



Quality Policy Manual

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Robinson Fin Machines, Inc. Quality Policies Manual

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1.0 & 2.0 Scope & Company Profile

Robinson Fin Machines, Inc. is the premier fin manufacturer in the world. Fin is a folded metal product used in heat transfer. Founded in 1977 to build and sell the Robinson Fin Machine, the company was purchased in 1983 by Ruth & Fred Haushalter, who evolved the product mix to include fin as a product. Since that time, RFM has continued to foster growth through the development of new and innovative fin geometries, allowing participation and expansion in the aerospace, automotive, medical, electronics, industrial air conditioning, industrial enclosure cooling, wind energy production, solar energy production, micro-turbine energy production as well as many other markets. As of 2006 fin product has surpassed 95% of total sales. In order to maintain this world-class level of success, RFM maintains a closely monitored quality system, which includes quality policies, and quality system procedures that comprise the framework of Robinson Fin's plan to assure compliance with specified requirements and achieve customer satisfaction in the production of fin. The quality systems meets the ISO 9001 Quality Systems Requirements as defined in ISO 9001-2000, ANSI/ASQ Q9001-2000, and AS 9100 with the exception of the service provision. If service provision becomes a specified contractual requirement then policies and procedures will be developed.

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President	V.P. Sales/Marketing	V.P. Finance & Administration, Quality Mgr.	V.P. Engineering/Manufacturing Management Representative	Plant Manager	ISO/AS Coordinator

3.0 Mission Statement The mission of Robinson Fin Machines, Inc. is to sustain profitable growth through total customer satisfaction by providing innovative processes and products utilizing empowered employees and continuous improvement strategies.

Quality Policy

To provide fin products that maximizes customer satisfaction.

Quality Objective

Maintain High Customer Satisfaction based on metrics established and reviewed within the Management Review Activity.

4.0 Quality Management System

4.1 A quality management system has been established, documented, and is maintained. Its effectiveness shall be continually improved. A committee has been assigned to review monthly the Continual Improvement of Robinson Fin Machines, this committee is known as the CIC (MS Access/Office Lists/Continuous improvement items).

This manual, along with the appropriate supporting documentation will:

- 1) Identify the processes needed for the quality management system and their application.
- 2) Determine the sequence and interaction of these processes
(See Quality Management System Flow)
- 3) Determine criteria and methods needed to ensure that both the operation and control of the processes are effective.
- 4) Ensure the availability of resources and information necessary to support the operation and monitoring of these processes.
- 5) Implement actions necessary to achieve planned results and continual improvement of these processes.
- 6) Ensure control over outsourced processes that affect product conformity with requirements. Any requirements imposed by a customer will be required by the out-source vendor. All Purchase Orders will call out such requirements. (M1/Purchase order entry). Also see (QM 7.4.3).

4.2 Documentation Requirements

4.2.1 Quality Documents

Quality Management System documentation includes:

- 1) Documented statements of a quality policy, and quality objectives. The quality policy and objectives are located in the introduction of this manual.
- 2) This Quality System Manual.
- 3) Documented procedures required by ISO 9001 and AS9100.
- 4) Documents that are required to ensure the effective planning, operation, and control of processes.
- 5) Records required by ISO 9001 and AS9100.

Employees are trained in applicable QMS documentation and are aware of the relevance. Customer and/or regulatory authorities are permitted access, by request, to QMS documentation.

4.2.2 Quality Manual

The quality management system documentation will consist of the following:

- 1) The quality policy and quality objectives.
- 2) This quality manual includes:
 - (a) The scope of the quality management system, including details of and justification for any exclusions (see Introduction 1.0).
 - (b) The documented procedures established for the quality management system, or reference to them.
 - (c) A description of the interaction between the processes of the quality management system (see Quality Management System Flow D093001).
 - (d) Documents needed and records required for ensuring the effective planning, operation and control of processes.

4.2.3 Control of documents

Documents required by the quality management system shall be controlled per documented procedure (See Document Control **QP 4.2.3**).

4.2.4 Control of records

Records shall be established and maintained to provide evidence of conformity to requirements and the effective operation of the quality management system. Records shall remain legible, readily identifiable and retrievable. (See Control of Record **QP 4.2.4** & Record Retention **D011016**).

4.3 Configuration Management

Robinson Fin Machines uses a configuration management approach to product planning. Utilizing Management Reviews, Planning, Internal Auditing, Product Inspection, Training, and Document Control to maintain product conformity. Records of conformity are retained indefinitely. (**QM 7.0 product realization**)

5.0 Management Responsibility

5.1 Management Commitment

Executive management is committed to the development and implementation of the quality management system and is continually improving its effectiveness by:

1) Communication to the organization the importance of meeting customer as well as statutory and regulatory requirements through appropriate communication processes (See **QM 5.5.3**)

5.2 Customer Focus

Customer requirements shall be determined with the aim of enhancing customer satisfaction through the contract review process, RFM delivery performance, corrective actions and feedback from Sales' interaction with the customer and may be tracked on Call Log (**7.2.1 & 8.2.1**)

5.3 Quality Policy

During the Management Review, executive management shall ensure the quality policy:

- 1) Is appropriate to the mission of the organization.
- 2) Includes a commitment to comply with requirements and continually improve the effectiveness of the quality management system.
- 3) Provides a framework for establishing and reviewing quality objectives.
- 4) Is communicated and understood within the organization. The Quality Policy is posted through out Robinson Fin.
- 5) Is reviewed for continuing suitability.

5.4 Planning

5.4.1 Quality Objectives

The quality objectives shall be reviewed in each management review and revised as needed; objectives established will be measurable and consistent with the quality policy.

5.4.2 QMS Planning

Thru the CIC, planning will be carried out to:

- 1) Identify the processes needed for the quality management system.
- 2) Determine the sequence and interaction of these processes and the criteria and method to ensure that the operation and control of these processes are effective.
- 3) Continually improve the quality management system while maintaining the integrity of the system during the planning and implementation of changes. Internal Audits are scheduled 2 times a year.

Thru the Production Planning meetings, planning will be carried out to:

- 1) Ensure the availability of resources and information necessary to support the operation, and to monitor, measure, and analyze these processes. During the production meeting a minimum of the projected shipping schedule, shipping statistics, and in-house reworks are reviewed.

5.5 Responsibility, Authority, and Communication

5.5.1 Responsibility and Authority

Robinson Fin Machines Organizational Chart (D093002), located in the flow chart section of this manual, identifies functions and their interrelations within the company. Responsibilities and authorities are communicated in the form of Job description's (D053018), procedures, qualification forms (D053007), and work instructions.)

5.5.2 Management Representative

Executive Management shall appoint a member of management who, irrespective of other responsibilities, shall have responsibility and authority that includes:

- 1) Ensuring that processes needed for the quality management system maintained;
- 2) Reporting to Executive management on the performance of the quality management system and any need for improvement.
- 3) Ensuring that awareness of customer requirements is promoted through out the organization.
- 4) Has the organizational freedom to resolve matters pertaining to quality.

5.5.3 Internal Communication.

Robinson Fin has implemented appropriate processes to ensure communication between all levels and functions regarding the processes of the QMS. RFM does a great deal of communication by email and memos; other methods of communication include, but are not limited to:

Management review and results there from

Small Group Meetings

Direct Communication

Training

RFM Newsletter - Fin Facts

5.6 Management Review

5.6.1 General

Executive management shall review the organization's quality management system during management review, to ensure its continuing stability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives. Management Review is scheduled in 6 month intervals and are maintained electronically and hard copy in filing system.

5.6.2 Review Input

Input to management review includes current performance and improvement opportunities related to the following activities: (D094001)

- 1) Results of audits.
- 2) Customer feedback.
- 3) Process performance and product conformity, including delivery performance and reworks.
- 4) Status of preventative and corrective actions.
- 5) Follow-up actions from previous management system.
- 6) Changes that could affect the quality management system.
- 7) Recommendations for improvement.

5.6.3 Review Output

The output from the management review shall include any decision and actions related to:

- 1) Improvement of the effectiveness of the quality management system and its processes.
- 2) Improvement of product related to customer requirements.
- 3) Resource needs.

(See Management Review Planning WI D094001).

6.0 Resource Management

6.1 Provision of Resources

Robinson Fin Machines determines and provides the resources needed to implement and maintain the QMS and continually improve its effectiveness. This is done through planning, Management review, and continual improvement activities. Resources are also determined and provided to enhance customer satisfaction by meeting customer requirements. This is accomplished through contract review, production planning, training, process control, inspection, and continual improvement activities.

6.2 Human Resources

6.2.1 Assignment of personnel

Robinson Fin determines the necessary competence, for personnel performing work affecting product quality, through maintaining each employee's Qualification Form (D053007) and Job Description (D053018) based upon their job function and requirements for that function. Qualification forms and Job Descriptions will be updated, if necessary, during each employee's evaluation.

6.2.2 Competence, Awareness, and Training

Robinson Fin will provide training based upon customer requirements, parts process knowledge, product knowledge, trainee knowledge and skills as well as other requirements. Trainees will have the necessary qualification and experience to perform the specific job function being taught.

- 1) RFM will Review that training has been successfully completed and that the trainee has the ability to perform the necessary job function with minimal assistance. Employee education and skills will be reviewed annually and personal employee qualifications forms will be updated, if necessary, while referring to the latest revision of the form.
- 2) RFM will Ensure that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives by establishing the appropriate communication processes (see **QM5.5.3**).
- 3) Personnel qualifications will be records and established in the individual personnel file, which should include:
 - a) Employee Qualification Form
 - b) Education
 - c) Previous Experience
 - d) Special Training
 - e) Physical limitations
 - f) Awards, rewards, promotions
- 4) Training Evaluation Form can be filled out from employees (**D054004**)

6.3 Infrastructure

Robinson Fin provides and maintains its infrastructure to achieve the conformity of product, by:

- 1) Reviewing requirements for buildings, workspace, associated utilities, process equipment and supporting services. This review is conducted on an as needed basis at each management review. Infrastructure requirements are determined through the review of the following:
 - a) Current production schedule
 - b) Projected future business
 - c) Continuous improvement ideas
 - d) Customer requirements
- 2) Performing preventative maintenance.
 - a) Manufacturing/Engineering will maintain the preventative maintenance schedule electronically. All necessary tasks will be performed as directed by the Preventative Maintenance schedule.

6.4 Work Environment

RFM Determines and maintains the work environments needed to achieve conformity to product requirements by implementing and maintaining.

- a) The RFM health and safety program
- b) A clean and environmentally controlled work area
- b) A suggestion program to allow employees to make recommendations to improve their work environment. Suggestions are now logged in the production software and merit ideas are logged Via C.I.C.

7.0 Product Realization

7.1 Planning of Product Realization

The processes needed for product realization will be planned and developed. Planning of product realization will be consistent with the requirements of the other processes of the quality management system (see Product Realization Flow **D093003 & QM 4.1**).

When planning product realization, RFM considers;

- 1) Quality objectives for the product.
- 2) The need to establish processes and documentation, and provide resources and facilities specific to the product. (**D083004 & D083003**)
- 3) The records necessary to provide confidence of the processes and resulting product (Job Travelers, Inspection Records). Records needed to prove the realization process are kept on Traveler or high volume sheet.
- 4) The identification of resources to support operation and maintenance of product.

Robinson Fin Machines maintains records of this planning in the form of job travelers.

7.2 Customer-Related Processes

7.2.1 Determination of Requirements Related to the Product: RFM determines the customer requirements including:

- 1) Requirements specified by the customer, including the requirements for delivery and post delivery activities. (**See a Quote, P.O., Traveler**)
- 2) Requirements not stated by the customer but necessary for specified or intended use, where known. (**See Job Traveler**)
- 3) Statutory and regulatory requirements related to the product.
- 4) Any additional requirements determined by the organization.

7.2.2 Review of Product Requirements

The RFM Sales department reviews the customer requirements related to product prior to commitment to supply the product to customer. This review includes ensuring that:

- 1) Product requirements are defined
- 2) Contract or order requirements differing from those previously expressed are resolved.
- 3) The organization has the ability to meet the defined requirements.

It is not possible for a customer to provide no documented requirements, as 7 separate variables are required for any item to even be quoted or an order to be processed. In this manner RFM verifies specifications before acceptance of any order. These are also reviewed on traveler and initialed before it is released to production.

7.2.3 Customer Communication:

Robinson Fin Machines arranges communication with customers relating to:

- a) Product information.
- b) Enquires, contracts, or order handling, including amendments.
- c) Customer feedback, including customer complaints.

Communication generally takes place via: phone, fax, or email.

7.3 Design and Development

7.3.1 Design and Development Planning

When design is required Engineering will plan and control the design and development of the product. Projects will be designated as major design or minor design.

7.3.2 Design and Development Inputs and 7.3.3 Design and Development Outputs

Major Design will include new machines, and changes on an existing machine that will affect the overall performance/ durability of the machine and will follow a 6-step design process:

- 1) Planning
- 2) Input
- 3) Output
- 4) Review
- 5) Verification
- 6) Validation

Minor Design will include new tool drawings; changes on an existing machine That will not affect the overall performance / durability of the machine; fixtures, EDM graphite cutouts and layouts, and non production related changes and will follow a 3 -step design process.

- 1) Input
- 2) Output
- 3) Review

Minor design may be updated to major design if after Design Review, the part or machine must be re-evaluated due to a significant increase in input, verification or validation requirements. If, at any stage of development, the design requires a change, it will be go back to Input and the process will be started again.

The definitions of each step of the design and development process are as follows:

- 1) Planning
- 2) Input
- 3) Output
- 4) Review

- a) Sales - Will represent the customer as regards needs, specification and requirements.
- b) Engineering - will decide if the idea is feasible for design, provide pertinent information from previous designs and other requirements essential for design and development.
- c) Production - will ensure that the projected design is possible and feasible for RFM to build and run efficiently, while meeting statutory and regulatory requirements.
- d) Quality - will ensure that the projected design will meet the production part specifications

7.3.4 Design and Development Review

Formal, documented review meetings will not be scheduled for minor design changes or old designs. Design Output will be reviewed and approved by the V.P. Engineering.

7.3.5 Design and Development Verification

1) Major Design

a) The lead designer will organize a review to verify that the output (drawing, bill of materials, etc.) meets the requirements specified by the input meeting (see Input QM7.3.2). The design verification meeting will be recorded using the Design Verification meeting form (D040003).

b) Verification may also include such activities as:

- (i) Performing alternative calculations.
- (ii) Comparing new design with similar, prove design, if available.
- (iii) Undertaking tests and demonstrations.
- (iv) Reviewing output documents before release.

2) Minor Design

c) The Engineering Manager will verify that the output meets the input requirements.

7.3.6 Design and Development Validation

1) The design will be validated by; assembling part and testing it within required constraints mandated in the design and development planning. If the product performs correctly, it will be approved and continue through production without further design documentation. If not, modifications to the design must be made (see Changes QM7.3.7).

7.3.7 Control of Design and Development Changes

1) Major Design

a) If during any stage of the design process a significant change must be made, the Engineering Project Plan will be routed back to the input stage and the design process started again.

2) Minor Design

a) Identify problem and request change to be made using the Engineering Change Request form (D040001). The form must then be handed over to Engineering to be reviewed and approved or disapproved. If request is:

b) Approved - changes will be made by Engineering to original print and all prints affected by revision. Revisions will be noted on print and in ECR form. After change is made, revision will be reviewed and corrected until approved. After approval, ECR will be filed and prints distributed per ECR directions.

c) Disapproved - ECR will be marked disapproved, filed and the requester will be informed.

7.4.1 Purchasing Process

Approved and New suppliers will be evaluated based on their ability to provide product that meets the specified requirements. All suppliers that have an effect on the quality of the product will be reviewed during the Management Review. Suppliers will be reviewed based on on-time delivery, quantity shipped vs. quantity ordered and corrective actions. Based on these reviews if further evaluation of the supplier is needed, the Continuous Improvement Committee will further evaluate the supplier. The evaluation and any resulting actions will be tracked in the supplier electronic profile. Hard copy documentation, if any will be in the suppliers paper file. Approved vendors will be tracked electronically; a list can be printed from production software at any time. The VP of Sales has final approval and disapproval for any vendors, suppliers will be reviewed during Management Review and approval given as needed. (See Management Review, Approved Vendor List, RFM P.O.)

7.4.2 Purchasing Information

1) Based on the specific product requirements, purchasing will determine the type and extent of control applied to the supplier for each product ordered. Purchasing will create a purchase order, using the existing accounting program that clearly describes the product if applicable in the following terms A supplier is also given a RFM Spec sheet for their files & this may be sent with PO at any given time:

a) Requirements for product, procedures, processes and equipment, which may include:

- (i) Type, class, grade and/or other identifying factors.
- (ii) Description and means of identification.
- (iii) Lab certification if required.

b) Requirements for qualification of personnel.

c) Quality management system requirements.

2) Purchasing will ensure the adequacy of specified purchase requirements prior to their communication to the supplier by signing approval of the purchase order.

7.4.3 Verification of Purchased Product

1) Receiving will ensure that the vendor has certified that the purchased product conforms to specific purchase requirements. All Materials are inspected during first piece inspection. If a material is suspected to be non- conforming the vendor and the customer will be contacted.

2) Where appropriate, a representative of RFM will visit the supplier's premises in order to verify conformance with specified requirements of the purchase order. Verification arrangements and the method of product release shall be specified by the purchase order. In the event that the customer deems it necessary to make an onsite verification of subcontracted product, any necessary information available will be supplied to the customer.

3) When a specific request is made by a customer, if any irregularities appear, or at least 2 time per year, most likely prior to management review, Robinson Fin will validate supplied test reports for raw material with a qualified third party, a different material type & supplier will be chosen for validation each time.

7.5 Production

7.5.1 Control of Production

A production-planning meeting will be held weekly in which various matters, related to production, will be discussed. Items discussed may include, but are not limited to: Shipping schedule, customer complaints, corrective and preventative action, holds/reworks, on time shipping review, and training plans. Information from this meeting will be recorded directly into the Job Management software program in the computer. Using the output from the production meeting, Production Operations shall carry out production under the following controlled conditions:

- 1) The job traveler and/or inspection paperwork are the central means of controlling a job from the time it is ordered to the time it ships. However, for jobs with multiple shipments, the daily schedule will be the means of controlling release dates following the first shipment. All pertinent information regarding each job as well as the processes required for each part will be called out on the traveler. Job specifications are also located on the shipping schedule. (see help tab in Job Management in M1)
- 2) Work instructions shall be available as necessary for each process. (See folder: D04000 Manufacturing WI).
- 3) Production operations will ensure the proper equipment is available.
- 4) Robinson Fin will ensure that the proper monitoring and measurement devices are available. Types of monitoring devices provided include but are not limited to Calipers and Micrometers. Operators are trained on which device to use during the orientation and on- the- job-training phase.
- 5) Production Operations will ensure that the personnel are properly trained to monitor and measure the product.
- 6) Product released for delivery will be coordinated through the shipping schedule. Shipping will create the documentation necessary to ship the product per the purchase order or other customer instructions. All parts shall be packaged to meet best commercial practices based on the shipping method. All product shipments will be inspected to the job traveler and/or inspection paperwork and the packing list prior to shipment. Parts are not shipped without traveler. Shipping paperwork shall be filed in the job file. (D082010).

7.5.1.2 Control of Production Process Changes Persons authorized to approve changes to production processes have been identified. Robinson Fin Machines will identify and obtain acceptance of changes that require customer and/or regulatory authority approval in accordance with contract or regulatory requirements. Changes affecting processes, production equipment, tools and programs will be documented. The results of changes to production processes shall be assessed to confirm that the desired effect has been achieved without adverse effects to product quality. (QP 7.5.1.2)

7.5.1.3 Control of Production Equipment, Tools and Numerical Control (NC) Machine Programs Production equipment, tools and programs are validated prior to use and maintained and inspected periodically according to documented procedures.

Validation prior to production use includes verification of the first piece produced to the design data/specification. Storage requirements, including periodic preservation/condition checks, are established for production equipment or tooling in storage. (Q.P 7.5.1.3)

7.5.2 Validation of Processes For Production

As Robinson Fin Machines has no special processes, all processes shall be maintained by: measuring the output to the specified requirements and adjusting the process as necessary.

7.5.3 Identification and Traceability

Material received will be inspected and directly received into the production software. The purchase order and the packing list will then be sent to the Process Controller when receiving is finished (see receiving work instruction in **K:Help Receiving**) The material will be marked appropriately and moved to the staging area and the location recorded for future reference.

- 1) Once the material is pulled for a job, it will be verified as being correct and the operator will begin production.
- 2) If a portion of the job is to be moved on to the next process before the previous process is completed, the traveler and/or inspections sheet will follow the parts. The remaining parts without a traveler and/or inspection sheet may be marked using a Part ID form (**D084011**).
- 3) If necessary the operator will fill out the appropriate in-process inspection form with all applicable information and keep this document with the job until completed.
- 4) After completion any unused raw material will be marked appropriately and then put in staging until place into inventory.
- 5) When the order is complete the extra parts and/or coils of material will be labeled and placed in a holding area to be scrapped (rendered unusable) or put into inventory with all applicable information and recorded in inventory database. (**D081003**).

Material is tracked in production system from the PO and linked to each individual order, material and parts can always be traced through based on job number and run dates.

7.5.4 Customer Property

- 1) Customer supplied product shall be inspected upon receipt for transit damage, quantity and proper identification. This information will be recorded on the Customer Supplied Material form which is printed from M1 and customer supplied material will be received into the production software for tracking purposes. The material will then be placed in the staging area with a tag marked "Cst. Supplied."
- 2) If the tooling is provided by the customer, a Customer Supplied Tooling form (**D084005**) will be completed.
- 3) If any material is suspected of non-conformance, the issue will be resolved before material is place in the staging area. Any customer supplied product that is lost, damaged, or unsuitable for the use shall be recorded on Customer Supplied Material form (**D084005**), reported to the customer and appropriate disposition made.

7.5.5 Preservation of Product

Production Operations shall preserve the conformity of the product including the components of the product during internal processing and delivery to the intended destination. This preservation shall include:

- 1) Identification (see Identification and Traceability QM7.5.3).
- 2) Handling, by best commercial practices relating to size, weight and fragility.
- 3) Packaging (see Packaging WI-D082010),
- 4) Storage (see Inventory WI-D081003),
- 5) Protection, during all process, to avoid damage.

7.6 Control of Monitoring and Measuring Devices

- 1) Per the job traveler, Quality will determine the monitoring and measurement to be undertaken. Any devices beyond the standard measuring tools will be specified on the traveler. All personnel will be trained on correct selection and use of standard measuring tools.
- 2) Where necessary to ensure valid results, measuring equipment used in production shall:
 - a) Be calibrated or verified at specified intervals or prior to use, against measurement standards which are traceable to the National Institute of Standards and Technology (see **Calibration WI-D072001**). The results of calibration shall be recorded electronically. Where such standards do not exist the basis for calibration or verification shall be recorded.
 - b) Be adjusted or re-adjusted as necessary. If the operator suspects that the tool is out of calibration, the tool will be taken to Quality for evaluation and re-calibration if necessary.
 - c) Be identified to enable the calibration status to be determined (see **Calibration WI-D072001**).
 - d) Be safeguarded from adjustments that would invalidate the measurement result and protected from damage and deterioration during handling, maintenance and storage. Employees shall be trained on correct use and handling of measurement tools.
- 3) If the measuring device is found to be out of calibration, quality shall assess and record the validity of the previous measuring results by re-inspecting, per the monitoring requirements, the suspect parts and taking the appropriate action.
- 4) Computer software is used in the monitoring and measurement of product and the software is maintained to ensure its ability to satisfy the intended application.

8.0 Measurement, Analysis, and Improvement

8.1 General

RFM plans and implements the monitoring, measurement, analysis, and improvement processes (including statistical controls) needed to;

- 1) Demonstrate product conformity,
- 2) Ensure conformity of the QMS and
- 3) Continually improve the effectiveness of the QMS.

This is done by inspection of product, internal auditing, management reviews, corrective and preventive action, and continuous improvement activities.

8.2 Monitoring and Measurement

8.2.1 Customer Satisfaction

In the Management Review, the information relating to customer perception will be reviewed and methods for using this information will be determined. This information may include:

- 1) Customer Call Log.
- 2) RFM Delivery Performance
- 3) Corrective Actions
- 4) Feedback from Sales' interaction with the customer
- 5) External Audits

8.2.2 Internal Audits

- 1) The CIC shall schedule internal audits at planned intervals to determine whether the quality management system is maintained and conforms to the planning of product realization, the requirements of the quality standard and to the quality management system requirements.
- 2) Internal audits will be scheduled by the CIC based on the status/importance of the activity being audited. The audit criteria, scope, frequency, and methods, shall be defined. Audits will be assigned by the CIC to be carried out by auditors not having direct responsibility for the activity being audited.
- 3) The responsibilities and requirements for planning and conduction audits and for reporting results and maintaining records shall be defined in a documented procedure (see QP 8.2.2).
- 4) Results and action resulting from internal audits will be given a reference number tracked by the CIC list.

8.2.3 Monitoring and Measurement Process

Methods for monitoring and measure of operations shall include:

- 1) Internal Audit Results.
- 2) Rework Statistics.
- 3) Delivery Performance

8.2.4 Monitoring and Measurement of Product

- 1) First Piece Inspection is done at the beginning of each job and in-process inspections or audits will be done on all products during the fin forming operation and all secondary operations. This will ensure product conforms to customer requirements and will allow for any corrections in operations prior to Shipping.
- 2) Statistical control techniques may be used to establish control and verify process capability and product characteristics.
- 3) As each operation is completed any applicable inspection documents will be attached to the job traveler and/or inspection paperwork. When the job is completed through shipping the job traveler and/or inspection paperwork will be filed in Customer/Job files.
- 4) An initial Audit is required on all products prior to shipment. Trained personnel will complete quality audit(s) and appropriate documentation will be filled out (see Traveler & Inspection Sheets).
If a first article inspection is required it is called out on the traveler and a FA form is released to production with the traveler.

8.3 Control of Nonconforming Product

- 1) Documented procedures shall be established to ensure that product not conforming to specified requirements is not used or shipped or to assure the most effective and efficient disposition of customer returned product (see Control of Non-Conforming Product QP 8.3).
- 2) Internal non-conforming product will be processed in one of the following ways:
 - a) Reworking and subsequent re-verification of the product.
 - b) Requesting a deviation from the customer (Use Request for Deviation -Job Memo in production software).
 - c) Scrapping the non-conforming product (rendering it unusable) and reproducing/producing conforming product.
- 3) Records of the nature of non-conformities and any subsequent actions taken, including concession obtained, shall be maintained in the Customer/Job files and in production software.
- 4) If after shipment product is discovered to be non-conforming a non-conformance entry will be re-done in the production software. The customer will then be notified by sales and the response will be noted on the form. The appropriate action will be taken.
- 5) If the customer determines the product to be non-conforming Quality will determine the nature of the nonconformance and the appropriate action will be taken

8.4 Analysis of Data

- 1) To continually improve the quality management system data will be collected which demonstrates the suitability and effectiveness of the quality management system. The appropriate personnel will analyze this information.
- 2) The analysis of data, completed by the CIC, shall provide information relating to:
 - a) Customer Satisfaction
 - b) Conformity to product requirements
 - c) Characteristics and trends of processes and products including opportunities for preventative action.
 - d) Suppliers

8.5 Improvement

8.5.1 Continual Improvement

The Continuous Improvement Committee will supervise the effectiveness and continual improvement of the quality management system.

8.5.2 Corrective Action

Corrective Action - Appropriate action will be taken to eliminate the cause of non-conformities in order to prevent recurrence (see Corrective Action **QP 8.5.2**).

8.5.3 Preventative Action

Preventative Action - Appropriate reviews and actions will be taken to eliminate the causes of potential non-conformities in order to prevent their occurrences (see Preventative Action **QP 8.5.3**)

