

# **Whole Shop, Inc.**

## Quality Policy Manual ISO 9001:2008

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## *Management Approval*

President \_\_\_\_\_

Office Manager \_\_\_\_\_

Sales/Engineering \_\_\_\_\_

Purchasing \_\_\_\_\_

Quality \_\_\_\_\_



## *Foreword*

Our goal is to provide our customers with high quality products and service at competitive prices. Quality consists of the totality of features that lead to customer satisfaction.

We totally support the concept that superior levels of performance result from sound management practices, deliberately and systematically applied. Management that works toward clearly defined goals creates a Quality Management System program, which works. We plan the program for assuring product quality in accordance with the ISO 9001:2008 standard, which we believe provides a logical structure for implementation.

Commitment to quality begins with people, a major prerequisite for the successful application of this manual. Whole Shop is committed to continual improvement of its Quality Management System.

## *Scope, Exclusions/Justifications*

### *Scope*

Laser, Water Jet Cutting, Punching, Forming, Welding and Fabrication of various products related to transportation, electronics, military, aerospace, agriculture, energy, automotive, communications and other OEM manufacturers.

### *Exclusions/Justifications*

Design is excluded from Whole Shop's QMS as we manufacture product to customer-specific requirements.

Service and post-delivery activities are excluded as Whole Shop does not enter into after-sales service agreements.

## *4 Quality Management System Requirements*

### **4.1 Quality Management System**

### **4.2 Documentation**

*Documentation Flow*

*Document and Data Control*

*Diagram of Applicable System Documents*

*Quality Records*

## *4.1 Quality Management System*

This manual defines organization and implementation of the Quality Management System (QMS) at Whole Shop.

It is intended to provide our customers with objective evidence of our ability to meet their high standards for performance and quality in the products and services they acquire from us.

The contents of this manual provide an in-depth overview of Whole Shop's QMS and are intended to be current. Enhancements will occur requiring periodic update. Review of the manual will be made at least annually.

The material compiled within this manual outlines the processes that have been determined by Whole Shop to meet the QMS and their application throughout the organization, along with their sequence and interaction. These processes will be monitored, measured (where applicable), and analyzed with provided resources and information. These processes include, but may not be limited to, management activities, provision of resources, product realization, and measurement analysis and improvement.

If Whole Shop chooses to outsource any process affecting the QMS, we will ensure control over these processes as stated in our Supplier Program.

Changes or temporary deviations to the quality policies and control systems are not permitted without approval. The procedures described within this manual are intended to comply with the requirements of ISO 9001:2008.

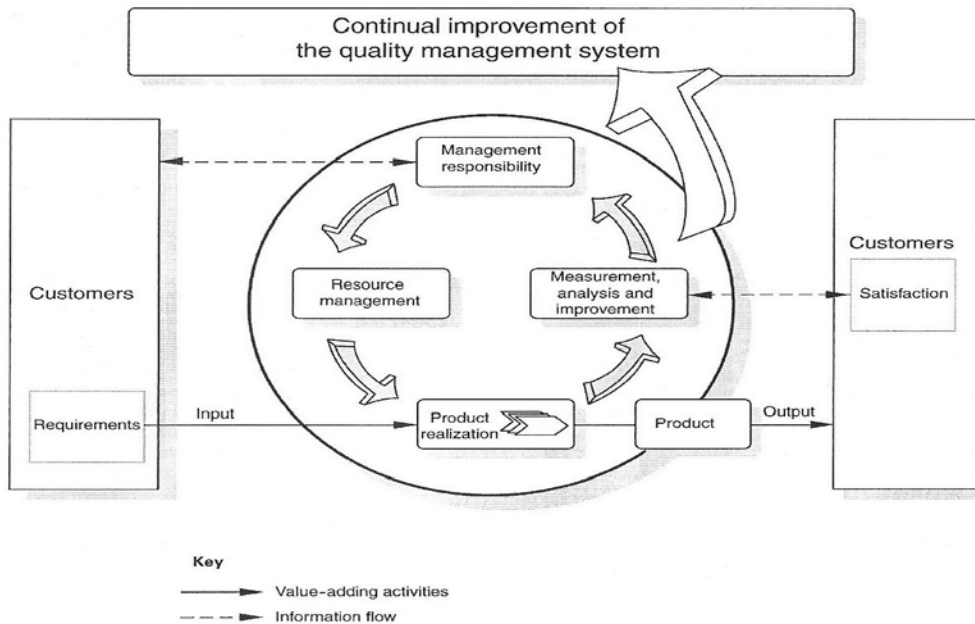
## *4.2 Documentation*

This manual contains references to the Quality Management Procedures, Maps determined by Whole Shop to describe the processes required to implement the QMS in compliance with the requirements of ISO 9001:2008.

The Quality Management Procedures and Maps, in turn, make reference to other related procedures, work instructions, flowcharts and records determined by Whole Shop to be necessary to ensure the effective planning, operation and control of the QMS.

Each document may contain references to the applicable forms/records that must be completed to provide the evidence that the QMS is operating as documented.

## Documentation Flow



## Document and Data Control

### Document Approval and Issue

Documents in the Whole Shop QMS that are pertinent to product quality are identified and controlled. All documents and data are reviewed and approved for adequacy by authorized personnel.

“Controlled Documents” include any means of conveying technical and procedural information wherein the intended user must be assured of having access to the current approved version of that information. A master list of controlled documents is maintained that specifies the latest revision and effective date. Controlled documents are distributed electronically and/or manually. Appropriate documents are available at locations where operations essential to the effective functioning of the QMS are performed.

### Quality Policy Manual

The Quality System Manual, known as Quality Policy Manual, has been prepared to inform employees and customers of the management policies and objectives for the quality of its products and services. The manual is the guide to our quality functions, which are designed to ensure that Whole Shop products and services meet or exceed our customers’ requirements, and the requirements of ISO 9001:2008.

### **Quality Management Procedures and Process Maps**

These procedures and maps describe in detail the control system used at Whole Shop to address the contents of ISO 9001:2008. Their contents reference other documentation, and describe the what, where, and who of each procedure. Each procedure is identified with a unique number, issue and revision date, and approval authority.

### **Work Instructions**

These documents address the “how to” elements of our process which define in detail those activities controlling or impacting product quality. For those applications that require expanded, detailed, how-to instructions are included in on-the-job Training. These instructions are controlled documents and copies are available at the operations they define to ensure conformance with specifications. Modifications to the instructions are made whenever changes occur to customer and/or Whole Shop standards.

### **External Documents**

Whole Shop maintains current versions of all documents of external origin that are determined to be necessary for the planning and operation of the QMS. These include but are not limited to customer, end-user, and industry specifications and standards. External documents that define customer requirements are obtained or verified as current before an order is accepted. Whole Shop promptly reviews all changes to external documents. When these changes necessitate a change to internal controlled documents, the changes are made and a record is maintained of those changes.

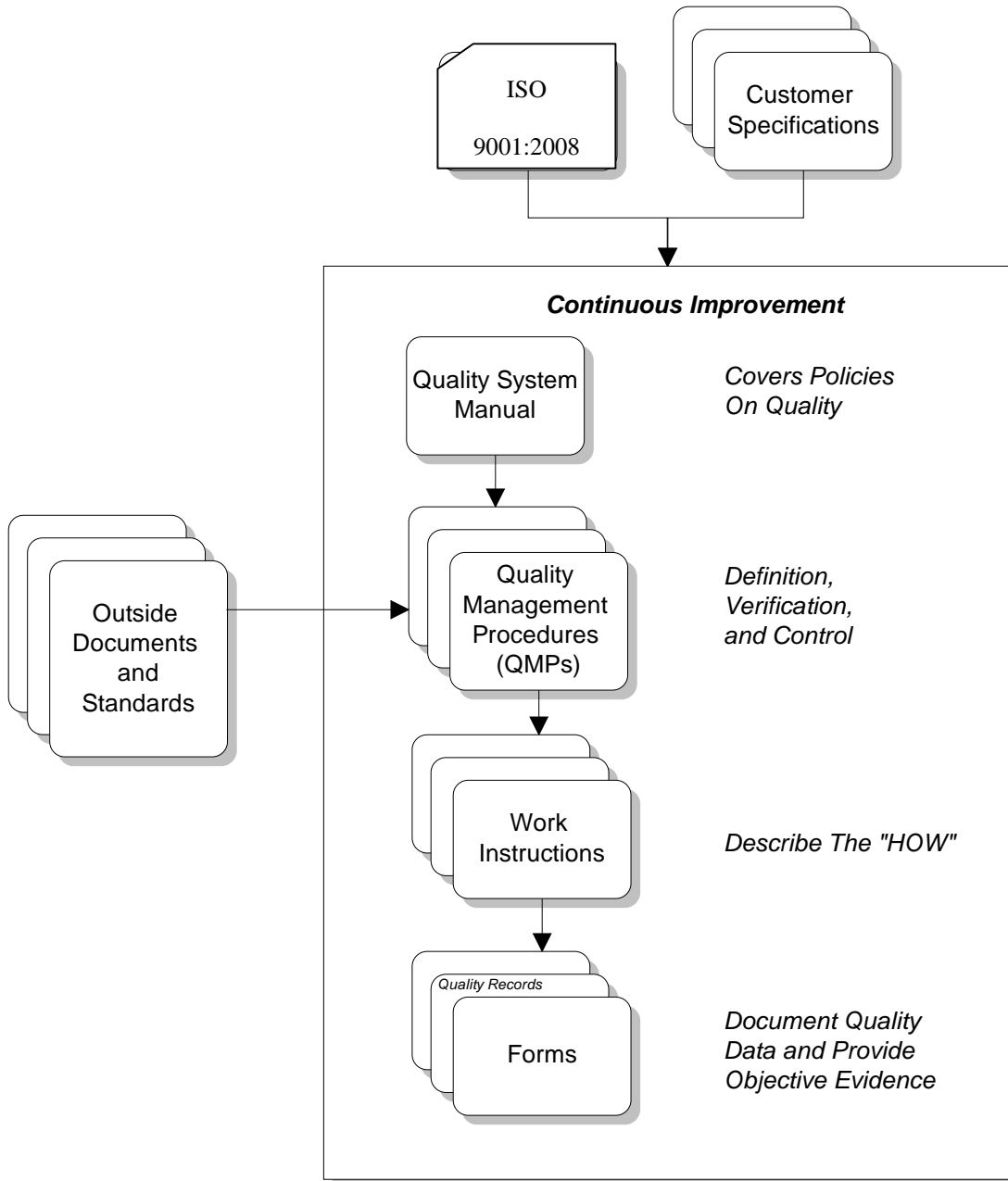
### **Document Changes**

Document changes are reviewed and authorized by the same authority that issued the original document unless the revised document specifically states otherwise. Revised portions of documents are distributed with a Document Change Request/Notice, and obsolete documents are promptly replaced and identified to ensure against unintended use. Obsolete documents that need to be retained for legal and/or knowledge preservation are maintained in an appropriately identified file.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.3 Documents and Data Control

*Diagram of Applicable System Documents*



## ***Quality Records***

### **Record Collection**

A control system is maintained for the identification, storage, protection, retention, indexing, access, filing, maintenance and disposition of quality records. Records may be in the form of any type of media, such as hard copy or electronic media.

Quality records are established to provide objective evidence of conformity to requirements and effective operation of the QMS. Records are generally collected and stored by the department generating the record. This ensures ease of retrieval and verification. Records are cataloged and filed to facilitate retrieval. Pertinent quality records from suppliers shall be an element of this data.

### **Applicable Records**

Quality records are retrievable and traceable to shipped product in order to verify compliance to customer requirements. Where agreed contractually, quality records are made available for evaluation by the customer or the customer's representative for an agreed period of time. Other quality records are accessible for verifying the effective operation of the Whole Shop QMS, may include, but not limited to such areas as supplier quality records, internal audits, corrective actions, supplier assessments, management reviews, training, inspection and testing certificates.

### **Retention, Responsibility and Disposition**

The comprehensive listing of required records indicates the following:

- Storage location for each quality record
- Retention for storage and disposition of each quality record (complies with specific customer agreements when contractually specified)
- Responsibility for control of each stored quality record

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records

## *5 Management Responsibility*

### **5.1 Management Commitment**

*Business Principles*

*Legal Requirements*

### **5.2 Customer Focus**

### **5.3 Quality Policy**

### **5.4 Planning**

### **5.5 Management/Employees**

*Management Responsibility and Authority*

*Management Representative*

*Internal Communication*

### **5.6 Management Review Meetings**

*Organizational Chart*

## *5.1 Management Commitment*

The top management group at Whole Shop has embraced the importance of delivering quality products to its customers. This commitment is evidenced by Whole Shop's decision to implement a QMS that meets the requirements of ISO 9001:2008. The top management in conjunction with the employees of Whole Shop is committed to ensuring that the company will be a continually improving total quality organization. Each employee is responsible for the correct outcome of any job at his or her position.

Product reviews are performed to ensure we understand completely the specifications of each product and customer expectations.

### ***Business Principles***

Customers are provided with quality products in response to their needs. Whole Shop conducts business openly and honestly to achieve the highest possible level of customer satisfaction. Actions stress planning and attention to detail. Success is measured by results, not effort or intention. The highest level of personal and professional integrity is maintained at all times.

### ***Legal Requirements***

Whole Shop understands the importance of maintaining compliance to appropriate worldwide, national, and local laws and regulatory issues that affect its products. All applicable safety regulations are followed as well as respecting all copyright and patent protection registrations and licensing agreements. When applicable, all appropriate warning and safety labels are included.

## *5.2 Customer Focus*

Top management at Whole Shop is responsible to determine and meet customer requirements ensuring Customer Satisfaction.

### *5.3 Quality Policy*

**Our commitment to customer satisfaction will be achieved by providing quality products, delivered on time, as specified by our customers. We are also committed to continually improving all areas of our operations through employee development and involvement.**

The above stated Quality Policy has been carefully articulated to express the importance of quality and continual improvement at Whole Shop. This policy is reviewed on an annual basis as part of our planning process to make sure that it meets the needs of Whole Shop and our customers. This policy forms the framework within which our quality objectives are reviewed and established.

The Quality Policy is part of the culture at Whole Shop. Every new employee is made aware of its significance and meaning during the orientation process. As part of our Internal Auditing program, auditees are routinely asked about the Quality Policy.

## *5.4 Planning*

### **Quality Objectives**

Whole Shop is committed to continually improving its QMS. As a way of facilitating this process, Whole Shop periodically reviews and sets its quality objectives at each relevant function within the organization. These objectives are aimed at meeting the customer requirements for its products and services. Methods are established, tracked, and displayed that show the progress that has been made toward the achievement of each objective. Management reviews these objectives and communicates the importance of meeting customer requirements each fiscal quarter.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records

### **Quality Planning**

The Quality Planning activities at Whole Shop are guided by the quality objectives that have been established for the organization. The process focuses on identifying the activities and resources needed to meet the stated quality objectives. The result of this planning process is a documented plan that forms the foundation for the organizational changes needed to meet the quality objectives. The President is responsible for ensuring that top management implements and carries out the following activities (The integrity of the QMS will be considered whenever changes are planned):

- The identification, application, and sequence of any controls, processes, equipment (including monitoring, measuring, and analysis), fixtures, resources and skills that may be needed to achieve the required quality in meeting customer-specific requirements. The accomplishment of these actions is met realized through use of multi-disciplinary expertise.
- Ensuring the compatibility of processing with inspection and test procedures and the applicable instrumentation.
- The updating, as necessary, of inspection and testing techniques, including the development of new instrumentation.
- The identification of suitable verification at the appropriate stages in the realization of product.
- The clarification of standards of acceptability for all features and requirements, including those which contain a subjective element.
- The identification and preparation of quality records.
- Continual improvement of processes by focusing activities on prevention versus detection.

### **Resources**

The management staff identifies resource requirements and provides adequate resources including the assignment and/or procurement of trained personnel for management, performance of work and verification activities including internal quality audits.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records
- COP 1 Quotation
- COP 2 Contract Review
- SOP 1 Training
- SOP 2 Purchasing
- MOP 1 Management Review
- QMP 8.3 Control of Nonconforming Product
- QMP 8.5 Corrective and Preventative Action

## *5.5 Management/Employees*

Top Management is dedicated to improving both product quality and operating efficiency. Each function demonstrates his or her ability, gained through education and experience, to meet customer expectations and the company's goals.

We firmly believe that each employee makes a difference in the performance of the company.

Fundamental to the growth and success of Whole Shop are the communication, teamwork, mutual respect and support among management, employees, suppliers and customers.

## ***Management Responsibility and Authority***

The following table defines authorities as communicated by job descriptions, organizational charts, work instructions, procedures, process maps, etc.

Title	Responsibility
<b>President</b>	Coordinates general planning and budgeting Formulates the Quality Policy with assistance from other Top Management Participates in Management Review Identifies and approves capital expenditures Responsible for commitment to and providing resources (including training), coordinating policies, budgets and expenditures for the QMS. Presides as alternate QMR.
<b>Sales / Customer Technical Services</b>	Responsible for administration of customer-related correspondence and communication regarding quotations, contracts, orders, and amendments. Additionally, responsible to ensure compatibility and feasibility of the product availability to the customer drawings, standards, and requirements.
<b>Production Manager</b>	Determines production personnel and equipment requirements Controls and monitors production processes Maintains production equipment
<b>Quality Manager (QMR) / Document Administrator</b>	The Quality Manager is appointed QMR. Principle functions of this position is to represent the ultimate customer in any operation and/or activity and involves customer complaints and requests for return of product, and executing communication involved in complaints and/or rejections. As QMR, the Quality Manager is also responsible for ensuring that the QMS complies with ISO 9001:2008 requirements and reports on the performance of the QMS at Management Review.
<b>Purchasing</b>	Purchasing is responsible for all procurement including raw material(s), components, outside services, order fulfillment, and the gathering of appropriate information.
<b>All Employees</b>	All employees that perform or have responsibility for Whole Shop QMS are expected to understand our Quality Policy.

### ***Management Representative***

The Quality Manager is a member of Whole Shop management, and therefore appointed as the ISO Management Representative to initiate, direct and maintain the QMS. This individual is responsible for establishing quality standards in accordance with customer and industry requirements and ensures that measuring; documenting, analyzing and reporting are performed in accordance with the standards. These responsibilities include:

- Ensuring processes needed for the QMS are established, implemented, and maintained.
- Ensuring continual process improvement by dependence on prevention rather than detection.
- Obtaining customer approval of the Whole Shop quality program when required.
- Reporting to top management on the performance of the QMS.
- Facilitating changes or enhancements to meet new quality system standards such as ISO 9001:2008.
- Planning and scheduling audits to maintain certification to ISO 9001:2008.
- Ensuring the promotion of awareness of customer requirements throughout the organization.

### ***Internal Communication***

Communication within Whole Shop is critical to maintaining an effective QMS. Communication between the various levels and functions starts with the Management Review Meetings. At these meetings all aspects of the QMS are discussed with the Management Group. The Internal Auditing and Corrective/Preventive Action system are used to collect the information needed to evaluate the effectiveness of the QMS. The Quality Objectives and performance methods are used to track progress and to identify opportunities for improvement. These methods are posted throughout the operation.

## ***5.6 Management Review Meetings***

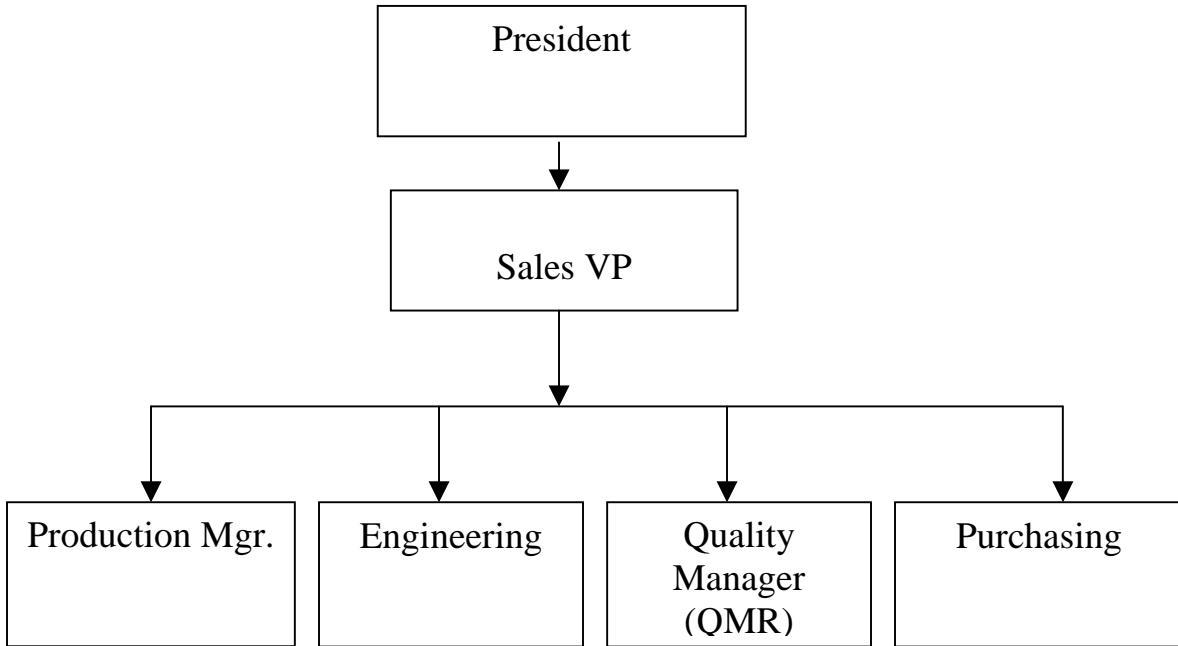
Top management review meetings are held at least quarterly in a formal setting to ensure the continuing suitability and effectiveness in satisfying the requirements of the QMS. Results of internal/external audits of the QMS, training/resource needs, customer feedback (including complaints), process performance and areas of product nonconformance, corrective/preventive actions, performance of company level objectives, recommendations for improvement (including continual improvement initiatives), changes that could affect the QMS, quality policy, supplier performance, and any follow-up actions are meeting topics and are considered review inputs.

Meeting minutes of the management meeting are considered review outputs. They also serve as a forum for continual improvement and any important revisions to the system in response to changing markets and technologies. The membership and format of the meetings are defined in the process map noted below.

#### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records
- MOP 1 Management Review

*Organization Chart*



## *6 Resource Management*

### **6.1 Provision of Resources**

### **6.2 Human Resources**

*Competence, Training and Awareness*

### **6.3 Facilities**

*Facilities Equipment and Process Planning Effectiveness*

*Maintenance*

### **6.4 Work Environment**

## *6.1 Provision of Resources*

Resources within Whole Shop are allocated based upon the results of the quality planning process, which supports the quality policy and objectives.

## *6.2 Human Resources*

### **Assignment of Personnel**

Assignment of personnel within Whole Shop is done on the basis of training, skills, and experience.

### ***Competence, Training and Awareness***

#### **Objectives**

We believe we have the responsibility to continually improve our operation. The improvement of our processes and thereby our products can only be effectively achieved by implementing programs to improve the skills and capabilities of our employees. We will ensure that all employees performing work affecting conformity to product requirements, directly or indirectly, have the basic skills and understanding of technology necessary to meet the requirements of their job, consistent with their responsibilities to the organization.

We further believe that the training and education process must change and improve on an on-going basis to meet the challenging conditions of our environment.

The objectives of the program are to ensure that:

- All employees understand the relevance and importance of their activities.
- All employees understand our processes.
- All employees have the basic skills to do their job and function effectively with the organization.
- All employees have a sufficient understanding of current and any new technology associated with their job.
- All employees understand the relevant need of our customers, our Quality Policy, and our quality objectives.
- All employees have the necessary skills to effectively participate in continuous process improvement programs.

#### **Employee Training**

The foundation of the Whole Shop quality program is superior workmanship. Establishing programs, standards, and other actions ensures that subsequent training creates the competence and skills required. Training of our people has been the key to growth. Customer satisfaction is a testimonial to the effectiveness of our training program.

The company identifies the training needs of all personnel performing activities affecting quality, and provides the required training. Personnel performing specific tasks are qualified on the basis of appropriate training, and/or experience, as required.

**Performance and Training Records**

All employees are assessed to determine if their qualifications and skills are adequate, or if they need to be supplemented by additional training.

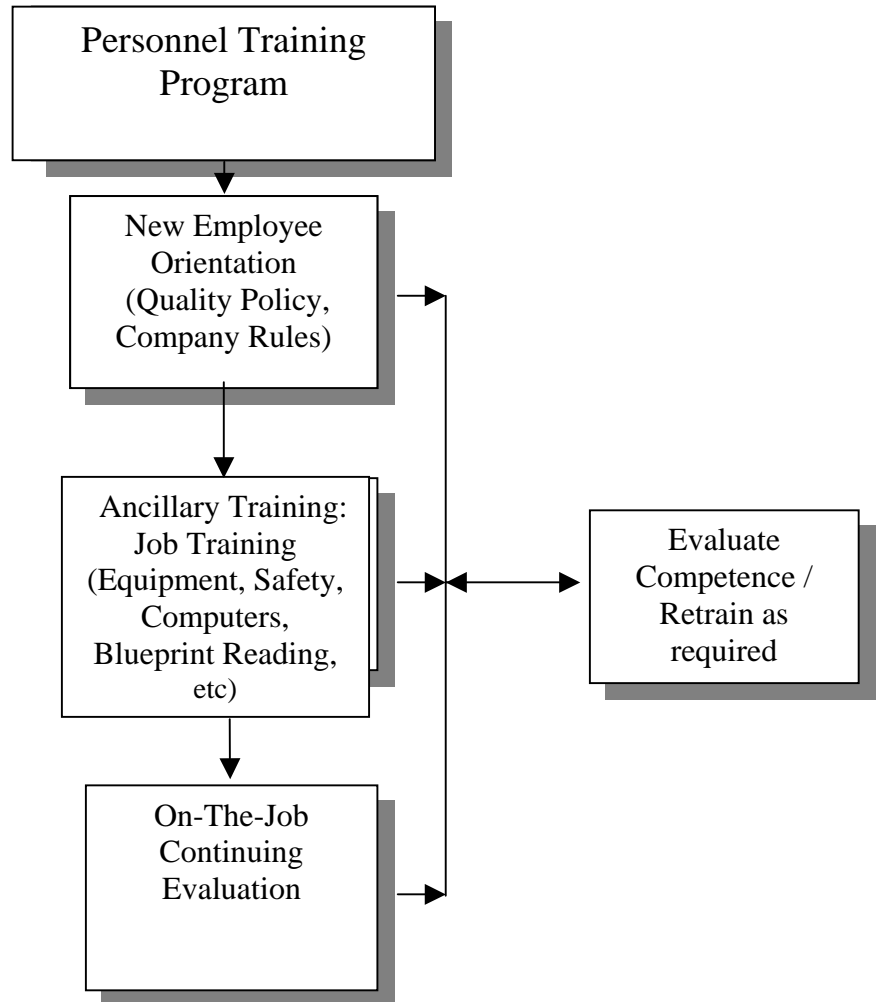
The employee training is composed of three phases. The initial or preliminary phase is a formal indoctrination of company QMS, goals, and business systems. The second phase is introduction to proper use of equipment. The third phase is on-the-job training, which includes job specific ancillary training.

Whole Shop maintains records of experience, education, skills, and internal and external training provided to employees. Reviews conducted by the employee's supervisor are used to evaluate the effectiveness of training and identifies when additional ancillary training may be required.

**Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records
- SOP 1 Training

## Personnel Training Program Flowchart



## *6.3 Infrastructure*

The company has established resources for use of a multi-disciplinary approach for developing facilities, processes and equipment plans, including supporting services such as transport, communications or information systems. Methods are developed for the evaluation of the effectiveness of existing operations considering overall work plan, appropriate automation, ergonomics and human factors.

### *Facilities Equipment and Process Planning Effectiveness*

A multi-disciplinary approach is used for developing facilities, processes and equipment plans. Office layouts are reviewed to encourage efficient use of space, flow and handling.

### *Maintenance*

Maintenance of equipment is conducted. These work instructions are documented and scheduled based on manufacturers' recommendations and/or Whole Shop's technical knowledge and experience. Maintenance activities are performed by qualified personnel.

## *6.4 Work Environment*

We believe the work environment plays an integral part of its Quality Management System. For this reason, work environment issues are managed and addressed at the Management Review Meetings. Impact on job performance is considered during the quality planning process relating to housekeeping, physical environment and other factors such as noise, temperature, humidity, lighting or weather.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4     Control of Quality Records
- MOP 3         Analysis of Data
- QMP 8.2.2     Internal Auditing

## *7 Product Realization*

7.1 / 7.2 Planning and Customer-Related Process

7.3 Design and/or Development

7.4 Purchasing

*Purchased Material Flowchart*

7.5 Product Realization

*Process Control*

7.6 Control of Measuring and Monitoring Equipment

## *7.1 / 7.2 Planning and Customer-Related Process*

### **Planning and Identification of Product Requirements**

Whole Shop reviews customer-specific requirements during contract review to plan product realization processes, including required verification, validation, monitoring, measurement, inspection and test activities, including acceptance criteria, and change control to ensure that all end use requirements are met.

### **Review of Product Requirements**

Whole Shop conducts a complete review of each new product requirement, including pertinent documents and quality objectives, during contract review. If and when no documentation is provided, Whole Shop will review and document customer requirements with the customer.

Some of the following areas are examined based upon specific product requirements:

- Delivery and for post-delivery activities (as appropriate)
- Applicable legal, safety, environmental, and regulatory issues
- Any necessary additional requirements
- Product requirements
- Product Changes
- Feasibility and capability to meet requirements prior to quotation.
- Order Processing
- Special characteristics and/or other requirements are defined.
- Any ambiguous product requirements are resolved.

### **Records**

Customer purchase requests and other pertinent product documentation are retained as Quality Records.

### **Customer Communication**

Whole Shop understands that communication with its customers is a critical element in understanding and meeting customer requirements and specifications, including product information. This is accomplished through customer feedback (including complaints) and personal contact. Where product requirements are changed, Whole Shop ensures that relevant personnel are informed.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4      Control of Quality Records
- COP 1            Quotation
- COP 2            Contract Review

### **Customer Complaints**

A critical element in Whole Shop customer interface relationship is timely response and timely resolution to customer reported complaints. The QMS is intended to provide our customers with a tool for measuring our effectiveness in meeting their requirements.

Our focus is on the resolution of each problem by initiating a corrective action that identifies actions and time frames for immediate short-term solutions and long-term solutions. The process ends with audit verification and validation that ensures a permanent corrective action. A Customer Complaint Report Log is the initial document that provides uniform reporting.

**Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records
- QMP 8.2.2 Internal Auditing
- QMP 8.3 Control of Nonconforming Product
- QMP 8.5 Corrective and Preventive Action

## *7.3 Design and/or Development*

Whole Shop does not design product. We take existing customer prints/requirements and ensure Whole Shop and associated suppliers can meet these requirements.

## *7.4 Purchasing*

Whole Shop purchase orders specify quantity and quality requirements of our customers or our QMS. Quality requirements for control items are clearly delineated.

All purchased Control Items will be verified for conformance to the Purchase Order. Purchased Control Items will not be released for issue until required certification or test data has been verified. Whole Shop will reject purchased items at any time that evidence is obtained that the item does not conform to specified quality standards.

### **Control of Supplier**

Whole Shop Purchasing is responsible for the selection and qualification of process-related items and value-added suppliers. Each supplier must conform to Whole Shop' specific requirements and provide corrective action when failures do occur. Each of the suppliers must be accountable for demonstrating why problems occur and how to correct them.

### **Supplier Performance Analysis**

Evaluating and rating of supplier's performance in terms of quality and workmanship is the responsibility of Purchasing. Supplier rating reports are generated, where applicable, and used by Whole Shop as an aid in evaluating supplier performance.

### **Documentation and Certification**

All items and/or services contracted by Whole Shop must comply with the applicable contractual requirements and identified specifications on the purchase order. Unique or objective

documentation requirements, such as qualified personnel or QMS requirements are identified on the Purchase Order.

### **Value-added Services**

Outside sources used to support our processes must be capable of providing the necessary services to customer specified requirements. Value-added services must be qualified or available from qualified sources. These services will be verified by the customer upon receipt.

### **Verification of Purchased Materials and/or Services**

Where Whole Shop proposes to verify purchased items at the supplier's premises, Whole Shop shall specify verification arrangements and the method of purchased item release in the purchasing documents.

Where specified in the contract, Whole Shop customers shall be afforded the right to verify at the supplier's premises and/or Whole Shop premises that the purchased item conforms to the specified requirements.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records
- SOP 2 Purchasing
- Supplier Manual
- QMP 8.3 Control of Nonconforming Product

## *7.5 Production and Service Operations*

### **Processing**

The Production Manager ensures that all products are processed under controlled conditions, which include the following:

- Documented instructions defining the manner of processing when the absence of such instructions could adversely affect quality
- Use of suitable processing equipment and a suitable work environment
- Monitoring and control of suitable process parameters and process characteristics depicted in applicable routers / work instructions
- Criteria for workmanship are specified in the clearest practical manner

Set-ups are verified for each process ensuring that product inspection data and process-monitoring data is collected and recorded, as required by control plan, and then stored with process records.

### **Travelers**

A Traveler is computer generated for each work order that identifies the sequence of operations and lists pertinent data to meet customer requirements. The traveler provides traceability and feedback to the raw material. Its purpose is to identify processing and inspection steps and requirements, as well as to document their completion. Operator sign-offs are required at in-

process, and indicate that product manufactured meets all customer requirements and inspection requirements. Any process issues are addressed with changes, if required, before the job is processed again.

Whole Shop takes customer orders and requirements and ensure viable suppliers deliver correct quality, on-time to meet or exceed our customers' purchase orders.

**Designation of Key Characteristics**

Certain characteristics of the process are "critical" to the customer's successful use of their products and therefore are given special designation, control and documentation with the processing system. Such key characteristics may be identified in applicable purchase orders and/or specifications.

**Applicable Quality Management Procedures and Documents:**

QMP 4.2.4 Control of Quality Records

### **Servicing**

Whole Shop does not provide after sales service agreements on the products that it sells to its customers.

### **Validation of Processes**

Any processes where the output(s) cannot be verified by subsequent monitoring or measurement shall be validated by the following, as applicable:

- a. defined criteria for review and approval of the process
- b. approval of equipment and qualification of personnel
- c. use of specific methods and procedures
- d. requirements for records
- e. revalidation

## ***Identification, Traceability, and Status***

### **Identification**

Purchased materials from suppliers will ensure that all customers' required product identification and inspection status of materials is identified and that only product that has passed the required inspection is shipped.

### **Traceability**

If required by customer, product is processed using unique traceability that traces delivered product to equipment, operations, testing, and parent material. Additionally, product status is identified with respect to monitoring and measurement throughout production (Receiving to Shipping) and records maintained.

## ***Customer Property***

Whole Shop shall ensure any customer-supplied property shall be maintained in the same manner as any other materials within the QMS. This includes intellectual and personal property as applicable.

### **Receiving**

When customer-supplied property is received, Whole Shop treats it in the same manner as other items that are purchased. If any customer property is lost, damaged or otherwise found to be unsuitable for use, the customer will be notified and records maintained.

### **Handling and Storage**

Customer property is handled and stored in accordance with Whole Shop' established practices. When specified in the contract, unique handling instructions from the customer take precedence.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records
- QMP 8.3 Control of Nonconforming Product

## ***Handling, Storage, Packaging, Preservation and Delivery***

### **Handling and Storage**

Methods and means of preserving and handling products to ensure conformity of requirements will be determined throughout the manufacturing processes.

### **Delivery**

The organization will track delivery performance to customer requirements.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2 Control of Quality Records
- COP 3 Production

## ***7.6 Control of Measuring and Monitoring Equipment***

### **Calibration Control**

All equipment used to measure mechanical/physical or dimensional features of purchased material, customer-furnished material or completed product, and processing parameters must be suitable and accurate to assure credibility of each feature measured.

The QMR is responsible for identifying the type of equipment capable of performing the required measurement. Accuracy of equipment used for acceptance must be calibrated and/or verified, at specified intervals, or prior to use as required by the instrument manufacturer or by the instrument history. Calibration standards used will be traceable to the National Institute of Standards & Technology. The standards used to verify accuracy must be more sensitive than the instruments being calibrated.

Equipment used for acceptance features shall be capable of measurements tighter than the specified tolerance and shall be used in a manner that ensures that measurement uncertainty is known and is consistent with the required measurement capability.

Where test software or comparative references are used, they are checked at prescribed frequencies to ensure they are capable of verifying the acceptability of product.

When specified by contract, technical data pertaining to measurement equipment is made available to the customer for verification that the measurement equipment is functionally adequate.

Instruments found incapable of sustained accuracy will require shorter calibration periods. An instrument will be withdrawn from use if it is determined to be unstable.

The procedure listed below addresses the calibration control elements (a through e) as defined in ISO 9001:2008, clause 7.6.

- SOP 3          Control of Measuring Equipment

## *8 Measurement, Analysis, and Improvement*

8.1 Planning

8.2 Measurement and Monitoring

8.3 Control of Nonconformity

8.4 Analysis of Data for Improvement

8.5 Improvement

*Corrective and Preventive Action Flowchart*

## *8.1 Planning*

Whole Shop uses the results of its Quality Planning activities to define the appropriate methods to properly analyze and improve its processes to ensure conformity to product requirements. These methods are evaluated at the Management Review Meetings for effectiveness. Whenever a metric becomes obsolete or inappropriate, a new one may be selected and implemented.

### **Applicable Quality Management Procedures and Documents:**

- MOP 1          Management Review

## *8.2 Measurement and Monitoring*

### **QMS Performance Evaluation**

Whole Shop is committed to maintaining and improving the performance of its QMS. This is accomplished through a variety of methods including:

- Periodic surveillance audits by a third party Registrar
- System review at Management Review Meetings
- Customer Satisfaction
- Internal Auditing
- Process/Monitoring performance (Quality Objectives and Goals)

### **Customer Satisfaction**

Whole Shop uses a customer feedback methodology to determine customer perception, which may include visitations, customer performance evaluations, correspondence (phone, e-mail, faxes) and complaints/returns. These trends in customer satisfaction and key indicators of customer dissatisfaction are analyzed for improvement opportunities. Results are discussed at the management review meetings, where appropriate action is determined.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4      Control of Quality Records
- MOP 3          Analysis of Data

### **Internal Audits**

Internal auditing is an essential element of Whole Shop QMS. Verification of all levels of the QMS documentation is conducted by personnel independent of activity being audited.

An Audit schedule is established by the Management Representative and is intended to plan and conduct audits of the QMS based on the status and importance of the activity being audited and the results of previous audits. Records are maintained, including identified audit findings and noncompliances. The management responsible for the area being audited will ensure that necessary corrective actions are taken without undue delay to eliminate root causes.

Corrective/Preventive action is the most important part of the audit and is directed to the department responsible for system discrepancies. Both short term and long term solutions along with projected dates for completion are expected. Follow-up audits are conducted and recorded to confirm effective implementation of the corrective action. The results of internal audits are reviewed by staff members at the Management Review Meeting and are used to identify opportunities for improvement.

**Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records
- QMP 8.2.2 Internal Auditing

**Measurement and Monitoring of Processes**

Appropriate methods will be determined in order to demonstrate identified processes achieve planned results. Identified process metrics and process audits can be used to monitor and measure identified QMS processes. Key measurables of processes may include delivery, supplier evaluation and ratings, customer satisfaction, scrap/rework, etc. When planned results are not achieved, corrective/preventive action(s) shall be employed.

**Applicable Quality Management Procedures and Documents:**

- MOP 3 Analysis of Data

**Measurement and Monitoring of Product**

Product processing considers monitoring characteristics to verify that product requirements are met at all phases of manufacturing. Customer complaints and rejections will be included, and records maintained. Records shall indicate the person(s) authorizing release of product for delivery to customer

**Inspection and Testing**

Purchased materials/services including product manufactured and/or processed by value-added suppliers are inspected and tested to customer specified requirements.

## *8.3 Control of Nonconformity*

**Control of Nonconforming Product**

An effective and positive system for controlling nonconforming product is established. Nonconforming product is identified to prevent intermingling with conforming product.

Product that is, or is suspected to be, unacceptable, is identified as to its status and type of nonconformance. This product is removed from the in-process flow and placed in a Hold Area where practical, in order to take appropriate action. When product is identified as nonconforming after delivery, the customer will be notified. When nonconforming product has been corrected; it will be subject to re-verification to ensure conformity to requirements. Records of the nature of nonconformities and subsequent actions will be maintained.

### **Customer Returns**

Customers can request to return product that has been damaged in shipment, has quality problems, has been shipped incorrectly, and is incorrect product, or other issues (as appropriate).

### **Applicable Quality management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records
- QMP 8.3 Control of Nonconforming Product

## *8.4 Analysis of Data for Improvement*

### **Statistical Techniques**

Whole Shop relies on qualitative and quantitative measures as evidence that the QMS is working, and to promote continual improvement. These measures are used to assess company-wide performance.

Management is responsible for identifying the need and establishing applications for statistical techniques as required by customer requirements, including inclusion of critical characteristics on applicable documentation. Use of process capability studies are commonly applied and continuously evaluated.

### **Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4 Control of Quality Records
- MOP 3 Analysis of Data

## *8.5 Improvement*

### **Continual Improvement**

The philosophy of continual improvement is ingrained in the culture at Whole Shop. The requirement for continual improvement is inherent in the Quality Policy. Appropriate continual improvement measures and methodologies are used. This philosophy leads Whole Shop in its drive to become a world-class company. This requirement does not replace the need for innovative improvements. Cost elements are considered in the continual improvement system.

**Applicable Quality Management Procedures and Documents:**

- MOP 2          Continual Improvement

***Corrective and Preventive Action***

**General**

Whole Shop has established a formalized system for implementing corrective and preventive action that addresses situations causing significant or potential nonconformances and/or internal or external customer dissatisfaction. These nonconformities are investigated to determine the corrective actions required preventing their recurrence. The investigation process is dependent to a degree appropriate to the magnitude of problems and commensurate with cost and safety factors. Changes resulting from corrective actions are recorded, reported to management, and incorporated into procedures, work instructions, and other documentation as appropriate.

**Corrective Action**

The procedures for corrective action include:

- the effective handling of customer complaints and reports of product nonconformities
- investigation of the cause of nonconformities relating to product, process, and the QMS, and recording the results of the investigation
- determination of the corrective action needed to eliminate the cause of nonconformities;
- application of controls to ensure that corrective actions are taken and that they are effective.

Follow-up audits are conducted to assure corrective action is taken and effective.

**Preventive Action**

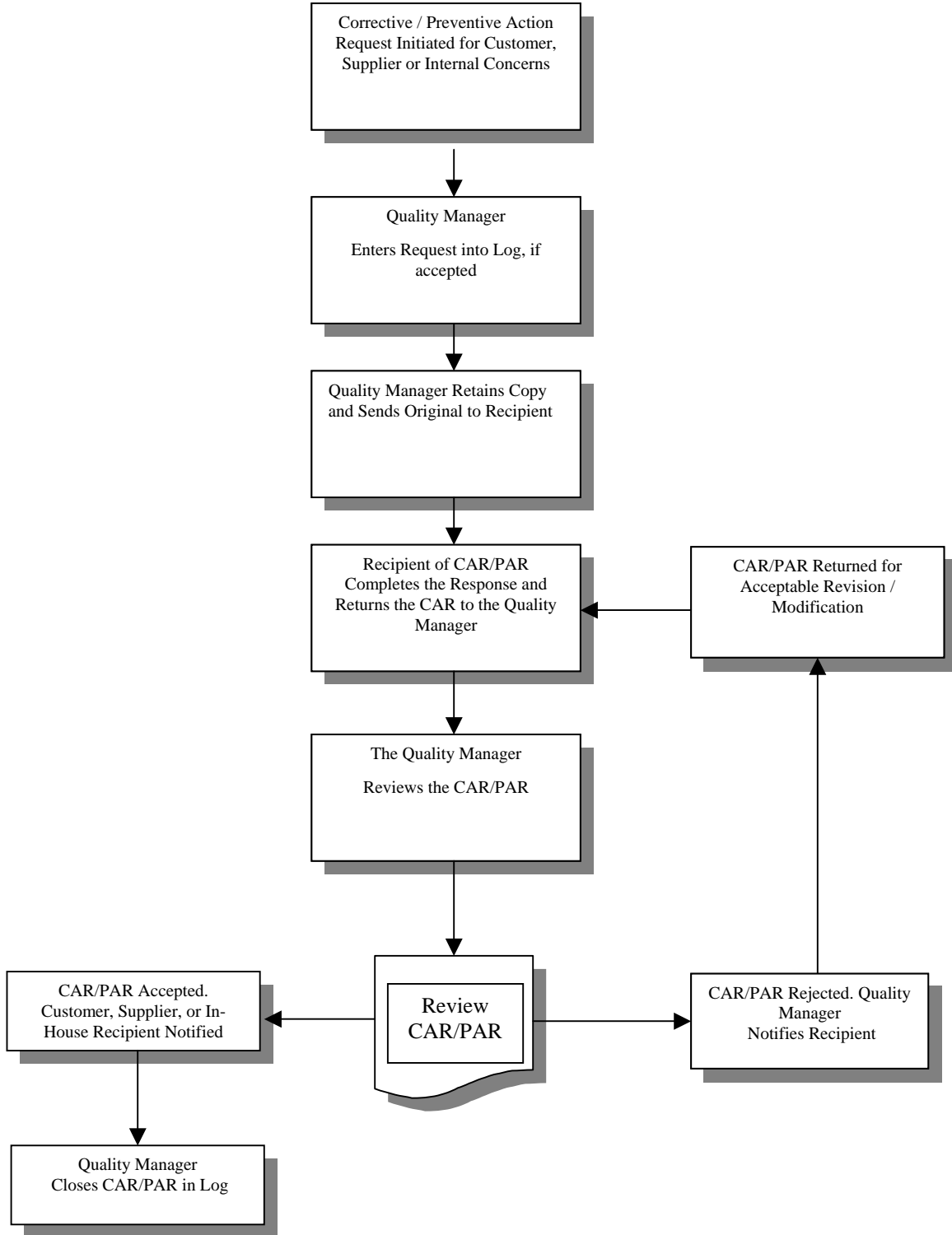
The preventive action program is a part of the Whole Shop commitment to continual improvement in products and services.

Procedures exist for the initiation of preventive action. When results of internal audits, customer complaints and/or trend analysis indicate a systemic weakness or an enhancement opportunity, an investigation is launched to determine if preventive action is required. If evidence supports a need, preventive action is initiated and the issue is brought to the management review meeting for resolution. After management review and resolution, the actions are audited to ensure that they are properly implemented and effective.

**Applicable Quality Management Procedures and Documents:**

- QMP 4.2.4      Control of Quality Records
- MOP 1          Management Review
- QMP 8.2.2      Internal Auditing
- QMP 8.3        Control of Nonconforming Product
- QMP 8.5        Corrective and Preventive Action

### Corrective and Preventive Action Flowchart



## *List of Management Procedures*

<b>QMP Number</b>	<b>Name</b>
4.2.3	Document and Data Control
4.2.4	Control of Quality Records
8.2.2	Internal Auditing
8.3	Control of Nonconforming Product
8.5	Corrective and Preventive Action
COP's	Quotation
	Contract Review / Amendments
	Production
SOP's	Training
	Purchasing
	Control of Measuring Equipment
MOP's	Management Review
	Continual Improvement
	Analysis of Data