

**PERKINS MACHINE CO
QUALITY MANUAL**

Quality Manual Approval

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Revision History

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1.0 Introduction

Perkins Machine Co. (hereafter referred to as PMC) has established, maintained and implemented procedures and necessary documentation for maintaining the quality management system (hereafter referred to as QMS). Product or documentation created prior to the implementation of this QMS may not show evidence of compliance to AS9100 revision "D" requirements. The QMS is applicable when AS9100 revision D (or customer equivalent) is specified by a customer or on a customer purchase order. This manual applies to all employees whose actions affect product quality. See PMC scope (4.3 below).

2.0 Normative References

ISO 9000:2015 Quality management systems – Fundamentals and vocabulary
 ISO 9001:2015 Quality management systems – Requirements
 AS9100 Revision D Quality Management Systems - Requirements for Aviation, Space, and Defense Organizations
 Applicable Customer Requirements.

3.0 Terms and Definitions

Counterfeit product: An unauthorized copy, imitation, substitute, or modified part, (e.g., material, part, and component) which is knowingly misrepresented as a specific genuine part of an original or authorized manufacturer. Examples of counterfeit parts can include, but are not limited to, the false identification of marking or labeling, grade, serial number, date code, documentation, or performance characteristics.

Critical items: Those items (e.g., functions, parts, software, characteristics, processes) having significant effect on the provision and use of the products and services; including safety, performance, form, fit, function, producibility, service life, etc.; that require specific actions to ensure they are adequately managed. Examples of critical items include safety critical items, fracture critical items, mission critical items, key characteristics, etc.

Key characteristic: An attribute or feature whose variation has a significant effect on product fit, form, function, performance, service life, or producibility, that requires specific actions for the purpose of controlling variation

Product safety: The state in which a product is able to perform to its designed or intended purpose without causing unacceptable risk of harm to persons or damage to property.

Risk: Undesirable situation or circumstance that has a likelihood of occurring and a potentially negative consequence

Special requirements: Those requirements identified by the customer, or determined by the organization, which have high risks of not being met, thus requiring their inclusion in the operational risk management process. Factors used in the determination of special requirements include product or process complexity, past experience, and product or process maturity. Examples of special requirements include performance requirements imposed by the customer that are at the limit of the industry's capability, or requirements determined by the organization to be at the limit of its technical or process capabilities.

4.0 Context of the Organization

4.1 Understanding PMC and its Context: PMC provides Precision machining, fabricating, and assembly services for Aerospace and Commercial Applications. PMC has determined external and internal issues that are relevant to the purpose and strategic direction of our business. These issues include; Customer Satisfaction, manufacturing capabilities to meet customer requirements, Work schedule to include short and long term Capacity, Resources that include available trained and skilled labor, equipment software, and available controlled suppliers to meet customer demand (material, processing, testing, services, and support manufacturing as required). PMC monitors and reviews information about these external and internal issues that affect our ability to achieve the intended result(s) of the QMS. The Monitoring may include Customer satisfaction surveys, customer data and reports Capability and Capacity reports of equipment. work load schedules, training matrix, ASL and supplier data reports,

AS9100 Note: Issues can include positive and negative factors or conditions for consideration. Understanding the external context can be facilitated by considering issues arising from legal, technological, competitive, market, cultural, social, and economic environments, whether international, national, regional or local. Understanding the internal context can be facilitated by considering issues related to values, culture, knowledge and performance.

4.2 Understanding the needs and expectations of interested parties: Due to their effect or potential effect on PMC's ability to consistently provide products that meet customer and applicable statutory and regulatory requirements, the PMC determines the interested parties that are relevant to the quality management system and the requirements of these interested parties that are relevant to the quality management system. This information is determined, monitored, and reviewed during PMC's management review.

4.3 Scope of the QMS: PMC provides Precision Machining and Assembly for Defense, Aerospace and Commercial applications. PMC has established, implemented, and maintains a Quality Management System (hereafter referred to as QMS) that meets AS9100 requirements and fully integrates into our business processes. PMC consistently considers the external and internal issues that affect our business and determines the risks and opportunities in order to improve. These issues are reevaluated and reviewed annually during PMC's management review. In addition, PMC considers the relationships with our partners and the requirements of our relevant interested parties to ensure that all agreements are upheld, and our relationship improve over time. Our interested parties and their requirements are reevaluated and reviewed annually during PMC's management review. PMC has implemented solid processes, procedures, and necessary documented information to maintain and improve the QMS. This manual applies to all employees whose actions affect product quality.

4.4 QMS and its Processes:

4.4.1 PMC established, implemented, maintains and continually improves the QMS, including the processes needed and their interactions, in accordance with AS9100 requirements. The QMS also addresses customer and applicable statutory and regulatory QMS requirements. PMC determined the processes needed for the QMS and their application throughout PMC.

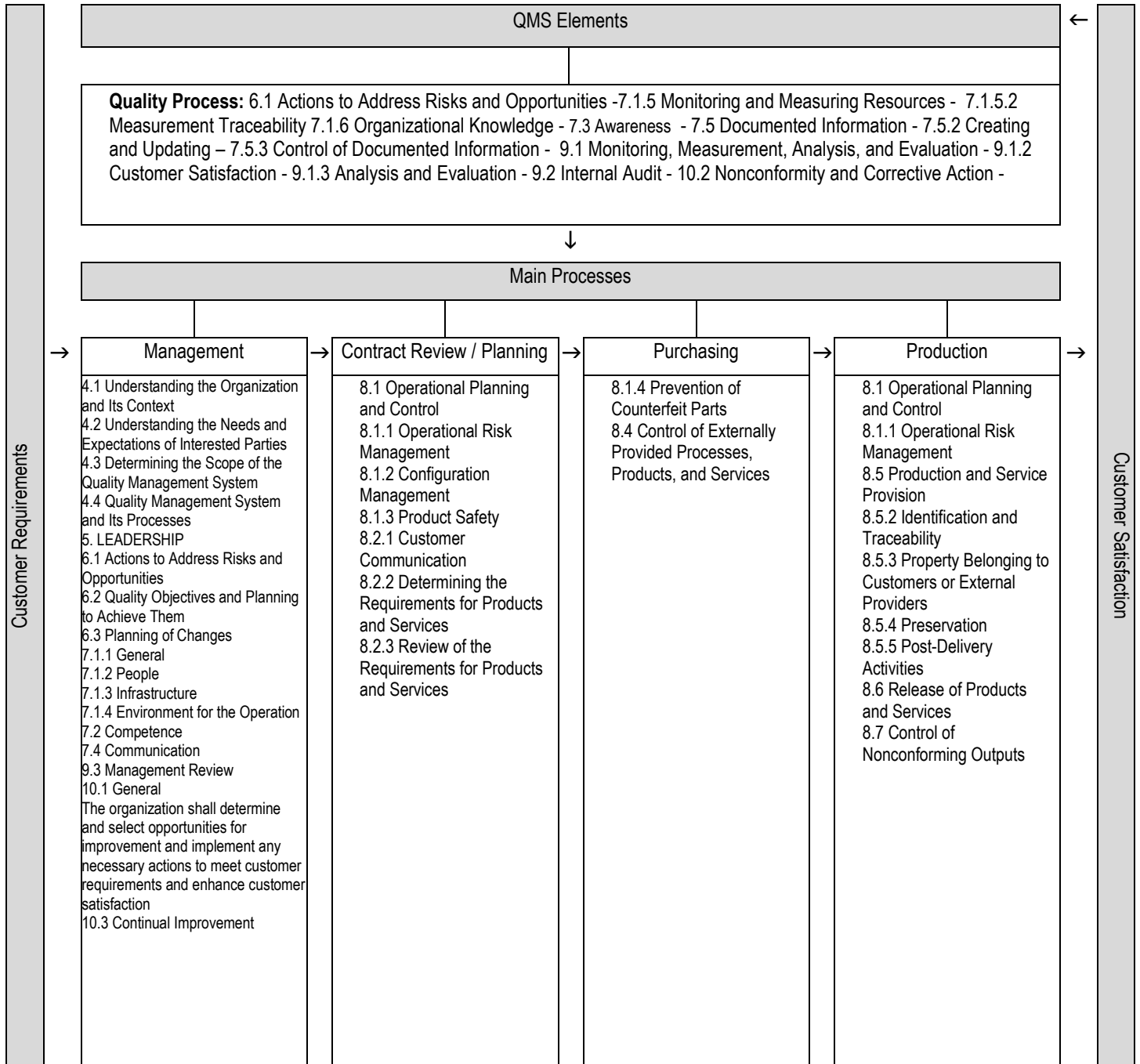
4.4.2 PMC:

- a) maintains documented information to support the operation of its processes. Quality procedures that define the applicable process controls are referenced within this manual.
- b) retains documented information to have confidence that the processes are being carried out as planned.

PMC has established and maintains documented information that includes:

- a general description of relevant interested parties is identified on the Management Review Template and reviewed a minimum of once per calendar year and as situations change.
- the scope of the quality management system, including boundaries and applicability (see scope above).
- a description of the processes needed for the quality management system and their application throughout the organization (see chart below).
- the sequence and interaction of these processes (see chart below).
- The assignment of the responsibilities and authorities for these processes is defined within the quality procedures and the organization chart as applicable.

QMS PROCESS INTERACTION CHART



Note: Management KPIs to be reviewed a minimum of once annually during mgmt. review. All other KPIs are the basis for the quality objectives and are reviewed periodically as determined by executive management.

5.0 Leadership

5.1 Leadership and Commitment:

5.1.1 General: PMC will demonstrate its leadership and commitment to the QMS.:

- a) taking accountability for the effectiveness of the quality management system;
- b) ensuring that the quality policy and quality objectives are established for the quality management system and are
 - a. compatible with the context and strategic direction of the organization;
- c) ensuring the integration of the quality management system requirements into the organization's business processes;

- d) promoting the use of the process approach and risk-based thinking;
- e) ensuring that the resources needed for the quality management system are available;
- f) communicating the importance of effective quality management and of conforming to the quality management system requirements;
- a. requirements;
- g) ensuring that the quality management system achieves its intended results;
- h) engaging, directing, and supporting persons to contribute to the effectiveness of the quality management system;
- i) promoting improvement;
- j) supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility

5.1.2 Customer focus:

PMC top management demonstrates leadership and commitment with respect to customer focus by ensuring that:

- a) customer and applicable statutory and regulatory requirements are determined, understood, and consistently met;
- b) the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;
- c) the focus on enhancing customer satisfaction is maintained;
- d) product and service conformity and on-time delivery performance are measured and appropriate action is taken if planned results are not, or will not be, achieved.

5.2 Policy: The Quality Policy reads as follows:

Perkins Machine Co. strives to deliver the service and value that meet or exceed customer and regulatory requirements.

We commit to continually improve our QMS by establishing quality objectives, addressing risks and opportunities and promoting ethical behavior.

5.2.1 Establishing the Quality Policy: The PMC quality policy must be:

- a) appropriate to the purpose and context of the organization and supports its strategic direction;
- b) provides a framework for setting quality objectives;
- c) includes a commitment to satisfy applicable requirements;
- d) includes a commitment to continual improvement of the quality management system.

5.2.2 Communicating the Quality Policy: PMC ensures that the quality policy:

- a) is available and maintained as documented information;
- b) is communicated, understood, and applied within the organization;
- c) is available to relevant interested parties, as appropriate.

5.3 Organizational roles, responsibilities and authorities: PMC has ensured that the responsibilities and authorities for relevant roles are assigned, communicated and understood within the organization. This is listed on the organization chart and the quality procedures. PMC Top management has appointed the **Operations Manager** to be the AS9100 Management Representative (Management Rep.). The "Management Rep." has the organizational freedom and unrestricted access to top management to resolve quality management issues. The Management Rep. has the responsibility and authority for the requirements listed within AS9100D section 5.3.

6.0 Planning

6.1 Actions to address Risks and Opportunities

6.1.1 When planning for the QMS, PMC has considered both the "Understanding the Organization and Its Context" and "Understanding the Needs and Expectations of Interested Parties" issues and determined the risks and opportunities that need to be addressed:

6.1.2 PMC will plan: Actions to address these risks and opportunities will be taken as applicable and be evaluated for effectiveness.

Controlled per procedure 8.1.1.

6.2 Quality objectives and planning to achieve them

6.2.1 PMC has established quality objectives at relevant functions, levels and processes needed for the QMS. Each main process has at least one key performance indicator (KPI) established for it. These KPIs are assigned goals and PMC monitors these goals periodically. Management will take action if these goals are not or will not be achieved. PMC maintains documented information on the quality objectives.

6.2.2 When planning how to achieve its quality objectives, PMC determines what will be done, what resources will be required, who will be responsible, when it will be completed, and how the results will be evaluated.

6.3 Planning of changes: When management determines the need for changes to the quality management system, the changes will

be carried out in a planned manner and will consider the purpose of the changes and their potential consequences, the integrity of the quality management system, the availability of resources, and the allocation or reallocation of responsibilities and authorities.

7.0 Support

7.1 Resources

7.1.1 General: PMC will determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the QMS. PMC will consider:

- a) the capabilities of, and constraints on, existing internal resources; These resources will be defined by customer requirements, internal goals, quality objectives, and/or management objectives.
- b) What needs to be obtained from external providers? The external provider requirements will be documented on purchase orders issued by PMC based on customer requirements and internal needs.

7.1.2 People: PMC will determine and provide the persons necessary for the effective implementation of its QMS and for the operation and control of its processes. Management will determine the employees required and their skill levels to ensure adequate control of all QMS operations and processes.

7.1.3 Infrastructure: PMC will determine, provide and maintain the infrastructure necessary for the operation of its processes and to achieve conformity of products and services.

7.1.4 Environment for the operation of processes: PMC will determine, provide and maintain the environment necessary for the operation of its processes and to achieve conformity of products and services.

A suitable environment can be a combination of human and physical factors, such as: social (e.g. non-discriminatory, calm, non-confrontational); psychological (e.g. stress-reducing, burnout prevention, emotionally protective); and physical (e.g. temperature, heat, humidity, light, airflow, hygiene, noise). These factors can differ substantially depending on the products and services provided.

Consideration of human factors is the understanding of the interactions between people, machines, and each other and their impact on human performance (e.g., physical fitness, physiological characteristics, personality, stress, fatigue, distraction, communication and attitude).

7.1.5 Monitoring and measuring resources

7.1.5.1 PMC will determine and provide the resources needed: This is to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements. **Controlled per procedure 7.1.5.**

7.1.5.2 Measurement traceability: When measurement traceability is a requirement, or is considered by PMC to be an essential part of providing confidence in the validity of measurement results, measuring equipment will be calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards. **Controlled per procedure 7.1.5.**

7.1.6 Organizational knowledge: PMC will determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This includes periodic assessment of the required Organizational Knowledge, employee training (cross-training, customer required training, industry training, process and task training, and training to internal processes), and documenting tasks as work-instructions. This will be documented on the Organizational Knowledge Log. All training shall be documented.

This knowledge will be maintained as quality records and be made available to the extent necessary.

When addressing changing needs and trends, PMC will consider its current knowledge and determine how to acquire or access any necessary additional knowledge and required updates. Assessments to determine the acceptance and/or effectivity of the changes and knowledge will be performed to ensure acceptance to the process.

Organizational knowledge is knowledge specific to PMC; it is gained by experience. It is information that is used and shared to achieve PMC's objectives.

Organizational knowledge can be based on: internal sources (e.g. intellectual property; knowledge gained from experience; lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, products and services); external sources (e.g. standards; academia; conferences; gathering knowledge from customers or external providers).

7.2 Competence: PMC determines the necessary competence of person(s) doing work under its control that affects the performance and effectiveness of the QMS. All specific quality tasks are assigned based on competence, experience, education or training. **Controlled per procedure 7.2.5**

7.3 Awareness: PMC will ensure that persons doing work under PMC's control are aware of:

- a) the quality policy;
- b) relevant quality objectives;
- c) their contribution to the effectiveness of the QMS, including the benefits of improved performance;
- d) the implications of not conforming with the QMS requirements;
- e) relevant QMS documented information and changes thereto;
- f) their contribution to product or service conformity
- g) their contribution to compliance and product safety;
- h) the importance of ethical behavior.

The above Awareness requirements are **controlled per procedure 7.2.5**

7.4 Communication: PMC **Management based on context of the communication** will determine the internal and external communications relevant to the QMS, **and based on the process or issue will determine the method and management or supervision personnel to address the communication**, including:

- a) on what it will communicate; This may include customer quality, company quality, regulatory requirements, improvement, goals, or concerns.
- b) when to communicate; This may include scheduled communication through meetings or postings, or non-scheduled "As needed" communications.
- c) with whom to communicate; This may include group meetings by department, jobs, or as determined relevant by management, or individual employees.
- d) how to communicate; This may include scheduled communication through meetings or postings, or non-scheduled "As needed" communications.
- e) who communicates. This will be determined by management.

Communication should provide for internal and external feedback relevant to the QMS.

7.5 Documented information

7.5.1 General: PMC's QMS will include

- a) documented information required by this International Standard;
- b) documented information determined by PMC as being necessary for the effectiveness of the QMS.
- c) Records: Completed forms or information generated as a result of the process described in a document
- d) and retained as indicated in the Control of Quality Records Procedure.
- e) Electronic Records: An "electronic record" is any combination of text, graphics, data, audio, pictorial, or other information representation in digital form that is created, modified, maintained, archived, retrieved, or distributed by a computer system.

Controlled per procedure 7.5.

7.5.1.1 Mistakes: Mistakes will be corrected before becoming closed records. **Controlled per procedure 7.5.**

7.5.2 Creating and updating: PMC will create and update documented information in a controlled manner. **Controlled per procedure 7.5.**

7.5.3 Control of documented information

7.5.3.1 Documented information required by the QMS and by this International Standard will be controlled to ensure it is available and suitable for use, where and when it is needed. **Controlled per procedure 7.5**

7.5.3.2 For the control of documented information, PMC addresses the following activities: distribution, access, retrieval, and use; storage and preservation, including preservation of legibility; control of changes (e.g., version control); and retention and disposition. **Controlled per procedure 7.5**

8.0 Operation

8.1 Operational planning and control: Operational Planning will include as required customer, industry, and regulatory, requirements. **Controlled per procedure 8.1.**

8.1.1 Operational Risk Management: PMC plans, implements, and controls the process for managing operational risks to the achievement of applicable requirements, which includes as appropriate to the organization and the products and services. **Controlled per procedure 8.1.1.**

8.1.2 Configuration Management: PMC plans, implements, and controls the process for configuration management as appropriate to the organization and its products to ensure the identification and control of physical and functional attributes throughout the product lifecycle. **Controlled per procedure 8.1.**

8.1.3 Product Safety: PMC plans, implements, and controls the processes needed to assure product safety during the entire product life cycle, as appropriate to the organization and the product. **Controlled per procedure 8.1.**

8.1.4 Prevention of counterfeit product: PMC will plan, implement and control a process, appropriate to the product, that prevents the use of counterfeit or suspect counterfeit product and their inclusion in product(s) delivered to the customer. **Controlled per procedure 8.1.4.**

8.2 Requirements for products and services

8.2.1 Customer communication: Communication with customers and based on the process or issue will determine the method and management or supervision personnel to address the communication. The communication will include:

providing information relating to products and services, to include delivery schedule information, quality concerns or product or service milestones when applicable.

- a) handling enquiries, contracts or orders, including changes;
- b) obtaining customer feedback relating to products and services, including customer complaints; scorecard data, satisfaction data, and suggestions concerning their product or process.
- c) handling or controlling customer property; to include storage or inventory records, acceptability and/or usage status if applicable.
- d) establishing specific requirements for contingency actions, when relevant.

Customer communications may include electronic, documented hard copy, personal meetings, and any type of communication as determined necessary by the customer.

8.2.2 Determining the Requirements Related to Products and Services: When determining the requirements for the products and services to be offered to customers, PMC ensures that all customer and product requirements are defined. **Controlled per procedure 8.2**

8.2.3 Review of the Requirements for Products and Services

8.2.3.1 PMC ensures that it has the ability to meet the requirements for products to be offered to customers. PMC conducts the review before committing to supply products and services to the customer. **Controlled per procedure 8.2**

8.2.3.2 PMC retains records of the results of the review and on any new requirements for products. **Controlled per procedure 8.2.**

8.2.4 The organization shall ensure that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products are changed. **Controlled per procedure 8.2**

8.3 Design and development of products and services: N/A

8.4 Control of externally provided processes, products and services

8.4.1 and 8.4.1.1 General: PMC will ensure that externally provided processes, products, and services conform to requirements. PMC maintains an Approved Supplier List and reviews Supplier performance and risks. PMC is responsible for the conformity of all externally provided processes, products, and services, including from sources defined by the customer. PMC ensures, when required, that customer-designated or approved external providers, including process sources (e.g., special processes), are used. PMC identifies and manages the risks associated with the external provision of processes, products, and services, as well as the selection and use of suppliers. **Controlled per procedure 8.4.**

8.4.2 Type and Extent of Control: PMC ensures that externally provided processes, products, and services do not adversely affect the organization's ability to consistently deliver conforming products and services to its customers. **Controlled per procedure 8.4.**

8.4.3 Information for Suppliers: PMC ensure the adequacy of requirements prior to their communication to the Supplier.

PMC communicates all applicable requirements to its Suppliers. **Controlled per procedure 8.4.**

8.5 Production and service provision

8.5.1 Control of production and service provision: PMC will implement production and service provision under controlled conditions. **Controlled per procedure 8.5**

8.5.1.1 Control of production equipment, tools and software programs: Equipment, tools and software programs used to automate, control, monitor or measure production processes will be validated prior to final release for production and will be maintained. Storage requirements is defined for production equipment or tooling in storage including any necessary periodic preservation or condition checks. **Controlled per procedure 8.5.**

8.5.1.2 Validation and control of special processes: For processes where the resulting output cannot be verified by subsequent

monitoring or measurement, PMC will establish arrangements for these processes. **Controlled per procedure 8.5.**

8.5.1.3 Production process verification: PMC production process verification activities are in place to ensure the production process is capable of producing products that consistently meet requirements. **Controlled per procedure 8.5.1.**

8.5.2 Identification and traceability: PMC will use suitable means to identify outputs when it is necessary to ensure the conformity of products and services. As a minimum, all production jobs must be traceable to a job number that is traceable to customer contract data. PMC will maintain the identification of the configuration of the products and services to identify any differences between the actual configuration and the required configuration per customer contract.

PMC will identify the status of outputs with respect to monitoring and measurement requirements throughout production and service provision. As a minimum, all production jobs must be traceable to a job number that is traceable to customer contract data.

When acceptance authority media are used (e.g., stamps, electronic signatures, passwords), PMC will establish appropriate controls for the media.

PMC will control the unique identification of the outputs when traceability is a requirement, and will retain the documented information necessary to enable traceability. Traceability requirements can include: the identification to be maintained throughout the product life; the ability to trace all products manufactured from the same batch of raw material, or from the same manufacturing batch, to the destination (e.g., delivery, scrap); for an assembly, the ability to trace its components to the assembly and then to the next higher assembly; for a product, a sequential record of its production (manufacture, assembly, inspection/verification) to be retrievable.

8.5.3 Property belonging to customers or external providers: PMC will exercise care with property belonging to customers or external providers while it is under PMC's control or being used by PMC. PMC will identify, verify, protect and safeguard customers' or external providers' property provided for use or incorporation into the products and services. **Controlled per procedure 8.5.3.**

8.5.4 Preservation: PMC will preserve the outputs during production and service provision, to the extent necessary to ensure conformity to requirements. **Controlled per procedure 8.5.4**

8.5.5 Post-delivery activities: PMC will meet the following requirements for post-delivery activities associated with the products and services. In determining the extent of post-delivery activities that are required, RMI will consider:

- a) statutory and regulatory requirements;
- b) the potential undesired consequences associated with its products and services;
- c) the nature, use and intended lifetime of its products and services;
- d) customer requirements;
- e) customer feedback;
- i) product / customer support (e.g., queries, training, warranties, maintenance, replacement parts, resources, obsolescence).

When problems are detected after delivery, RMI will take appropriate action including investigation and reporting **per procedures 8.7 and 10.2 as applicable.**

Post-delivery activities can include actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal.

8.5.6 Control of Changes: PMC will review and control changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements. **Controlled per procedure 8.5.**

8.6 Release of products: PMC will implement planned arrangements, at appropriate stages, to verify that the product and service requirements have been met. The planning shall note inspection/verification points at appropriate stage that must be documented to ensure product compliance. **Controlled per procedure 8.5.**

8.7 Control of Nonconforming Outputs

8.7.1 PMC will ensure that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery. Control may be Rejection Tag, marking on the product, segregation and identification, removed from acceptable product and all traceability maintained. **Controlled per procedure 8.7.**

8.7.2 PMC retains all required records relative to the control of nonconforming outputs (product). **Controlled per procedure 8.5.**

9.0 Performance Evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General: PMC will determine:

- a) what needs to be monitored and measured; Based on QMS scope, the main processes identified, customer information, and other information determined by management.
- b) the methods for monitoring, measurement, analysis and evaluation needed to ensure valid results. This is accomplished by identifying key performance indicators (KPIs) for processes determined by management, assigning goals to these KPIs, and periodically analyzing results and evaluating the need for action.
- c) when the monitoring and measuring will be performed; As determined by management.
- d) when the results from monitoring and measurement will be analyzed and evaluated. This analysis may be used for product or process improvement, customer satisfaction, corrections and/or projects to upgrade the QMS as determined by management.

PMC will evaluate the performance and the effectiveness of the QMS. PMC will retain appropriate documented information as evidence of the results.

9.1.2 Customer satisfaction: PMC will monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. PMC will determine the methods for obtaining, monitoring and reviewing this information. **Controlled per procedure 9.1.2**

9.1.3 Analysis and evaluation: PMC will analyze and evaluate appropriate data and information arising from monitoring and measurement. Appropriate data can include information on product and service problems reported by external sources (e.g., government/industry alerts, advisories).

The results of analysis will be used to evaluate:

- a) conformity of products; Per KPI monitoring, management review results, quality objectives, etc.
- b) the degree of customer satisfaction; **Controlled per procedure 9.1.2.**
- c) the performance and effectiveness of the QMS is based on monitoring KPIs, internal audits, quality data, and customer information.
- d) if planning has been implemented effectively; this is determined during management review.
- e) the effectiveness of actions taken to address risks and opportunities; this is typically noted on the Improvement Log.
- f) the performance of external providers is reviewed and analyzed as KPIs.
- g) the need for improvements to the QMS are determined during the management review and Improvement Log.

9.2 Internal audit (Includes 9.2.1 and 9.2.2)

PMC will conduct internal audits at planned intervals to provide information on whether the QMS conforms to PMC's own requirements for its QMS. **Controlled per procedure 9.2**

9.3 Management review

9.3.1 General: Top management will review PMC's QMS, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of PMC. The review includes accessing its opportunities for improvement, the need for changes to the QMS including the company's Quality Policy and Objectives. Management review records are maintained. The management review record will indicate when the next management review will be conducted.

9.3.2 Management review inputs: The management review will be planned and carried out taking into consideration:

- a) the status of actions from previous management reviews; To include as applicable results of the actions, the goals, concerns and any continued actions needed.
- b) changes in external and internal issues that are relevant to the QMS; To include as applicable customer, regulatory, corrections, improvements, or QMS changes.
- c) information on the performance and effectiveness of the QMS, including trends in:
 - 1) customer satisfaction and feedback from relevant interested parties; Surveys, Quality and Delivery Data, Customer Complaints, and Customer Returns.
 - 2) the extent to which quality objectives have been met;
 - 3) process performance and conformity of products and services;
 - 4) nonconformities and corrective actions;
 - 5) monitoring and measurement results;
 - 6) audit results; internal audits, process audits, 3rd-party audits, customer audits, and regulatory audits as applicable
 - 7) the performance of external providers;

- 8) on-time delivery performance;
- d) the adequacy of resources;
- e) the effectiveness of actions taken to address risks and opportunities (see 6.1);
- f) opportunities for improvement.

9.3.3 Management review outputs: The outputs of the management review will include decisions and actions related to:

- a) opportunities for improvement; Based on Monitoring, process audits, internal audits, quality data, and customer information.
- b) any need for changes to the QMS;
- c) resource needs; May include employees, equipment, facilities, suppliers, etc.
- d) risks identified. These may include departmental, processes, resources, external providers, and/or customer derived. **Controlled per procedure 8.1.1.**

PMC will retain records as evidence of the results of management reviews.

10.0 Improvement

10.1 General: PMC will determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction. These will include:

- a) improving products and services to meet requirements as well as to address future needs and expectations; This includes contracted customer requirements as determined through contract review. Planning, and capacity and capability determinations by management.
- b) correcting, preventing or reducing undesired effects, and improving the performance and effectiveness of the QMS.

10.2 Nonconformity and Corrective Action

10.2.1 When a nonconformity occurs, including any arising from complaints, PMC will review the nonconformance, determine the scope of the nonconformance, review the process and product impact and determine the cause and corrections as applicable. **Controlled per procedure 10.2**

10.2.2 PMC retains all required records relative to Nonconformity and Corrective Action. **Controlled per procedure 10.2**

10.3 Continual Improvement: PMC will continually improve the suitability, adequacy and effectiveness of the QMS. PMC will consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities that will be addressed as part of continual improvement. When formal continual improvement plans (CIP) are documented for a specific goal, the plans shall note the current status, the goals to be achieved, applicable deadlines, and team members involved. PMC will monitor the implementation of improvement activities and evaluate the effectiveness of the results. Continual improvement opportunities can result from lessons learned, problem resolutions and the benchmarking of best practices. CIPs will be documented on the Improvement Log and records will be maintained.