and/or physical factors will affect product quality this is also conducted during advanced product quality planning,
- Assessment of current working environment conditions to determine if the work environment is suitable to achieve conforming product.
- Implementation of work environment improvements needed to achieve conforming product.
- Continual assessment of work environment to ensure that adequate human and physical factors are maintained.

## **Monitoring and Measuring Resources**

Company has determined the necessary monitoring, measurement and resources to be initiated

across our QMS. The structure of internal resources includes but is not limited to:

- monitoring and measuring equipment;
- documented procedures and forms;
- competent and qualified personnel

## **Measurement Traceability**

Documented procedures outline the processes that control monitoring and measurement equipment used to accept products during production and service operations. The procedures also include controls prior to, and after delivery of products to our customers. Appropriate documented information is maintained and provides objective evidence of compliance and conformity.

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## **Organizational Knowledge**

Company considers the specific knowledge necessary for each operation and considers this as an important resource to ensure our people and processes are consistent and will achieve conformity of the product and services provided by the Company. Specific organizational knowledge is defined, maintained and available to the extent necessary within appropriate procedures.

## **Competence**

Company has determined to the extent necessary the below elements of competence for people performing work that may affect the effectiveness of the QMS.

- ensure employees are competent on the basis of their education, training and experience;
- initiate job descriptions including specific competency provisions;
- measure job performance for each employee on an annual basis;
- provide job and career training programs to the extent necessary;
- take actions when necessary to assist employees that exhibit less than desirable results.

## **Awareness**

Company has determined to the extent necessary persons performing work are:

- aware of the Quality Policy;
- aware of relevant quality objectives;
- aware of their contribution to the QMS effectiveness, including improved performance;
- implications of non-compliance to our QMS requirements.

## **Communication**

Company management has determined internal and external communication relevant to QMS, including the subject of the communication, when communication occurs, participant and ways of effective communication.

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## **Documented Information**

Company maintains a documented QMS as a means to ensure that products and services conform to specified requirements. The QMS consists of the following three levels of documented information:

**Level I Quality Manual:** provides the scope of the QMS and the applicable ISO 9001:2015 (E) Clauses contained and supported by our QMS.

**Level II Quality System Procedures (OSP):** provides detailed requirements for each of our processes with the intent to specify who does what, when, where, how the process or action/task is performed, and what documentation is used to verify that all required quality related activities had been executed as required.

**Level III: Quality System Forms (OSF):** provides objective evidence that required product or service quality and customer requirements were achieved, and that the company's quality management system has been implemented as stated. QSF refers to tags, labels, stickers, preprinted sheets, stamps, and other means to identify the status of materials, products, equipment, gauges, and other devices used in the company to achieve the specified requirements.

## **Creating and Updating**

When creating and updating documented information Company ensures the following:

- the identification and description (revision date, approval etc.);
- the format and media (electronic, paper hard copy etc.);
- the review and approval for suitability and adequacy.

## **Control of Documented Information**

Documented information required to support the effectiveness of our QMS is controlled to ensure:

- it is available and suitable for use, where and when it is needed;
- it is adequately protected from loss of confidentiality, improper use, or loss of integrity.
- distribution, access, retrieval and use;

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- storage and preservation, including preservation of legibility;
- control of changes;
- retention and disposition.

Documented information of external origin determined to be necessary for the planning and implementation of the QMS is identified as appropriate and controlled in accordance with Quality System Procedures and Forms.

### **Related Documents**

|  |   |
|--|---|
| <i>QSP-07-001 Control of Documents &amp;</i> | <i>QSP-08-012 Contract Review</i>       |
| <i>QSP-07-002 Calibration</i>                | <i>QSP-09-002 Management Review</i>     |
| <i>QSP-07-004 Employee Training &amp;</i>    | <i>QSP-09-003 Customer Satisfaction</i> |

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## 8 Operation

### Operational Planning and Control

Company defines the expectation and implements controls for each of our QMS processes. The planning of controls is required to ensure consistent acceptability of products and services. Planning processes include the definition of quality objectives, development for required processes, establishment for appropriate verification programs and the requirement for records necessary to demonstrate the process and products conform to intended requirements. Operational planning and control is required prior to new and/or revised products or processes being implemented. During the planning phase, management will identify:

- requirements for the products and services;
- criteria for the processes and the acceptance of products and services;
- resources needed to achieve conformity to the product and service requirements;
- control of the processes in accordance with the criteria;
- documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity of products and services to their requirements.

The output of operational planning and control includes documented quality plans, resource requirements, processes, equipment requirements, procedures, test data, and design outputs.

### Operational Planning and Control



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## **Customer Communication**

Company has implemented an effective system for communicating with customers the system

includes but is not limited to:

- information relating to product and service information;
- inquiries, contracts and order handling, including amendments;
- customer feedback, including customer complaints;
- specific requirements for contingency actions, when relevant.

## **Determination of Requirements Related to Products and Services**

Company requires that all customer specific requirements for products and services are clearly defined by the customer including but not limited to:

- applicable statutory and regulatory requirements;
- requirements considered necessary by Company;
- acceptance that Company can meet the products and services provided.

## **Review of Requirements Related to Products and Services**

Company ensures we have the ability to meet the requirements for products and services to be offered to customers. Management conducts a contract/product review prior to committing to supply products and services to a customer. The review process at a minimum includes:

- requirements specified by the customer, including the requirements for delivery and post- delivery activities;
- requirements not stated by the customer, but necessary for the intended use, when known; requirements specified by the organization;
- statutory and regulatory requirements applicable to the products and services;
- contract or order requirements differing from those previously expressed.

Company ensures contracts, purchase orders or other requirements differing from those previously defined, are reviewed and approved prior to incorporating into our business systems. We retain applicable documented



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information of the initial review and on any new/revised customer or applicable external party requirements for the products and services provided.

### ***Changes to Requirements for Products and Services***

Company ensures that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and services are changed.

### ***Control of Externally Provided Processes, Products and Services***

Company maintains responsibility for the quality of all products purchased from external providers, including customer designated sources. Procedures ensure products and services being provided by external sources will conform to our customers' requirements. Examples of our controls include:

- a documented Approved Vendor List (AVL);
- the review of external provider's performance.

### ***Type and Extent of Control of External Provision***

Company ensures that externally provided processes, products and services do not adversely affect our ability to consistently deliver conforming products and services to our customers. Vendors demonstrating inadequate performance will be required to implement corrective actions. Poor performing vendors will be replaced.

### ***Information for External Providers***

Company uses purchase orders to define the product or services to be purchased. Purchase Orders are created in the company E2System, by designated individuals within the Company. Purchasing documents are reviewed for adequacy and approved by purchasing personnel prior to release. Purchasing documents clearly describe the product or service to be provided.

### ***Production and Service Provision***

#### ***Control of Production and Service Provision***

Company plans and implements production and service provision under controlled conditions and as required by job specific requirements. Examples of the controls include:

- availability of information that define characteristics and results to be achieved;

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- availability of competent and effectively trained personnel and adequate equipment;
- availability and use of suitable monitoring and measuring devices and resources;
- evidence that all manufacturing and inspection operations have been completed as planned;

Manufacturing procedures, job travelers, inspection plans, and other documents deemed necessary, define the acceptance for manufacturing and service operations. The plans provide detailed instruction and guidance for all production and service phases including the methods and equipment to be used and workmanship criteria. Records for each job number of product produced provide unique traceability and identify the quantity manufactured and released for delivery. This record is maintained as required by customer contract requirements.

### **Identification and Traceability**

Company identifies parts and products by suitable means throughout production. Marking methods will be described in the applicable operations procedures for affected departments. Where traceability is a requirement, the Company controls and records the unique identification of the outputs. According to the level of traceability required by contract, regulatory or other established requirement, our procedures provides for:

- identification to be maintained throughout the processes including delivery and post-delivery;
- identification of sub-components and those of the next higher assembly;

### **Property Belonging to Customers or External Providers**

Company exercises care with property belonging to customers or external providers while it is under our control or being used. Procedures are established for the control, storage, maintenance and accounting of Customer/Government furnished materials, tooling and equipment including data used for design, production and/or inspection provided to the Company for the performance of work under a specific contract or contracts.

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## **Preservation**

Company preserves the conformity of parts and products during internal processing and delivery to the intended destination including outside services. Procedures include instructions for identification, handling, packaging, storage and protection. Preservation of outputs also includes, where applicable:

- cleaning;
- prevention, detection and removal of foreign objects;
- special handling for sensitive outputs;
- marking and labeling including safety warnings;
- special handling for hazardous materials.

The shipping department ensures that documents required by the contract/order to accompany the product are present at delivery and are protected against loss and deterioration.

## **Post-Delivery Activities**

Company maintains documented information of all products delivered to our customers. The extent of post-delivery activities includes consideration our customer's requirements and received feedback.

## **Control of Changes**

Company shall review and control changes for production or service operations to the extent

necessary to ensure continuing conformity of customer or internal requirements. Changes for production may be initiated as a result of:

- modernization based on the context of the organization analysis results;
- needs of interested parties, or customer feedback ;
- manufacturing department when vulnerability is detected and (or) opportunities for improvement are identified.

Management reviews and monitors changes that affect production or outside services and ensures change documentation and information is distributed and controlled. Records of results of the review of changes, the persons authorizing the change, and any necessary actions arising from the review are maintained in accordance with applicable procedures.

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## **Release of Products and Services**

Company monitors and measures the characteristics of the product in receiving inspection, in- process inspection, and final inspection to verify that requirements have been met. Documented procedures have been established for product inspection. Documented Records and information of inspection include evidence of conformity with the acceptance criteria and traceability to the person authorizing the release. Records of inspection are maintained.

## **Control of Nonconforming Process Outputs, Products and Services**

Company ensures that products or services that do not conform to established requirements are identified and controlled to prevent their unintended use or delivery. Records of nonconformities are maintained as required and include:

- description of nonconformity;
- description of actions taken;
- description of concessions obtained;
- identification of the authority deciding the action in respect of the nonconformity.

When nonconforming product is corrected, it is re-inspected to the original specifications and requirements to ensure it conform to customer stated requirements. When a nonconforming product is detected after delivery, Company will take action appropriate to the effects or potential effects of the nonconformity.

## **Related Documents**

|   |  |
|---|--|
| <i>QSP-07-001 Control of Documents &amp;</i>        | <i>QSP-08-006 Vendor Evaluations</i>       |
| <i>QSP-08-001 Control of Nonconformance's</i>       | <i>QSP-08-007 Inspection</i>               |
| <i>QSP-08-002 Engineering Change Notice</i>         | <i>QSP-08-010 Preservation</i>             |
| <i>QSP-08-003 Identification &amp; Traceability</i> | <i>QSP-08-012 Contract Review</i>          |
| <i>QSP-08-004 Rework</i>                            | <i>QSP-08-014 Shipping &amp; Receiving</i> |
| <i>QSP-08-005 Purchasing</i>                        | <i>QSP-08-015 Control of Customer</i>      |

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## **9 Performance Evaluation**

### **Monitoring, Measurement, Analysis and Evaluation**

The objectives of monitoring, measurement, analysis and evaluation are: process criteria, product characteristics, performance and effectiveness of the QMS. Results from monitoring and measurement are evaluated. Informational reports are presented to management for general review and making decision on opportunities for improvement.

### **Customer Satisfaction**

Company monitors information relating to customer perception of our continual ability to fulfill their requirements. Maintaining customer satisfaction is one of the principal objectives of the QMS. Collecting and analyzing customer feedback and complaints, and customer satisfaction is conducted during management review. Customer satisfaction data is used by management to identify opportunities for improvement.

### **Analysis and Evaluation**

Company performs necessary analyses and evaluates appropriate data and information initiated from monitoring and measurement and uses the results to evaluate conformity of products and services, customer satisfaction, the performance and effectiveness of the QMS, the performance of external providers, and the need for improvement of the QMS.

### **Internal Audit**

Company plans and conducts internal audits at planned intervals. Internal audits are conducted to verify quality activities and related results comply with planned expectations including customer contractual requirements and other QMS requirements as deemed necessary and applicable. The Business Manager is responsible for organizing and coordinating the internal audit to

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ensure that the audit scope, the frequency and methods are defined, and the following requirements are satisfactorily achieved:

- definition of audit responsibilities;
- definition of requirements for planning and conducting the audit including taking appropriate correction and corrective actions without undue delay;
- assurance of auditor independence;
- recording of audit results;
- communication of audit results to management;

### **Management Review**

Company Management Review process is planned and includes the following considerations:

**Management Review Inputs:** Assessment of the QMS is based on a review of information inputs to

Management Review. Input examples include:

- the status of actions from previous management reviews;
- changes in external and internal issues that are relevant to the QMS;
- customer satisfaction and feedback from relevant interested parties;
- the extent to which quality objectives have been met;
- process performance and conformity of products and services;
- nonconformities and corrective actions;
- audit results;

In addition, management review inputs shall include the adequacy of resources, the effectiveness of actions taken to address risks and opportunities and opportunities for improvement. Results of Management Review meetings shall be retained.

**Management Review Outputs:** Management Review Outputs include decisions and actions related to the following:

- opportunities for improvement;
- changes needed to the QMS;
- resource needs.

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Management Review Meeting documents and information is retained as required by applicable procedures.

## Related Documents

|  |                                     |
|--|-------------------------------------|
| <i>QSP-06-00 Risks &amp; Opportunities</i>   | <i>QSP-09-001 Internal Audit</i>    |
| <i>QSP-07-001 Control of Documents &amp;</i> | <i>QSP-09-002 Management Review</i> |
| <i>QSP-07-004 Employee Training &amp;</i>    |                                     |

## **10 Improvement**

Company determines and selects opportunities for improvement and implements necessary actions to meet customer requirements and enhance customer satisfaction. Examples:

improving products and services to meet requirements as well as to address future needs and expectations;

correcting, preventing or reducing undesired effects;

improving the performance and effectiveness of the QMS.

## Non conformity and Corrective Action

Company initiates actions to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered. When nonconformity occurs, corrective action procedures are initiated and implemented. Examples of actions taken include:

- taking action to control and correct it;
- reviewing and analyzing the nonconformity;
- determining the causes of the nonconformity;
- determining if similar nonconformities exist, or could potentially occur;
- implementation of any action needed;
- review of the effectiveness of any corrective action taken;
- updating risks and opportunities determined during planning, if necessary;
- making changes to the QMS, if necessary.

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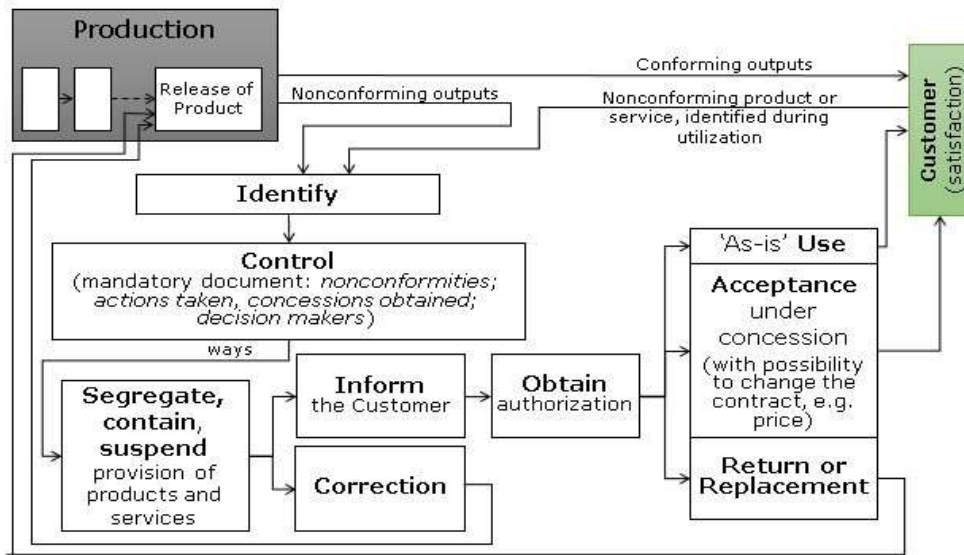


Fig. 9.1 Control of Nonconforming Outputs

## Continual Improvement

Company initiates actions to continually improve the suitability, adequacy and effectiveness of the QMS. Continual improvement techniques and processes are applied to areas of the business that have an impact on the quality of our products and services. We analyze and take necessary actions on results of improvement projects as well as from the Management Review outputs. The implementation of the “Process Approach” including the PDCA Cycle provides verifications that our QMS is robust, and the achievement of effective process performance.

