Ames Rubber Manufacturing

Ames Industrial • DWA Industrial • Avon Rubber • Armco

4516 Brazil St.   Los Angeles, CA   90039

ARM Quality Management System Manual

Approved by

Chris Dittes

Quality Manager

Approved by

Tim Brown

President

West Coast – Main Offices
4516 Brazil Street
Los Angeles, CA 90039

Tri-State Division
874 Postelle Road
Ducktown, TN 37326

Process Oriented ISO 9001:2008 Quality and Procedures Manual

Revision: F October 02, 2018

Approval

This ISO 9001 Quality and Procedures Manual has been approved for use throughout **Ames Rubber Manufacturing (ARM).**

<u>ARM Quality Management System Manual - Revision F October 02, 2018</u>

Timothy Brown

President
Approved on October 2, 2018

Chris Dittes

Quality Manager
Approved on October 2, 2018

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1   Introduction
1.1   The ISO 9001 Quality and Procedures Manual

This ISO 9001 Quality and Procedures Manual contains the requirements of our quality management system.

Intended audience: Primarily management.

Use: As training material and as reference.

Purpose: Guidance in the implementation and maintenance of our ISO 9001 compliant quality management system.

Structure: This manual is structured according to key company processes. The following figure illustrates the interaction of our key processes and their interface with the customer.
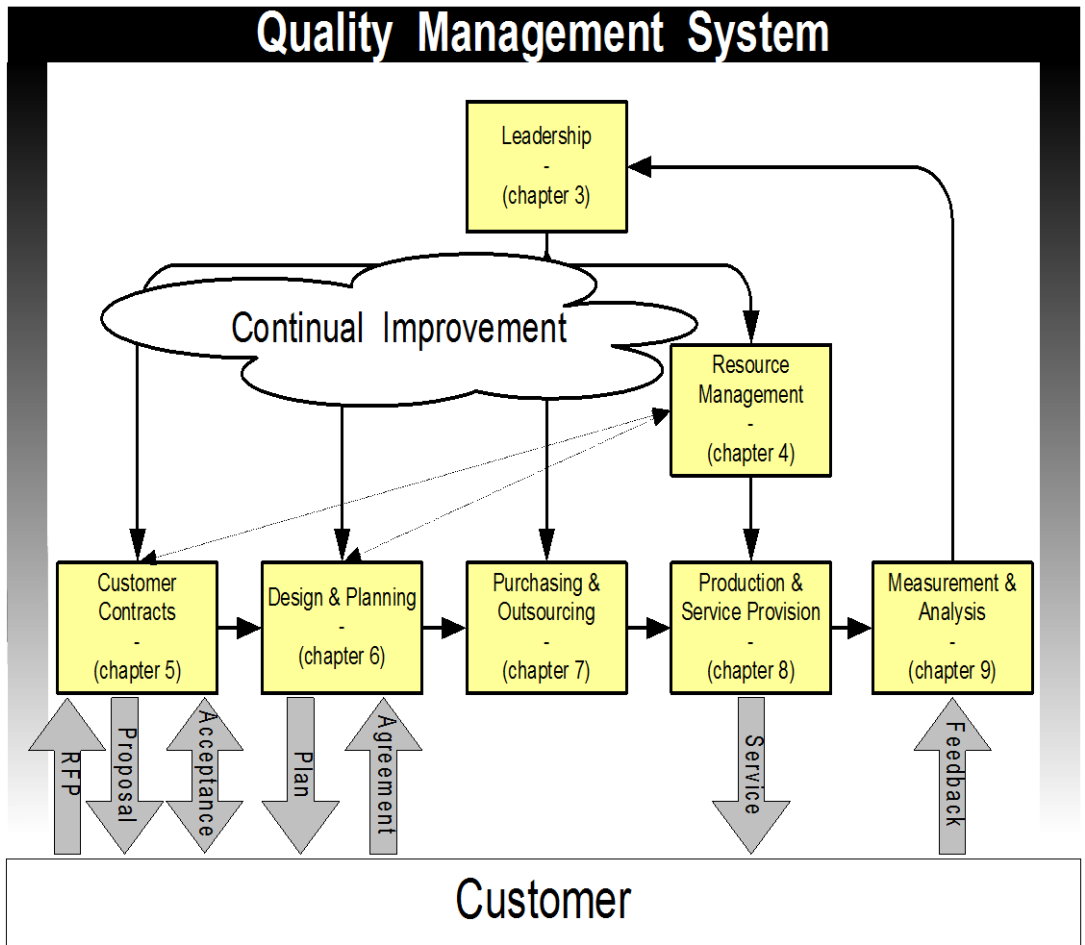
The ISO 9001 Quality and Procedures Manual follows our key processes.

Our Quality Management System is based on 8 principles.

Management Principles: Our quality management system is based on the following eight management principles:

1. **Customer focus**
   Ames Rubber Manufacturing depends on our customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

2. **Leadership**
   Leaders establish unity of purpose and direction at **ARM**. They should create and maintain the internal environment in which people can become fully involved in achieving the company's objectives.

3. **Involvement of people**
   People at all levels are the essence of **ARM**. The full involvement of the employees enables their abilities to be used for the company's benefit.

4. **Process approach**
   A desired result is achieved more efficiently when activities and related resources are managed as a process.

5. **System approach to Management**
   Identifying, understanding and managing interrelated processes as a system contributes to **ARM's** effectiveness and efficiency in achieving its objectives.

6. **Continual improvement**
   Continual improvement of the company's overall performance is a permanent objective of **ARM.**

7. **Factual approach to decision making**
   Effective decisions are based on the analysis of data and information.

8. **Mutually beneficial supplier relationships**
   Ames Rubber Manufacturing and its suppliers are interdependent, and a mutually beneficial relationship enhances the ability of both to create value.

1.2 Vision and Mission

Our Vision
Ames Rubber Manufacturing will become, through innovation, experience, and effort, a one stop solution for the manufacture of high quality extruded, molded, and specialty cut rubber and elastomeric components.

Where we see ourselves in the future.

Our Mission
The Mission of **Ames Rubber Manufacturing** is to continually improve our processes in order to increase our ability to produce superior quality elastomeric products at a cost-effective price, creating value and a competitive advantage for our customers.

Why we exist and what we are doing to pursue our vision of the future.

Ames Rubber Manufacturing

ISO 9001 Quality and Procedures Manual

2 General Requirements
2.1 Quality Management
System and Management
Representatives

2   General Requirements

2.1   Quality Management System and Management Representatives

Purpose:
Maintain the quality management system with the assistance of Management Representatives.

Scope:
All our offices have a Management Representative who is responsible for their quality management system.

Responsibility:
Management appoints the Management Representatives.

Quality Management System

Ames Rubber Manufacturing maintains an integrated system of policies procedures and work instructions that lay the fundamentals of our business activities, and that meet the requirements of ISO 9001. We call this our **quality management system**. The quality management system is implemented throughout the entire company.

Management Representatives

Management Reps are responsible for ISO at the local level.

Management at all company or office locations appoints a member of our management as **Management Representative** (MR) who is responsible for ISO 9001 at that location (Note that the role of Management Representative is an additional responsibility, and that one MR can be responsible for more than one location).
The **training plan** for new MRs is available at;
(J: Human Resources – Records – Employee Training – Training Policies)
The MR Job Description on file at the HR Department.
(J: Human Resources – Records – ARM Job Descriptions)

Key responsibilities of MR:
- Ensure that the ISO 9001 system is implemented and remains maintained throughout the area for which the Management Rep is responsible.

- Interface with auditors and communicate audit results to the relevant functions and ensure proper follow up; ensure that the lead auditor is notified of how the business unit plans to address audit findings.

- Monitor the quality management system (e.g., through audit reports) to ensure that it is effectively implemented and maintained.

- Report to local top management on the performance of the ISO 9001 system and any need for improvement.

- Ensure that the awareness for customer requirements is promoted throughout the company.

- Report to management on the performance of the quality management system.

- Make suggestions on how to improve the quality management system.

The Quality Manager at ARM is the Management Representative for the entire company, and as such he is responsible for the corporate quality management system.   The Quality Manager coordinates between all local Management Representatives.

The Quality Manager is the Management Rep for the entire company.

During times of change…

Local Management Representatives strive to ensure the integrity of the quality management system on the local level.
- **The Quality Manager strives to ensure that the integrity of the quality management system is maintained when changes are planned and implemented**.

The Management Reps keep the ISO system intact when the company undergoes change.

2.2   Documentation Structure

Purpose:
Explain the flexibility within the documentation structure.

Scope:
N/A

Responsibility:
N/A

How is our quality management system documented?

The following documents are the backbone of our quality management system:

Required documents include this manual, additional procedures and work instructions, and records.

- This ISO 9001 Quality and Procedures Manual, which consists of the corporate policies and procedures of **ARM**.

- Additional procedures, work instructions and other documents used throughout the company.

- Records required by ISO 9001:2008.

Operational flexibility

In order to allow each office enough operating flexibility, the ISO 9001 Quality and Procedures Manual includes only top-level corporate procedures.

Divisions have the flexibility to add more specific requirements under the corporate umbrella, and to standardize their processes further. However, all such requirements and procedures must meet the requirements set forth in this ISO 9001 Quality and Procedures Manual.
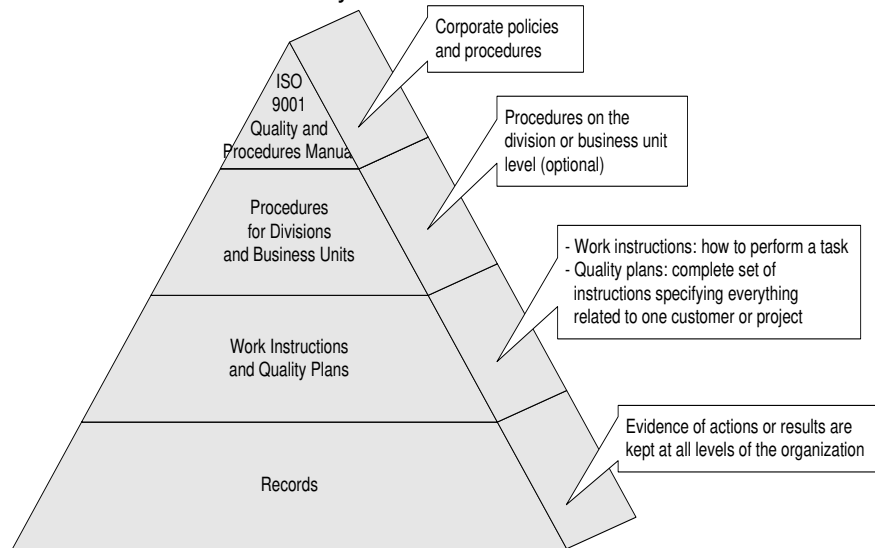
2.3   Document Control

Purpose:
Ensure that the right persons have the current version of the documents they need, while unauthorized persons are prevented from use.

Scope:
All documents are controlled but the level of control is appropriate to the importance and impact of the document.

Responsibility:
All employees.

Procedure

Preparation: The Quality Manager sets up a **Record Retention Guide** that defines for each record or record type the retention period, the filing and archiving location, and the method of destruction.   The Record Retention Guide must be accessible to all involved in filing and archiving. (**On File: ARM Record Retention Guide**)

Everyone at ARM is responsible for document control!

The Quality Manager establishes the Record Retention Guide.

1.

Summary: Important Document Controls

- Title
- Footer: date, source

Document

- Approval record

Review & Approve

- Footer: date
- Changes

Revise

- Distribution

Publish

Document becomes a record

- Indexing/file order
- Archive box: content, retention period

File Away / Archive

Record Retention Guide on the Intranet

Destroy

All documents must show a title, current revision date and source.

When you write or revise a document…

- Give it a **title.**
- Add a **revision date,** (*don't use the auto date function!*)
- And a **source (e.g., your department and your initials).**
  (*Example: see the footer of the ISO 9001 Quality and Procedures Manual).*

Initial handwritten changes!

When you make changes…

- If you make **handwritten** changes **- initial and date them**.
  - ➢ If you revise an **electronic document - update the revision date and inform users of changes (e.g., revision history).**

Keep a record of approvals!

If somebody else needs to sign off…

- If you don't have the necessary **authority**, get approval first.
- Keep a **record of the approval -**
  - ➢ **On the document.**
  - ➢ **Or Separate. (If separate, record date of approval, date of document, name of approver).**
  - ➢ **Additional requirements apply to:**
    - ▪ **Quotations - (section Rate Quotes – section 5.1).**
    - ▪ **Proposals and Contracts –** (**Proposals, Contracts, and Verbal Orders – section 5.2)**
    - ▪ **Contract Changes and Renewals - (Contract Changes and Renewals – section 5.3) for more information.**

Keep a distribution list!

When you make the document available to users…

- Keep a **distribution list** of hard copies **(e.g., you can handwrite the location of all hard copies on a "master copy").**

Don't email documents – instead save documents where all users can access them!

- Make documents **accessible** to intended users, and **protect** them so they remain usable.
- **Save shared documents on a shared drive**, and then provide **shortcuts and hyperlinks** pointing to the document rather than emailing the document as an attachment (to prevent outdated, uncontrolled copies).

Protect your documents – use passwords or permissions!

- **Set permissions** on the **ARM internal system** including on shared folders to protect documents from unintended and unauthorized use and/or change.

Periodically review your documents and update them!

Keeping your instructions, forms and similar documents current…

- **Management** ensures that instructions, forms and similar documents in their area of responsibility remain current.
- **Review** instructions, forms and similar documents as needed to ensure they remain current.
  - **- Forms are updated and documented as required.**
- If necessary, management will assign an **expiration date** and then review documents on their expiration date.

Mark obsolete documents!

Filing…

- **Obsolete** instructions, forms and similar documents are marked clearly as obsolete. **(Customer Item File).**

When Filing: e.g:ARMsample xx-xx-xx

- Index and file records so that they can be **easily retrieved**.

Archive according to legal and company requirements!

- Remember when designating new and revised forms:
  - ➢ Use the prefix **ARM**, with the **title**, and **revision date** in all **file names** to designate current forms.
  - ➢ Place them in the left footer for all **Forms** and **Templates.**

Archiving and Record Retention…
- Refer to the **Record Retention Guide** for instructions and retention periods. **(J: Quality Management – Record Retention Guide).**

- **Label** archive boxes with basic information to assist retrieval and final disposition **(e.g. box number, contents, dates covered, destruction date).**
- Keeps a storage log listing archived records and their location. **(J: Quality Management – Record Retention – Storage Log).**
- **Keep archived records secure** in a locked area throughout the required retention period. - **Archived records are kept in a locked storage area.**
- **ARM** Destroys hard copy records that have passed their indicated destruction date**. - Most records must be shredded.** **See the (J: Quality Management - Record Retention Guide) for details.**

Shredding…
- As a rule of thumb, all documents that should not be seen by competitors or outsiders **must be shredded**. This includes extra printouts, copies and worksheets. - **ARM shreds documents as necessary. A shredding service is used once annually (usually January) for destruction of archived hard copy documents.** **See the (J: Quality Management - Record Retention Guide) for details.**

Shred all confidential documents!
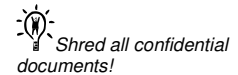
External documents
The above requirements on identification and distribution also apply to documents that originate outside of **Ames Rubber Manufacturing.**
If we modify any such documents, all of the above requirements apply.

3   Leadership

3.1   Responsibilities and Authorities

Purpose:
All employees have a clear understanding of their responsibilities and authorities.

Scope:
Company-wide between all employees and their supervisors.

Responsibility:
All supervisors.

Management defines and communicates responsibilities and authorities.

Procedure

Quality is the responsibility of each ARM employee.
Their responsibilities for activities affecting quality are specified in the current revision of the Quality Management System Manual, Procedures, Job descriptions, organizational charts, job travelers and other work instructions.

Job descriptions

Job descriptions
1)   Supervisors assist management to create job descriptions suitable for each employee .Supervisor and employee sign the job description.
2)   A copy is provided to the employee, another copy is sent to the HR Department for the (**Employee personnel file).**

Organizational charts

Organizational charts
1)   Managers of functional areas maintain an organizational chart that defines all reporting relationships.
2)   Organizational charts are made available to employees within the functional area.

Ames Rubber Manufacturing
Organization Chart
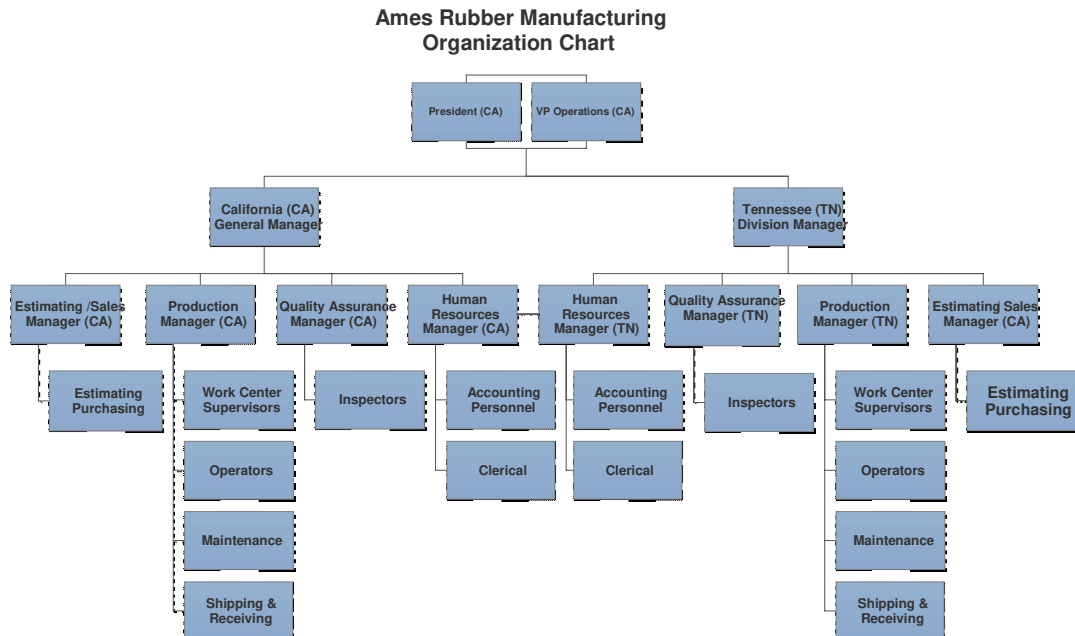
3.2   Quality Policy

Purpose:
Providing top-level quality direction to management and employees.

Scope:
All processes and functional areas companywide.

Responsibility:
Management.

Procedure

ARM Management uses the Quality Policy: - **As a guide to the development of objectives and metrics, and for management decisions**.

Supervisors communicate and explain the Quality Policy to their employees to ensure that everybody is familiar with the policy and its intent.

Management uses the Quality Policy to set their objectives.

All employees should be familiar with the Quality Policy.

Quality Policy

Ames Rubber Manufacturing is committed to providing high quality Compounded, Extruded, Molded, Die Cut, Profile and Lathe Cut Rubber Products that are cost effectively produced to customer specifications with on time and error free delivery.

We strive to achieve this by:

- Promoting an understanding of our customers' needs and expectations, together with a culture of exceeding customer expectations.

- Developing seamless processes by fully integrating the services provided by our suppliers and partners.

- Monitoring our performance through performance metrics in order to continually improve our processes and services.

- Utilizing our ISO 9001 quality management system for all company processes everywhere, every time, without exception.

3.3   Setting Objectives

Purpose:
Providing clear direction to the company and employees on all levels to ensure that resources are focused, and to enable individuals to prioritize and make decisions in support of corporate strategies.

Scope:
Objectives are set on all levels, reaching from strategic objectives on the corporate level to performance objectives for the individual.

Responsibility:
Management on all levels.

Procedure

Management, in a top to bottom approach, determines objectives.

Ames Rubber Manufacturing establishes objectives in order to give all divisions, departments and employees a common direction. Objectives are established on the highest level, and then trickle down through divisions, to the individual. All objectives support the next higher level in order to ensure that the Strategic Objectives of the Executive Management Board are achieved.

The Top-Level Objectives

Strategic Objectives

The company's strategic objectives guide management in establishing their own objectives.

Ames Rubber Manufacturing has defined the company's strategic objectives as follows:

- **Profit growth:** 10% growth of net profit per year worldwide.

- **Revenue growth and market share:** 8% annual revenue growth and 5% increase in market share.

- **Employee satisfaction:** Reduction in employee turnover by 5% annually.

- **Differentiation and competitive advantage:** Expand production capabilities at all locations and try to introduce innovative ways to produce prototypes and production.

- **Customer satisfaction:** Achieve and maintain an average customer satisfaction level of 85% or better in our customer surveys. Reduce RFQ to Quotation times.

- **Productivity growth:** Continual productivity growth of 2% per year.

Implementation

Management of each division set their annual business objectives in support of the top-level objectives.

Business Plans:
Specific objectives are a crucial part of the business plan. - **Management makes assumptions about the business environment and plans their business activities in support of division and strategic objectives.**
See (Resource Allocation Section 4.1) for details.

Budgets:
Management prepares informal budgets for the upcoming year by late fall. - **Budgets are based on planned business activities and assumptions on the business environment (i.e., budgets reflect the business plan).**
See (Resource Allocation - Section 4.1) for details.

Performance Objectives:
Supervisors set specific performance objectives as part of the annual performance review. These performance objectives also support the objectives of the division and the overall strategic objectives.
See (Human Resources - Section 4.2) for details.

Metrics:
Management uses metrics to track if their objectives are being accomplished.
See (Metrics - Section 9.3) for more information on metrics.

Management uses the following to ensure that the strategic objectives are reached:

Business plans are prepared annually.

Budgets are based on the business plan.

All objectives should meet the SMART criterion:
> Specific
> Measurable
> Attainable
> Relevant
> Time-bound

Employee support of strategic objectives is measured through the annual performance review.

Metrics are an invaluable tool to monitor if you are on the right track.

3.4 Customer Focus

Purpose:
Promoting an understanding of our customers' needs and expectations, together with a culture of exceeding customer expectations.

Scope:
Customer focus is constantly reinforced at all locations.

Responsibility:
Management & Supervisors on all levels.

ARM Management and Supervisors promote a culture of customer focus.

Procedure

Management and Supervisors promote a culture of customer focus so that all employees understand relevant customer needs and work towards enhancing customer satisfaction.

- First, supervisors help employees understand **who** the customers are.
  See:
  - **(Customer Awareness - Section 6.1).**

- Next, supervisors communicate with employees about the **needs and expectations** of customers and potential customers.
  See:
  - **(Quality Planning – Section 6.2).**

- Lastly, supervisors establish clear **requirements** that help us meet customer needs and expectations.
  See:
  - **(Setting Objectives - Sections 3.3).**
  - **(Control of Production & Service - Section 8.2).**
  - **(Metrics - Section 9.3).**

3.5   Internal Communication

Purpose:
To establish good internal communication channels that give employees the information they need to fully support our company goals.

Scope:
Internal communication and involvement of people is done constantly and throughout all levels of the company.

Responsibility:
Management.

Procedure

Management establishes **internal communication channels** and ensures that communication takes place with employees regarding:

- the quality policy and other company policies
- job requirements
- performance objectives and actual performance results and accomplishments

ARM Management establishes good and open communication with employees on

- Policies
- Job requirements
- Performance

Internal Communication channels *may* include the following:

- New hire orientation
- email
- Company newsletter
- Employee recognitions and awards
- Notice boards and other postings
- Memos and handouts
- Staff meetings, pre-shift meetings
- safety talks
- Suggestion boxes and employee surveys and other ways of generating feedback from employees

There are many opportunities to establish good communication channels.

Employee Access to Management
ARM has an **"open door" policy** with respect to our employees.
Every supervisor, manager and upper management's door at ARM is open to our workforce.
The purpose of an open door policy is to encourage **open communication**, **feedback and discussion** about any matter of importance to an employee. - **Any employee can, and is encouraged to have, direct communication with supervisors and management. Employees are encouraged to reach out to their managers and inform them of any potential problems, complaints, or anything they think might improve the working environment.**

Every Manager's door is open to every employee.

4   Resource Management

4.1   Resource Allocation

Purpose:
To provide the resources needed to implement company objectives.

Scope:
Company resources are allocated during business planning and budgeting, as well as throughout the year.

Responsibility:
Management

Proper planning ensures that necessary resources are made available in an efficient manner.

Business Plan and Budget

Procedure

Management of the divisions determines resource needs, and ensures that the resources are made available.

Business Plan and Budget
Prior to the beginning of each calendar year, management of the business units develops a business plan and informal budget for the upcoming year.

➢ The **business plan** is *based on* corporate and division objectives, and on management's expectations for the business environment.

   o It contains management's plan for the operation of existing business, and their plan for new business activities.

   o It contains plans and assumptions about services performed and revenue generated.

   o It also contains plans and assumptions on necessary resources, including
      ▪ suppliers,
      ▪ people and training,
      ▪ equipment and devices,
      ▪ materials and supplies,
      ▪ buildings, work environment, and utilities,
      ▪ internal support services, including IT and financial
      ▪ financial resources and their cost, including initial investments and working capital

In order to ensure that all resource needs are identified, management identifies the processes and then the resource requirements for each process.
For current Business Plan see (J: Quality Management – Business Plan).

➢ The **budget** is based on the business plan. It reflects the planned business revenue and the cost involved in generating that revenue.

New Opportunities Outside of Business Plan
As part of the Quotation and proposal process**, ARM management and Estimating** analyzes and projects not only revenue of the potential new business, but also identifies the resources necessary to implement it.

Preparation of customer proposals includes resource planning.

Making Resources Available
ARM Management is responsible for making available the resources needed for the implementation, maintenance, and continual improvement of **our Quality Management System**.

ARM Management makes necessary resources available.

Resources are also available for necessary activities to enhance customer satisfaction by meeting customer requirements.
- **These resources are identified in our procedures, work instructions, job travelers, and the following sections of our Quality and Procedures Manual:**

- **Human Resources (Section 4.2).**

- **Infrastructure and Work Environment (Section 4.3).**

- **Equipment** – **(Section 4.4).**

4.2   Human Resources

Purpose:
To ensure that the necessary competencies are available for the effective and efficient operation of the company.

Scope:
All positions.

Responsibility:
- Managers are responsible to follow HR processes for hiring, temps, termination and performance reviews.
- HR is responsible for supporting managers in HR issues, and for meeting legal requirements.

Procedure

Positions are determined by business needs and positions are filled with individuals that meet the requirements of the position.

Competence
ARM Management works to ensure that all positions are filled with individuals whose competencies meet the position requirements.
This is achieved through:

- **Internal Reorganization**
- **Training**
- **Hiring and Termination**

- **Performance Reviews are conducted to verify that competencies meet the position requirements, and to identify opportunities for improvement.**

Training

Supervisors provide their employees with training that is necessary to meet the competence needs of the position. - **Training ranges from formal classes to on-the-job training.**

Plan for training when needed and during performance review!

- **Training Plan**
  Management and Supervisors determine appropriate training with the purpose to meet identified competency requirements relative to each job description.
   - **The planning for training is performed whenever new competencies are required, as well as annually as part of the performance review.**
   (J: Human Resources – Employee Training - Training Plans).

Maintain records of all training!

- **Training**
  Managers ensure that the plans are followed and the training is provided.   Once training is complete**, training records** are established, and a copy is sent to HR.
  - **HR keeps records on all training and provides Managers with access to information on past training. [Employee personnel files].**

- **Evaluation**
  Managers and Supervisors evaluate the outcome of training to ensure that the training objectives have been met and that the new competencies have been learned.

  Evaluate if training was successful.

    o **Training evaluation is performed as part of the annual performance review, as well as sometimes right after the training.**

    o **Where the training outcome is unsatisfactory, Managers may determine additional training needs or they may re-evaluate competence needs or employee suitability for the position.**

Hiring

1) **Requisition and Job Description:**
   The hiring Manager provides HR with a requisition and job description of the open position. **(J: Human Resources – Job Descriptions).**

   Requisition form and job description.

2) **Posting and Advertising:**
   HR posts the job opening internally and externally to ensure compliance with requirements for federal contracts and for the affirmative action plan.

3) **Initial Review of Resumes:**
   HR receives resumes, reviews them and pre-sorts them.
   - **All resumes are kept on file by HR.**

   HR retains resumes.

4) **Interview:**
   The hiring Manager asks the applicant to fill out an application form before the interview and interviews the applicant according to HR guidelines. - **The Manager also fills in a log of all interviews (EEO Log) and forwards the log to HR for their records.**
   (Human Resources File).

   Applications and EEO Logs

5) **Job Offer:**
   The hiring Manager makes a conditional job offer**. - All job offers are conditional and dependent on the results of background checks; no employees can be hired as full-time employees before due diligence has been performed.**

6) **Due Diligence:**
   HR performs due diligence and keeps records:
   - **References**
   - **Background checks** (including education to the extent that a particular education level is a job requirement).
   - **Credit check** (certain positions only)
   - **Drug testing** (certain positions only)

   All relevant employee records are kept in the [Individual Employee File].

   Records of due diligence

7) **Hiring:**
   The hiring Manager fills out and submits all necessary documents to HR within the required timelines. - **See ("New Hire Check List").**
   HR maintains the records. – [Individual Employee File].

   Various new hire forms

Each employee receives a copy of the ARM employee handbook.

8) Orientation:
HR provides the new employee with an orientation that includes company history and a review of the **employee handbook** (*including corporate policies, standards of conduct, and employee benefits*).

**As with any training, HR keeps a record of the orientation.
[Individual Employee File].**

Temp to Full-Time: The hiring procedures above apply for all temporary employees that are to be employed full-time.

Termination

Exit interviews are performed on termination

Managers always check with HR/Payroll first **before** terminating any employee.
- **HR/Payroll ensures that all legal requirements are met, and provides managers with guidelines and check sheets**.

HR performs an **exit interview** in order to investigate the reasons why employees voluntarily leave the company.   The results of the exit interviews are recorded and periodically reviewed for trends.

Performance Review

Records of due diligence

Managers evaluate the performance of their personnel annually. HR prompts managers by supplying the performance review form during the month prior to the review. The review form requires:

- **Evaluation of job related qualities**
  Managers review various job related qualities and offer improvement suggestions.

- **Setting performance objectives**
  Managers determine performance objectives that support the objectives of the department or business unit. When determining these objectives, managers also consider how they can measure if the objectives have been met.
  - **Performance objectives should meet the <u>SMART criterion</u>:**

  (Specific, Measurable, Attainable, Relevant and Time-bound).

Various new hire forms

- **Evaluation of last year's performance objectives**
  Managers evaluate if the performance objectives that were set during the last review have been met.

- **Planning for training**
  Managers determine the training necessary to meet position requirements.
  - **See (Human Resources – Section 4.2) on training.**

- **Evaluation of last year's training**
  Managers evaluate not only if the planned training has been performed, but more importantly <u>if the employee learned/acquired the necessary skills</u>.

Performance reviews include planning for training and evaluation if previously planned training was successful.

Goal Oriented Evaluations
Managers strive to perform the performance review **within one month** of the review date.
- The employee fills out the review form <u>independently</u> prior to the review. These items are then discussed as part of the review.
(J: Human Resources - Employee Evaluations).
[ARM EPR 07-01-16]

HR retains all performance reviews on file.
 (Employee File).

Performance reviews

4.3   Infrastructure and Work Environment

Purpose:
To ensure that infrastructure and work environment are conducive to meeting customer requirements.

Scope:
Ongoing and company-wide.

Responsibility:
- Local management for providing, managing and maintaining infrastructure and work environment.
- Legal for review and approval of licenses and other corporate documents.

Procedure

Typically, resources for infrastructure and work environment requirements are identified and provided according to **(Resource Allocation - Section 4.1).**

In any case, local management strives to **provide**, **manage** and **maintain** the infrastructure and work environment needed to ensure that our services meet customer requirements.

Infrastructure and work environment needs are included in the business plan.

Infrastructure includes:
- Buildings, workspace and utilities
- Equipment (*both hardware and software*)
- Supporting services (*including IT and communications*)

Work environment includes:
- Heat, humidity, light and airflow
- Workplace location

All lease agreements must be approved by Legal prior to signing.

Signed lease agreements

Lease agreements (landlord/tenant)
Prior to signing - Management forwards to Legal all lease agreements (Ames Rubber Manufacturing being tenant, and Ames Rubber Manufacturing being landlord) for review and approval.
After signing - Management forwards a copy of the signed document to Legal; Legal keeps a copy of all lease agreements on file.
[ARM Legal Files].

Equipment lease or sale agreements
ARM utilizes standard contract forms. For more information on contracts and forms, **See (Supplier Contracts and Insurance - Section 7.3).**

All licenses and corporate documents must be approved by Legal prior to signing.

Signed corporate documents

Licenses and other Corporate Documents
Prior to signing, management forwards to Legal all licenses, applications for authorities and other corporate documents for review and approval.
After signing, management forwards a copy of the signed document to Legal; Legal keeps a copy of all corporate documents on file.
[ARM Legal Files].

4.4 Equipment

Purpose:
To ensure that our products/services meet requirements, and to prevent accidents, delays and other costs due to equipment failure.

Scope:
All equipment, including measuring equipment, used in the production and service provision.

Responsibility:
Local management.

Equipment Maintenance – (Preventative Maintenance)

In order to prevent breakdowns and malfunctioning of equipment used in the production and service provision, local management implements a **maintenance program**.

1) **Setting up the maintenance program**
   Local management establishes a formal equipment maintenance program that includes:

   ▪ **Defined maintenance intervals.** - **Maintenance Intervals are designated for each machine in the (Machine's Electronic File).**

   ▪ **Defined maintenance activities-** **for each machine are designated in the (Machine's Electronic File).**

   ▪ Whenever possible, we use the **manufacturer's recommended maintenance program** and modify it appropriately if our equipment usage is not standard.

2) **Following the program**
   Management strives to ensure that all maintenance activities are conducted according to plan, and that all maintenance records are kept. - **All maintenance information and records are kept in the appropriate machine's electronic file.**
   (J: Tooling & Equipment- Maintenance & Equipment – *specific machine*)

Measuring Equipment

Local management strives to ensure that our measurements are correct by:

   ▪ **Selecting the right measurement equipment**
   Customer requirements as well as local management determine where measurements are needed and how precise they have to be. - **Based on these requirements, local management provides the appropriate measuring equipment. (e.g., calipers, pin gauges, durometers.)**

   • **Measuring accurately** Management strives to ensure that required measurements are taken properly and in accordance to measuring needs and established standards.
   (J: Human Resources – Employee Training)

Equipment is maintained by following an established and formal maintenance plan.

Maintenance program

Maintenance records

Measurement equipment needs special attention:

- Use the correct device!

- Measure properly!

- Protect the device!

Protecting the equipment
Management works to maintain measuring equipment in proper working order and is protected and safeguarded from adjustments that would invalidate results.
(J: Tooling & Equipment – specific machine) and [Calibration Log].

Calibration

Local management implements a formal **calibration program** for all measuring equipment that can be calibrated.

- Handling out-of-calibration cases and their consequences

A. Setting up the calibration program
Management establishes a calibration program that includes:

- **Defined calibration intervals** – The period of time during which calibration can be expected to remain stable within specified limits. - **All calibration Intervals are** <u>Annual</u> **unless otherwise stated on the [calibration log].**

There is an appropriate calibration program for all measurement devices.

- **Defined calibration methods**. – Measurement instruments are calibrated in compliance with (***ISO/IEC 17025:2005:2005).***
   - ARM utilizes an accredited calibration service traceable to NIST for Repair, Calibration, and Certification of mechanical & electrical measuring instruments.

- **Defined calibration range** – The region between the limits within which a quantity is measured, expressed by **lower (LVR)** and **upper (UVR)** range values. **– ARM requires all readings comply with 4:1 Test Accuracy Ratio (TAR), and are "Initial" and "Final" unless otherwise stated.**

B. Following the program
- Management strives to ensure that the measuring equipment is calibrated **according to (NIST) standards**, that they are **identified** with the **calibration status**, and that all calibration **records** are kept**.**
   (See Calibration Log J: Quality Management – Calibration Logs.)

Calibration records

Out-of-calibration cases require not only repair of the measuring device but most importantly an evaluation of potential damage done due to the faulty measuring device.

- **If a device is out of calibration or damaged -**
   In case a measuring device is found out of calibration or damaged:
   o **The device is immediately taken out of service.**
   o **Local management evaluates if previous measurements might have caused our products or services not to meet requirements and takes appropriate corrective action, which may include** <u>rework or recall</u>**.**
   See (Corrective & Preventative Action – Section 9.4)

- And finally**, the out-of-calibration device is repaired or replaced.**

C. Evaluation Records
- Any records of the **evaluation of the impact** on our products or services and any resulting action are maintained in the [**Customer's Item File**] for the item impacted.

Evaluation records

5   Customer Contracts

5.1   Rate Quotes

Purpose:
To ensure that our quotations are correct, well defined, and that we are able to meet our commitments.

Scope:
Verbal and written rate quotes and other standard quotations and contracts.

Responsibility:
- Local management
- Customer service or Estimating.

Procedure

Local management establishes **authorities** for making rate quotes and other standard quotations. Local management also establishes quote and/or confirmation **forms,** as well as **guidelines** that include requirements for profit margins, vendor selection, and time and other commitments as applicable.

Management defines the rate quote process.

Authorities - ARM authorizes estimators to submit quotations to customers for standard quotations. More complex quotations may require peer or management review prior to submission to the customer.

Quote and confirmation forms, quote guidelines

Forms & Guidelines - Quotation worksheets and guidelines for all product types manufactured and distributed by ARM are created internally by management. (J: Master Templates – ARM Quoting Templates).

Rate quotes are made in writing or confirmed in writing.

When rate quotes are made in writing (Mail or E-mail):
1. **Document all customer requirements** on a standard form. (paper or electronic).
2. **Keep these documents available** so that a co-worker can continue if necessary.
3. **Send the rate quote and other pertinent information.**   Include standard **ARM terms and conditions**, with the rate quote.

Rate quotes

When rate quotes are made over the phone:
1. **Document all customer requirements** on a standard form.
2. **Document the rate quote**.
3. **Keep these documents available** so that a co-worker can continue if necessary.
4. **Written confirmation**:
    - Whenever feasible, **confirm the rate quote and other pertinent information to the customer in writing via E-mail**.
      (Include standard **ARM terms and conditions).**
    - Or, if the rate quote was only made verbally, **send an order confirmation as soon as the customer accepts the quote**.
      (Include standard **ARM terms and conditions).**
      [Pure Magic – Sales – Print Acknowledgement].

5.2 Proposals, Contracts and Verbal Orders

Purpose:
To ensure that our proposals and contracts are correct, well defined, and that we are able to meet our commitments.

Scope:
Proposals and contracts ranging from formal Requests RFPs & RFQs to verbal customer orders.

Responsibility:
- Proposal owner (management responsible for the proposal).
- Signing manager

Proposals & Quotes

A complete proposal includes all items listed on the right.

Formal RFPs or RFQs – Request for Proposal or Quote

ARM Forwards all potentially problematic RFPs or RFQs to Management for an initial review – this allows Management to filter out those RFPs or RFQs that are not feasible for the company.

Proposal Preparation – (Quotation)
As part of the preparation of a customer proposal (**Quotation)**, the following requirements are determined, taken into consideration and addressed by the estimator:

- **Requirements specified by the customer. -** Including any requirements for delivery and post-delivery activities.
- **Implied requirements. -** Requirements not stated by the customer but necessary for the customer to gain the specified or intended benefits (*where known*).
- **Customer needs** - of which the customer may or may not yet be aware
- **Legal requirements** - related to the product or service.
- **Any additional requirements determined by ARM**.

Legal Note
The Legal Note (below) should be included in any proposal or Quotation:

The Legal Note should be included in every proposal.

"*This quotation is subject to mutual agreement on the terms and conditions prior to there being any binding obligation on the part of either party***."**

Proposal Format – Formal Quotations
All proposals are created in accordance with corporate style guides (provided by **ARM Management**).
[J: Master Templates – Quoting Templates – [Desired Quote Template].

We use our own Custom format for all types of Quotations.

Proposal/Quotation Review
Reviews should take place as early as possible in the proposal/quotation stage to allow affected parties to contribute.

- The ARM estimator ensures that proposals are reviewed by various affected parties as necessary, prior to submission to the customer.

All proposals are reviewed before submission to the customer.

Who reviews?
- **Management of affected operating units or another Estimator.**

What is reviewed?
The following items are reviewed to help ensure that:
- **Requirements** - Product/Service requirements are well defined.
- **Changes** - Any changes to previously expressed requirements are resolved.
- **Proficiency** - **ARM** has the ability to meet the defined requirements.
- **Pricing** - that the quoted price and the financial assumptions are correct, and
- **Risk Exposure** - that **ARM** is not exposed to any unknown and uncalculated risk and liability.

Records
The Estimator is also responsible for generating the review records, which include information on:
- Who reviewed
- Date of review
- Subject of review
- Actions based on review

Proposal review records together with proposal, Quotation, or Purchase Order

Local management maintains the records of review together with the proposal or the resulting signed contract or purchase order.
[Customer Item File].

Written Contracts or Quotations

Contract or Quotation Preparation
Absent the use of a standardized form, the signing manager submits requests for preparation of a customer contract to upper management.

Contracts or Quotations are either in the form of standardized forms, or they are prepared by Upper Management with outside legal assistance if required.

Contract Review
All customer contracts and Purchase Orders are reviewed before their acceptance. The **Estimator or Signing Manager** is also responsible for ensuring that the review is performed and that records of the review are kept.
- **[System Generated at time of entry of Purchase Order].**
(Document Control Verification Checklist).

All contracts are reviewed.

A. **The Standard Quotation was Prepared by Estimating**
   Only signing manager reviews prior to signing.

B. **The Contract varies significantly from the reviewed Proposal**
   The interested parties (management of affected operating units), Legal, and the signing manager review prior to signing. - **See above "What is reviewed?" and "Records" for instructions on review and record keeping.**

The reviewer and scope of review are determined by the type of contract.

Contract review records

*ARM sends an
acknowledgement to the
customer for all purchase
orders placed.*

*ARM Management
informs all affected parties
as soon as a purchase
order and acknowledgment
is accepted.*

*Signed contracts and
contract review records*

Purchase Order Acceptance and Communication
Customers are informed of acceptance of the all purchase orders.
- A formal acknowledgement is emailed to the customer for acceptance prior to accepting the order into the production cycle.

The **signature of the customer representative** on the acknowledgement contract or agreement **is an acknowledgement** that the customer agrees with the requirements as stated.

Signing management **informs** all affected functions (i.e., the functions that performed the review) as soon as the contract is accepted.
- **The contract or relevant requirements are made available to all personnel who are directly or indirectly involved in meeting the contract requirements.**

Contract File
- Signing management keeps a contract file that includes the signed contract/purchase order as well as records of review.
- A copy of each signed customer contract or other agreement is forwarded to the **Office Manager for retention.**
  in the (ARM central filing system).

Verbal Customer Orders

In case the customer's requirements are only verbal and/or the customer chooses not to sign a written contract, the manager accepting the customer order **confirms in writing** the requirements and our terms and conditions. In case other parties (including corporate support services) are affected, our **review requirements** and **communication requirements** apply. - **see "Contract Review" in (Proposals, Contracts and Verbal Orders - Section 5.2**).

The Confirmation Includes:
- **Requirements**
  - o **Scope of services**
  - o **Pricing for services**
  - o **Terms of payment**
  - o **Minimum volume commitment (if any)**

- **Terms and Conditions** - (*per ARM Terms & Conditions*)

- **Term of the agreement**
  State the term of the agreement (e.g., 1 year) if required.

- **Conclusion**
  Conclude that all services are provided per the terms of our confirmation.

Contract File
1. Signing management keeps a record of this confirmation in lieu of a signed contract.
2. A copy of the confirmation is forwarded to Legal for retention in the (**ARM central filing system).**

*Verbal contracts are
reviewed and confirmed in
writing.*

5.3   Contract Changes and Renewals

Purpose:
To ensure that contract changes are correct, well defined, and that we are able to meet our commitments.

Scope:
All material contract changes and all contract renewals.

Responsibility:
Manager accepting contract changes or renewals.

Contract Changes

Changes to contracts undergo similar scrutiny and procedures as the original contract.

Contract changes are treated similarly to new contracts.

Review
The manager accepting the contract change ensures that significant contract changes are reviewed before acceptance according to;
(Proposals, Contracts and Verbal Orders - Section 5.2).

Purchase Order/Contract changes are reviewed.

Written Contract Change or Confirmation
In case the customer's requirements are only verbal, we provide the customer with a **written confirmation** prior to acceptance.
- **See "Verbal Customer Orders" in (Proposals, Contracts and Verbal Orders - Section 5.2).**

Purchase Order/Contract changes are put in writing.

Communication
Signing management **informs** all affected functions (i.e., the functions that performed the review) as soon as the **contract change** is accepted.
- **The contract change or relevant requirements are made available to all personnel who are directly or indirectly involved in meeting the changed contract requirements.**

Communicate contract changes!

Contract File
1. Signing management keeps a record of the written contract change, or the confirmation in lieu of a signed contract, together with the review record.
2. A copy of the contract change or confirmation is forwarded to the **Office Manager** for retention. **[In the ARM central filing system].**

Signed contracts or confirmations, and contract review records

Contract Renewals

All customer contracts are reviewed before their Renewal.   The signing manager is also responsible for ensuring that the review is performed and that records of the review are kept

Renewals don't need a formal review.

In Writing
Contract renewals are always put in writing and kept on file.
 - A copy is forwarded to the Office Manager for retention.
[Customer File or local contract file].
[ARM central filing system].

Contract renewals

6   Design and Planning

6.1   Customer Awareness

Purpose:
To ensure that all employees contribute to customer satisfaction.

Scope:
Throughout the company and all departments.

Responsibility:
Managers and supervisors.

Procedure

Management actively promotes a culture of customer awareness.

Management supports our **culture of customer awareness** by helping employees understand who our various direct and indirect customers are, and what their requirements are.

Identification of Customers
Management **communicates** with employees about who our customers are. Candidates include the following:

Management helps their employees understand who their customers are.

External:
- Those who signed our contracts
- Those who pay our bills
- Customers' customers
- Recipients and beneficiaries of our services
- End-users

Internal:
- Senior management
- Management to whom our expenses are allocated or billed
- Management and individuals that receive our services

Customer requirements help determine production schedules and plans.

Customer Requirements
Customer requirements are determined during the marketing, sales and estimating process; they are then formalized as part of the quotation or contract.

In order to plan for the production and service provision, however, Management reviews the **requirements of all identified customer groups** so that all applicable requirements, needs and expectations are taken into consideration.

Management also **communicates** with their employees so that all are aware of what the pertinent customer requirements are**.**
Methods of communication include:

ARM Methods of Communication

- Training or Special Instruction. **(Human Resources – Section 4.2).**
- Job Traveler, Work Instructions. **(Control of Production – Section 8.2).**
- Customer Supplied data. **(E.g. Blueprints, Drawings, ECNs).**
  [Customer Item File].

6.2 Quality Planning

Purpose:
To ensure that the processes for new services are efficient, effective and in accordance to the requirements of customers and our quality management system.

Scope:
Planning of processes for new services.

Responsibility:
Local management.

Procedure

Quality Planning is the process for identifying which **quality** standards are relevant to the job or project and determining how to satisfy them.

Local management plans and develops the processes needed for production and service provision, while ensuring that all customer requirements and requirements of the quality management system are met.
See (Control of Production and Service Provision – Section 8.2)

In planning for the production and service provision, local management considers the following:

- **Requirements**
  Quality objectives and requirements need to be determined. Many of the requirements come directly from the customer; other requirements and objectives are based on objectives of our company.
  - **Managements focus is based on determining objectives & requirements that are measurable and attainable.**

- **Processes**
  ARM determines if we need to create any new processes or if the necessary processes already exist somewhere in the company.
  New processes may require:
    - **Forms and work instructions**.
      See (Internal Communication – Section 3.5).
    - **Resources - (including people, skills, equipment & infrastructure).**
      See (Resource Allocation - Section 4.1).

- **Responsibilities and Authorities**
  Define who has responsibilities and authorities for the new processes.
  Management updates job descriptions and organizational charts as is necessary.

- **Metrics**
  Determine the metrics used to evaluate if key requirements are met.
  Metrics are utilized:
    - **Internally - to monitor our performance.**
    - **Externally - to give evidence of success to our customers.**
      See (Metrics – Section 9.3).

Process planning takes into account the requirements of our customers and our ISO system.

Planning includes answers to:

- What are the requirements?

- Do we have to develop new processes?

- Who is in charge of what?

- What metrics help monitor performance?

Establishing Success

How do we know if we meet all stated requirements and objectives?
- **ARM strives to utilize all of the following relevant activities to meet requirements and objectives to establish success, ultimately leading to an improvement in service quality and customer satisfaction.**

- How can we verify that all requirements are met?

- o **Verification** – is the conformation that a product meets identified specifications.
  ARM tests processes and specifications as applicable and available, to see if the results meet all requirements, including Outside testing and certifications.

- Final adequacy of product may require customer validation.

- o **Validation -** is conformation that a product appropriately meets its design function or intended use.
  - Aside from meeting the requirements that were specified, ARM may test product in order to see if we can achieve the stated purpose of the product when feasible and applicable. *(The final adequacy of conformation may require that the customer perform the validation).*

- Product and processes are monitored to catch non-conformities early in the production cycle.

- o **Monitoring -** keeping product and processes under systematic review. Monitoring activities are established that allow quality and production to identify problems once the processes are working.
  - ARM observes and checks the progress or quality of product and processes over time. (These in-process inspection points are recorded on the job traveler).

- Inspection points are created to ensure quality objectives are being met.

- o **Quality Control Inspections –** are used to identify quality problems at an early stage to prevent non-conforming product from reaching the customer.
  - ARM has established quality control inspection points and methods to check if our performance meets stated requirements.
  Inspections may check all product (100%), or only samples depending on customer requirement.
  See (Quality Control Inspection and Release - Section 8.4).

- Zero Acceptance sampling plans are the standard unless otherwise noted.

  (Zero acceptance number sampling plans are utilized when sampling is required per SAE ARP9013).

  [Zero Acceptance Number Sampling Plans (Fifth Edition) Nicholas L. Squeglia.]

- • **Records**
  ARM considers what records are needed to show evidence that requirements are met. **These records may include results of:**

- Which records do we need?

  - o **Inspections. –** Receiving, In-process, Final.
  - o **Measurement. –** For (Dimensions, weights, hardness etc...).
  - o **Monitoring. –** Real time monitoring of processes.
  - o **Job Validation and verification activities. –** Testing and Certification traceability.
  - o **Depending on the processes, records may be necessary to demonstrate conformance to legal and safety requirements. –** Conformance & Traceability

Records are kept within customer job folders to simplify accessibility.

  - All product records including those noted above are kept on file within the [Customer Item File].

- **Quality Plans**

Quality planning for new products may or may not be formalized in writing, depending on the complexity of part and process.

- ARM utilizes responses to the above bullet points when establishing job travelers, Inspection points, and other tools to maintain consistency and best practices as well as to demonstrate to the customer that quality is well planned.
[Pure Magic – Inventory – Item Master Entry].

Quality Plans specify standards, practices, resources, specifications, and the sequence of activities relevant to a particular product, service, project or contract.

6.3 Design

Purpose:
To ensure that we develop new products in an efficient manner and in accordance to customer requirements.

Scope:
Design and development of new, *complex* products. For *less complex* new products and services, only the Quality Planning requirements of section 6.2 apply.

Responsibility:
Local management.

Procedure

We provide practical assistance to our customers but we do not perform in house design.

ARM does not perform design

7.3 Design and Development (including 7.3.1 – 7.3.7)
Ames Rubber Manufacturing does not perform design; therefore this section of ISO9001.2008 does not apply and is excluded.

The above exclusion does not affect Ames Rubber Manufacturing's ability or responsibility to provide product that meets customer and applicable regulatory requirements.

While we cannot design your product from scratch, our staff can assist your engineers with valuable advice based on decades of experience.

ARM standard product and processes follow the quality planning requirements of (Quality Planning – Section 6.2).

6.4   Customer Communication Channels

Purpose:
To establish effective communication.

Scope:
Communication channels with customers, in both directions.

Responsibility:
Management.

Procedure

Realizing the importance of good customer communication, management strives to establish communication channels as part of planning.

Contacts on Customers' Side
Management establishes effective communication channels in both directions to help us receive all necessary product/service information from our customers. **ARM communication channels include:**
- o **Phone**
- o **E-mail**
- o **Web Portal**
- o **Mailing Address**
  ARM retains customer contact information in the internal system. (Pure Magic – Contact Manager).

Management establishes good communication channels with customers.

Customer contact information is retained.

Points of Contact
Management determines points of contact and communicates them to the customers:

- **Inquiries** – who can the customer call with questions on:
  - o **Request for information or quote (RFQ) – Customer Service**
  - o **Production Status of orders – Customer Service**
  - o **Order/contract change – Customer Service**
  - o **Shipment status – Shipping Dept.**
  - o **Billing - Accounting**
  - o **Payment - Accounting**
  - o **Feedback & Complaints – Customer Service**

    ARM customers can always contact us by the following methods:
    - ▪ **Los Angeles CA - Phone – 818 240-9313**
    - ▪ **Ducktown TN – Phone – 423 548-6682**
    - ▪ **Or by E-mail - sales@amesindustrial.com (general)**

- Points of Contact for ARM

Other Communication Channels
In addition to points of contact, other communication channels to improve efficiency include:
- **Website** - ***www.amesrubberonline.com***
- Automated electronic reports and updates.

Our Website is www.amesrubberonline.com

7 Purchasing and Outsourcing

7.1 Supplier Selection and Evaluation

Purpose:
To ensure that our suppliers have a positive impact on our services and our bottom line.

Scope:
Suppliers of products and services. The extent of the supplier evaluation depends on the supplier's impact on our services and company.

Responsibility:
Those responsible for purchasing of products and services.

Procedure

The extent to which we evaluate suppliers depends on their relevance to realization of final product.

Ames Rubber Manufacturing selects suppliers based on their ability to provide us with products and services according to our requirements and the requirements of our customers.

Suppliers are selected…

Management or other designated personnel selects a supplier through one of the following three options:

- by the customer

   or

A. Customer-Specified Suppliers
Wherever our customers specify a particular supplier, we use that supplier.

- from our established suppliers

B. Established Suppliers

c. Management is encouraged to take advantage of prior evaluations and to leverage our corporate purchasing power through the use of established vendors.
- Depending on the type of supplier and the impact of supplied products/services ARM maintains a pool of pertinent established suppliers at the local and corporate level in our ARM Central computer system).
[Pure Magic – Quality Management – Approved Supplier List].

   or

- we evaluate new suppliers.

D. New Suppliers
If the needed product/service cannot be satisfactorily provided by an established supplier**, ARM evaluates new suppliers** and maintains **records** of the evaluation and resulting action.
- Depending on impact and cost of the supplied product or service, we evaluate and compare several suppliers.
[Pure Magic – Quality Management – Compute Vendor Rating].

ARM Supplier Evaluation Criteria:

General Criteria:
- o The supplier has not been disapproved
- o Recommendations from other divisions
- o Performance history (this is often published by the supplier)
- o References, customer base, customer testimonials
- o Financial stability
- o ISO 9001 or other management systems

Product or Service:
- o Cost
- o Extent to which the offered product or service meets our needs
- o Additional benefits of the product or service

Customer Service:
- o Responsiveness
- o Support capability

Other:
- o Logistics capability

We carefully evaluate new suppliers to reduce our risk.

.

Standardized Criteria
Management establishes standardized criteria (*rather than deciding on criteria on a case-by-case basis*

- The extent to which we select, evaluate and re-evaluate our suppliers depends on the impact that their products and services have on our products and services.

➢ **All suppliers are rated.**
  [Pure Magic – Quality Control – Vendor Rating].
➢ **Suppliers that directly affect product realization are evaluated annually.**
  - o **ARM utilizes a supplier evaluation survey to evaluate potential vendors and reevaluate currently established suppliers. (ARM-SES-07-01-16) Supplier Evaluation Survey**

Management establishes standardized evaluation criteria for frequently evaluated supplier types.

Supplier evaluation records

Records
Records of evaluation include:
- **The evaluation criteria (or a reference to them), the evaluation outcome, the date of the evaluation, and the name of the evaluating person.**
[Pure Magic – Quality Control – Vendor Rating]

Extent of Evaluation
The extent to which we evaluate suppliers and consider the above issues depends on the **impact of their products and services** on our processes, products and services.
  - o **ARM evaluates all suppliers that effect the realization of final product.**
  - o **Any supplier that does not affect realization or final product is not subject to control.**

---

7 Purchasing and Outsourcing	
7.2 Supplier Maintenance	

7.2   Supplier Maintenance

Purpose:
To ensure that only qualified suppliers are used.

Scope:
Suppliers of products and services. The extent of the supplier evaluation depends on the supplier's impact on our services and company.

Responsibility:
Management responsible for purchasing products and services.

Records of established suppliers are kept on file

Procedure

Management establishes how to…

Management maintains a pool of approved suppliers that impact our services. **(Pure Magic – Quality – Print Approved Supplier List).**

Management establishes a **process** with the support of forms and work instructions for the following:

- add suppliers

- **Adding suppliers**
  After an evaluation of ARM needs, how can do we add new, qualified suppliers?
  - New suppliers are evaluated utilizing the ARM Supplier Survey.
  [ARM Supplier Evaluation Survey]
  - Current Supplier ISO or AS certification can be accepted for evaluation.
  - New approved suppliers are added into the (ARM Central system).
  [Pure Magic – Quality – Supplier Status Update].

- remove suppliers

- **Removing suppliers**
  How can employees communicate bad experience with suppliers and recommend removal from the pool of approved suppliers?
  - Employees are encouraged to verbally communicate to management any negative issues experienced with a supplier as soon as it is practical.

  How are disqualified suppliers removed from the pool of established suppliers?
  - Disqualified suppliers are removed from the active supplier list and designated as disqualified and removed from the active system.
  [Pure Magic – Quality – Supplier Status Update].

- re-evaluate suppliers

- **Re-evaluation**
  o **ARM evaluates all suppliers that effect the realization of final product on an annual basis.**
  o **Suppliers not directly affecting the final product are monitored and kept in the pool of approved suppliers unless they are disqualified for some reason.**
  o **Vendor Ratings are computed quarterly**
    [Pure Magic – Quality – Compute Vendor Rating].

- communicate changes.

- **Communication of changes**
  Changes to the pool of approved suppliers (especially disqualified suppliers) need to be communicated to those that use suppliers.
  - Changes to approved suppliers are updated in the (ARM central system).
  [Pure Magic – Quality – Supplier Status Update]

7.3 Supplier Contracts and Insurance

Purpose:
To ensure that our supplier relations are adequately defined, and that the suppliers' insurance adequately protects us.

Scope:
- The general requirement to establish proper supplier contracts applies to all locations.
- Supplier insurance requirements only apply to **US** business units, and only in connection with **services**.

Responsibility:
- The Office Manager manages supplier insurance certificates.
- Management responsible for purchasing products and services is responsible that a proper contract has been established and proof of insurance (US business units only) has been received **before** using suppliers.
- Legal is responsible for reviews, approvals and secondary record keeping.
- HR is responsible for all temp contracts.

Supplier Insurance

Only services in US: Supplier insurance requirements only apply to **US** business units, and **only in connection with services** (i.e., in cases in which the service – not the used parts or materials – are the predominant feature).

Management strives to ensure that we receive proof of insurance (requirements for coverage and for additional insured apply) from **service providers** *before* using them.

(**No proof of insurance is required from suppliers of products**).

> **Overview:**
>
> 1. **Request evidence:** Use the standard form of Supplier Insurance Certificate and send to service provider (*possibly together with contract or blanket purchase order*) along with the request to send a copy of their insurance certificate showing coverage, and showing us as additionally insured.
>
> 2. **Maintenance:** The Office Manager reviews submitted insurance certificates, monitors them for expiration, and strives to receive renewals. Insufficient insurance is communicated to the affected business unit.
>
> 3. **Exemptions & modifications:** Any exemptions and modifications must be approved in writing by Legal.
>
> 4. **Records:** The **Office Manager** maintains records of insurance certificates.

Management requires proof of insurance from US based suppliers of services.

Proof of insurance must meet our coverage requirements and must list us as additionally insured.

Insurance certificates

Management establishes complete, adequate and written contracts or purchase order with our suppliers.

ARM maintains approval records.

Please see instructions for Supplier Contracts below for step-by-step process instructions.

Supplier Contracts

Management strives to ensure that…
- a written contract or **purchase order** is established with each supplier *before* using the supplier, and that
- The contract adequately and completely defines the ordered product or service (*including, where appropriate, requirements for the approval of the product/service, process or equipment; requirements for the qualification of personnel; and quality management requirements*).
  - The signature of the purchasing manager on the contract or purchase order is an acknowledgement that the manager has reviewed the order.

Overview - US Only:

A. **Supplier's Contract Form:** If you are requested to use the supplier's form:
=> **Get Legal's approval!**

B. **Modifications:** If any modifications are made to Ames Rubber Manufacturing forms:
=> **Get Legal's approval**!

C. **Standard Contract Form:** If there is a Standard Contract Form available:
=> **Use it – Legal's approval is NOT required!**

D. **Temp Agency:** If the contract is with a temp agency or otherwise HR related:
=> **Contact HR for instructions and a contract form.**

E. **Blanket Purchase Order:** If you want to buy goods or services from the same supplier on an ongoing basis:
=> **Use the Blanket Purchase Order – Legal's approval is NOT required!**

F. **Purchase Order:** If you want to buy goods or services once (or infrequently) from a supplier:
=> **Use the ARM Purchase Order – Legal's approval is NOT required!**

G. **Exemptions:** If you think that no contract is necessary:
=> **get a *written* exemption from Legal!**

Overview – Non US:

All standard contract templates are for use in the US only – non-US contracts are submitted to and reviewed by Legal on a case-by-case basis.

Note: see section 4.3 for **landlord/tenant lease agreements**.

A. Supplier's Contract Form

If you cannot use our purchase order or other standard contract form, and if you have not received a written waiver form Legal, follow the following steps *before* the supplier is used:

If the supplier insists on using their own contract form, Legal's approval is needed.

> **Step 1:** Forward unsigned contract to Legal for review. Legal may reject, modify or approve; Legal keeps a record of the review.
>
> **Step 2:** Only for services: request proof of insurance (see above).
>
> **Step 3:** Once approved by Legal and once proof of insurance (if applicable) has been received, you may sign the contract (depending on your established (through Finance) signing authorities).
>
> **Step 4:** Retain original signed contract together with proof of insurance (if applicable), and send copy to Legal for record keeping.

Note on Supplier Forms: Management *never* signs any form submitted by a supplier (including "sales confirmation" or similar) *without prior written approval* from Legal because the signing of such form could override our Purchase Order form. If such a form is received, it is retained by Management in the same file as our Purchase Order that was issued. So long as the Supplier's form is not signed, there is no need to consult with Legal prior to receipt of goods and services since our Purchase Order will provide necessary legal protection.

Never sign a supplier form without Legal's approval!

B. Modifications

If any modifications are made to the terms of our purchase order, to other standard contract forms, or to a previously approved contract, follow the following steps *before* the supplier is used:

Modifications to our contract forms require Legal's approval.

> **Step 1:** Forward unsigned contract to Legal for review. Legal may reject, modify or approve; Legal keeps a record of the review.
>
> **Step 2:** Only for services: request proof of insurance (see above).
>
> **Step 3:** Once approved by Legal and once proof of insurance (if applicable) has been received, you may sign the contract (depending on your established (through Finance) signing authorities).
>
> **Step 4:** Retain original signed contract together with proof of insurance (if applicable), and send copy to the Office Manager for record keeping.

C. Standard Contract Forms – US only

Management uses our standard contract forms whenever possible.

Standard Contract Forms covering certain issues are available on the Intranet. Where applicable, these forms may be used in lieu of a Purchase Order. The following Standard contract form are available:

- Leasing out company equipment (*also if no fee is received*)
- Sale of company equipment *(also if given away for free)*
- Motor transportation
- Supplier services (*e.g., janitorial, maintenance*)
- Additional forms may be added

> **Step 1:** Send unsigned standard Purchase Order contract form, together with any other requisite information to the supplier.
>
> **Step 2:** Once proof of insurance (if applicable) has been received, you may sign the standard contract form without Legal's approval (*depending on your established (through Finance) signing authorities).*
>
> **Step 3:** Retain original signed contract together with proof of insurance (*if applicable*), and send copy to Legal for record keeping.

D. Temp Agency

HR establishes the contracts with temp agencies.

HR is responsible for all temp agency contracts.

> **Step 1:** Contact HR with your request to use a temp agency and to have the necessary contract established. HR will establish the necessary contract directly with the temp agency (*HR will use a standard contract form or get Legal's approva*l) and maintain the contract on file.
>
> **Step 2:** Once HR has notified you that the contract is established, you may start using the temp services.

E. Blanket Purchase Order

The Blanket Purchase Order is designed to remain in effect indefinitely. Its big advantage over a contract is that it does not require the supplier to sign for multiple shipments. The supplier's sale or service provision constitutes their acceptance of our purchase order terms and conditions. - - **The Blanket Purchase Order may be used whenever goods/services are purchased from the same vendor on an ongoing basis.**

Blanket purchase orders are an efficient means for setting the terms for repeat business.

> **Step 1:** Fill in and sign the Blanket Purchase Order
>
> **Step 2:** E-Mail or hand-deliver the Blanket Purchase Order, together with a request for proof of insurance (*services only*)
>
> **Step 3:** Once proof of insurance *(if applicable)* has been received, you may now purchase from the supplier until the Blanket Purchase Order is terminated.
>
> **Step 4:** Retain a copy of the Blanket Purchase Order together with proof of insurance *(if applicable)*.

Important: Do not sign a supplier's confirmation order or similar document without approval from Legal!

F. Purchase Order

The Purchase Order is used for a single order of goods or services. The supplier's sale or service provision constitutes their acceptance of our purchase order terms and conditions.

Purchase orders are an efficient means to establish contract terms if none of our other standard contract forms applies.

> **Step 1:** Fill in and sign the Purchase Order
>
> **Step 2:** E-Mail or hand-deliver the Purchase Order, together with a request for proof of insurance (services only).
>
> **Step 3:** You may now receive products from the supplier. Suppliers of services may not provide their services until proof of insurance has been received.
>
> **Step 4:** Retain a copy of the Purchase Order together with proof of insurance (if applicable).

Important: Do not sign a supplier's confirmation order or similar document without approval from Legal!

G. Exemptions

Legal may give exemptions from the contract requirements; however, all such exemptions must be in writing. Legal retains a record of the exemption on file.
(ARM Central File).

Exemptions given in writing and retained by Legal.

7.4   Receiving Inspection of Purchases

Purpose:
To ensure that purchased products and services meet our requirements.

Scope:
Products and services that have a significant impact on our products and services, or the efficiency of our processes.

Responsibility:
- Recipients of purchased products are responsible for inspections.
- Purchasing managers and other management are responsible for defining inspection processes.

Procedure

Purchased products are inspected upon receipt prior to acceptance into Inventory.

Receiving inspections
Recipients of purchased products inspect and verify that they meet the specified purchase requirements prior to acceptance into inventory for use. The type and extent of such inspections depends on the impact that the purchased products and services have on our products and services.
 - **Materials are not accepted and received into inventory until they have been inspected through QA Receiving.**
[Pure Magic – Quality Control - QC Acceptance].

Inspection process

Adapt the inspection process depending on the importance of products and the track record.

Defined inspection processes
Purchasing managers and other management responsible for frequent receipt of purchased products defines a process *(which may include statistical techniques)* and establishes instructions (*if beneficial, in writing*) for the inspection and verification of such products and services that have a *significant impact on our products and services, or the efficiency of our processes*.
- **Material from suppliers is accepted into Quality. Specific criteria for acceptance may be determined through:**
    o   **Material certification.**
    o   **Test reports or other customer proof of validity.**
    o   **Physical inspection and testing to customer requirements.**
 [Pure Magic – Quality Control – QC Acceptance].

Reducing inspections
Receiving inspections may be reduced if a supplier has proven to reliably deliver what was ordered and the purchased component does not significantly impact our products and services.
– This only pertains to material not subject to direct impact to customer product.

Problems & Non Conformance
Where products and services have been determined as not conforming to purchase requirements:
- **ARM Inspector creates a Non Conformance Notification.**
See (Nonconforming Products and Services - Section 8.5) on what to do and what kind of records to keep.
[J: Master Templates– Quality Templates - Non Conformance Notification Template].

8   Production and Service Provision

8.1   Customer Property

Purpose:
To ensure that customer property is cared for, and that problems are properly reported.

Scope:
All customer property, including items given to us for shipment or other service provision, packaging materials supplied by the customer, personal data of the customer, and intellectual property of the customer.

Responsibility:
Management.

Procedure

Ames Rubber Manufacturing exercises care with all customer property while it is under our control or being used by us.
- ARM applies the following measures to achieve care with customer property:

- **Identification** - **Customer property is identified by tooling number or associated part number to be manufactured as well as a physical description.**

- **Verification** – **Customer property is verified prior to disposition; use, or storage to ensure proper utilization.**

- **Protection and safeguarding** – **Customer property is kept in clean and working order prior to and during production, and properly cleaned and maintained prior to storage or shipment to the customer.**

Reporting Problems to the Customer
If, however, any customer property is lost, damaged or otherwise unsuitable for use, we immediately do the following:

- **Report the loss or damage to the customer** – **At any time during the production cycle the customer will be notified of any loss or damage to the customer tooling, inserts, or other provided items.**
  (**ARM Customer Service.**)

- **Maintain records of the customer notification -** **ARM ensures that documents required by the Purchase Order/Contract to accompany the product are present at delivery and are protected against loss and deterioration.**
  (**Customer Item File**).

(See Section 8.5 for information on how to treat Nonconforming Products).
(See Section 9.5 for information on Corrective Action).

ARM takes care of customer property through proper identification, verification and good protection.

Damaged or lost customer property is reported to the customer.

Records of customer notification

8.2 Preservation of Product

Purpose:
To establish a procedure for the preservation, handling packaging, storage and shipping of product at **ARM**, to ensure conformity to customer requirements.

Scope:
ARM acts to preserve product; beginning with the receipt of materials from our suppliers, throughout internal processing, and final delivery of completed parts to the customer.

Responsibility:
Management

Procedure

Management provides information on the characteristics of the product or service

ARM preserves the conformity of product from initial receipt of material components through internal processing and final delivery to the destination.
- The processes for preservation include our own internally determined requirements to maintain conformity, as well as customer requirements and other applicable statutory and regulatory requirements including;

Identification of Components.

- **Identification - Identifying in-process individual and bulk components.**
  - Product is identified using applicable marking in a way best suited to ensure purchase order compliance and accuracy during the production cycle. Special part marking/labeling requirements to customer specifications or blueprints are documented on shop traveler.

Handling of components

- **Handling of components.**
  - Material and components are to be handled in an appropriate manner to preserve the quality and integrity of the product during all stages of production. Special handling requirements to customer specifications or blueprints are documents on the shop traveler.

Hazardous and Sensitive Materials may require additional training.

- **Special Handling – Handing of Hazardous materials or Sensitive Products.**
  - Hazardous materials or sensitive products will be handled in accordance to SDS directives and personnel may receive additional training prior to contact as required.

Packaging of components and product is done to ensure part integrity and proper identification.

- **Packaging and Applicable Marking & Labeling** - Packaging with appropriate description (e.g. part number, physical description or other designation as required).
  - Packaging is compliant to customer purchase order requirements including individual and bulk components. Special packaging requirements to customer specification or blueprints are documented on the shop traveler.

- **Storage – Storing components to preserve part integrity.**
  - Considerations for proper storage of components to prevent degradation or loss include:
    - o **Shelf life control.**
    - o **Stock utilization.**
    - o **Appropriate environment.**

Storage of components is done to best preserve the integrity of components and finished product.

- **Documentation for Stored Items or Tooling.**
  - Storage requirements are documented on the job traveler or other work instruction. (Pure Magic – Inventory – Item Master Entry).
  [Job traveler].

Protection of components and product through the production cycle.

- **Protection** – Protection of components from receipt, through the production cycle, and final shipment to destination.
   - Includes best practices in production, proper maintenance, and FOD control.
    - o **FOD Prevention - ARM** supports the FOD-free manufacturing, fabrication and processing of all components and products.
      - All personnel with access to FOD sensitive products/areas shall receive FOD Prevention training. This training includes Identification of threats and best practices to eliminate FOD in the production cycle.
      [J: Human Resources – Training – FOD Training]

FOD - Foreign Object Damage

ARM strives to eliminate potential threats that may create FOD in the production cycle.

8.3   Control of Production and Service Provision

Purpose:
To control all processes in order to achieve the intended results.

Scope:
All processes in our production and service provision.

Responsibility:
Local management.

Procedure

Local management strives to control processes for general manufacturing through the following:

1 Identify Key Processes

Management identifies key processes (e.g. through Work Instructions, Job Travelers, flowcharts etc.…)

ARM uses Smartdraw for creating flowcharts.

Management **identifies** key processes in the production and service provisions, including process inputs, outputs and interaction with other processes to produce the desired product or service to the customer.

Management **defines**, where beneficial these processes in the form of;
- Job travelers, flowcharts, pictures/photos or otherwise in writing. (*For example, to show to the customer, or internally to better manage and control the processes*).

2 Control Mechanisms

Management implements the following control mechanisms for key processes:

Management uses QC inspections to monitor processes and output.

- **Product or Service Characteristics**
  Management provides employees detailed information that describes the characteristics of the product or service. These characteristics may include metrics and other objectives **(see Metrics - Section 9.3).**
   - ARM Standard methods of product communication are through recipes or job travelers.

Work instructions – (Job Travelers)

- **Work Instructions (Job Travelers)**
  Work instructions are prepared in a **format** that is most useful *for the intended user or production center*.
  - **Our standard format is the Job Traveler.** (**Other possible formats include blueprints, production notes, recipes, flowcharts, forms, checklists, pictures, drawings, samples, screenshots etc.**).
  - ARM makes work instructions available for each job entered into production, with detailed instructions and quality checks for each production center.
  These instructions are beneficial:
    - as reminders for rarely performed tasks
    - to help ensure that no steps are omitted,
    - to achieve exact conformity for very important tasks,
    - to help ensure consistency,
    - As training aid for tasks that tend to be performed by temps or other frequently changing personnel.

- **Qualified Personnel**
  Management determines necessary **qualifications** and works to ensure that personnel are qualified for the activities performed and that records of their qualifications are kept.
  - **See (Human Resources - Section 4.2).**
  [J: Human Resources – Job Descriptions].

  Management ensures that personnel are qualified for their job.

- **Proper Equipment**
  Management strives to ensure that the equipment used in the production cycle is suitable, in good condition and well maintained.
  This also includes **measuring equipment**, for which calibration activities are also determined and maintained.
  - **See (Equipment - Section 4.4).**

  Management ensures that proper equipment is used, and that devices are calibrated.

- **Monitoring and QC Inspections**
  Management identifies processes that should be monitored, or whose output should be verified through QC inspections. Management establishes necessary monitoring and QC inspections.
  Information is documented on the [Job Traveler] and other designated Inspection Forms.
  (J: Master Templates – Quality Templates – FAI Template.) [AS9102 FAI Report].
  - **See (Quality Control Inspection and Release - Section 8.4).**
  See #3 below for processes that cannot be easily verified through monitoring or QC inspections.

  Management establishes QC inspections.

  Management determines requirements for product release.

- **Release**
  Management determines and establishes any necessary activities for the release, including inspections and proper release documentation.
  This information is printed on the [Job Traveler].

  Management uses the Record Retention Guide to ensure that records are properly maintained.

  Records that allow component and product traceability

- **Records**
  Management determines which records are necessary or required by law or our customers to provide evidence that our processes meet requirements. **(J: Quality Management - ARM Record Retention Guide).**
  [ARM Record Retention Guide].

  - the processes that warrant QC inspections

3 **Special Processes**
There are processes *("special processes")* whose output cannot be easily verified by monitoring or QC inspections. This includes processes where deficiencies become apparent only after the product is in use or the service has been delivered.

Special Processes

Management identifies and controls special processes.

Management may **validate** such special processes *prior to implementation* if applicable, to ensure that they achieve planned results. This validation may include any of the following as applicable:
- **Review of the process and formal process approval**
- **Formal approval of equipment**
- **Formal approval of the necessary qualifications of personnel**
- **Formal approval of specific methods and procedures**
- **Determination of necessary record keeping**
- **Determination if and when the process needs to be revalidated**

Validation records

ARM Management keeps records of the validation on file. (Customer's job File).

8.4   Information Flow

Purpose:
To aid in the management of our internal processes and to provide standardized traceability of all component materials that comprise our products from suppliers and manufacturers, through purchasing and the production cycle, until final delivery to the customer.

Scope:
All products, shipments, and customer property that require traceability.

Responsibility:
Management.

Procedure

Ames Rubber Manufacturing identifies and tracks all product shipments as well as tooling, inserts, raw materials, and any other customer property:

- **Identification**
  The **ARM Operations Manager** is responsible for product identification, status, and traceability of product at all stages of production.

  o **Unique Identification**
    - **Materials and components utilized to produce finished product are identified with unique numbers, codes or names and should correlate with data from drawings, specifications, Job Travelers, BOM, and other related documents.**

  o **Method of Identification**
    - **Materials and components are identified by marking, labeling, or tagging the packaging or containers holding them, and when appropriate and practical, by labeling the products themselves. Products may also be identified by general identification of an area dedicated for storage of a particular component or product**.

  o **In-House Manufactured Product Identification**
    – **Items produced In-House, in particular (Finished product) are identified in accordance with customer requirements.**

- **Tracking & Traceability**
  ARM tracks the location of products from raw material purchase, through production and final inspection and shipment. And the status of service provision to the level of detail that is appropriate to customer needs and internal requirements.
  This information is made available to the customer as appropriate.

  o **Material, process, and/or operator traceability is maintained when it is a contractual requirement of the Customer Purchase Order.**

When all people related to the supply chain can recognize the status of the product, and objects and information have been linked, tracing forward and back can be done easily, ensuring the quality and integrity of the product.

- o **When required, purchased materials are identified and are traceable to their purchase orders, and thereby to their applicable inspection, testing, or process certification requirements.**
- o **Customer may contact ARM customer service to initiate tracking to the appropriate level depending on where the job is in the production cycle.**

- **Monitoring and Measuring**
  Wherever inspection, monitoring and measuring activities are performed, **ARM** identifies the status of such activities.

  - o **Materials are traceable to ARM Purchase Order number.**
    [ARM – Bill of Material BOM]

  - o **Manufactured product is traceable by ARM Work Order Number.**
    [ARM Job Traveler]

When all people related to the supply chain can recognize the status of the product, and objects and information have been linked, tracing forward and back can be done easily, ensuring the quality and integrity of the product.

- **Records**
  To the extent that traceability is a requirement, **ARM** maintains records of the above described status information to ensure full compliance with customer purchase order requirements.
  – **The work order (job traveler) and raw material BOM associates specific purchase orders, process control charts, and inspection reports with particular production runs of products.**
  (**Pure Magic System and Customer Files}.**

  - This information is made available to the customer as required by contract or Purchase Order.

Records that allow component and product traceability

8.5   Quality Control Inspection and Release

Purpose:
To identify quality problems at an early stage and to prevent quality problems from spreading and unintentionally reaching the customer.

Scope:
QC inspections can be performed for key processes in production and service provision.

Responsibility:
- Local management for setting up QC inspections.
- QC inspectors and other designated employees for conducting QC inspections.

Procedure

Management establishes QC inspections and determines:

1) **Setting up QC inspections**
   Management identifies processes that should be monitored, or whose output should be verified through QC inspections. Reports (from the computer system) are often excellent ways of monitoring processes.
   ARM establishes QC inspections with consideration of the following:

   - the processes that warrant QC inspections

   - **For which processes are QC inspections appropriate and helpful?** QC inspections are performed for processes;
     o **That have had errors in the past.**
     o **For complex processes that have an impact on the overall product or service. (Appropriate stages of production).**
     o **for business critical processes (e.g., invoicing),**
     o **And as a final inspection before release to the customer.**

   - the sample size

   - **Sample size: What is the appropriate sample size**? Is it necessary to inspect 100% or are is sampling sufficient?
     ARM utilizes the following tools for sampling:

     o **Zero Acceptance Number Sampling Plans Fifth Edition.**
       – Nicholas L. Squeglia
       Normal Associated index value: 1.0 for major characteristics
       4.0 for minor characteristics
     o **Customer & ARM agreed upon sampling requirement.**

   - the frequency of inspections

   - **Frequency: How often should QC inspections be performed** (*e.g., monthly samples, constant monitoring, every afternoon before release of product)*?
     - The answer to this question goes hand in hand with the issue of sample size (above) and the following:
     o **Per lot or batch being processed at relevant points in the production cycle.**
     o **Per c=0 sampling.**
     o **Before release of product to the customer.**

- **Who should do the inspections?** *(e.g., a designated and unbiased QC inspector, the supervisor)?* With full-time QC inspectors often not feasible, and with the results of self-inspections not very objective and accurate,
  - **ARM approves of the following employees as inspectors (when *properly trained*);**
    o **Designated QC inspector.**
    o **Work Center Supervisor.**
    o **The employee responsible for the next process (work center), on the job traveler, prior to continuing the production cycle.**

- inspection responsibilities

- **Checklists** are useful tools for conducting QC inspection and recording the results.
  - **Management establishes any necessary checklists or other documentation requirements. Documentation should include the name of the inspector.**
    o **Receiving Inspection**
      – Material must be inspected and accepted into general inventory.
      (Pure Magic – Receiving – Receiving from Vendors or Customers)
    o **In Process inspection**
      – Work instructions or [Job travelers] provide relevant inspection points with sign offs.
    o **Final inspection**
      ▪ **[Job travelers] provide final sign off prior to shipment.**
      ▪ **[AS9102 FAI reports] when required.**
      ▪ **[Certification of Conformance] when required.**

- the sample size

- the frequency of inspections

- inspection responsibilities

- **Managing Nonconformities**
  Management establishes what to do in case of **nonconformities.** (*e.g., put on hold and notification of supervisor, immediate correction).*
  - See (Nonconforming Products and Services - Section 8.6).

- checklists

-

- **Process Improvement**
  When applicable for process improvement purposes, summarized inspection results in the form of **metrics** will be employed.
  – See (Metrics – Section 9.3).

what to do in case of problems

Process improvement metrics

2) **Conducting QC inspections**
   QC inspectors, Supervisors, or other designated employees carry out the QC inspections as planned, and record the results (*including the name of the inspector).*
   – ARM conducts Quality inspections based on the above criteria.
   Records are maintained in the (Customer's Item File).

QC inspection records

8.6   Nonconforming Products and Services

Purpose:
To prevent nonconforming products and services from further processing or unintended use, and to ensure that they are addressed properly.

Scope:
All nonconforming products and services (i.e.: products that differ from what was expected or required). Nonconforming products and services may be detected in receiving inspections, QC inspections, or by chance.

Responsibility:
- Management for establishing the process.
- Employees for following the process.

Procedure

Management strives to ensure that nonconformities (both products and service nonconformities) are;

Management establishes the process for dealing with problems:

𝟙 Prevented from Unintended Use or from Further Processing

Nonconforming products are marked or segregated.

In order to ensure that **nonconforming products** are held until they are properly addressed**;**
- **Nonconforming products or materials are segregated in the labeled bond area or isolated and secured in a marked area or designated room if the bond area is not sufficient. Items may also otherwise be suitably identified and isolated (*e.g., labeled, or placed on hold in the computer system*) to ensure that parts are put on hold and out of the production cycle until the nonconformities are addressed**.
 [**Designated Bond Areas].**

Similarly, **nonconformities in the service provision** lead to an interruption of that process until the nonconformity is addressed. *(e.g., delay billing for a misrouted shipment until the problem has been addressed; delay release notification to the customer in case a non-conformity or damage is found in the final inspection*).
- **Provision of service will remain interrupted until the non-conformance has been addressed.**

Nonconforming products and services are addressed through:

𝟚 Addressed Properly

Once identified and put on hold, **ARM Management** will determine the degree of nonconformance and **Disposition of nonconforming products and services,** which are addressed in one or more of the following ways:

- Return to Vendor.

❑   **Return to Vendor –** Return material to vendor for Credit, rework or replacement.
Use Return to Vendor Shipper. [RTV 07-01-16]

❑ **Internal rework to specifications –** Materials and components determined to be reworked will be place into the rework cycle with revised work instructions.

- correcting the problem internally.

   o **Minor adjustments - to production or material are modified on job traveler or BOM and re-inspected for compliance. [Job Traveler].**
   o **Major discrepancies - and non-conformance require full non-conformance protocol. Use: [ARM-NCND 07-01-16].**

❑ **Submit to Customer for Material Review –** Items submitted for customer material review will be clearly indicated and documented as non-conforming material**. A Concession Request accompanies nonconforming product. [ARM-CCR 10-02-18]**

- Customer Material Review

❑ **Use As-Is with Drawing Change -** Customers may authorize an **ECN** or updated print or other notification that the produced parts may be used As-Is. **(Customer written confirmation is required).**

- Use of non-conforming product
- As-Is

❑ **Use non-conforming product for a different application -** Management may decide to use the nonconforming product/service for a different application. **ARM will review possible uses for nonconforming materials and will evaluate with the customer how to proceed with the production of conforming product.**

- For a different application

❑ **Scrap -** Materials deemed unusable are designated by management as scrap. **Items designated as scrap will be positively identified as scrap to preclude accidental use and properly disposed of.**

- Scrapped product is positively identified and disposed of.

❑ **Verification of Correction -** If there was a QC inspection that was not passed initially, - **The defect is corrected and the product is re-inspected. [Job traveler, QA inspections].**

Product is re-inspected after disposition to ensure purchase order compliance.

❑ **Authorization -** Management and where applicable, the customer, may authorize the use, release or acceptance of a nonconforming product or service. - **Any such authorizations are documented and records are kept in the [Customer's Electronic File].**

Customer authorization

Written Work Instructions

Where appropriate, written work Instructions are created for dealing with nonconforming products or services that may have a significant effect on the customer or our company.
- **ARM Non Conformance Notification/Disposition is used. [ARM-NCND 07-01-16].**

Work instructions for dealing with problems

What if the nonconformity is detected after use or delivery?
In case a nonconforming product or service is detected after delivery during incoming inspection, assembly or in service use has started**,**
- ARM Management takes action appropriate to the (potential) effects of the nonconformity. This action may include; root cause analysis and associated corrective actions. See (Corrective & Preventative Action - Section 9.4). [ARM-CPAP 07-01-16].

Records
Records of the nature of nonconformities and their disposition (*including concessions obtained*) are maintained in the **[Customer's Electronic File].**

ARM keeps Records of product nonconformities and disposition. .

9   Measurement and Analysis

9.1   Customer Satisfaction

Purpose:
To monitor the customer's perception as to whether we have met customer requirements.

Scope:
External customers

Responsibility:
- Corporate management is responsible that customer satisfaction is measured.
- Local management is responsible for measuring, recording and reporting customer satisfaction.

Procedure

What is measured?
We attempt to measure how the customer **perceives** our performance.

How we can measure customer satisfaction.
There are many methods available. Local management decides on the most appropriate method. Examples are:
  o   Questionnaires (*e.g., mail, web based*)
  o   Phone interviews
  o   Informal meetings and entertainment
  o   Lost business analysis
  o   Compliments
  o   Warranty claims

ARM Management also uses Metrics as tools for decision-making, as well as to report performance.
For detailed metrics see (Metrics - Section 9.3)

How often?
Typically customer satisfaction is measured at least once a year.
- **ARM attempts to continually monitor customer satisfaction whenever in contact with the customer. Metrics are collected and utilized. See (Metrics - Section 9.3).**

Records and communication
Dependent on the method chosen, customer feedback is recorded and shared with division and local management that may be affected.

Customer complaints are recorded
- All customer complaints are recorded by the individual who receives the complaint and are forwarded to ARM management.
- Customer complaints are communicated to management of the affected locations and functions.

Take action
Management engages in corrective action in response to customer complaints and other dissatisfactory customer satisfaction results.
- See (Corrective & Preventative Action - Section 9.4).

Customer satisfaction is not necessarily based on our performance but on how the customer perceives our performance.

ARM Management determines how customer satisfaction is measured.

Metrics are tools used to determine customer satisfaction

Frequency of assessment

Customer feedback is recorded and shared.

Customer complaints are recorded and shared.

9.2 Audit Program

Purpose:
To determine if the quality management system meets the requirements of ISO 9001 and this ISO 9001 Quality and Procedures Manual, and if it is effectively implemented and maintained.

Scope:
All processes addressed in the ISO 9001 Quality and Procedures Manual at all ISO 9001 certified locations.

Responsibility:
- The Quality Manager is responsible for planning and conducting of audits.
- Local management is responsible for correcting identified nonconformities in a timely manner.

Auditors interview staff and probe sample processes and/or records.

Procedure

Audit methods
The Quality Manager selects the most appropriate audit method for each audit:

- Physical audit visits
- Phone audits

Auditors typically start with opening meeting, then verify old NCs, audit, and end with closing meeting.

The audit method depends on the importance of the processes and locations to be audited, the cost of travel, and on the results of the previous audit.

Audit plan
- **Frequency:** each location is audited once a year (*not counting any audits by our registrar*), or more frequently if the Quality Manager considers it necessary based on the importance of the location and its processes, or on previous audit results.
- **Audit Schedule:** the Quality Manager schedules the audits together with local management for mutually agreeable dates. Scheduled audits are published on the Audit Schedule on the Intranet.
- **Scope:** typically each audit comprises the entire ISO 9001 Quality and Procedures Manual. If an audit comprises less, the Quality Manager ensures that the missing areas are audited within the year through one of the above methods.

Audit reports

Management ensures that audit findings are corrected promptly.

Auditors
Audits are performed by the Quality Manager, by other employees trained in ISO 9001 auditing, or by external ISO 9001 auditors. Auditors may not audit their own work. Audits of the audit function are performed by an auditor other than the Quality Manager.

The Quality Manager verifies correction.

Auditors interview staff and probe sample processes and/or records.

Audit

The auditor(s) perform their audit with the aim of receiving truthful answers to the following questions:

a) Does our Quality Management System conform to the planned arrangements (see 6.2)?

b) Does our Quality Management System conform to the requirements of ISO 9001:2008 (*which are also reflected in this ISO 9001 Quality and Procedures Manual*)?

c) Does our Quality Management System conform to the requirements established by **Ames Rubber Manufacturing**?

d) Is our Quality Management System effectively implemented and maintained?

The auditor conducts the audit by interviewing staff and by probing sample processes and/or records.

Auditors typically start with opening meeting, then verify old NCs, audit, and end with closing meeting.

A typical audit consists of the following:

- Verification of effective correction of previously identified noncompliance (*unless already verified*)
- Auditing according to plan
- Closing meeting in which the audit findings are presented

Audit reports

Audit report

The Quality Manager prepares a report for each audit, listing the audit findings, opportunities for improvement and recommended action.
- Audit reports are maintained in the (ARM Filing System) in compliance with our record keeping requirements.
(J: Quality Management – Internal Audits – Audit Results).

Management ensures that audit findings are corrected promptly.

Correction

Local management works to attain that timely action is taken to eliminate detected non-compliances and their causes. Correction is usually completed **within 3 months or a timeframe adequate to the requirements of the correction**.

The Quality Manager verifies correction.

Verification

The Quality Manager verifies at the time of the next audit that all non-compliances have been adequately addressed.

9.3 Metrics

Purpose:
To measure the performance of processes and the ability of meeting requirements as a basis of decision-making.

Scope:
Key processes, business units and divisions.

Responsibility:
Management on all levels uses metrics within their area of responsibility.

Procedure

ARM Management uses metrics as a tool for decision-making, as well as to report performance.

- **Process owners:** Management on all levels uses metrics to measure performance of processes for which they are responsible.

- **Division Management:** Division management establishes more complete sets of metrics in the form of balanced scorecards covering the business unit or division.

  Balanced scorecard
  Business unit and division management strives to establish a balanced set of metrics that includes metrics from the following areas:

  o **Financial**
    Financial metrics include revenue, gross profit, and receivables.

  o **Quality**
    Quality metrics include process performance and areas that are important to the customer (e.g., on-time performance, damage free). They also include supplier performance.
    ARM utilizes S.M.A.R.T. criteria:
    S – Specific
    M – Measurable
    A – Attainable
    R – Relevant
    T – Time-Constrained

  o **People Productivity**
    These include output per employee and voluntary attrition.

  o **Customers**
    These metrics include number of shipments, customer complaints, and customer satisfaction.
    – **See (Customer Satisfaction - Section 9.1).**
    [Pure Magic – Customer Satisfaction].

Management uses metrics as decision-making tool.

Management on all levels uses metrics to measure performance.

Business unit and division management establishes balanced scorecards.

Balanced scorecard

ARM uses metrics that can be controlled by the user or could significantly impact action taken by the user.

Metrics are usually established in form of ratios.

Benchmarking

Management uses metrics for benchmarking and to determine trends.
- **ARM establishes metrics in the form of ratios to assess and measure the quality and logistic performances of the products delivered to the Customers.**
These metrics include data collected from the following processes:
- **Purchasing Process (Supplier Performance)**
- **Customer Satisfaction**
  - **Percentage of products rejected by the Customer**
    - **per number of deliveries**
    - **Per quantity of delivered product.**
  - **On-Time Deliveries (as a percentage of all shipments).**
  - **Average delay in delivery order (in business days).**
- **Internal Audit**
- **Monitoring & Measurement**
- **Control of Nonconforming Product**
- **Corrective & Preventative Action**

This collected data drives the continual improvement efforts within ARM.
[J: Pure Magic – Quality Management – File Maintenance]

There are typically targets for all metrics.

Targets

Management establishes specific targets for all metrics (*except for those few metrics that are established to look for improvement opportunities without a specific objective in mind*).
- **ARM sets targets that are typically aggressive though realistic and achievable.**

Management keeps metrics current.

Keeping metrics relevant

Management periodically revises its metrics to ensure that they remain relevant in an ever-changing environment**.**
- ARM revises metrics as required to fulfill customer and regulatory requirements.
[Updates are revised in the Quality Management System Manual].

Scorecards are filled in Quarterly.

Recording and reporting

All key metrics are recorded in form of scorecards on ***a quarterly basis***, and kept on file. Management shares relevant metrics with their employees.
(Customer Master File).

Management analyzes their metrics for decision making.

Analysis

Metrics serve as one of management's tools for decision-making. As such, management analyzes metrics in order to evaluate where improvements to the business processes and the quality management system can be made.
- **ARM collects and analyzes appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement can be made.**
The analysis typically includes
- **Customer Satisfaction**
- **Conformity to product requirements.**
- **Comparing actual performance with set goals, objectives and plans.**
- **Trends.**
- **Benchmarking.**

9.4   Corrective and Preventive Action

Purpose:
To prevent problems from occurring or recurring by correcting their root cause.

Scope:
Process improvement throughout the company.

Responsibility:
Management is responsible for corrective and preventive action in their functional areas.

Procedure

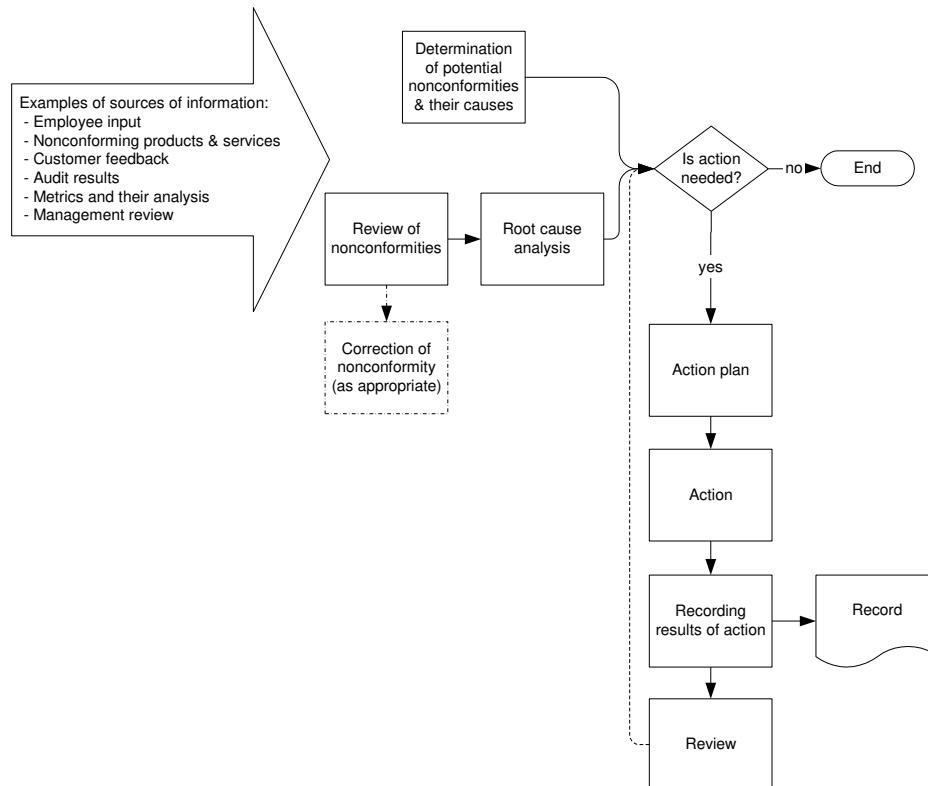Corrective and preventive action refers to the improvement of **processes**.

- **Corrective Action**
  Corrective action addresses problems that have **already occurred** by correcting the root cause and, thus, preventing the problem from reoccurring in the future.

- **Preventive Action**
  Preventive action addresses **potential problems** and prevents them from happening.

Corrective and preventive action

Management engages in a formal corrective and preventive action process in order to achieve continual improvement.

Management may engage in a formal corrective and preventive action process, consisting of:

1) problem identification

1) An existing or potential problem is identified

The corrective and preventive action process starts with the discovery of an existing or potential problem. Existing or potential problems are identified through various sources, including:

1) Employee input
2) Nonconforming processes, products and services
3) Customer feedback
4) Audit results
5) Metrics and their analysis
6) Management review

Existing problem: existing problems are reviewed and handled appropriately.
- **Appropriate handling may include the immediate correction or repair of that particular problem.** *(Note that this is not corrective action, as corrective action addresses the root cause to prevent future recurrences).*

Potential problem: potential problems and their causes are determined based on various information sources as described above.

2) root cause analysis

2) Root cause analysis

Root cause analysis is the systematic identification of the **underlying cause** of a problem. There are many ways to determine the root cause, one of which is the "5 W Approach":

5 W Approach

Ask **"why?"** **five times** (e.g., "why did the nonconformity occur?" – "because of xyz." – "why did xyz occur?" - and so on).

3) decision to act

3) Do we need to do anything?

Once the root cause is determined, management evaluates if any action could prevent the problem from occurring or recurring in the future.
– ARM Management makes a judgment call under consideration of customer satisfaction and the absolute importance of safety to determine if the benefit justifies the cost of the action.

4) action plan

4) Action plan

If Management decides that action is needed, an action plan is made. The action plan includes:

A complete action plan includes deliverables, responsibilities and deadlines.

o **Deliverables**
  The intended results of the action items are defined.
o **Responsibilities**
  An individual responsible for the implementation of each action item is defined.
o **Deadlines**
  Due dates for each action item are defined.

5) Action

Management strives to ensure that action is taken according to plan and by the established deadline.

Management follows up on all corrective and preventive action.

6) Review

Corrective or preventive action is not complete when the action has been performed but rather when the action has been verified as achieving the intended results.

- Management reviews the success of corrective and preventive action before it can be closed out. If the results are deemed unsatisfactory, Management considers further action.

7) Records

Management documents the results of the action taken and files results in the **(Customer Item File**).

- This can be done in a variety of ways, including;

- **Corrective & Preventive Action Plan forms,**
- **And any collection of other documentation addressing the issue.**

Corrective and preventive action plans

9.5   Management Review

Purpose:
To ensure that the quality management system continues to be effective and suitable for the company and to identify opportunities for improvement.

Scope:
- **Local Management Review:** local management evaluates the performance of the business processes and quality management system at the local or business unit level.
- **Corporate Management Review:** corporate management reviews are designed to evaluate the corporate-wide quality management system. The corporate management review is an opportunity to step back and look at the system as a whole.

Responsibility:
- Local management is responsible for local management reviews.
- The VP Operations is responsible for corporate management reviews.

Local Management Review

Local management reviews their business according to their set schedule.

Local management reviews evaluate business processes and the quality management system at the local or business unit level with the purpose of making plans for the improvement of the quality management system, processes, products and services, and for determining resource needs.

Participants
Local management, Los Angeles, or Tennessee locations.

Frequency
Local management establishes the frequency in which local management reviews are performed.
- Weekly production meetings may serve as management reviews when necessary.

Local management reviews address several defined agenda points.

Agenda
The following items are part of management reviews. Note that not all items are necessarily covered in a single review but can be spread out.

1) **Old Business**

2) **Metrics**

3) **Customer Feedback**
   Solicited, unsolicited & complaints; strategic changes

4) **Corrective & Preventive Action**
   Status of ongoing action; plans for new action

5) **Audits and Self-Inspections**

6) **Process Nonconformities and Damages**

7) **Suppliers**
   Performance and cost evaluation

8) **Injury Reports**
   Local injuries and relevant injury reports from other locations

9) **Changes**
   Company, customers and other

10) **Improvement**
    Opportunities for service improvements, best practices, and resource & training requirements

Records

Notes of local management reviews are kept electronically in -
(J: Quality Management – Management Review – *[local] Notes*).

Management review notes

Corporate Management Review

Corporate management reviews are designed to allow for the evaluation of the entire, corporate-wide quality management system with the purpose of making plans for the improvement of the corporate quality management system, processes, service offerings, and for determining resource needs in order to better meet the needs and expectations of our customers.

The VP of Operations holds a corporate management review once a year.

Participants
Executive management.

Frequency
Once a year.

Agenda
Review of the suitability, adequacy and effectiveness of the **Quality Policy** and **entire Quality Management System**. The review is based on but not limited to, current performance data and potential improvement opportunities related to:

The corporate management review addresses several defined agenda items.

- Audit Results (Summary)

- Customer Feedback (Including corporate customer surveys and summary of local customer feedback).

- Metrics for process performance and product conformity.

- Changes that could affect the quality management system.

- Recommendations for Improvement.

- Opportunities for service improvements and best practices.

Records

Notes of corporate management reviews are kept electronically.
  (J: Quality Management Review – *[Corporate]* Notes).

Management review notes

10 Appendix

10.1 ISO 9001 Cross Reference

Use this section to find particular ISO 9001:2008 requirements in this Manual

ISO 9001:2008 Clause			Section in this Manual
Quality Management System	4		
General Requirements	4.1	1.1	The ISO 9001 Quality and Procedures Manual
Documentation Requirements	4.2		
General	4.2.1	2.2	Documentation Structure
Quality Manual	4.2.2	2.2	Documentation Structure
Control of Documents	4.2.3	2.3	Document Control
Control of Records	4.2.4	2.3	Document Control
Management Responsibility	**5**		
Management Commitment	5.1	3.2	Quality Policy
		3.5	Internal Communication
		4.1	Resource Allocation
		9.5	Management Review
Customer Focus	5.2	3.4	Customer Focus
		6.1	Customer Awareness
Quality Policy	5.3	3.2	Quality Policy
		9.5	Management Review
Planning	5.4		
Quality Objectives	5.4.1	3.3	Setting Objectives
Quality Management System Planning	5.4.2	2.1	Quality Management System and Management Representatives
		6.2	Quality Planning
Responsibility, Authority and Communication	5.5		
Responsibility and Authority	5.5.1	3.1	Responsibilities and Authorities
Management Representative	5.5.2	2.1	Quality Management System and Management Representatives
Internal Communication	5.5.3	3.5	Internal Communication
Management Review	5.6		
General	5.6.1	9.5	Management Review
Review Input	5.6.2	9.5	Management Review
Review Output	5.6.3	9.5	Management Review
Resource Management	**6**		
Provision of Resources	6.1	4.1	Resource Allocation
Human Resources	6.2		
General	6.2.1	4.2	Human Resources
Competence, Training, and Awareness	6.2.2	4.2	Human Resources
Infrastructure	6.3	4.3	Infrastructure and Work Environment
		4.4	Equipment
Work environment	6.4	4.3	Infrastructure and Work Environment

ISO 9001:2008 Clause		Section in this Manual	
Product Realization	**7**		
Planning of Product Realization	7.1	6.2	Quality Planning
Customer-Related Processes	7.2		
Determination of Requirements Related to the Product	7.2.1	5.1 5.2	Rate Quotes Proposals, Contracts and Verbal Orders
Review of Requirements Related to the Product	7.2.2	5.1 5.2 5.3	Rate Quotes Proposals, Contracts and Verbal Orders Contract Changes and Renewals
Customer Communication	7.2.3	6.4	Customer Communication Channels
Design and Development	7.3		
Design and Development Planning	7.3.1	6.3	Design
Design and Development Inputs	7.3.2	6.3	Design
Design and Development Outputs	7.3.3	6.3	Design
Design and Development Review	7.3.4	6.3	Design
Design and Development Verification	7.3.5	6.3	Design
Design and Development Validation	7.3.6	6.3	Design
Control of Design and Development Changes	7.3.7	6.3	Design
Purchasing	7.4		
Purchasing Process	7.4.1	7.1 7.2 7.3 7.4	Supplier Selection and Evaluation Supplier Maintenance Supplier Contracts and Insurance Receiving Inspection of Purchases
Purchasing Information	7.4.2	7.3	Supplier Contracts and Insurance
Verification of Purchased Product	7.4.3	7.3 7.4	Supplier Contracts and Insurance Receiving Inspection of Purchases
Production and Service Provision	7.5		
Control of Production and Service Provision	7.5.1	8.2	Control of Production and Service Provision
Validation of Processes for Production and Service Provision	7.5.2	8.2	Control of Production and Service Provision
Identification and Traceability	7.5.3	8.3	Information Flow
Customer Property	7.5.4	8.1	Customer Property
Preservation of Product	7.5.5	8.1	Customer Property
Control of Monitoring and Measuring Equipment	7.6	4.4	Equipment

ISO 9001:2008 Clause		Section in this Manual	
Measurement, Analysis and Improvement	**8**		
General	8.1	7.4	Receiving Inspection of Purchases
		9.3	Metrics
Monitoring and Measurement	8.2		
Customer Satisfaction	8.2.1	9.1	Customer Satisfaction
		9.3	Metrics
Internal Audit	8.2.2	9.2	Audit Program
Monitoring and Measurement of Processes	8.2.3	9.3	Metrics
		9.4	Corrective and Preventive Action
Monitoring and Measurement of Product	8.2.4	8.4	Quality Control Inspection and Release
		8.5	Nonconforming Products and Services
Control of Nonconforming Product	8.3	8.5	Nonconforming Products and Services
Analysis of Data	8.4	9.3	Metrics
Improvement	8.5		
Continual Improvement	8.5.1	9.3	Metrics
		9.4	Corrective and Preventive Action
Corrective Action	8.5.2	9.4	Corrective and Preventive Action
Preventive Action	8.5.3	9.4	Corrective and Preventive Action

10.2 Revisions, Exclusions & Legend

Revision History

Revision	Date	Comments
New	07/19/05	New Quality Management System Manual
A	02/07/07	Updated QP 07-03.01 Updated QP 07-03.02
B	03-15-11	Updated QP 07-03.03 Updated QP 07-03.04 Updated QP 04-01 Updated QP 06-01 Updated QP 07-01 Updated QP 07-02 Updated QP 07-03
C	09/12/14	Updated QP 08-01 Updated QP 08-02 Updated QP 08-03 Updated QP 08-04 Updated QP 08-05 Updated QP 08-06
D	10-15-15	Updated QP 07-03.05
E	07-01-16	Updated to ISO9001.2008
F	10-02-18	Updated QP 04-04

Exclusions

7.3 Design and Development (including 7.3.1 – 7.3.7)
Ames Rubber Manufacturing does not perform design; therefore this
section of ISO9001.2008 does not apply and is excluded.
The above exclusion does not affect Ames Rubber Manufacturing's ability
or responsibility to provide product that meets customer and applicable
regulatory requirements.

We provide practical assistance
to our customers but we do not
perform in house design.

Legend

Records required

Additional documentation required

Definition or explanation