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**QUALITY MANAGEMENT SYSTEM  
OPERATIONAL PROCEDURES**

**AS 9100 Rev C / ISO 9001-2008**

**UNCONTROLLED COPY  
ISSUE DATE 30 APRIL 2010**

**APPROVED BY:**   
**BRAD SMITH  
PRESIDENT & GM**

**REVISION: 15.1  
REVISION DATE: 04/30/2010**

**APPROVED BY:**   
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QA MANAGER**

## Index and Revision Status

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## RECORD OF REVISIONS

<b>DATE</b>	<b>SECTION</b>	<b>REVISION</b>
09/23/02	26-01	Deleted Form 26-01-01. revision to 1.0
09/23/02	32-01	Deleted from para. 3.4 “Qualification”, Para. 4.4 changed QOP56-01 to QOP26-01, Added Form 32-01-4 continuation record employee training. Added Form number to to procedures.
09/23/02	44-01	Added the word “Customer” to para. 1.1 and deleted the word “products from para. 1.2 Approved category.
09/23/02	44-02	Added Airtronics, Inc. approved suppliers criteria to para 1.1. Added to para 3.4 allow Purchasing to approve PO’s of \$50 or less. Delegated authority to QA Rep. to approve PO’s in the Presidents absence.
09/23/02	44-03	Changed para. 1.3 to “These controls are a certified Quality Management System of ISO 9000.
09/23/02	46-01	Added to para. 5.1 “QA will notify customer by the best appropriate means”. Changed para 7 & 7.1 to 6 & 6.1.
09/23/02	52-05	Changed para. 3.2 & 5.1 to read “marked with Quality Acceptance Inspection stamp.
09/23/02	53-01	Revised procedure to change to Nonconforming Report from Product Nonconformity Report. Revised Form 53-01-1 completely to incorporate Forms 55-02-1, 52-02-1.
09/23/02	55-01	Added the “President” to para 1.2 to prioritize with QA Rep suggestions of evaluation of improvements.
09/23/02	55-02	Deleted scrap rates from para. 1.2. and Form 55-02-1.

## RECORD OF REVISIONS

DATE	SECTION	REVISION
10/01/02	52-02	Deleted Form 52-02-1
10/01/02	CVR PGE	Added Record of Revision sheet to Index.
11/5/02	43-01	Added Manufacturing Control process procedure.
12/19/02	55-02	Changed para 3.4 “ next audit period or before, as deemed necessary”
4/14/03	ALL	Incorporated C&L Airtronics into Operational Procedures Manual with ( <i>*Airtronics</i> )
4/14/03	12-03	Added responsibility for disposal of records.
7/8/03	44-01	Corrected from Form PUF0602 to Form 44-01-1 and added to para. 1.1 new suppliers of material for manufactured product.
7/8/03	12-03	Added seven years retention to Management Review Meeting minutes.
7/8/03	43-01	Added procedure QOP 44-01 to para. 5.3.
7/8/03	53-01	Included PQDR’s and revised NCR form to select CA/PA.
7/30/03	43-01	Corrected QOP42-02 to QOP12-02
8/1/03	52-05	Incorporated FAR 145 requirement.
10/2/03	53-01	Added reference to AOP45-04-3 procedure
10/2/03	42-03	Incorporated QOP45-04-3 procedure
10/2/03	26-01	Changed Par.7.1 Management Review Meeting Minutes recording requirements.
12/10/03	45-01	Incorporated AOP45-01-2 procedure in “Associated Documents” Section

## RECORD OF REVISION

DATE	SECTION	REVISION
2/10/04	26-01	Removed recording requirements for Management Review Meeting Minutes of Para 7.1.
5/11/04	42-03	Added Form 2000-C-005 Warranty Work/Failure Analysis.
5/11/04	52-02	Revised internal audit inspections criteria
8/6/04	52-02	Train personnel for auditors, revised internal audit inspection sheets and independent auditors audit QA activities.
8/9/04	42-03	Revised procedure for correct routing of customer correspondence.
8/9/04	32-01	Revised procedure and added Form 2000-C-046 Employee Training Record.
10/6/04	52-01	Deleted previous Para 2.2 of categorizing customer complaints and added government sources and product returns for collecting customer satisfaction.
2/18/05	52-05	Revised procedure to Airtronics actual process.
2/18/05	52-02	Revised procedure for all audits to be conducted by Airtronics, Inc certified auditors.
7/26/05	QOP	Deleted all references to C & L in Quality Operating Procedures.
3/24/06	52.02	Revised back to auditors will be independent of auditing activity.
8/31/06	52-02	Audit data forms removed revision and changed to uncontrolled copies.
10/19/06	32-01	Revised training form 2000-C-039 to remove redundancies and none applicable entries; added form 2000-C-046 to para 4.1 to document follow up training.
3/12/08	52-02	Incorporated Human Resources to 3.2 and changed Competence, Awareness and Training to 3.2.1. on the audit sheets.
4/17/08	43-01	Revised para 43-01 to initiate manufacturing process.
8/01/08	QOP Cover Page	Changed Address on Logo to reflect new facility location
10/28/09	ALL	<i>Revised all procedures to include AS9100 Rev C requirements. Revised document numbers to reflect AS 9100 numbering system. Dates on procedures reflect date of actual revision.</i>

03/17/10	44-02	Added clarification to section “purchasing information” and added “attachment A” which is defines any “additional quality /purchasing requirement” that are not normally put on the purchase order. This addresses ICL audit finding NCN #1 (AS9100 audit-March 2010)
03/17/10	46-01	Revised calibration procedure to clarify the use of the different colored stickers utilized by Airtronics. This addresses ICL initial AS audit finding -3-12-10 (CAR #2)
03/18/10	83-01	Revised procedure to clarify the requirement for closing out NCR’s including follow-up and document closure. This addresses ICL initial AS audit finding-3-12-10 (CAR # 5)

<b>Quality System Documentation</b>
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**I PURPOSE**

The purpose of this procedure is to:

- Identify documents defining the quality management system, production processes, and products.
- Assign responsibilities for establishing and maintaining the documentation.

**II APPLICATION**

This procedure applies to all documents defining the quality system, products and manner of production.

This procedure concerns all departments.

**III PROCEDURE**



**1. General**

1.1 The scope and extent of quality system documentation is determined on the basis of the complexity and interaction of processes, elements and activities; and on competence of personnel. The documentation is sufficient to ensure the effective planning, operation and control of the quality system, processes and products.

**2. Quality manual**

2.1 The purpose of the quality manual is to:

- State Airtronics, Inc. principal quality policy as well as specific policies related to particular elements of the quality system.
- Define and describe quality system processes, their sequence and interrelation;
- Details and justification for any exclusions.
- Define responsibility and authority of management personnel involved in the operation of the quality system;

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 10/28/09

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- Outline general procedures for various activities comprising the quality system, and reference applicable Operational Procedures.
- 2.2 The Top Management formulates the principal quality policy and approves the quality manual. QA Manager is responsible for maintaining the manual. The quality manual is authorized by both the Top Management and QA Manager.
- 3. Operational procedures**
- 3.1 The purpose of operational procedures is to define systems, assign responsibilities and authorities, and provide instructions for carrying out activities comprising the quality system. Operational procedures explain the what, when, who and how for each activity; identify interfaces for the activity; and instruct who should be informed and how the results of the activity should be recorded.
- 3.2 Operational procedures are code numbered QOP-SS-NN. QOP stand for Quality Operational Procedure, SS is the section in the quality manual to which the procedure pertains, and NN is the consecutive number of a procedure for the section.
- 4. Work instructions**
- 4.1 The purpose of work instructions is to guide personnel in performing specific tasks, such as carrying out and controlling processes (process operator instructions), handling products, calibrating measuring equipment, conducting tests or inspections, and so forth.
- 4.2 Work instructions are divided into the following 3 categories:
- **Process Specifications (PS):** Specifications from Technical and Manufactures manuals.
  - **Process Operator Work Instructions (FORM 2000-C-030):** Written documents instructing operators how to perform processes and operate process equipment (may be merged with process specifications).
  - **Quality Data Sheet (QDS):** Written procedures describing how to perform specific tests and inspections and acceptance criteria.
- 4.3 Work instructions may be issued under various formats, such as posted notices, instruction sheets, process procedures, internal standards, etc.
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## 5. Standards and reference documents

- 5.1 The company maintains a library of standards and other reference materials required to process the products and to support the quality system.
- 5.2 The standards library is controlled and maintained by the Administrative Department. The library software consist of dates of issue, and revision levels of all publications that are used to define product requirements. The library is inventoried and updated (as required).
- 5.3 Standards for which there is continuous maintenance service, are updated when revised portions of the standards are received. Revision status of other standards is verified normally by checking the internal library system. Standards that are rarely used are not regularly checked for current issue.

## 6. Product technical documentation

- 6.1 Product technical documentation consists of specifications and drawings. The purpose of the documentation is to define the product. These documents are reviewed and released.
- 6.2 Technical documentation is identified to the product it defines by a title and a common part number.

## 7. Customer engineering documents

- 7.1 This includes customer drawings, specifications and other documents defining the customer's requirements. These can be design input, product documentation, testing procedures, acceptance criteria, and so forth.
- 7.2 Customer documents are used directly in production or inspection operations.

## 8. Product realization and control plans

- 8.1 Documents under this category are the output of product realization and verification planning, as defined in Section [4.1](#) of the quality manual.
  - 8.2 The purpose of product realization plans is to sequence, coordinate and schedule production operations; define equipment to be used; reference drawings / specifications that are needed for production, including [risks associated](#). Production work orders are examples of documents defining production plans.
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# Quality System Documentation

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- 8.3 Control plans identify process control scope and methods to define the inspection/testing points and methods, reference specific process control, inspection instructions, acceptance criteria and [associated risks](#).
- 8.4 These types of documents are usually issued by Engineering, Production or Quality Assurance.

## **IV ASSOCIATED DOCUMENTS**

- Operational Procedure [QOP-42-02](#): Control of Documents
- Airtronics Procedure [AOP 42-02-3](#): Documenting Work Instructions.
- Form 2000-C-030 Work Instruction Form

<b>Control of Documents</b>
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions and to assign responsibilities for establishment of review, authorization, issue, distribution, and revision of controlled documents.

**II APPLICATION**

This procedure applies to the following categories of documents:


- Quality manual;
- Operational procedures;
- Work instructions;
- Standards and other technical reference materials;
- Product realization and control plans.

This procedure concerns all departments.

**III PROCEDURE**

**1. Identification**

- 1.1 Documents are normally identified by their title, code/number, date of issue, revision level, identification of the issuing authority and approval signature. For some types of documents the code/number and revision level are not relevant and are not required. At a minimum, all documents are dated and signed (or otherwise identify the issuing authority).
- 1.2 Work instructions are dated and authorized, but they do not have to be identified with a revision level. When revised, obsolete instructions are removed and new versions are affixed in their place.
- 1.3 Electronic documents on the network do not need to be identified with approval and/or release signatures. Only approved and authorized documents are available on the network.

Approved by: 	Approved by: 
Originated by : PG JUAREZ	This Revision Date: 10/28/09

# Control of Documents

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## 2. Establishment of initial issues and revisions

- 2.1 Personnel on all levels are encouraged to identify the need for, and propose issue of new procedures, work instructions, workmanship standards, and additional product-related documents. All personnel are also encouraged to critically evaluate the documents they use and request revisions to correct errors and inconsistencies.

## 3. Initial issue

- 3.1 Prior to issue and release, internally generated documents are reviewed for adequacy, correctness, and conformity to quality policies prior to issue.
- 3.2 For electronic documents, only approved and authorized documents may be posted on the network. When a document does not directly identify the approving and releasing authority, a record of the approval and release is maintained by the system.

## 4. Revisions

- 4.1 Changes to documents are reviewed and approved by the same function or department that approved the initial document, unless specifically designated otherwise. Revisions made by handwritten corrections must be signed and dated. Issuing of revised documents follows the same rules that apply to initial issues.
- 4.2 Revision of a paper document is considered to be formally issued, when it is authorized with the required approval signatures. Revision of an electronic document is issued when the revised document is posted on the network.

## 5. Placement of initial issues and revisions

- 5.1 Documents are placed at a designated location for review for all personnel.
- 5.2 Revisions of documents are distributed to the same locations as the original issues. Maintaining unauthorized files with superseded revisions of controlled documents is prohibited.
- 5.3 Electronic documents are posted on the network and are available for viewing and printing from relevant computers and terminals. When a document is revised, the old edition is taken down from the network and is substituted with the revised document.
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# Control of Documents

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## 6. Master list

- 6.1 Department issuing controlled documents maintains a master list of all technical manuals, drawings and QDS's documents. The list can be in the form of a computer database, etc. The list identifies each issued document by part number.

## 7. Customer engineering documents and changes.

- 7.1 Engineering documents (standards, specifications, drawings, etc.) and changes received from customers are reviewed by Engineering, Production or Quality Assurance, as applicable. The scope of the review includes correctness and completeness of the information, identification of all changes (for revisions), correctness of the revision level, and verification that the document has been approved by the customers issuing authority.
- 7.2 Production decides whether or not customer documents should be consolidated and/or reinterpreted. Consolidated and reinterpreted documents are reviewed and approved prior to release, and are otherwise controlled in accordance with this procedure. Original customer documents are preserved and are readily available for reference.
- 7.3 Documents of external origin that Airtronics determines to be necessary for the planning and operation of our QMS are controlled and maintained in the Airtronics Technical Library database. Document revisions are verified prior to every use.

## 8. Historical documents and archives

- 8.1 Masters and copies of obsolete documents that are retained for preservation of knowledge or legal reasons are stamped SUPERCEDED and are kept separate from active documents. Obsolete electronic documents are removed from the network and are stored in directories or disks that are only accessible to authorized personnel.
- 8.2 The company maintains archives of historical documents such as old drawings, specifications, reports, standards, samples, and so forth. Archived documents are inactive, and are neither maintained nor controlled. Cabinets containing archived documents are segregated from those containing active documents. When a document from the archives needs to be reactivated (for production of spare parts, for example), it must be reviewed.



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## Controlled Circulation List

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MANAGEMENT REPRESENTATIVE  
EMPLOYEE DISPLAY  
PRODUCTION  
FEDERAL AVIATION ADMINISTRATION

THIS MANUAL IS AVAILABLE ON-LINE ON THE AIRTRONICS,  
INC. IN-HOUSE NETWORK SYSTEM WITH READ-ONLY RIGHTS  
TO ALL AIRTRONICS PERSONNEL.

FORM 42-02-1

REV. 28 OCT 2009

<b>Control of Quality Records</b>
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for establishing, storage, and retention of quality records.

**II APPLICATION**

This procedure applies to all records demonstrating conformity of products and the quality system, and in particular records listed in Part IV of this procedure.

This procedure concerns all departments that establish and maintain records. Part IV of this procedure lists the relevant departments for each type of record.

**III PROCEDURE**

**1. General**


1.1 Quality records provide the evidence that products conform to specifications and that the quality system is operated in accordance with documented procedures and that it is effective. Where required, records also include traceability information.

**2. Establishment of records**

2.1 Records are normally established by personnel directly involved with the task, operation, or activity whose results need to be recorded. Re

2.2 Specific record formats are usually prescribed by procedures that call for their establishment. These can be forms, reports, minutes of meetings, sign-offs or stamps placed on other documents, and so forth.

2.3 As the company transitions from paper to electronic systems, growing number of records are being established and maintained in electronic media. These may be in the form of text documents, spreadsheets, databases, and specialized software.

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 10/28/2009

# Control of Quality Records

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## 3. Identification

- 3.1 Records identify or reference the product, person, or event to which they pertain. Records are dated, and identify the function or person who established the record.

## 4. Indexing and storage

- 4.1 Records are indexed and grouped to facilitate their retrieval. Binders, file cabinets and computer disks etc., containing records are clearly labeled with identification of their content.
- 4.2.1 Records are stored in a dry and clean locations. Records and other quality documents may not be stored in private desk drawers or other obscure locations that are not generally known.
- 4.3 Disposal of records that have passed their retention expiration date are disposed by QA or Top Management.
- 4.4 Electronic records are regularly backed up daily by Quality Assurance.

## IV QUALITY RECORDS LIST

**Contract records:** Contract solicitation, acceptance and review, purchase orders, and other documents established in the course of processing, negotiating, and implementing contracts that are awarded to or accepted by Airtronics, Inc. Retained for seven years.

### **Documents created by and/or retained by supplier.**

*Records created by and/or retained by suppliers, such as traceability documents, certificates of inspection, tests performed, SPC data, and any records requested by our customer. This includes control over records that we have our suppliers retain at their facility. The requirements for these types of records are defined in purchase order.*

**Subcontractor evaluation and performance records:** Documents demonstrating subcontractor quality capability and quality performance. Records are retained by for seven years.

**Purchase orders:** Purchasing documents for procurement of materials, components, products, and services to be incorporated into the finished product. Retained for seven years.

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# Control of Quality Records

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**Production and product verification records:** Work orders, traceability records, material certificates, inspection and test results, etc. Retained for seven years.

**Nonconforming product/material records:** Product/material nonconformity reports. When these records pertain to reworked product they are kept by Quality Assurance. Also other product/purchased material-related records. Retained for seven years.

**Calibration certificates:** Measuring and monitoring equipment calibration certificates. Retained by Quality Assurance for the life of the equipment or until seven years after equipment has been scrapped or removed from service..

**Shipping orders:** Records identifying the shipping consignee address, shipping date, products to be shipped, labeling requirements, and transportation mode or carrier. Retained by Shipping, or as required by contract.

**Management review records:** Minutes of management review meetings and other management review input and output documents. Retained by Quality Assurance for seven years.

**Corrective and preventive action records:** Corrective and preventive action requests. Retained for five years..

**Customer feedback and complaints records:** Customer record files including communication records and resolutions. Retained while active.

**Internal quality audit reports:** Internal audit reports, including audit findings and associated corrective and preventive actions. Retained for three years.

**Training records:** Personnel training records. Retained by Quality Assurance for a period of three years after termination of employment.

## V ASSOCIATED DOCUMENTS

- Operational Procedure [QOP-42-01](#): Quality System Documentation
  - Operational Procedure [QOP-42-02](#): Control of Documents
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## Control of Quality Records

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**This procedure is revision controlled by incorporation into the Airtronics FAA Repair Station Manual (RSM). All changes to this document must be coordinated through the FAA in accordance with the Requirements specified in the RSM.**

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<b>Management Review</b>
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for scheduling, conducting, and recording management reviews of the quality management system.

**II APPLICATION**

This procedure applies to all activities comprising the quality system, and in particular those named in Clause 4, Review input.

This procedure directly concerns the Top Executive Management.

**III PROCEDURE**

**1. Frequency and Scheduling**


1.1 Quality performance and the quality management system are reviewed by the Top Management at least once per year. Quality Assurance Manager determines the actual dates for the Management Review Meetings.

**2. Attendance**

2.1 Management review meetings are chaired by Top Management and are attended by any staff member as required.

**3. Agenda**

3.1 The agenda for management review meetings is prepared by Quality Assurance Manager. It is then reviewed and is distributed to the participating staff members prior to the meeting. At a minimum, the agenda covers all items listed in Clause 4 of this procedure, Review input.

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 11/06/09

# Management Review

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## 4. Review input

### 4.1 At a minimum, following information and data are presented for review:

- **Action items from last meeting:** Quality Assurance reports on the status of action items from previous meeting. Items which are not completed are carried on as continuing actions and are recorded as such in the minutes of the meeting.
- **Process performance and product conformance:** Quality Assurance presents quality performance data. These include rates or process and product nonconformities, on-time delivery performance and supplier quality performance.
- **Internal quality audits:** Quality Assurance presents results of internal quality system audits. This includes summaries of results for the cycle, frequencies of audit findings against particular elements of the quality system and discussion of particularly important findings.
- **Corrective and preventive actions:** Quality Assurance presents most important corrective and preventive actions implemented through the period and the status of pending actions.
- **Customer feedback and complaints:** Sales presents summaries of customer feedback and complaints as applicable, including analysis of trends as defined in Procedure [QOP-72-03](#).
- **Customer satisfaction:** Sales presents customer satisfaction data and trends as applicable, as defined in Procedure [QOP-82-01](#).
- **Training:** Quality Assurance reports on the status of training programs and the effectiveness of training provided. This includes correlation of training with quality and productivity performance trends in corresponding areas.
- **Continual improvement:** Quality Assurance presents data demonstrating progress toward achieving continual improvement goals and reviews current and completed improvement projects.

### 4.2 In addition to the topics listed above, management review may also consider such issues as cost of quality and non-quality; integration of the quality system with other operations and activities and any other such issues related to the quality management system.



# Management Review

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4.3 Following each presentation, the participating representatives discuss the issues, compare their status and performance with preceding periods, and identify areas where improvement is required.

## **5. Quality policy and quality objectives**

5.1 An important role of management reviews is to determine progress toward fulfilling the quality policy and achieving quality objectives.

5.2 Quality objectives established through the review period are systematically evaluated to assess progress. Objectives that have been achieved may be closed out to free resources for improvement in another area.

5.3 When objectives are not achieved on time, the review investigates and determines causes for the failure to achieve the objectives. Depending on the nature of the objective and causes for failure to achieve it, the Top Management may decide to drop the objective, reduce its scope or level, reassign responsibilities and/or allocate additional resources, or extend the due date for achieving the objective.

5.4 New objectives are established where it is necessary to improve performance or quality system to fulfill the quality policy or other organizational goals or aspirations. New objectives are documented in the minutes of the review.

5.5 The principal quality policy is also reviewed to ensure its continuing relevance.

## **6. Review output**

6.1 Management reviews are concluded with actions related to:

- Improvement of the quality management system,
- Improvement of quality performance, and
- Improvement of products and/or services to better meet customer requirements and increase customer satisfaction.

6.2 These improvement actions are often formulated as quality objectives with specific measurable targets, due dates, assignments of responsibilities and allocation of resources for their implementation.



# Management Review

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- 6.3 Management review output is documented in the minutes of the review meeting. Action items are placed under a special heading to ensure that they are easily identifiable. Whenever applicable, action items include assignment of responsibility, timeframe and allocation of resources for implementation of the action.

## 7. Record

- 7.1 The person designated to record the meeting minutes shall be notified in advance of the meeting to allow sufficient preparation time. Final draft of the meeting minutes are reviewed and approved by the Quality Assurance Representative. Copies of the minutes are then distributed to the attending and, if any, absent staff members. The minutes and other documents associated with the review are confidential. The location and retention period for management review records are specified in Operational Procedure [QOP-42-03](#), Control of Quality Records.

## IV ASSOCIATED DOCUMENTS

- Operational Procedure [QOP-62-01](#): Training and Awareness
- Operational Procedure [QOP-72-03](#): Customer Feedback and Complaints
- Operational Procedure [QOP-82-01](#): Customer Satisfaction
- Operational Procedure [QOP-82-02](#): Internal Quality Audits
- Operational Procedure [QOP-85-01](#): Continual Improvement
- Operational Procedure [QOP-85-02](#): Corrective and Preventive Action
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<b>Training and Awareness</b>		
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, to assign responsibilities for determining training needs, provide the required training for establishing awareness programs and for maintaining training records.

**II APPLICATION**



This procedure applies to all training and awareness programs provided by Airtronics Inc.

The procedure concerns Top Management and departments that provide training for Airtronics, Inc. employees.

**III PROCEDURE**

**1. Competence, training and awareness needs**

- 1.1 The objective of Airtronics, Inc training procedure is to ensure that employees are familiar with relevant requirements of the quality system pertaining to their job functions; and that they possess the **necessary competence**, knowledge and skills **for personnel performing conformity to product requirements**.
- 1.2 Awareness programs focus on understanding the importance of customer requirements, and on the relevance of individual contributions to meeting these requirements and achieving the quality policy and objectives.
- 1.3 Top Management and Quality is responsible for identifying competence, training and awareness needs for company-wide programs, such as: job descriptions, general orientation, rules and regulations, quality system, safety, and other company-wide systems and issues.
- 1.4 Departmental Representatives are responsible for identifying training needs in their departments. Departmental training is primarily focused on increasing the level of skills in operating equipment and processes, conducting inspections and testing.

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 10/19/06

# Training and Awareness

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## 2. Company-wide training and awareness programs

2.1 General orientation and quality system training: Top Management and Quality provides employee orientation training procedure to all new and existing employees. This training familiarizes employees with administrative rules, employee programs and benefits, etc.; and explains the product, product requirements, and the quality system. At a minimum, the product and quality system training comprises:

- Product orientation with emphasis on quality characteristics;
- Employee competence is determined by matching employee qualifications with job descriptions. Airtronics determine if training is required or other actions are required to achieve the necessary competence.
- Presentation of the company's quality system;
- Discussion of quality policy;
- Explanation of how individual employees can contribute to maintaining and improving the quality system.

Participation in the employee orientation training is recorded. These records (Form 2000-C-039) are maintained by Quality.

2.2 **Safety training:** All employees are trained in safe work practices, use of personal protective equipment, and emergency procedures, as applicable. Safety training is provided by appointed Safety officer. Training records (Form 2000-C-039) are maintained by Quality.

2.3 **External training:** As deemed necessary.

## 3. Departmental training

3.1 Each department is responsible for providing the necessary training to ensure that its employees are skilled, capable and competent to perform their functions.

3.2 On-the-job training, i.e. working under supervision of a more experienced employee, is used when appropriate. On-the-job training is recorded (Form 2000-C-039), to include its scope, duration, and the name of the person who supervised the training.

3.3 Production personnel are trained in operating key processes and equipment.

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# Training and Awareness

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- 3.4 Quality Metrology Specialist are trained in calibration, use of measuring and testing equipment, inspection and testing techniques, as applicable.
- 3.5 Employees that, prior to implementation of this procedure, have proven to be experienced in operating processes and equipment do not need to be trained.
- 3.6 Those employees who do not perform satisfactorily are provided with additional or repeated training.

## 4. Training effectiveness evaluation

The following methods and approaches are used for evaluating the effectiveness of training provided.

- 4.1 **Follow-up evaluation of individual employees:** Following competency or skill training of employees, they are evaluated by the training instructor. This evaluation assesses whether a particular training has achieved its objective and the employee is sufficiently competent and/or skilled to perform the new job function for which he or she was trained. Results of this evaluation are recorded (Form 2000-C-039) and are filed per records procedure..
- 4.2 **Review of overall performance in areas related to particular training:** When groups of employees are trained in safety, emergency procedures or interdepartmental systems, this type of training is evaluated by comparing performance data from before and after the training was provided. For example, the effectiveness of safety training is measured by tracking rates of work-related accidents. This training may be recorded on the employee training record form to accommodate multiple employee attendance on one form.
- 4.3 **Correlation of training with nonconformities and system failures:** Training and competency are always considered when investigating causes of product and process nonconformities and failures of the quality system. When inadequate training is the cause, the investigation goes further to determine specifically which particular training is at fault. This training is then reviewed and improved, by changing its scope, format, or frequency, as appropriate.
- 4.4 **Global evaluation of training by management review:** Training and awareness programs and their effectiveness are evaluated by management reviews. This includes presentation and discussion of data correlating quality performance in particular areas

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with specific training and awareness programs. Operational Procedure QOP-56-01, Management Review, defines this process.

## **IV ASSOCIATED DOCUMENTS**

- **QOP-56-01           MANAGEMENT REVIEW**
  - **FORM 2000-C-046   EMPLOYEE OJT TRAINING RECORD**
  - **FORM 2000-C-039   EMPLOYEE TRAINING RECORD**
-

# Training and Awareness

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## EMPLOYEE TRAINING PROCEDURE

### I. TOP MANAGEMENT

- A. GENERAL ORIENTATION
- B. RULES AND REGULATIONS
- C. SAFETY-AIRTRONICS SAFETY MANUAL
- D. QUALITY SYSTEM-AIRTRONICS QUALITY MANUAL/OPERATING PROCEDURES

### II. DEPARTMENT (PRODUCTION)

- A. SKILLS LEVEL
  - 1. PROCESSES-OJT

### III. AWARENESS

- A. REVIEW OF SAFETY PROCEDURES
- B. REVIEW OF AIRTRONICS QUALITY SYSTEM

**Form 32-01-1**

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<b>Customer Feedback and Complaints</b>
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions to assign responsibilities for receiving and processing customer feedback and complaints.

**II APPLICATION**

This procedure applies to all customer feedback and complaints.

This procedure concerns Top Management and Quality Assurance.

**III DEFINITIONS**

**Customer feedback:** Comments regarding features, characteristics, performance of our products, services and sales.

**Customer complaint:** Customer statement that our products or services do not meet requirements and/or expectations.

**IV PROCEDURE**

**1. Receiving customer feedback and complaints**

1.1 All customer communication, whether written or verbal, are forwarded to the Top Management. Verbal communication by phone is documented in a memo established during or immediately following the conversation with the customer.

1.2 Customer feedback and complaints are reviewed and maintained in the customer file (as applicable) or Quality Assurance. The record includes:

- Identification of the customer
- Reference of the concerned order
- Brief description of feedback or complaint;

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# Customer Feedback and Complaints

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## 2. Processing customer feedback

- 2.1 When customer communication is classified as feedback (refer to Section III, Definitions) it is filed in the customer file (as applicable).

## 3. Processing customer complaints

- 3.1 Top Management or Quality Assurance evaluates complaints and communicates the complaint to the concerned function. Complaints are reviewed for better tracking of trends and evaluating improvements in specific areas.

- Nonconforming or otherwise unsatisfactory product shipped
- Product damaged in delivery
- Wrong product or quantity shipped
- Late delivery to customer
- Incorrect (or contested) invoicing

- 3.2 Top Management/QA decide how to respond to the customer and, when applicable, what needs to be done to correct the problem for the customer (exchange, repair, refund, etc.).

## 4. Corrective and preventive action

- 4.1 Quality Assurance reviews customer complaints to determine whether it calls for an internal investigation and should be followed up with corrective action. Corrective action is initiated on [Form 2000-C-005 Warranty Work/Failure Analysis Report](#).
- 4.2 When customer returns nonconforming products, the products are evaluated. They are processed in accordance with Procedure AOP 75-04-3 Product Return Procedure. Depending on the nature of the nonconformance, Quality Assurance may follow up with requests for corrective or preventive actions.
- 4.3 When investigation of customer complaint determines that remote operations, subcontractors or other external organizations contributed to the complaint, Quality Assurance informs Production control and provides them with all relevant information for customer notification. When appropriate, Quality Assurance may issue formal corrective action requests to responsible subcontractors.
-

# Customer Feedback and Complaints

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## 5. Records

- 5.1 Customer complaint is recorded and put into the customer file, as applicable . When there are copies of written communication, reports and other documents related to a complaint, these records are routed to Quality Assurance for customer satisfaction data, as applicable.
- 5.2 Records of complaint investigations are maintained in the department that conducts the investigation. Records of internal investigations may be merged with records of the corresponding corrective or preventive actions, which are maintained in Quality Assurance; records of investigations that concern product performance by Engineering/QA; records of investigations that involve subcontractors are maintained in QA.

## V ASSOCIATED DOCUMENTS

- Operational Procedure [QOP-83-01](#): Control of Nonconforming Product
- Operational Procedure [QOP-85-01](#): Continual Improvement
- Operational Procedure [QOP-85-02](#): Corrective and Preventive Action
- Operational Procedure [AOP-75-04-3](#) Product Return Procedure

**Manufacturing Control**

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**I PURPOSE**

The purpose of this procedure is to provide for a system of instructions and to assign responsibilities for product manufacturing verification activities. *This procedure defines the project management process, identifies the process for risk assessment and initial configuration management utilized to manage product realization.*

**II APPLICATION**

This procedure applies to manufacturing of Customer product (Build to print).

*This procedure applies to the control of temporary or permanent work transfers.*

Customer related processes is an integral part of this procedure, therefore is considered the primary contract review procedure.

This procedure concerns the Production Team (Staff members as applicable) interfacing with TOP MANAGEMENT and Quality Assurance.

**III PROCEDURE**



**1. Manufacturing planning**

1.1 Manufacturing projects are initiated by Sales, who is responsible for the initial aspects of the project.

*Sales will generate a project management / risk assessment / product audit and review form (2000-C-053) that defines the plan for how the product realization process will meet customer requirements. This process shall include defining acceptable risk within resource and schedule constraints.*

*A risk assessment will be performed for appropriate production processes within product realization. The risk assessment may include:*

- Identifying personnel responsible for risk management*
- Definition of risk criteria (e.g. consequences, risk acceptance, etc.)*

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# Manufacturing Control

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- Flow down of risk assessment to applicable personnel throughout product realization.
- Plan on how to handle risks that exceed the defined acceptance criteria.
- Reviewing of the actions taken to resolve risks defined above.

1.2 All aspects of the perspective contract are reviewed by the team to determine the:

- Requirements specified by the customer, including requirements for delivery and post-delivery activities.
- Requirements not stated by the customer but necessary for specified or intended use, where known.
- Statutory and regulatory requirements applicable to the product
- Any additional requirements considered necessary by Airtronics.

1.3 The team will also review the requirements related to the product which include:

- That product requirements are defined
- That contract or order requirements differing from those previously expressed are resolved.
- That Airtronics has the ability to meet the defined requirements.
- That special requirements of the product are determined
- That risks (e.g. new technology, short delivery time frame) have been identified.

1.3.1 When customer provides no documented statement of requirement, Airtronics will confirm with the customer before proceeding.

1.3.2 When product requirements are changed, Airtronics will ensure that all relevant documents are revised accordingly and all applicable personnel are notified and/or made aware of the changes.

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- 1.4 Production Team is responsible for establishing a manufacturing plan (work order) prior to commencement of any activities. The plan divides the manufacturing process into phases, identifies manufacturing activities, assigns responsibilities for carrying out these activities and specifies verification, validation monitoring, [measurement](#) requirements.
- 1.5 For small and simple projects, the plan, schedule and assignment of activities are documented in the project plan, an example of which is attached at the end of this procedure. The plan lists all major phases and activities for each activity, defines the source of manufacturing input, assigns personnel, defines verification, validation, monitoring, [measurement](#) requirements, schedules start and finish dates.
- 1.6 The Production Team releases the drawings, specifications and other manufacturing output documents and validation plan, [including configuration management requirements appropriate to the product](#).

[The configuration of product is maintained throughout product realization from the originating customer provided configuration \(part number/spec number\).](#)

[Revisions made to the configuration, processes, tooling are reviewed as applicable and recorded.](#)

- 1.7 Personnel assigned to manufacturing activities are qualified in skills and techniques appropriate to those activities.
- 1.8 The Production Team has overall responsibility for coordinating manufacturing groups.

## 2. Manufacturing input

- 2.1 When Customer product (build to print) solicitation is received; the Production Team receives from TOP MANAGEMENT a customer product print. The print describes the desired product in terms of its performance characteristics, packaging requirements, applicable standards, regulatory requirements and other relevant information defining the product
- 2.2 Customer product prints are reviewed by TOP MANAGEMENT, Production Team, and Quality Assurance during contract review. When required; Purchasing may be added to the review team. The purpose of the review is to verify that:

# Manufacturing Control

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- Functional, performance, appearance and other relevant requirements are clearly defined, to include characteristics that are not specified by the customer but are necessary for intended use;
  - Applicable regulatory and legal requirements are identified as applicable;
  - Information derived from other similar products, is relevant and reliable.
  - Ambiguous or conflicting requirements are resolved prior to the release of manufacturing input to the Production Team.
  - Risks associated with product realization are identified.
- 2.3 Manufacturing input is documented. Documents defining input can be in any form, including data sheets, customer drawings and specifications, photographs, samples, references to standards and so forth. All documents constituting manufacturing input are assembled and/or referenced in the project book.
- 2.4 Changes may be introduced by the customer or be initiated internally within the company. All proposed changes and additions are reviewed by TOP MANAGEMENT, Production Team and Quality Assurance; and must be approved by the customer, when the initially stated customer requirements are modified or affected in any way.
- 3. Design aids and methods**
- 3.1 Standards and other reference materials required for manufacturing are available in the standards library. Unless otherwise specified, the latest standard issues and revisions are used. Standards and reference materials that directly provide input data are controlled in accordance with Procedure [QOP-42-02](#), Control of Documents.
- 3.3 The Production Team determines which methods and criteria are used in carrying out calculations and other activities.
- 4. Manufacturing output**
- 4.1 Manufacturing output consists of documents that define the product and instruct how to produce it. These documents include drawings, specifications, procedures, workmanship standards, inspection procedures, release criteria, and so forth.
- 4.2 Manufacturing output also includes specifications and procedures for packaging and labeling of the product. Product characteristics and aspects that affect safety, intended use, performance, and reliability are defined in the output.
-

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4.3 Manufacturing output documents are reviewed and approved prior to issue. Only the Production Team or a formally designated representative has the authority to issue and release these documents. The review, authorization, issue, distribution and revisions are carried out in conformance with Operational Procedure [QOP-42-02](#), Control of Documents.

## 5. Manufacturing reviews

5.1 For initial manufacturing planning at least two reviews are conducted. One proceeds early in the project; its purpose is to evaluate and finalize the manufacturing input and review conceptual solutions. The other occurs after the plan is substantially completed, and its objective is to verify that the output meets the input requirements, and to approve the final plan.

5.2 In addition the Production Team and other departments may participate in the reviews. The participation will depend on the project and the processes.

5.3 The purpose of manufacturing reviews is to audit the evolving processes and assess how well it meets the input requirements. Manufacturing reviews address such issues as functional, serviceability; acceptance and rejection criteria; capability to inspect and test; availability of suppliers to provide materials and components; and so forth.

5.4 The final manufacturing review meeting is chaired by the Top Management. The meeting usually takes place following completion of prototype testing; if required. The review panel of this final manufacturing review has the authority to approve the plan and release it for production.

5.5 Reviews of meetings and/or reports may be prepared by the Production Team or any review team member as needed.

## 6. Verification and validation

6.1 The purpose of verification is to demonstrate that the output meets the input requirements. The purpose of validation is to demonstrate that the Customer product performs satisfactorily.

6.2 Prior to production, all approved processes are transferred into drawings and/or written manufacturing specifications. These drawings and specifications are reviewed by the Production Team and Quality Assurance and are issued as controlled documents, in accordance with Procedure [QOP-42-02](#), Control of Documents.

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## IV ASSOCIATED DOCUMENTS

- Operational Procedure [QOP-42-02](#): Control of Documents





<b>Supplier Evaluation</b>		
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for evaluation and monitoring of suppliers.

**II APPLICATION**

This procedure applies to evaluation and monitoring of suppliers supplying materials, components, parts and subassemblies that are incorporated into the final products. Also included are suppliers of associated services that may affect product quality, such as delivery, maintenance of production equipment, calibration of measuring equipment, etc.

This procedure concerns Purchasing and Quality Assurance.



**III PROCEDURE**

**1. Supplier evaluation**

- 1.1 Quality capability of selected service suppliers and new suppliers who provide materials for manufactured product may be evaluated by Quality Assurance. Selected suppliers who perform a service will be issued a “Supplier Quality System Survey” Form 44-01-1.
- 1.2 Upon return, Quality Assurance evaluates the submitted information and, if deemed desirable, may request a visit to audit the supplier's quality system and/or production processes. Upon completion of the evaluation, Quality Assurance documents the results and classifies the supplier into one of the following categories:

APPROVED – *The supplier is placed on the approved vendor list* and purchasing may order services from this supplier.

NOT APPROVED - The supplier is not qualified due to major nonconformities, quality problems or failure to return evaluation form. Purchasing may not purchase goods or services from these suppliers.

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Originated by: PG Juarez	This Revision Date: 11/30/09

# Supplier Evaluation

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- 1.3 Re-evaluation of suppliers is accomplished by issuing Form 44-01-1 every year that they are providing a service for Airtronics, Inc. and review their quality performance.
- 1.4 Airtronics, when required utilizes customer-approved special process sources.
- 1.5 A quality record file is established for suppliers. All documents supporting the initial evaluation of the supplier are placed in the file. The file is also used for other information pertaining to the supplier's quality performance.

## **2. Quality performance monitoring**

- 2.1 Suppliers are monitored for quality performance at QA Receiving Inspection.
- 2.2 When a nonconforming delivery is identified, the QA inspector initiates a product nonconformity report. The report is established and processed in accordance with Procedure QOP-83-01, Control of Nonconforming Product. The supplier is always contacted and informed about the identified nonconformity and, if it is sufficiently serious or recurring, the supplier is requested to propose and implement corrective actions and report back on their effectiveness. Nonconformity reports, requests for corrective actions and associated communication are maintained in the QA file.
- 2.3 Suppliers who repeatedly fail to deliver satisfactory products, and/or do not deliver on time despite earlier complaints and requests for corrective actions, are downgraded to NOT APPROVED category.
- 2.4 The quality organization that has the responsibility to approve suppliers also has the authority to dis-approve suppliers. Note: This is done in coordination with the President of Airtronics and the customer if required.

## **3. Existing suppliers**

- 3.1 Suppliers who have been supplying the company for at least six months prior to implementation of this procedure and whose performance is deemed satisfactory, are classified as APPROVED.
  - 3.2 Regardless of the past quality performance history, no supplier may be exempted from continuous monitoring of their quality performance.
-

# Supplier Evaluation

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## **4. Approved supplier**

- 4.1 Quality Assurance is responsible for maintaining record of acceptable suppliers (APPROVED). The records are reviewed and otherwise controlled in accordance with Operational Procedure [QOP-42-02](#), Control of Documents.

## **IV ASSOCIATED DOCUMENTS**

- Operational Procedure [QOP-74-02](#): Purchasing
- Operational Procedure [QOP-74-03](#): Verification of Purchased Product
- Operational Procedure [QOP-83-01](#): Control of Nonconforming Product
- Operational Procedure [QOP-85-02](#): Corrective and Preventive Action
- FORM 44-01-1: Supplier Quality System Survey

**Purchasing**

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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions and to assign responsibilities for the establishment of purchasing documents.

**II APPLICATION**

This procedure applies to purchase orders for materials, components, parts and subassemblies that are incorporated into the products. Also included are associated services that may affect product quality, such as repair, delivery, maintenance of production equipment, calibration of measuring equipment, etc.

This procedure directly concerns Purchasing and is relevant to Engineering, Production and Quality Assurance.



**III PROCEDURE**

**1. Approved suppliers**

1.1 The suppliers listed in the electronic database is available to personnel preparing the company's purchasing documents (refer to Procedure QOP-44-01, Supplier Evaluation). Materials, components, parts, other items that are incorporated into the products and associated services defined in Part II of this procedure may only be purchased from vendors that are in the supplier electronic database.

**Approved suppliers are defined as follows:**

- A. Any manufacture or OEM approved to build parts by the U.S. Government or a OEM of an end item that has approved their parts as defined in a technical manual or Government approved data.
- B. Any distributor approved by the OEM to sell their parts.
- C. Any broker who can show traceability of parts as new and manufactured by the OEM.

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# Purchasing

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- D.** Any manufacture who operates to an approved Quality System as ISO, Mil-I-45208 or Mil-Q-9858.
- E.** *Any customer approved special process supplier, including Airtronics.*
- 1.2 Purchasing has the authority to place purchase orders with vendors who meet the criteria of para. 1.1.
- 2. Purchasing information**
- 2.1 Purchasing documents are prepared by the Purchasing Department.
- 2.2 Purchasing documents clearly and completely describe the ordered products including, where applicable:
- *Precise identification, including name, part number, type, class, style, grade, etc.;*
  - *Title and revision level of relevant standards, specifications, drawings, and other such technical data.*
- Requirements relative to:*
- *Supplier notification to Airtronics of non-conforming product.*
  - *Arrangements for Airtronics approval of supplier non-conforming material.*
  - *Requirements for the supplier to notify Airtronics of changes in product and/or process definition and where required, obtain Airtronics approval.*
  - *Right of access by Airtronics, our customer, and regulatory authorities to all facilities involved in the order and to all applicable records.*
  - *Requirements for the supplier to flow down to sub-tier suppliers the applicable requirements in the purchasing documents, including key characteristics where required.*
-

# Purchasing

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- 2.3 When applicable, requirements with regard to quality are specified in purchase orders. Quality records supplied with the purchased products are critical for determining the amount of receiving inspection. Following types of quality records may be required when appropriate:
- *Requirements for design, test, examinations, inspection and related instructions for acceptance by Airtronics, Product inspection and test results, investigation or auditing.*
  - Second or third party assessments or certificates of conformance;
- 2.4 When quality/purchasing requirements are not specifically defined in the body of the purchase order, any additional quality and/or purchasing requirements will be referenced on the P.O. as “additional quality/purchasing requirements”.(i.e., Q-1, Q-2, Q-3, etc.). Airtronics will provide supplier with any applicable additional requirements in the form of an attachment to the purchase order and/or via the Airtronics website. ([www.airtronicsinc.com](http://www.airtronicsinc.com))
- Reference Attachment A for the current “Additional Quality/Purchasing Requirements”
- 3. Review of specified requirements**
- 3.1 Before release, purchasing documents are approved/reviewed by *Top Management*.
- 3.2 The purpose of the review is to verify that:
- Products are clearly and completely identified;
  - Technical documentation defining the product, such as standards, specifications, drawings, etc., are clearly identified, are on correct revision level and are enclosed when required;
  - When required, quality records, such as testing/inspection certificates, are explicitly requested in the purchase order.
- 3.3.1 Upon satisfactory review of the purchasing documents, *Top Management* initials the documents to establish a record of approval/review. In the absence of *Top Management* or Purchasing personnel, a representative of Quality Assurance will review and approve the documents.
- 3.4 Purchasing personnel have the authority to approve purchase orders of \$50.00 or less.
-

# Purchasing

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## IV ASSOCIATED DOCUMENTS

- Operational Procedure QOP-74-01: Supplier Evaluation
  - Operational Procedure QOP-74-03:
  - Verification of Purchased Product
-

# Purchasing

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## Attachment A

### ADDITIONAL QUALITY/PURCHASING REQUIREMENTS

QUALITY CLAUSE	REQUIREMENT
Q-1	Right of access by Airtronics or our customers or our regulatory authority to any applicable areas of any facility at any level of the supply chain involved with our order and to all applicable records.
Q-2	Supplier quality system shall be third part certified to an accredited international standard such as ISO 9000, AS9100, TS16949, etc.
Q-2a	Supplier shall have a documented quality system that is <i>compliant</i> to an accredited international standard such as ISO 9000, AS9100, TS16949, etc. (Verifiable by Airtronics)
Q-3	Supplier shall maintain identification and revision status of applicable specifications, drawings, process requirements, inspection/verification instructions and other relevant technical data.
Q-4	Airtronics shall approve supplier procedures, processes, and equipment prior to start of work.
Q-5	Airtronics shall approve supplier personnel qualifications performing Airtronics work, prior to start of work.
Q-6	Supplier shall maintain records/data for design, test, inspection/verification(including process verification), Statistical techniques used for product acceptance, and any related acceptance instructions used by supplier, including critical items and associated key characteristics.
Q-7	Supplier shall maintain any test specimens/samples/first articles, etc that were used for design approval and/or inspection/verification, investigations or auditing. (This includes the evidence of the production method used, storage conditions, etc.)
Q-8	The supplier shall notify Airtronics of non-conforming product produced, in particular when schedule is impacted and/or Airtronics supplied the material.

## Purchasing

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<b>Q-8a</b>	<b>The supplier shall not utilize the dispositions of “use as is” or “repair” for non-conforming product without prior approval from Airtronics.</b>
<b>Q-8b</b>	<b>If material was supplied by Airtronics, the disposition of “scrap” for non-conforming product may not be used until prior approval is obtained from Airtronics.</b>
<b>Q-9</b>	<b>Supplier shall flow down any applicable Airtronics and/or customer requirements to any applicable sub-tier suppliers.</b>
<b>Q-10</b>	<b>The supplier shall keep and maintain any applicable records such as first article reports, material certifications, test reports, etc..</b>
<b>Q-11</b>	<b>OPEN</b>
<b>Q-12</b>	<b>OPEN</b>
<b>Q-13</b>	<b>OPEN</b>
<b>Q-14</b>	<b>OPEN</b>
<b>Q-15</b>	<b>OPEN</b>

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<b>Verification of Purchased Product</b>		
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for verification of purchased product and for performing receiving inspections of incoming product.

**II APPLICATION**

This procedure applies to materials, components and other products that are intended for incorporation into product being serviced, repaired or manufactured in production.

This procedure concerns Purchasing and Quality Assurance.

**III PROCEDURE**



**General**

Verification activities may include:

- Obtaining objective evidence of the quality of the product from suppliers (e.g., accompanying documentation, certificate of conformity, test reports, statistical records, process control)
- Inspection and audit at suppliers premises
- Review of the required documentation
- Inspection of products upon receipt
- Delegation of verification to the supplier, or supplier certification.

Purchased product shall not be used or processed until it has been verified as conforming to specified requirements unless it is released under positive recall procedures.

When Airtronics utilizes test reports to verify purchased product, the data in those reports shall be acceptable per applicable specifications. Airtronics shall periodically validate test reports for raw material.

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Originated by: PG Juarez	This Revision Date: 11/30/09

# Verification of Purchased Product

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When Airtronics delegates verification activities to the supplier, the requirements for delegation will be defined and a register of delegations maintained.

When specified in the contract, the customer or the customer's representative shall be afforded the right to verify at the suppliers premises and at Airtronics premises that subcontracted product conforms to specified requirements.

Verification by the customer shall not be used by Airtronics as evidence of effective control of quality by the supplier and shall not absolve Airtronics of the responsibility to provide acceptable product, not shall it preclude subsequent rejection by the customer.

- 1.1 Following methods and approaches are used for verification and acceptance of purchased product:
    - Receiving inspection
    - QA inspection and/or testing;
    - Supplied evidence of product conformity (this may be in the form of inspection, testing, or certificates supplied with the product);
    - Confidence in supplier's quality system and product verification program (this may be based on supplier's quality system certification, supplier audits, and satisfactory quality performance history).
  - 1.2 Receiving inspection is applied to all purchased materials, components and products.
  - 1.3 Suppliers whose shipments are exempted from the QA inspection should have implemented sufficient controls to assure consistently high quality of supplied product. These controls are a certified quality management system of ISO 9000. These suppliers must also maintain a satisfactory performance history.
- 2. Receiving inspection**
- 2.1 Upon unloading of deliveries, receiving clerk counts the number of delivered units, checks marking and identification of packages, and inspects all packages for any signs of tampering or damage. If all these checks and inspections are satisfactory, he or she signs the delivery receipt. If not, any shortages or damages are noted on all copies of the delivery receipts.
-

## Verification of Purchased Product

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- 2.2 Next, the received packages are moved to the designated receiving area, a copy of the relevant purchase order is retrieved from the pending orders file and the packing slips (if any) are removed from packages. Upon opening the packages, the goods are counted, their part numbers are verified against the purchase order and the packing slip and the goods are examined visually for any signs of damage.
- 2.3 Receiving clerk also verifies that all requested product quality records (inspection/testing certificates, etc.) are enclosed.
- 2.4 If no other product verification activities are required, the goods are moved to a appropriate material storage area. Areas that are sufficiently segregated to prevent intermingling of product with different inspection status, the goods are labeled with ACCEPTED sticker or tag. The purchase order is stamped RECEIVED and is dated to establish a record of the receiving inspection.
- 2.5 If a nonconforming product is identified, QA initiates a nonconformity report in accordance with Procedure [QOP-83-01](#), Control of Nonconforming Product. The product is labeled with REJECTED sticker or tag, the nonconformity report number is marked on the sticker/tag, and the product is moved to a designated (quarantine) area. Copies of the nonconformity report are forwarded to Purchasing and Quality Assurance.
- 3. QA inspection**
- 3.1 Preparing for inspection, QA inspector assembles all relevant technical documentation, such as vendor specification, drawings, specifications, and FED LOG, that are available to perform the inspection.
- 3.2 As applicable, receiving QA inspection comprises:
- Review of material certificates, compliance certificates, and other such documentation delivered with the product;
  - [Random sampling based on statistical technique specified;](#)
  - Visual inspection to detect any damage or other visible problems;
  - Taking measurements and testing as required;
  - [Recording the sample size, actual measurements, and test results as applicable.](#)
-

## Verification of Purchased Product

Operational Procedure : **QOP-74-03**

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- 3.3.1 When products pass the inspection, they are moved to appropriate material storage area in Material Control. The products are labeled with ACCEPTED sticker or tag. The purchase order is stamped and dated by the QA inspector to establish a record of inspection. Quality records received with the products are filed with the purchase order. Inspection records established during the receiving inspection are filed in Quality Assurance.
- 3.3.2 Purchased material may be dropped shipped to manufacturing subcontractor. When vendors quality system is adequate, the vendor will inspect and approve material per purchase order requirements and drawings provided.
- 3.5 If products fail inspection, the QA inspector initiates a nonconformity report in accordance with Procedure [QOP-83-01](#), Control of Nonconforming Product. The product is labeled with a REJECTED sticker or tag, the nonconformity report number is marked on the sticker/tag, and the product is moved to a designated (quarantine) area. Copies of the nonconformity report are forwarded to Purchasing and Quality Assurance.

#### IV ASSOCIATED DOCUMENTS

- Operational Procedure [QOP-74-02](#): Purchasing
- Operational Procedure [QOP-83-01](#): Control of Nonconforming Product

<b>Production Control</b>
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions and to assign responsibilities for production work orders.

**II APPLICATION**

This procedure applies to contract orders for repair, overhaul or manufacture of customer product.

This procedure concerns Production Control, Production, and Quality Assurance departments.

**III PROCEDURE**

**1. General**

1.1 Contract orders for the repair, overhaul or manufacture of customer products are transmitted to the Production department using a work order (Form 2000-B-006). Work orders are initiated by Production Control.

**2. Work order functions**

2.1 Work order has the following functions:

- Initiates the repair, overhaul and manufacture process;
- Communicates production schedule by specifying completion due date;
- Communicates the production process and verification plan per the applicable specification;
- Provides means for recording completion of production, verification operations and their results and for recording material and process traceability data when applicable;
- Provides product identification and inspection status identification during production (a sign-off of an in-process inspection indicates that products may be moved to the next processing stage).

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date : 11/30/09

<b>Production Control</b>		
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**3. Using the work order**

- 3.1 The work order identifies the job number and product particulars such as name, type, part number, etc., and serial numbers (when applicable). The work order also specifies the quantity and the required completion date.
- 3.2 The work order lists operations and processes necessary to service the product. In-process inspections are called out as independent operations and are sequenced after the applicable process operations, which they verify.
- 3.3 When appropriate, the work order references applicable drawings, specifications, material list, instructions, acceptance criteria, and other technical documents that are required for production or inspection. The referenced documents are maintained in a document station in the production area.
- 3.4 Work orders accompany products through all process phases.
- 3.5 Upon completion of an operation or inspection, the operator or inspector dates and initials the work order on the line where the operation is called out.
- 3.6.1 After completion of production, work orders are used for recording the final inspection and release of product.
- 3.6.2 Items manufactured by outside vendors are still tracked by work order. Upon completion of item, work orders are used as checklist against vendor processes. These processes are verified by Quality and all vendor records are attached to work orders for verification of work accomplished. Depending on the vendor quality system, a completed work order may be provided upon completion of job.

**IV ASSOCIATED DOCUMENTS**

- Form 2000-B-006 Work Order
  - Operational Procedure QOP-75-02: Work Instructions
  - Operational Procedure QOP-75-03: Product Identification and Traceability
  - Operational Procedure QOP-82-04: In-process Inspections
  - Operational Procedure QOP-82-05: Final Inspection
  - Operational Procedure AOP-75-01-1: Production Process Forms Instructions
  - Operational Procedure AOP-75-01-2: Work Order Entry Process
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<b>Product Identification and Traceability</b>
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions for product identification and traceability.

**II APPLICATION**

This procedure applies to materials, components, subassemblies, and Customer product intended for repair, overhaul or manufacture.

This procedure concerns Purchasing, Production, and Quality Assurance departments.

**III PROCEDURE**

**1. Identification of purchased products**

1.1 Purchased materials and parts are identified with unique numbers, codes, or names. The identification is the same as used in drawings, specifications, bills of materials, part lists, purchase orders, etc.

1.2 The receiving clerk verifies that products are properly identified (refer to Procedure QOP-74-03, Verification of Purchased Product).

1.3 Materials and parts are identified by marking, labeling, or tagging the packaging or containers holding them and, by labeling the products themselves.

1.4 Materials and parts identification is maintained while the products are in storage and/or are staged for production.

**2. Identification during production**

2.1 During all stages of production, customer products are identified by the work order (Form 2000-B-006), in-process inspection records, and other documents (Quality Data Sheet) and records created during the repair, overhaul or manufacturing process. These documents and records are kept with the product that is being processed or is staged for the next processing step. Customer products are identified by permanently marked part numbers.

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date : 11/30/09

# Product Identification and Traceability

Operational Procedure : QOP-75-03

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Page 2

## 3. Identification of product

- 3.1 Customer products are identified by their name, part number and serial number. This identification is labeled or marked on the products.
- 3.2 When traceability is required, products are identified with their serial numbers.

## 4. Traceability

- 4.1 Traceability is maintained when specified by customers, governmental regulations, or contract requirements. The extent of traceability is defined in accordance with the stated requirements.
- 4.2 Purchased products are traceable to their purchase orders and thereby to their original inspection, testing, or lab analysis reports, or other such quality records supplied with the products.
- 4.3 During production, traceability is maintained of materials with the work orders (Form 2000-B-006), inspection records, and other such documents (Quality Data Sheet) and records established during the repair, overhaul or manufacturing process. In these documents, technicians record materials and parts used; identify test equipment, specifications and personnel performing the operations; and record other such information necessary to satisfy traceability requirements.

## 5. Traceability records

- 5.1 The traceability records usually consists of purchase orders for materials, parts and components; material inspection; process data; and product inspection and testing reports. The exact scope of the required traceability record for a given product is documented in product specification or the production work order.
- 5.2 Traceability information is recorded directly on the work order (Form 2000-B-006). For each relevant operation, technicians record material, equipment, processes completed, environmental conditions, and other such traceability information, as required.

## 6. Inspection status identification

- 6.1 Following every inspection or testing specified, products are identified to indicate whether they have passed or failed the inspection. This is to prevent nonconforming product from being used or dispatched.

# Product Identification and Traceability

Operational Procedure : **QOP-75-03**

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- 6.2 The inspection status of product is generally identified either by a sticker or tag, for purpose of segregation to prevent intermingling of products with a different inspection status.
- 6.4 Instructions for identification of inspection status are provided directly in inspection and product verification procedures. In particular, procedure QOP-74-03 Verification of Purchased Product, QOP-82-04 In-process Inspections and QOP-82-05 Final Inspection.
- 6.5 Products that fail inspection or test are labeled with Rejection sticker or tag, and are segregated and/or quarantined. Whenever a nonconforming product is identified, the nonconformity is documented using a Nonconforming Report Form 83-01-1. Procedure QOP-83-01, Control of Nonconforming Product, instructs on how to identify and process nonconforming product.

## **IV ASSOCIATED DOCUMENTS**

- Operational Procedure QOP-75-01: Production Control
- Operational Procedure QOP-74-03: Verification of Purchased Product
- Operational Procedure QOP-82-04: In-process Inspections
- Operational Procedure QOP-82-05: Final Inspection
- Operational Procedure QOP-83-01: Control of Nonconforming Product
- Operational Procedure QOP-75-05: Storage Areas
- Work Order Form 2000-B-006
- Nonconforming Report Form 53-01-1

# Product Handling and Preservation

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## I PURPOSE

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for product handling and preservation activities.

## II APPLICATION

This procedure applies to all materials, components, subassemblies, and finished products.

This procedure concerns Receiving, Production, Packaging and Shipping departments.

## III PROCEDURE

### 1. Responsibilities

1.1 Departments that handle materials, components, subassemblies, and products at any stage are responsible for the appropriate handling and preservation methods to prevent product damage and deterioration.

In all cases it is every employee's responsibility to ensure that handling and preservation of products includes proper cleaning and prevention, detection and removal of foreign objects.

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### 2. Containers

2.1 Bins, boxes and designated storage areas are provided for holding components and products. Damaged or dirty containers are repaired and/or cleaned, or are scrapped if beyond repair. Properly identified special containers are utilized when hazardous materials are handled.

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### 3. Equipment

3.1 Equipment used for internal transportation and the handling of products are carts and Tote pans.

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<u>Originated by:</u> PG Juarez	<u>This Revision Date:</u> <u>12/02/09</u>
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# Product Handling and Preservation

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## 4. Protection and preservation of products

- 4.1 Purchased and received products are held or stored in designated areas, and are protected from damage or deterioration. Whenever possible, these products are kept in their original packaging while in storage.
- 4.2 During production operations, where there is a possibility of product being damaged, appropriate methods are employed to assure that the product is adequately protected.
- 4.3 Finished products are packaged after their acceptance by the final inspection, and are stored in that protective packaging.

## 5. Special handling and preservation techniques

- 5.1 Special handling and preservation techniques may be specified for certain products and/or production operations, i.e., handling of sensitive products, handling of hazardous materials, etc. For example: special containers, use of gloves, electrostatic straps, or other techniques that must be used when handling the product.
- 5.2 Where special handling or preservation techniques are specified, personnel using these techniques may need to be instructed and/or trained.

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## IV ASSOCIATED DOCUMENTS

- Operational Procedure QOP-75-05: Storage Areas
- Operational Procedure QOP-75-06: Packaging, Labeling and Shipping

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<b>Product Handling and Preservation</b>
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Operational Procedure : <b>QOP-75-04</b>	Revision: 2.0	Page 1
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for product handling and preservation activities.

**II APPLICATION**

This procedure applies to all materials, components, subassemblies, and finished products.

This procedure concerns Receiving, Production, Packaging and Shipping departments.

**III PROCEDURE**

**1. Responsibilities**

1.1 Departments that handle materials, components, subassemblies, and products at any stage are responsible for the appropriate handling and preservation methods to prevent product damage and deterioration.

*In all cases it is every employee's responsibility to ensure that handling and preservation of products includes proper cleaning and prevention, detection and removal of foreign objects.*

**2. Containers**

2.1 Bins, boxes and designated storage areas are provided for holding components and products. Damaged or dirty containers are repaired and/or cleaned, or are scrapped if beyond repair. *Properly identified special containers are utilized when hazardous materials are handled*

**3. Equipment**

3.1 Equipment used for internal transportation and the handling of products are carts and Tote pans.

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Originated by: PG Juarez	This Revision Date: 12/02/09

# Product Handling and Preservation

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Page 2

## 4. Protection and preservation of products

- 4.1 Purchased and received products are held or stored in designated areas, and are protected from damage or deterioration. Whenever possible, these products are kept in their original packaging while in storage.
- 4.2 During production operations, where there is a possibility of product being damaged, appropriate methods are employed to assure that the product is adequately protected.
- 4.3 Finished products are packaged after their acceptance by the final inspection, and are stored in that protective packaging.

## 5. Special handling and preservation techniques

- 5.1 Special handling and preservation techniques may be specified for certain products and/or production operations, *i.e.*, [handling of sensitive products](#), [handling of hazardous materials](#), *etc.* For example; special containers, use of gloves, electrostatic straps, or other techniques that must be used when handling the product.
- 5.2 Where special handling or preservation techniques are specified, personnel using these techniques may need to be instructed and/or trained.

## IV ASSOCIATED DOCUMENTS

- Operational Procedure QOP-75-05: Storage Areas
  - Operational Procedure QOP-75-06: Packaging, Labeling and Shipping
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<b>Storage Areas</b>
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for

- Use and maintenance of stores
- Storage areas
- Inventory management system
- Periodic assessment of stock.

**II APPLICATION**

This procedure applies to all storage and holding areas for materials, components, subassemblies, and finished products.

This procedure concerns Receiving, Production, Packaging and Shipping departments.

**III PROCEDURE**

**1. Storage areas**

- 1.1 There are three main storage areas; the material stockroom, bonded government room and the mezzanine storage area in the main production building. Additional storage areas are used for receiving, staging area for final product shipping, nonconforming materials and products, tooling, test equipment, supplies, etc.
- 1.2 Receiving is responsible for designating and maintaining various holding and quarantine areas for received material/products and for operating the material stockroom.
- 1.3 Storage and holding areas are maintained in good condition to prevent damage or deterioration of stored products. All products in stockrooms are identified and arranged in groups according to their type. Perishable stock is rotated; i.e., oldest deliveries are used first.

Approved by:	Approved by:
	
Originated by: PG Juarez	This Revision Date: 11/02/2009

# Storage Areas

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## 2. Inventory management system

- 2.1 Material and finished product stockrooms are controlled using an inventory management system. The system controls in and out movement of all stock materials used in production and all finished products.
- 2.2 Materials and parts are entered into the system with their part number, description, quantity, location in the stockroom, and purchase order number or job number when applicable. For products with limited shelf life the product expiration date is also recorded.
- 2.3 The inventory management system can report available in-stock quantities and turn-over times. The system is used to minimize inventory levels, optimize turn-over time, and assure stock rotation.
- 2.4 Once a year the stockroom is inventoried and the stock count is reconciled with the inventory management system.

## 3. Assessment of stock

- 3.1 Periodically the storage areas are inspected and cleaned up. Stock is assessed for damaged or deteriorated products. Identification of products is checked, and items that do not belong in the stores are removed. A product nonconformity report (per Procedure QOP-53-01, Control of Nonconforming Product) is issued when damaged, deteriorated, or unidentified products are found. Inventory levels of stock are also checked (refer to Clause 2. above).

## 4. Special storage conditions

- 4.1 When special storage conditions are specified (for example, temperature limits), products are stored in special containers where the specified conditions can be continuously maintained. The conditions are monitored to ensure that they are maintained without interruption and the product is not compromised.

## Storage Areas

Operational Procedure : QOP-75-05

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### 5. Other supplies

- 5.1 The stockrooms also contain supplies not intended for incorporation into the products. Such supplies are not labeled with inspection status identification and their movement in and out of the storage areas is not controlled by the quality system.

### IV ASSOCIATED DOCUMENTS

- Operational Procedure QOP-75-04: Product Handling and Preservation
- Operational Procedure QOP-83-01: Control of Nonconforming Product

<b>Packaging, Labeling and Shipping</b>
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Operational Procedure : <b>QOP-75-06</b>	Revision: 2.0	Page 1
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for packaging and shipping of finished products.

**II APPLICATION**

This procedure applies to all finished products.

This procedure concerns Packaging and Shipping.

**III DEFINITIONS**

**Primary packaging:** Boxes, bags, dispensers or other packaging in which products are presented to end users. Primary packaging protects and identifies the product before its use or application, while it is stored. Primary packaging is usually printed or labeled with product information.

**Secondary packaging:** Freight boxes, crates or other additional packaging intended to contain product for shipment, and to protect them during transportation. Secondary (shipping) packaging is labeled with shipper, carrier, and consignee information.

**IV PROCEDURE**

**1. Packaging**

- 1.1 Shipping department is responsible for the secondary packaging and labeling, per the contract requirements. [The marking and/or labeling shall include appropriate safety warnings](#). The specifications are compatible with requirements of commonly used carriers and for intended means of delivery (ground, sea, air).
- 1.2 Packaging specifications are documented in drawings, written standards, and/or packaging instructions. Packaging specifications are maintained and controlled by Shipping.
- 1.3 When customized packaging is required, the requirements are specified in the contracts shipping attachments.

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 7/02/09

# Packaging, Labeling and Shipping

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## 2. Shipping

- 2.1 Shipping is initiated by the shipping invoice. The invoice identifies the shipping consignee address, shipping due date, products to be shipped and transportation mode or carrier.
- 2.2 Before packaged products are dispatched, the shipping representative verifies that the shipment contains the same products and quantities as specified in the shipping invoice, and that the packaging and labeling conform with customer and/or carrier requirements.
- 2.3 Only orders that have been verified and signed off by the shipping can be loaded for shipment. Release of orders for shipment is evidenced by a sign-off in the shipping invoice/log.

## V ASSOCIATED DOCUMENTS

- Operational Procedure QOP-45-04: Product Handling and Preservation
- Operational Procedure QOP-45-05: Storage Areas

<b>Measuring and Monitoring Equipment</b>
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Operational Procedure : <b>QOP-76-01</b>
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for identification, calibration, and maintenance of measuring and monitoring equipment.

**II APPLICATION**

This procedure applies to measuring and test equipment, to comparative reference hardware (such as templates), used for verification of product conformance.

This procedure concerns Quality Assurance and Production.



**III PROCEDURE**

**1. Measurement identification and selection of equipment**

- 1.1 Identification of measurements to be made and the tolerance of the measured characteristics are documented in product drawings and specifications.
- 1.2 Gauges, instruments, and other measuring and testing equipment are selected on the basis of their capability to provide the necessary accuracy of the measurement. Engineering is responsible for selecting appropriate measuring and testing equipment.

**2. Calibration**

- 2.1 Quality Assurance/Calibration department is responsible for maintenance, calibration, and control of all inspection, measuring and test equipment, including equipment belonging to employees. Equipment is **calibrated and/or verified** in accordance with manufacturers instructions. When applicable, calibration instructions specify for each type of equipment the acceptable limits of temperature, pressure, humidity, and other environmental conditions that may affect calibration.

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Originated by: PG Juarez	This Revision Date: 03/18/2010

## Measuring and Monitoring Equipment

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- 2.2 [Calibration and/or verification](#) of measuring and test equipment is carried out using calibration instruments or standards certified to have a known relationship to a nationally recognized standard. This relationship is identified on the calibration record.

Equipment that is sent out for calibration is required to be returned with certificates that are likewise traceable to national standards. [Calibration and/or verification](#) records and certificates are maintained in Airtronics calibration department.

- 2.3 Calibrated equipment is labeled with a sticker indicating the status of the equipment as follows:

- White normal calibration sticker indicates that the equipment is traceable to NIST and contains the equipment identification, current calibration date, and the calibration due date.
- Green stickers indicate that the equipment is to be calibrated on a preventive maintenance basis. It is placed on a calibration cycle to control the dates of maintenance, however does not require traceability to NIST.
- Red sticker indicates that the equipment is “Out of Service” and should not be used until calibrated and appropriate sticker is applied.
- A different white sticker is also used to indicate equipment that does not require calibration. This equipment still requires operator checkout prior to use.

Equipment with a past-due calibration date or without a calibration sticker are not to be used and are immediately tagged and returned to calibration department.

- 2.4 Quality Assurance/[calibration/verification](#) maintains a list of all active measuring and test equipment, whether or not the equipment is owned by the company. The list identifies every piece of equipment by its name, type, control number, location, calibration frequency, last calibration date and next calibration due date. The list is updated at least once a month.

# Measuring and Monitoring Equipment

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## 3. Product-specific comparative reference hardware

- 3.1 Jigs, fixtures and templates used in production and inspection are uniquely identified with a control number.
- 3.2 The comparative reference hardware is entered on the list of active measuring and test equipment (see Clause 2.4), and is periodically checked for accuracy. Records of the accuracy checks are maintained.
- 3.3 [If computer software is used to verify product conformity i.e., CMM inspection programs, etc. the confirmation of the latest configuration is performed prior to starting inspection and is recorded on applicable documentation.](#)

## 4. Storage and maintenance

- 4.1 Measuring and test equipment is stored in a designated and secured storage area. The equipment is maintained, stored and handled in such a way as to preserve its accuracy and fitness for use. Equipment that is out of calibration or is otherwise not fit for use is withdrawn from the production area and is segregated and tagged.

## 5. Nonconforming equipment

- 5.1 When a piece of measuring or test equipment is found to be out of calibration appears to give inaccurate readings, the piece is removed and checked. If it is confirmed that the equipment is indeed out of calibration and the readings are outside of required accuracy +/- 10% error, Quality Assurance investigates and assesses the validity of measurements for which the equipment was previously used. Identification of such equipment and the impact of its use on acceptance of products are reported in a nonconformity report, in accordance with Procedure QOP-83-01, Control of Nonconforming Product. If suspect product has been shipped, Quality Assurance will notify the affected customers by the best appropriate means (telephone, fax, etc.)

## 6. Equipment exempted from calibration

- 6.1 Inspection and test equipment may be exempted from calibration when used in situations where accuracy of measurement is not important, or where the measurement does not have any relation to product verification or process control. Such equipment is labeled with stickers warning that calibration it is not required. Production and inspection personnel are made aware of the limitations in using uncalibrated equipment.

# Measuring and Monitoring Equipment

Operational Procedure : QOP-76-01

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## IV ASSOCIATED DOCUMENTS

- Operational Procedure QOP-83-01: Control of Nonconforming Product

<b>Customer Satisfaction</b>
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**I PURPOSE**

The purpose of this procedure is to provide for a system of instructions and to assign responsibilities for determining and reporting customer satisfaction.

**II APPLICATION**

This procedure applies to products, delivery, servicing and other activities bearing on customer satisfaction.

This procedure directly concerns Sales/Top Management.

**III PROCEDURE**

**1. Sources of information**

1.1 Information and data on customer satisfaction are acquired from customer feedback (Government sources as applicable and product returns) and by analyzing customer behavior, that may include:

- Customer complaints,
- Spontaneous expressions of customer satisfaction and other feedback,
- Recognition from customers, associations and consumer groups,
- Warranty claims including product returns,
- Repeat customers.
- Product nonconformity
- On-time delivery
- Corrective action requests

1.2 The general scope, methods and program for collecting customer satisfaction data and information are defined in this procedure. However, the program may be periodically adjusted to account for the status and importance of customer satisfaction with respect to particular aspects.

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 11/13/09

# Customer Satisfaction

Operational Procedure : QOP-82-01

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Page 2

## 2. Customer feedback and complaints

- 2.1 Customer complaints, spontaneous expressions of satisfaction and other unsolicited customer feedback are collected and processed by Top Management. These activities are defined in Operational Procedure QOP-42-03, Customer Feedback and Complaints.
- 2.2 The resulting data is compiled and reviewed at the management review meetings, to determine if customer requirements have been met.

## 3. Product returns and warranty claims

- 3.1 Quality Assurance processes product returns and warranty claims per contract requirements. The reason for each return or claim is recorded. Warranty claims are reviewed by Quality Assurance after product analysis.
- 3.2 Product return and warranty claim records are periodically compiled and analyzed by the Quality Assurance Manager and are presented and discussed at management review meetings.

## 4. Repeat customers

- 4.1 Monthly status reports are analyzed by Top Management to look for any patterns of customer drop off. The repeat customers (Government Contracts) is one of Airtronics most important indicators of customer satisfaction.

## 5. Analysis and presentation of results

- 5.1 Results of the analysis of customer satisfaction data, is presented to the management staff at management review meetings.
  - 5.2 Representatives participating in the meeting discuss the reasons for successes or failures in reaching customer satisfaction objectives and provide input for setting new objectives.
  - 5.3 [Any deficiencies found during the evaluation of data are addressed and plans to improve customer satisfaction is implemented.](#)
  - 5.3 [The effectiveness of the evaluations are also assessed.](#)
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# Customer Satisfaction

Operational Procedure : **QOP-82-01**

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## **IV ASSOCIATED DOCUMENTS**

- Operational Procedure QOP-56-01: Management Review
- Operational Procedure QOP-72-03: Customer Feedback and Complaints

<b>Internal Quality Audits</b>		
Operational Procedure : <b>QOP-82-02</b>	Revision: 10.0	Page 1

**I PURPOSE**

The purpose of this procedure is to provide for a system, instructions and to assign responsibilities for conducting internal quality audits.

**II APPLICATION**

This procedure applies to all activities comprising the quality system.

This procedure directly concerns Quality Assurance and the staff management, which is indirectly relevant to all departments.

**III PROCEDURE**

**1. Internal quality audit plan**



1.1 Quality Assurance is responsible for planning and scheduling internal quality audits. Each activity/location unit is audited at least once a year. In addition to the annually scheduled audits, certain activity/location units are selected for more frequent auditing, depending on their status, importance and past compliance history.

1.2 The internal auditing plan schedules dates and assigns an audit team for all auditable activity/location. Several units may be clustered into one audit.

1.3 The internal audit plan is synchronized with management reviews of the quality system (refer to Procedure QOP-56-01, Management Review), so that results of an auditing cycle are available for the management review meeting.

**2. Audit team**

2.1 Personnel assigned to carry out all internal audits are independent of those having direct responsibility for the activity. If there is no conflict of interest, it is usually the responsibility of Quality Assurance, or as directed by Top Management. Personnel from other departments are encouraged to familiarize themselves with auditing techniques and participate in the training for internal auditing to become auditors.

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 11/123/09

# Internal Quality Audits

Operational Procedure : **QOP-82-02**

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## **3. Preparing for audit**

- 3.1 Auditors prepare for an audit by fully familiarizing themselves with the AS 9100-Rev.C standard, refreshing their knowledge of the quality manual and relevant operational procedures, reviewing nonconformity reports, corrective actions files and preparing checklists.

## **4. Conducting and reporting the audit**

- 4.1 The representative responsible for the area, scheduled for audit is contacted in advance with the proposed audit date. The representative responds with a confirmation or proposes an alternative date.
- 4.2 While conducting the audit, auditors seek objective evidence demonstrating whether the audited activities conform to the requirements of the documented quality system and whether the system is effectively implemented and maintained. Auditors shall record data as applicable or use other documents used during the audit as record of objective evidence. It is not necessary for the Auditor to collect copies of these documents as long as the objective evidence is recorded on the audit form for future reference. When a nonconformity is noted, it is brought to the attention of, and discussed with, the responsible Representative. Before the end of an audit each noted nonconformity is documented using the Nonconforming Report form (Form 83-01-1). Auditors fill out only the first part of the form, describing the noted nonconformity. The form is then handed over to the responsible representative who uses its second part to propose cause and corrective action.

## **5. Corrective action and follow up**

- 5.1 Once a nonconformity is identified and documented, further processing of the nonconformity report is similar to the corrective action requests (Procedure QOP-85-02, Corrective and Preventive Action). Upon receiving the report, the responsible representative investigates the cause of the problem noted as a nonconformity, proposes a corrective action to be taken, and indicates the date by which the corrective action will be fully implemented. The auditor reviews and approves/disapproves the proposed action.
- 5.2 On, or immediately after the due date for implementation of corrective action, the auditor follows up with an inquiry or an audit to determine if the corrective action has been implemented and if it is effective. When there is objective evidence that the corrective action is effective, the nonconformity report is closed out. If more work is needed to fully implement the action, a new follow-up date is agreed upon.

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## **6. Documentation and record**

- 6.1 Internal audits, implementation of resulting corrective actions and follow-up audits are documented using the audit nonconformity report form.
- 6.2 Part 1 of the form contains a description of the nonconforming condition, Part 2 contains the proposal for corrective/preventive action and Part 3 is reserved for the follow-up audit and closeout of the report.
- 6.3 Pending nonconformity reports are kept by the auditor, who initially issued the report. Storage location and retention period for closed-out nonconformity reports are specified in Procedure QOP-42-03, Control of Quality Records.
- 6.4 [Necessary corrective actions](#) are taken without undue delay to eliminate nonconformities and their causes, including verification of the actions taken.
- 6.4 At the end of an auditing cycle, all nonconformity reports established during the cycle are compiled and analyzed, and are presented at the management review meeting.

## **IV ASSOCIATED DOCUMENTS**

- Form 83-01-1: Nonconforming Report
  - Operational Procedure QOP-85-02: Corrective and Preventive Actions
  - Operational Procedure QOP-86-01: Management Review
  - Form 2000-C-047: Audit Schedule
-

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## INTERNAL AUDIT PLAN

### *\*QUALITY MANAGEMENT SYSTEM*

- 4.1 General Requirements
- 4.2 Documentation and Records

### *\*MANAGEMENT RESPONSIBILITY*

- 5.1 Management Commitment
- 5.2 Customer Focus
- 5.3 Quality Policy
- 5.4 Quality System Planning
- 5.5 Organization and Communication
- 5.6 Management Review

### *\*RESOURCE MANAGEMENT*

- 6.1 Provision of Resources
- 6.2 Human Resources
  - 6.2.1 Competence, Awareness and Training
- 6.3 Infrastructure
- 6.4 Work Environment

### *\*PRODUCT REALIZATION*

- 7.1 Planning of Product Realization
- 7.2 Customer-related Processes
- 7.3 Manufacturing Control
- 7.4 Purchasing
- 7.5 Operations
- 7.6 Monitoring and Measuring Equipment

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## ***\*MEASUREMENT, ANALYSIS AND IMPROVEMENT***

- 8.1 Planning of Monitoring and Measurement
- 8.2 Monitoring and Measurement
- 8.3 Control of Nonconforming Product
- 8.4 Analysis of Data
- 8.5 Continual Improvement

# Internal Quality Audits

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## AUDIT

### QUALITY MANAGEMENT SYSTEM

#### 4.0 GENERAL REQUIREMENTS

- A. Review Quality Manual.
- B. Review Operational Procedures Manual.

#### 4.1 DOCUMENTATION & RECORDS

- A. Review Quality Records:
  - 1. Contract Review
  - 2. Subcontractor evaluation & performance
  - 3. Purchase orders
  - 4. Production verification
  - 5. Nonconforming product/material
  - 6. Calibration
  - 7. Corrective/preventive action
  - 8. Training
  - 9. Internal quality audit

#### 5.1 MANAGEMENT COMMITMENT

- A. Organization Communication:
  - 1. Review of the Quality Policy
  - 2. Review of the Quality Objectives

#### 5.2 CUSTOMER FOCUS

- A. Review of customer satisfaction
  - 1. Meeting customer requirements

#### 5.3 QUALITY POLICY

- A. Quality objectives
- B. New objectives
- C. Completed objectives

#### 5.4 QUALITY SYSTEM PLANNING

- A. Policy objectives
- B. Quality performance objectives
- D. Product quality objectives
- E. Quality system objectives

#### 5.5 ORGANIZATION AND COMMUNICATION

- A. Organizational chart and Responsibility & Authority positions.

#### 5.6 MANAGEMENT REVIEW

- A. Review input data of the Quality Management System.
  - 1. Action items.
  - 2. Process/product performance.
  - 3. Internal audits.
  - 4. Corrective and preventive action.
  - 5. Continual improvement

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- B. Review the output actions related to improvements of Quality.
  - 1. Management system
  - 2. Quality performance
  - 3. Products and/or services (meet customer requirements and increase customer satisfaction).

## **6.1 PROVISIONS OF RESOURCES**

- A. Quality.
- B. Production
- C. Equipment

## **6.2 COMPETENCE, AWARENESS AND TRAINING**

- A. Review training records current.
- B. Records-New employees.

## **6.2 INFRASTRUCTURE**

- A. Facilities.
- B. Equipment.
- C. Services

## **6.3 WORK ENVIRONMENT**

- A. Production floor (Technicians & work stations).
- B. Safety.

## **7.1 PLANNING OF PRODUCT REALIZATION**

- A. Review of work orders in process.

## **7.2 CUSTOMER RELATED PROCESSES**

- A. Review of customer communication.
- B. Review of customer feedback and complaints.
- C. Customer requirements.

## **7.3 MANUFACTURING CONTROL**

- A. Review of customer requirements.
- B. Review planning of manufacturing.

## **7.4 PURCHASING**

- A. Review of purchase orders.
- B. Review of supplier quality performance.
- C. Review of approved service suppliers.

## **7.5 OPERATIONS**

- A. Review of work order in process.
- B. Review of processes completed. (Up to date)
- C. Review of work order log (inspections completed).
- D. Review of customer property for marking, storage and handling.
- E. Review of product handling and storage.
- F. Review of packaging and shipping records per customer requirements.

## **7.6 MEASURING AND MONITORING EQUIPMENT**

- A. Review of current calibration list.
- B. Random review calibration records and test equipment.

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## **8.1 PLANNING OF MONITORING AND MEASUREMENT**

### **8.2 MONITORING AND MEASUREMENT**

- A. Customer feedback
- B. Recognitions
- C. Product returns and warranties
- D. Repeat customers

### **8.3 CONTROL OF NONCONFORMING PRODUCT**

- Review records of nonconformance.
  - Receiving
  - Production
  - Quality
- Review records of recalls.

### **8.4 ANALYSIS OF DATA**

- Review of quality data.
- Review of production data.

### **8.5 CONTINUAL IMPROVEMENT**

- Review of management review meetings.
- Review Corrective Action.
- Review Preventive Action

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**4.0 QUALITY MANAGEMENT SYSTEM**

**DATE:** \_\_\_\_\_

**PROCEDURES AUDITED:**

**1. QUALITY MANAGEMENT SYSTEM:**

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**2. CONTROL OF DOCUMENTS:**

\_\_\_\_\_

**3. CONTROL OF RECORDS:**

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**4. AOP'S:**

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**RESULTS:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

**CORRECTIVE ACTION:**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

**AUDITOR:** \_\_\_\_\_

**Internal Quality Audits**

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**5.0 MANAGEMENT RESPONSIBILITY**

**DATE:** \_\_\_\_\_

**PROCEDURES AUDITED:**

**1. MANAGEMENT REVIEW:**

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**RESULTS:**

**1.** \_\_\_\_\_  
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**CORRECTIVE ACTION:**

**1.** \_\_\_\_\_  
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**AUDITOR:** \_\_\_\_\_

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## 6.0 RESOURCE MANAGEMENT

**DATE:** \_\_\_\_\_

### PROCEDURES AUDITED

#### 1. TRAINING

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### RESULTS:

1. \_\_\_\_\_

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### CORRECTIVE ACTION:

1. \_\_\_\_\_

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**AUDITOR:** \_\_\_\_\_

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Operational Procedure : **QOP-82-02**

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**MANAGEMENT RESPONSIBILITY**

**5.3 QUALITY POLICY**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

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**MANAGEMENT RESPONSIBILITY**

**5.4 QUALITY SYSTEM PLANNING**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

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**MANAGEMENT RESPONSIBILITY**

**5.5 ORGANIZATION AND COMMUNICATION**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

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**MANAGEMENT RESPONSIBILITY**

**5.6 MANAGEMENT REVIEW**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

# Internal Quality Audits

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**RESOURCE MANAGEMENT**

**6.1 PROVISIONS OF RESOURCES**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

# Internal Quality Audits

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## RESOURCE MANAGEMENT

### 6.2.1 COMPETENCE, AWARENESS AND TRAINING

DATE: \_\_\_\_\_

AUDIT:

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RESULTS:

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CORRECTIVE ACTION:

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AUDITOR: \_\_\_\_\_

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**RESOURCE MANAGEMENT**

**6.3 INFRASTRUCTURE**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

# Internal Quality Audits

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**RESOURCE MANAGEMENT**

**6.4 WORK ENVIRONMENT**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

# Internal Quality Audits

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## PRODUCT REALIZATION

### 7.1 PLANNING OF PRODUCT REALIZATION

DATE: \_\_\_\_\_

AUDIT:

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RESULTS:

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CORRECTIVE ACTION:

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AUDITOR: \_\_\_\_\_

**Internal Quality Audits**

Operational Procedure : **QOP-82-02**

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**PRODUCT REALIZATION**

**7.2 CUSTOMER RELATED PROCESSES**

**DATE:** \_\_\_\_\_

**AUDIT:**

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\_\_\_\_\_  
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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

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**PRODUCT REALIZATION**

**7.3 MANUFACTURING CONTROL**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

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**PRODUCT REALIZATION**

**7.4 PURCHASING**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

# Internal Quality Audits

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**PRODUCT REALIZATION**

**7.5 OPERATIONS**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

# Internal Quality Audits

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**PRODUCT REALIZATION**

**7.6 MONITORING AND MEASURING EQUIPMENT**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

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## MEASUREMENT, ANALYSIS AND IMPROVEMENT

### 8.1 PLANNING OF MONITORING AND MEASUREMENT

DATE: \_\_\_\_\_

AUDIT:

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RESULTS:

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CORRECTIVE ACTION:

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AUDITOR: \_\_\_\_\_

# Internal Quality Audits

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**MEASUREMENT, ANALYSIS AND IMPROVEMENT**

**8.2 MONITORING AND MEASUREMENT**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

# Internal Quality Audits

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**MEASUREMENT, ANALYSIS AND IMPROVEMENT**

**8.3 CONTROL OF NONCONFORMING PRODUCT**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

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**MEASUREMENT, ANALYSIS AND IMPROVEMENT**

**8.4 ANALYSIS OF DATA**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

# Internal Quality Audits

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## MEASUREMENT, ANALYSIS AND IMPROVEMENT

### 8.5 CONTINUAL IMPROVEMENT

DATE: \_\_\_\_\_

AUDIT:

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RESULTS:

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CORRECTIVE ACTION:

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AUDITOR: \_\_\_\_\_

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**AUDIT OR CONTINUATION**

**PARAGRAPH:** \_\_\_\_\_

**NAME:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

**Internal Quality Audits**

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**RESOURCE MANAGEMENT**

**6.2 HUMAN RESOURCES**

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

## Internal Quality Audits

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### I PURPOSE

The purpose of this procedure is to provide for a system, instructions and to assign responsibilities for conducting internal quality audits.

### II APPLICATION

This procedure applies to all activities comprising the quality system.

This procedure directly concerns Quality Assurance and the staff management, which is indirectly relevant to all departments.

### III PROCEDURE

#### 1. Internal quality audit plan

1.1 Quality Assurance is responsible for planning and scheduling internal quality audits. Each activity/location unit is audited at least once a year. In addition to the annually scheduled audits, certain activity/location units are selected for more frequent auditing, depending on their status, importance and past compliance history.

1.2 The internal auditing plan schedules dates and assigns an audit team for all auditable activity/location. Several units may be clustered into one audit.

1.3 The internal audit plan is synchronized with management reviews of the quality system (refer to Procedure QOP-56-01, Management Review), so that results of an auditing cycle are available for the management review meeting.

#### 2. Audit team

2.1 Personnel assigned to carry out all internal audits are independent of those having direct responsibility for the activity. If there is no conflict of interest, it is usually the responsibility of Quality Assurance, or as directed by Top Management. Personnel from other departments are encouraged to familiarize themselves with auditing techniques and participate in the training for internal auditing to become auditors.

Approved by:



Approved by:



Originated by: PG Juarez

This Revision Date: 11/123/09

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## **3. Preparing for audit**

- 3.1 Auditors prepare for an audit by fully familiarizing themselves with the AS 9100-Rev.C standard, refreshing their knowledge of the quality manual and relevant operational procedures, reviewing nonconformity reports, corrective actions files and preparing checklists.
- 3.2 The Internal Audit Form (Form 2000-C-058) shall be utilized to perform the audit and record results and corrective action and any other pertinent information.

## **4. Conducting and reporting the audit**

- 4.1 The representative responsible for the area, scheduled for audit is contacted in advance with the proposed audit date. The representative responds with a confirmation or proposes an alternative date.
- 4.2 While conducting the audit, auditors seek objective evidence demonstrating whether the audited activities conform to the requirements of the documented quality system and whether the system is effectively implemented and maintained. Auditors shall record data as applicable or use other documents used during the audit as record of objective evidence. It is not necessary for the Auditor to collect copies of these documents as long as the objective evidence is recorded on the audit form for future reference. When a nonconformity is noted, it is brought to the attention of, and discussed with, the responsible Representative. Before the end of an audit each noted nonconformity is documented using the Nonconforming Report form (Form 83-01-1). Auditors fill out only the first part of the form, describing the noted nonconformity. The form is then handed over to the responsible representative who uses its second part to propose cause and corrective action.

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- 6.4 [Necessary corrective actions](#) are taken without undue delay to eliminate nonconformities and their causes, including verification of the actions taken.
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  - Form 2000-C-047: Audit Schedule
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## INTERNAL AUDIT PLAN

### *\*QUALITY MANAGEMENT SYSTEM*

- 4.1 General Requirements
- 4.2 Documentation and Records

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- 5.5 Organization and Communication
- 5.6 Management Review

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- 6.2 Human Resources
  - 6.2.1 Competence, Awareness and Training
- 6.3 Infrastructure
- 6.4 Work Environment

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- 7.3 Manufacturing Control
- 7.4 Purchasing
- 7.5 Operations
- 7.6 Monitoring and Measuring Equipment

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## ***\*MEASUREMENT, ANALYSIS AND IMPROVEMENT***

- 8.1 Planning of Monitoring and Measurement
- 8.2 Monitoring and Measurement
- 8.3 Control of Nonconforming Product
- 8.4 Analysis of Data
- 8.5 Continual Improvement

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## AUDIT

### QUALITY MANAGEMENT SYSTEM

#### 4.0 GENERAL REQUIREMENTS

- A. Review Quality Manual.
- B. Review Operational Procedures Manual.

#### 4.1 DOCUMENTATION & RECORDS

- A. Review Quality Records:
  - 1. Contract Review
  - 2. Subcontractor evaluation & performance
  - 3. Purchase orders
  - 4. Production verification
  - 5. Nonconforming product/material
  - 6. Calibration
  - 7. Corrective/preventive action
  - 8. Training
  - 9. Internal quality audit

#### 5.1 MANAGEMENT COMMITMENT

- A. Organization Communication:
  - 1. Review of the Quality Policy
  - 2. Review of the Quality Objectives

#### 5.2 CUSTOMER FOCUS

- A. Review of customer satisfaction
  - 1. Meeting customer requirements

#### 5.3 QUALITY POLICY

- A. Quality objectives
- B. New objectives
- C. Completed objectives

#### 5.4 QUALITY SYSTEM PLANNING

- A. Policy objectives
- B. Quality performance objectives
- D. Product quality objectives
- E. Quality system objectives

#### 5.5 ORGANIZATION AND COMMUNICATION

- A. Organizational chart and Responsibility & Authority positions.

#### 5.6 MANAGEMENT REVIEW

- A. Review input data of the Quality Management System.
  - 1. Action items.
  - 2. Process/product performance.
  - 3. Internal audits.
  - 4. Corrective and preventive action.
  - 5. Continual improvement

# Internal Quality Audits

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- B. Review the output actions related to improvements of Quality.
  - 1. Management system
  - 2. Quality performance
  - 3. Products and/or services (meet customer requirements and increase customer satisfaction).

## **6.1 PROVISIONS OF RESOURCES**

- A. Quality.
- B. Production
- C. Equipment

## **6.2 COMPETENCE, AWARENESS AND TRAINING**

- A. Review training records current.
- B. Records-New employees.

## **6.2 INFRASTRUCTURE**

- A. Facilities.
- B. Equipment.
- C. Services

## **6.3 WORK ENVIRONMENT**

- A. Production floor (Technicians & work stations).
- B. Safety.

## **7.1 PLANNING OF PRODUCT REALIZATION**

- A. Review of work orders in process.

## **7.2 CUSTOMER RELATED PROCESSES**

- A. Review of customer communication.
- B. Review of customer feedback and complaints.
- C. Customer requirements.

## **7.3 MANUFACTURING CONTROL**

- A. Review of customer requirements.
- B. Review planning of manufacturing.

## **7.4 PURCHASING**

- A. Review of purchase orders.
- B. Review of supplier quality performance.
- C. Review of approved service suppliers.

## **7.5 OPERATIONS**

- A. Review of work order in process.
- B. Review of processes completed. (Up to date)
- C. Review of work order log (inspections completed).
- D. Review of customer property for marking, storage and handling.
- E. Review of product handling and storage.
- F. Review of packaging and shipping records per customer requirements.

## **7.6 MEASURING AND MONITORING EQUIPMENT**

- A. Review of current calibration list.
- B. Random review calibration records and test equipment.

# Internal Quality Audits

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## **8.1 PLANNING OF MONITORING AND MEASUREMENT**

### **8.2 MONITORING AND MEASUREMENT**

- A. Customer feedback
- B. Recognitions
- C. Product returns and warranties
- D. Repeat customers

### **8.3 CONTROL OF NONCONFORMING PRODUCT**

- Review records of nonconformance.
  - Receiving
  - Production
  - Quality
- Review records of recalls.

### **8.4 ANALYSIS OF DATA**

- Review of quality data.
- Review of production data.

### **8.5 CONTINUAL IMPROVEMENT**

- Review of management review meetings.
- Review Corrective Action.
- Review Preventive Action

# Internal Quality Audits

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## 4.0 Quality Management System

### Procedures Audited

Quality Manual	
Control of Documents	
Control of Records	

DATE: \_\_\_\_\_

AUDIT:

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RESULTS:

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CORRECTIVE ACTION:

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AUDITOR: \_\_\_\_\_

# Internal Quality Audits

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## 5.0 Management Responsibility

### Procedures Audited

Management review	

DATE: \_\_\_\_\_

AUDIT:

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RESULTS:

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CORRECTIVE ACTION:

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AUDITOR: \_\_\_\_\_

# Internal Quality Audits

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## 6.0 Resource Management

### Procedures Audited

<b>Training</b>	

**DATE:** \_\_\_\_\_

**AUDIT:**

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**RESULTS:**

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**CORRECTIVE ACTION:**

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**AUDITOR:** \_\_\_\_\_

# Internal Quality Audits

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## 7.0 Production Realization

### Procedures Audited

Customer Feedback	I.D. and Traceability
Manufacturing Control	Product Preservation and Handling
Supplier Evaluation	Storage Areas
Purchasing	Packaging and Shipping
Verification of Purchased Product	Measurement and Monitoring Equipment
Production Control	

DATE: \_\_\_\_\_

AUDIT:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

RESULTS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

CORRECTIVE ACTION:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

AUDITOR: \_\_\_\_\_

# Internal Quality Audits

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## 8.0 Measurement, Analysis and Improvement

### Procedures Audited

Customer Satisfaction	
Internal Audits	
In-Process Inspection	
Continual Improvement	
Control of Non-conforming Material	
Final Inspection	

DATE: \_\_\_\_\_

AUDIT:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

RESULTS:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

CORRECTIVE ACTION:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

AUDITOR: \_\_\_\_\_

<b>In-Process Inspections</b>		
Operational Procedure : <b>QOP-82-04</b>	Revision: 3.0	Page 1

**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for performing and recording in-process inspections.

**II APPLICATION**

This procedure applies to materials, components and subassemblies during processing.

This procedure concerns Production and Quality Assurance departments.



**III PROCEDURE**

**1. Scope and responsibilities**

- 1.1 Depending on the product and process involved, the in-process product verification may include checking of set-ups, production and QA inspections. The inspections are documented in the production work order.
- 1.2 Irrespective of whether or not in-process inspections are conducted by QA inspectors or production personnel, all inspection activities are defined, managed and supervised by Quality Assurance.

**2. Operator and QC inspections**

- 2.1 Production personnel visually inspect their work. Personnel are instructed what to look for and how to identify nonconforming product. When the visual inspection is specified in the quality plan and must be recorded, it is called out in the production work order.
- 2.2 **When critical items, including key characteristics are identified they are defined, monitored and controlled through the quality plan.**

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 11/13/09

# In-Process Inspections

Operational Procedure : **QOP-82-04**

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- 2.3 QA inspectors or production personnel operators also perform more technical inspections that involve the use of gauges, templates or other measuring equipment. Personnel performing these inspections are either provided with written instructions and acceptance criteria, or are trained in performing the inspections. Inspections in this category are called out in the production work order.
- 2.4 When the result of the inspection is satisfactory, the inspector signs or imprints a quality inspection stamp on the line where the inspection is called out on the work order. The sign-off constitutes the record of the inspection, identifies the inspector and the quality inspection stamp identifies the inspection status of the product.

### **3. Release of product**

- 3.1 Products are prevented from passing on to the next processing stage before all specified in-process verification activities are completed with satisfactory result. Products that are released for further processing are identified with a positive inspection status.

If product is released for production pending completion of inspection it will be identified and recorded on work order in such a manner as to allow recall or replacement if found nonconforming at a later date..

The identification may be in the form of a sticker, tag, mark or signed-off paperwork (work order) accompanying the product (refer to procedures [QOP-74-03](#) Verification of Purchased Product, [QOP-82-04](#) In-process Inspections, and [QOP-52-05](#) Final Inspection).

### **4. Nonconforming product**

- 4.1 If a nonconforming product is identified at Incoming/final inspection, the QA inspector labels the product with a tag. QA prepares a product nonconformity report ([Form 83-01-1](#)). The product is processed to the responsible technician for rework and cause & corrective action.

# In-Process Inspections

Operational Procedure : **QOP-82-04**

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## V ASSOCIATED DOCUMENTS

- Operational Procedure [QOP-82-05](#): Final Inspection
  - Operational Procedure [QOP-74-03](#): Verification of Purchased product
  - Operational Procedure [QOP-83-01](#): Control of Nonconforming Product
  - Airtronics Operational Procedure [AOP-82-00-1](#): Control of Quality Stamps
-

<b>Final Inspection</b>
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Operational Procedure : <b>QOP-82-05</b>	Revision: 6.0	Page 1
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**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions and to assign responsibilities for performing the final inspection.

**II APPLICATION**

This procedure applies to all products.

This procedure concerns Production and Quality Assurance department.

**III PROCEDURE**

**1. General**


1.1 All products are subjected to final inspection before they are shipped to customers. Quality Assurance is responsible for final inspections and for the release of product for packaging and shipping.

1.2 It is the policy of Airtronics, Inc. to concentrate resources and attention on defect prevention, rather than defect detection. The verification effort is therefore focused on the processes and in-process inspections. Normally, by the time products are completed all their components, parts and subassemblies have been already verified through the program of receiving and in-process inspections. The purpose of final inspection is to review records of all inspections and tests and to complete the evidence of conformance by verifying those product characteristics.

**2. Scope**

2.1 At a minimum, the scope of final inspection comprises:

- Review of the work order to ascertain that all specified operations, processes and in-process inspections are signed off;
- Review of material certificates, inspection reports and other quality records established prior to or during production;

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 11/13/09

# Final Inspection

Operational Procedure : QOP-82-05

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- Review of Technical Documents (T.O.'s, Drawings, etc.) used to verify pertinent publications conform to the requirements of applicable Purchase Orders or Contracts;
- Visual inspection of product to ascertain that all specified operations are completed and to detect any visible quality problems;
- Taking measurements and testing to complete the evidence of product conformance. **Special attention is taken when critical/key characteristics are identified.**

### 3. Carrying out the inspection

- 3.1 When functional testing is involved, inspectors are provided with applicable test procedures and other instructions as appropriate.
- 3.2 Products that pass inspections and testing are marked with a Quality Acceptance Inspection Stamp or an Acceptance Tag. The inspector initials and dates the work order on the line where the final inspection is called out. Passed products are then moved to the area where finished products are staged for packaging and/or shipping.

### 4. Nonconforming product

- 4.1 When a nonconforming product is identified or the accompanying documents are incomplete, the QA inspector may prepare a nonconforming report, stamps the work order with nonconforming Quality Rejection Stamp and moves the product to the responsible technician. Nonconforming reports are further processed per Procedure QOP-83-01, Control of Nonconforming Product.

### 5. Release of product

- 5.1 **Only QA inspectors have the authority to release product.** Only QA Inspectors authorized for FAA Airworthiness Release may release an item requiring an FAA Form 8130-3. **The identity of the person releasing the product is recorded. The product is marked with a Quality Acceptance Inspection Stamp and Dated. The product may be packaged and/or shipped.**
- 5.2 **All documentation required to accompany the product must be present at delivery.**

# Final Inspection

Operational Procedure : **QOP-82-05**

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## **6. Inspection record**

- 6.1 To establish the final inspection record, inspector signs and dates the work order on the line where Quality Assurance is called out. Any required tags or reports prepared during the inspection are also preserved.

## **IV ASSOCIATED DOCUMENTS**

- Operational Procedure QOP-82-04: In-process Inspections
- Operational Procedure QOP-74-03: Verification of Purchased Product
- Operational Procedure QOP-83-01: Control of Nonconforming Product
- Airtronics Operational Procedure AOP-82-00-1: Control of Quality Stamps
- FAR Part 145 (Federal Aviation Regulation)

<b>Control of Nonconforming Product</b>		
Operational Procedure : <b>QOP-83-01</b>	Revision: 5.0	Page 1

**I PURPOSE**

The purpose of this procedure is to define the system and instructions and to assign responsibility for identification, documentation and disposition of nonconforming products.

**II APPLICATION**

This procedure applies to all materials, components, subassemblies and customer product (including PQDR's).

The process for handling non-conforming product that is being returned by the customer is defined in AOP-75-04-3 (Product Return Procedure)

This procedure concerns Quality Assurance and Production.

**III DEFINITIONS**

**Nonconforming product:** Material, component, subassembly or customer product (including PQDR's) that do not conform to specified requirements.



**PQDR:** Product Quality Deficiency Report from DCMA.

**DCMA:** Defense Contract Management Agency

**IV PROCEDURE**

**1 General**

1.1 It is the policy of Airtronics, Inc. that all product nonconformities (including PQDR's that require warranty repair), but excluding those found inside the scope of Normal Repair/Overhaul Activities, be documented. Nonconformity reports are an invaluable tool in tracking performance and trends that give indication where and when cost effective improvement projects should be implemented.

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 03/18/2010

# Control of Nonconforming Product

Operational Procedure : QOP-83-01

Revision: 5.0

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## 2. Identification and documentation

- 2.1 QA inspectors and production personnel are responsible for identifying nonconforming products in the course of their inspection activities.. In addition, all other personnel, regardless of their other responsibilities, are encouraged to watch for and identify nonconforming products. **It is immediately identified and segregated from normal production to prevent its unintended use or delivery.** Common sense and logic will be applied to the writing of Nonconforming Product Reports. If a product nonconformance is found during the normal scope of repair/overhaul/calibration processes they will normally not require writing of a Nonconforming Product Report. The intent of this report process is to identify defects in workmanship, material, process and procedural errors and/or non-conformances in respect to work performed by Airtronics personnel or materials and products purchased by Airtronics.
  - 2.2 In cases determined by Top Management that it is of no added value to issue a Nonconformance Report, one shall not be issued. Reasons for such determinations, may include, but is not limited to, duplication of nonconformance reports that may be currently be open with a Customer Quality Assurance Representative, or in some cases minor or non-recurring discrepancies that can be easily handled with verbal counseling /training with the direct personnel involved.
  - 2.3 The QA inspectors are authorized to initiate nonconforming reports. All other personnel report identified nonconformities to Quality Assurance.
  - 2.4 In the event, test equipment is out of calibration, quality will evaluate the condition of the test equipment and if the error exceeds +/- 10% a nonconforming report will be initiated. **Quality Assurance will determine if product performance has been affected and product has been shipped, affected customers will be notified on a timely basis.**
  - 2.5 Whenever a nonconformity meeting the requirements listed above is identified, it is documented in a nonconforming report. The top block of the report form is intended for the identification of the nonconforming product, the department area and operation where the nonconformity occurred. The next block of the report describes objective facts characterizing the nonconformity.
  - 2.6 After the nature of the identified nonconformity is documented, the report number is marked on the REJECTED sticker or tag and the nonconforming report is further processed with regard to nonconformity review and disposition.
-

# Control of Nonconforming Product

Operational Procedure : QOP-83-01

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## 3. Nonconformity review and disposition

3.1 Representatives from Management, Quality, Purchasing, Operations have the authority to review and disposition nonconforming material on matters that concern their respective organizations. The Management will ensure that the appointed representative is qualified to perform this activity.

3.2 Nonconforming products may be:

- Reworked to meet the specified requirements;
- Use-as-is or Repaired to meet specification
  - If designed by Airtronics, these dispositions must be approved by a representative of the organization responsible for design.
  - These dispositions may not used without approval from the customer, if the nonconformance results in departure from the contract requirements.
- Scrapped.

3.3 The disposition decision may be made on the nonconformity and the decision itself:

- When it is obvious that the product must be scrapped or when it can be easily reworked without degrading its quality, appearance or design/type configuration, QA and Production Control are authorized to decide what should be done with the nonconforming product. The decision is documented and authorized in the disposition block of the nonconforming report.
  - The scrap product shall be conspicuously and permanently marked or positively controlled until rendered unusable.

## 4. Control of repaired and reworked product

4.1 Before repaired and/or reworked products are shipped, they are thoroughly inspected to verify that they conform to the same requirements as originally specified.

## 5. Closing out the Nonconforming Report

5.1 If the disposition decision is to scrap, the nonconforming report is closed out and filed at that point.

---

## Control of Nonconforming Product

Operational Procedure : **QOP-83-01**

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- 5.2 Rework and repair dispositions require that reinspection results be entered in the close box of the nonconforming report.
  - 5.3 Nonconforming reports are not considered closed until the close box of the report is completed, signed and dated.
    - 5.3.1 A notation in the box shall be made to indicate if follow-up corrective action is required.
  - 6. Analysis of Nonconforming Reports and trends**
    - 6.1 Quality Assurance reviews, quantifies and analyzes the nonconforming reports to detect trends and identify the possible need for corrective or preventive actions. These activities are regulated by Procedure QOP-85-02, Corrective and Preventive Action.
    - 6.2 [Necessary action will be taken to contain the effect of the non-conformity on other processes or products.](#)
-

# Control of Nonconforming Product

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## V. ASSOCIATED DOCUMENTS

- Form 53-01-1: Nonconforming Report
- Operational Procedure QOP-74-03: Verification of Purchased Product
- Operational Procedure QOP-82-04: In-process Inspections
- Operational Procedure QOP-82-05: Final Inspection
- Operational Procedure QOP-85-02: Corrective and Preventive Action
- Operational Procedure AOP-85-04-3: Product Return Procedure

**This procedure is revision controlled by incorporation into the Airtronics FAA Repair Station Manual (RSM). All changes to this document must be coordinated through the FAA in accordance with the Requirements specified in the RSM.**

Date:	<b>NONCONFORMING REPORT</b>				Report No.:
Part / Item:			Part No.:		
Dpt. / Vendor:			WO No. / PO No. / Aud No.:		
Qty. Rec:	Qty Acc.:	Qty rej:	SN:		
<b>DESCRIPTION OF NONCONFORMITY</b>					
Quality Rep.:		Date:	Auditor:		Date:
CA ____	<b>CORRECTIVE/PREVENTIVE ACTION</b>				PA ____
Root Cause:					
CA/PA:					
NCR Due Date:		CA/PA Effective Date:		CA/PA Approved: Yes____ No____	
Resp. Party:		Date:	Quality:		Date:
<b>FOLLOW UP/DISPOSITION</b>					
Disposition:	UAI	Scrap/CNR	RTV	Close	Other
Remarks:					
Quality Assurance:			Date:		
<b>MANAGEMENT REVIEW OF CORRECTIVE/PREVENTIVE ACTION EFFECTIVENESS</b>					
Comments:					
Accepted:		Rejected:		Further Action Recommended:	
Management Representative:				Date:	

<b>Continual Improvement</b>		
Operational Procedure : <b>QOP-85-01</b>	Revision: 4.0	Page 1

**I PURPOSE**

The purpose of this procedure is to provide for a system and instructions and to assign responsibilities for facilitating continual improvement of the quality management system.

**II APPLICATION**

This procedure applies to all activities comprising the quality management system.

This procedure concerns all departments.

**III PROCEDURE**

**1. General**



1.1 Airtronics, Inc. deploys continual improvement philosophy throughout the entire organization. The quality system itself is designed to incorporate all elements necessary to identify opportunities for improvement and to implement improvement projects.

1.2 Everyone in the organization is encouraged to come forward with ideas for improving products, processes, systems, productivity and working environment. Improvement suggestions are evaluated and prioritized by Top Management and Quality Assurance.

**2. Identification of improvement opportunities**

2.1 Opportunities for improvement are identified from such sources as:

- Records of product nonconformities;
- Customer satisfaction, dissatisfaction and other customer feedback;
- Feedback from employees
- Internal and external audits of the quality system.

Approved by: 	Approved by: 
Originated by: PG Juarez	This Revision Date: 11/23/09

# Continual Improvement

Operational Procedure : **QOP-85-01**

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2.2 In addition to the above-listed systems for continual performance monitoring, special assessment projects may be initiated to identify opportunities for improvement in other areas:

- Waste of labor and materials,
- Excessive cost of non-quality,
- Excessive handling and storage.

2.3 Opportunities for improvement of operations are identified continuously by departmental representatives, based on feedback from operations and other activities.

### **3. Evaluation of improvement opportunities**

3.1 Those opportunities for improvement based on feedback from operations are evaluated by Quality Assurance and, when appropriate, are implemented through the system of corrective and preventive action. Typically, they would be triggered by such events as identification of a nonconforming process or product, customer complaint, internal audit finding and other events.

3.2 Opportunities of improvement based on longer-term data and trends are evaluated by the management review. They are prioritized with respect to their relevance for reaching the quality policy and quality objectives. When new important opportunities for improvement are not adequately supported by the current policy and objectives, the management review may change the policy and/or establish new quality objectives. This evaluation and prioritizing process is defined in Operational Procedure QOP-56-01, Management Review.

### **4. Implementation of improvement projects**

4.1 Improvements required to address feedback from operations and other activities are usually implemented through corrective and preventive actions. Operational Procedure QOP-85-02, Corrective and Preventive Action, defines the process.

4.2 Longer-term improvements to fulfill the quality policy, attain quality objectives, or correct unfavorable trends are implemented through actions defined by the management review. These actions may be documented in management review minutes, or be issued as directives, memoranda, policy statements, etc. The corrective and preventive action system may also be used for this purpose.

# Continual Improvement

Operational Procedure : **QOP-85-01**

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4.3 [The effectiveness of the results of improvement projects is evaluated at appropriate time after the conclusion of the project.](#)

## **IV ASSOCIATED DOCUMENTS**

- Operational Procedure QOP-56-01: Management Review
- Operational Procedure QOP-85-02: Corrective and Preventive Action

## Corrective and Preventive Action

Operational Procedure : **QOP-85-02**

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### I PURPOSE

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for initiating, requesting, implementing, and [reviewing the effectiveness of corrective and preventive actions](#).

### II APPLICATION

This procedure applies to preventing and correcting nonconformities related to materials, components, subassemblies, customer products (including PQDR), production processes and the quality system.

This procedure directly concerns Quality Assurance and affects all other departments and functions in the company.

**NOTE:** Airtronics, Inc. recognizes an important distinction between preventive and corrective action in the phase of identifying the problem that needs to be corrected or prevented. Accordingly, the present procedure has separate sections for handling the two types of actions in this phase (Clause 1 and 2). However, in subsequent phases preventive and corrective actions are processed through the same system and both types of actions are referred to as corrective actions (Clause 3).

### III PROCEDURE

#### 1. Preventive actions

- 1.1 Preventive actions are implemented where there is an increased risk for potential nonconformity ([risk assessment](#)). The need for a preventive action is identified on the basis of information regarding capability, performance of processes, work operations, product nonconformity rates, service and user feedback, customer complaints and effectiveness of the quality system.
- 1.2 [Risk analysis is considered and integral part of the preventive action system. \(Determining potential non-conformances are considered risk analysis\). Reference Section 7.1 of this quality manual \(Planning of Product Realization\) for details on the risk analysis process. Other preventive action opportunities may include, error proofing and information on product problems reported by external](#)

- 1.3 Quality Assurance is responsible for collecting, compiling and reviewing the pertinent information. At a minimum, Quality Assurance reviews:
- Reject rates;
  - Product nonconformity reports;
  - Calibration records;
  - Customer complaints; and
  - Quality system audit records.
- 1.4 Preventive actions are initiated when quality performance data indicates that there are trends of decreasing quality capability and/or effectiveness of the quality system. For example, it may be increasing incidence of product nonconformities traceable to the same common cause, excessive equipment problems or increasing number of audit findings against the same element of the quality system or department.
- 1.5 When a problem requiring preventive action is identified, the process of dealing with the problem follows the same steps that apply to corrective actions, as described in this procedure in Clause 3, Requesting and Processing NCRs. In subsequent processing stages both types of actions are referred to as corrective actions.

## **2. Corrective actions**

- 2.1 Corrective action requests (NCR [Form 53-01-1](#)) can be directed to the company's internal departments and to its subcontractors.
- 2.2 Initiation of a NCR may be proposed by anyone in the organization, but all NCRs must be authorized by Quality Assurance. This is to prioritize and direct resources where corrective actions are most urgent.
- 2.3 Corrective action may be requested in the following cases:
- Product returned by the customer;
  - Problem with a process or work operation;
  - Problem relating to resource management, (human resources, infrastructure or work environment);
  - A nonconformity identified during a customer or third-party audit (internal audits);
  - Customer complaint (including late shipments);
  - Nonconforming delivery from subcontractor;
  - [Request for root cause analysis and corrective action are flowed down to the applicable suppliers when it is determined that they are responsible for the nonconformity.](#)

### **3. Requesting and processing NCR's (applies also to preventive actions)**

- 3.1 Corrective and preventive actions are requested using the NCR ([Form 53-01-1](#)). The requests include description of the unsatisfactory condition that needs to be corrected and are addressed to the representative responsible for the condition. The same NCR form is also used to request corrective actions from suppliers and subcontractors.
- 3.2 Upon receiving a request for corrective or preventive action, the responsible representative investigates the cause of the problem that initiated the request, proposes a corrective action to be taken, and indicates the date by which the corrective action will be fully implemented. The party initiating the request Quality Assurance reviews and approves the proposed action.
- 3.3 [On, or immediately after, the due date for implementation of a corrective action, Quality Assurance follows up with an inquiry or an audit to determine if the corrective action has been implemented and if it is effective.](#) When there is objective evidence that the corrective action is effective, the NCR can be closed out. If more work is needed to fully implement the action, a new follow-up date is agreed upon.
- 3.4 [Quality Assurance will determine if additional nonconforming product exists, based on the cause\(s\) of the nonconformities and will take appropriate action if necessary.](#)
- 3.5 Corrective / Preventive action identification and root cause analysis shall be accomplished in a period not to exceed 45 days, verification of effectiveness shall be accomplished by the next audit period or before, as deemed necessary. [Corrective action\(s\) are to be elevated to top management when timely and/or effective corrective actions are not achieved.](#)

### **IV ASSOCIATED DOCUMENTS**

- Form [53-01-01](#): Nonconforming Report
- Operational Procedure [QOP-83-01](#): Control of Nonconforming Product
- Operational Procedure [QOP-72-03](#): Customer Feedback and Complaints
- Operational Procedure [QOP-85-01](#): Continual Improvement.