AS9003A QUALITY MANUAL

Origination Date: (month/year)

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Abstract:
This document describes the quality management system processes for aerospace standard SAE AS9003A.

[redacted]

REVISION LOG

Issue	Date	Comment	Author
0-0	07-12	Update to comply with rev A	

DOCUMENT CHANGE RECORD

Issue	Item	Reason for Change

TABLE OF CONTENTS

Section 1: Welcome to (Your Company)

The Company is a developer and manufacturer of INSERT TEXT HERE

The Company has provided INSERT TEXT HERE

The Company also provides INSERT TEXT HERE

The Company currently has INSERT TEXT HERE

The Company has always applied high quality standards as guidelines for its processes and operations but has revised its systems to fully comply with ***ISO 9001*** and ***AS9003***.

The Company is dedicated to the principle of maintaining the highest levels of quality and integrity in communicating with people inside and outside of its business operation.

We invite you to see our quality system in action.
To arrange a visit, contact us at:

Your Company Name
Address
Phone
Email
Website: www.yourcompany.com

Your Photo (for embellishment if desired)

Section 2: Company Vision and Governing Policies

COMPANY VISION

To continually improve our processes, products and services to meet our Customers' requirements, allowing us to prosper as a business and to produce a reasonable return on capital investment.

QUALITY POLICY

The Company is committed to [redacted]

ENVIRONMENTAL POLICY

To prevent production and distribution of products or waste materials that [redacted]

PRACTICAL STEPS TO SUPPORT POLICIES

Customer Focus:

[redacted]

Workplace Excellence:

[redacted]

Empowerment:

[redacted]

Intelligent Management:

[redacted]

[redacted]

Section 3: Scope, Exclusions and Definitions

3.1 Scope

The Company's quality management system applies to all employees within all functional areas of the Company's business operation. The Company's scope of business is defined as follows:

Manufacturer of INSERT TEXT HERE

NAICS code: (Your code)

SIC code: (Your code)

3.2 Exclusions

The Company cites no exclusions to ***ISO 9001*** or ***AS9003*** standards.

NOTE: The Company has fully implemented ***ISO 9001*** and ***AS9003*** with the intent of certification to both standards. This manual is intended for verification of compliance to ***ISO 9001*** and ***AS9003***.

3.3 Definitions and Conventions

Unless otherwise noted, the Company applies the definitions of key terms according to ***ISO 9001***, ***AS9003*** and ***QMS-16 Definitions and Abbreviations Procedure.***

Subordinate or external documentation is referenced in ***Bold Italics***.

Section 4: Quality Management System

4.1 General Requirements

The Company's quality system is fully documented and implemented and is maintained as needed to meet the requirements of our Company vision and governing policies.

The Company has adopted a process-oriented method of management. This approach emphasizes the importance of:

a) [redacted].
b) [redacted]
c) [redacted]
d) [redacted].

For each process identified in use by the Company, the sequence and interaction of processes has been determined and the process controlled by way of [redacted]

The following are the processes in use by the Company.

- Calibration (7.6)
- Configuration management (7.1.1)
- Contract review (7.2)
- Control of nonconforming product (8.2)

- Control of documents (4.2.2)
- Control of production (7.5.1)
- Control of records (4.2.3)
- Corrective actions (8.3)
- Internal audit (8.4)
- Purchasing (7.4)
- Receiving (7.4.3)
- Responsibility and authority (5.1)
- Shipping (7.5.3)
- Training (6.1)

Every process has at least one QMS Procedure that defines it in greater detail and many procedures include a process map. These process maps define [redacted]

The relationship between the listed processes and their applicable ***AS9003*** clauses is shown in *Appendix A* and applicable Company documentation is shown in *Appendix B*.

Outsourced processes and their controls are defined in *Appendix C*.

4.2 Documentation Requirements

The Company maintains all required documentation to effectively sustain its quality management system. All Managers are responsible for [redacted]

The quality system documentation is comprised of a hierarchy of documents that flow from this Quality Manual. All documents support and enhance the primary mandates of the Corporate Vision and Governing Policies as defined in *Section 2*.

4.2.1 Quality Manual

The primary purpose of the Quality Manual and QMS Procedures is to describe and document the Quality Management System in place at the Company and to [redacted]

Copies of the manual are controlled according to the ***QMS-01 Document Control Procedure***. Uncontrolled copies may [redacted]

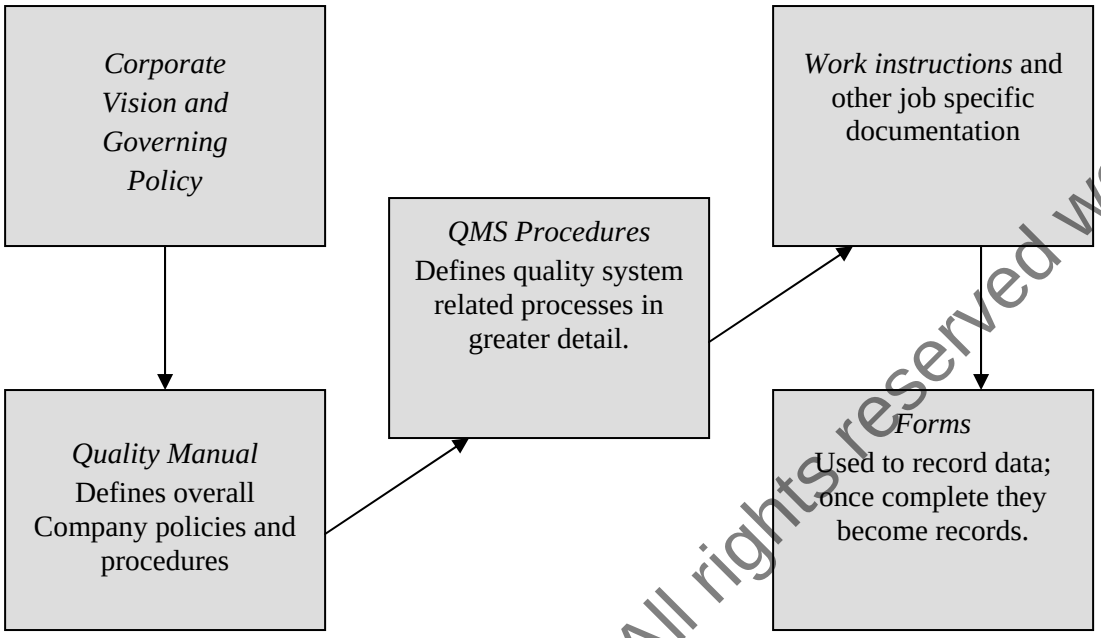
This Quality Manual has been developed by top management to define the quality system processes and policies in use by the Company. It is meant to be used by employees as the primary source of official Company quality policies. This manual is accessible to Customers, regulatory authorities and third parties that wish to verify the Company's quality management system. Externally distributed copies [redacted]

Additional procedures and work instructions have been developed to further clarify specific instructions for the execution of these procedures. Where subordinate documents are referenced, they are shown in ***bold italics***.

4.2.2 Control of Documents

Documents are controlled so that the information on them is [redacted]

The controls for documents are defined in the ***QMS-01 Document Control Procedure***.



4.2.3 Control of Records

Records are controlled to provide evidence of conformity to requirements. Records that are subject to control are maintained according to the ***QMS-03 Records Control Procedure***.

The Company has developed a secure web-based document portal that allows authorized users to access documents anywhere in the world via internet as well as throughout the Company facilities via intranet. Only the latest approved versions of documents are available through the internet and intranet portals.

Section 5: Management Responsibility

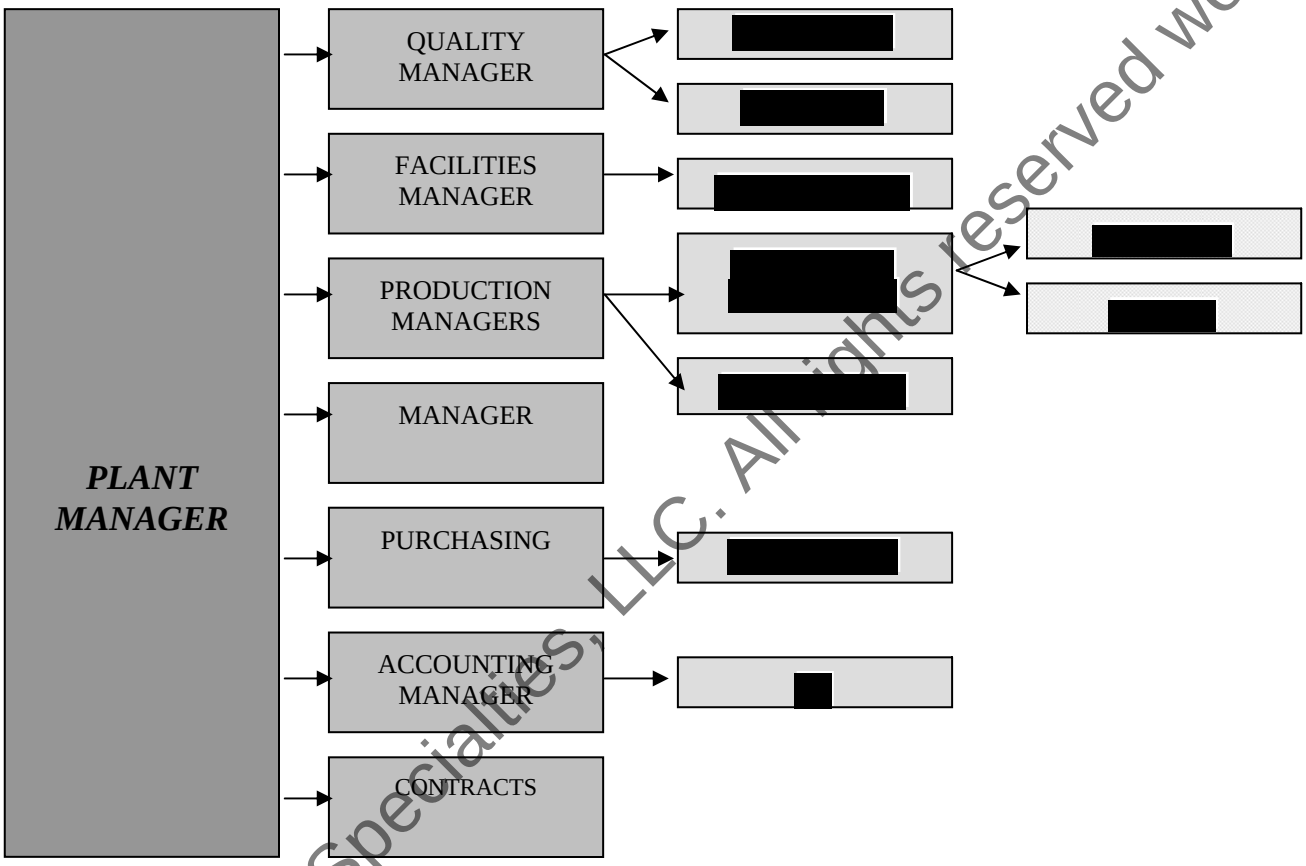
5.1 Management Representative

The Quality Manager has been assigned the role of Quality Manager. The Quality Manager is responsible for [redacted]

The Quality Manager is responsible for [redacted] The Quality Manager has the responsibility and authority to [redacted] In addition, the Quality Manager ensures the promotion of awareness of Customer requirements throughout the organization.

The organizational chart below defines the basic management structure of the Company. In all cases, the appropriate person has been granted both the responsibility and authority for their position's duties, which are further defined in the ***QMS-05 Responsibilities and Authorities Procedure***.

All employees are empowered to request corrective or preventive action to prevent the occurrence of nonconformities relating to product, process or the Quality Management System. The Quality Manager oversees this effort and makes sure that [redacted]



Section 6: Resource Management

6.1 Human Resources

The Company's employees are selected, trained and evaluated to ensure that those personnel performing work affecting process or product requirements are [redacted]

The process is defined in the ***QMS-06 Training Procedure***.

[redacted]

6.2 Work Environment

The Company has determined and provides the basic work environment requirements needed to achieve conformity to product requirements. The work environment is [redacted]

For more on management's control over the work environment see the ***QMS-04 Management Process Procedure***.

6.3 Corrective Maintenance

The Company utilizes corrective maintenance and skilled maintenance personnel to ensure the ongoing performance of process equipment. No preventive maintenance action is performed unless [redacted]

The Facilities Manager ensures the ongoing maintenance of the facilities. IT resources are overseen by the IT staff, reporting to the Facilities Manager.

Section 7: Product Realization

7.1 Planning of Product Realization

In planning the processes for product realization, management has ensured that the processes are consistent with the requirements of the other processes within the quality system. Product realization processes include the following procedures:

- ***Configuration Management***
- ***Document Control***
- ***Management Process***
- ***Production***
- ***Proposal Development and Contract Review***
- ***Records Control***

For each process, quality objectives have been established. At times, additional quality objectives and measurements may be set for a given product; in such cases, [redacted]

7.1.1 Configuration Management

The configuration of products is controlled through advanced configuration management techniques that have been built upon the requirements of ***ISO 10007*** and ***MIL-STD-973***. Configuration management is conducted according to the ***QMS-02 Configuration Management Procedure***.

[redacted]

7.2 Customer-Related Processes

7.2.1 Determination of Requirements

The Company captures all contractual and special requirements of the Customer as well as any necessary and unstated requirements and applicable statutory or regulatory requirements as part of the Proposal Development and Contract Review process. The process also defines [redacted]

This process is defined in the ***QMS-07 Proposal Development and Contract Review Procedure***.

7.2.2 Review of Requirements

Once contractual and special requirements are captured they are [redacted] The process is defined in the ***QMS-07 Proposal Development and Contract Review Procedure***.

The order of precedence of order-specific documentation is as follows unless otherwise directed by Customer requirements:

- [redacted]

7.3 Design and Development

This requirement is not applicable.

7.4 Purchasing

Purchasing is treated as a process within the Company's quality system. The Company accepts responsibility for the quality of products that are purchased from Suppliers including Customer designated sources. The Company does not use [redacted]

The process is fully defined in the ***QMS-08 Purchasing Procedure***.

7.4.1 Purchasing Process

The purchasing process ensures the Company [redacted]

7.4.2 Purchasing Information

Purchase orders are used to transmit the Company's requirements to Suppliers.

7.4.3 Verification of Purchased Product

Incoming materials are inspected to ensure they meet requirements before use and as a means of monitoring ongoing Supplier quality. The process is defined in the ***QMS-09 Receiving Procedure***.

[redacted]

7.5 Production

7.5.1 Control of Production

The Company plans and carries out processes for product realization according to section 7.1 of this manual. In general, this includes assurances that:

- [redacted]

In-process inspection is conducted according to work instruction or other controlled document to verify product conformity to requirements on an ongoing basis. The Quality inspector [redacted]

These activities are fully defined in ***QMS-10 Production Procedure***.

7.5.1.1 Production Process Verification

Production operations are performed according to documentation developed by Responsible Authorities. The work instruction, drawings and other documents define [redacted]

These activities are fully defined in the ***QMS-10 Production Procedure***.

First Article Inspection (FAI)

When required by purchase order or Customer specification, a First Article Inspection (FAI) will be performed. The FAI is [redacted]

[redacted]

7.5.1.2 Control of Production Process Changes

Only the Configuration Control Board can approve changes to production processes. The Company will identify and obtain Customer and/or regulatory authority approval for changes when required.

The results of changes to production processes are [redacted]

These activities are fully defined in the ***QMS-10 Production Procedure*** and ***QMS-02 Configuration Management Procedure***.

7.5.2 Identification and Traceability

All products are identified throughout their life cycle as defined in the ***QMS-10 Production Procedure***. Other identification and traceability requirements are [redacted]

7.5.3 Preservation of Product

According to contractual directives, instructions are detailed in the applicable job documentation for [redacted] General rules are defined in the ***QMS-10 Production Procedure and QMS-11 Shipping Procedure***.

7.6 Control of Monitoring and Measuring Equipment

All measuring and test equipment instruments and devices used to determine an item's conformance to specified requirements are [redacted]

The controls for such equipment and calibration activities are defined in the ***QMS-15 Calibration Procedure***.

Section 8: Measurement, Analysis, and Improvement

8.1 Monitoring and Measurement of Product

To ensure the conformance of product to requirements, monitoring and measurement is conducted throughout the product's lifecycle. These checks occur [redacted]

[redacted]

Inspection methods may include but are not limited to: [redacted]

Inspection by statistical sampling is applied, as appropriate and when specified in receiving, in-process and final inspection. Sampling plans are used when tests are destructive or when [redacted]

Applicable MRB members can release supplies [redacted]

8.1.1 Inspection Documentation

The engineering drawing or other technical documentation and identified critical items including key characteristics provide the requirements for all deliverable products. In all cases, this must include [redacted]

Required inspections, test steps and measuring equipment are defined in various documents depending on the nature of the product or order. These include [redacted]

Various inspection records are used to record the results of inspections and tests along with any nonconforming measurements. Records are in a form that is suitable to the method of operation. The required record to use is [redacted]

8.1.2 Incoming Inspection (Receiving)

Receiving is treated as a process within the quality system and is defined in the ***QMS-09 Receiving Procedure.***

Incoming materials are inspected to [redacted]

8.1.3 In-Process Inspection

In-process inspections are conducted during production to ensure ongoing quality of work. These may be done [redacted]

8.1.4 Final Inspection

Once all operations are complete, supplies must be submitted to Quality for a final inspection and to determine [redacted]

8.2 Control of Nonconforming Product

All deliverable supplies that are found to be nonconforming against specified requirements are [redacted]

See the ***QMS-14 Control of Nonconforming Product Procedure*** and ***QMS-13 Corrective and Preventive Action Procedure.***

8.3 Corrective Action

The Company has implemented and maintains a robust system for identifying and reporting nonconformities requiring corrective action. These nonconformities can be related to product, processes or other criteria. Such reports result in [redacted]

This process is defined in the ***QMS-13 Corrective and Preventive Action Procedure***.

8.4 Internal Audit

Internal quality audits are conducted to ensure ongoing compliance with requirements of the Company's policies and procedures. This is accomplished by [redacted]

The internal audit process is defined in the ***QMS-12 Internal Auditing Procedure***.

Appendix A: Company Processes and Applicable AS9003 Clauses

Process	Applicable AS9003 Clauses
Corrective and Preventive Action	8.3 Corrective Action
Internal Auditing	8.4 Internal Audit
Management	4.1 QMS General Requirements 4.2 Documentation Requirements 5.1 Management Representative 6.1 Human Resources 6.2 Work Environment 7.1.1 Configuration Management 7.5.1 Control of Production 7.6 Control of Monitoring and Measuring Equipment 8.1 Monitoring and Measurement of Product
Production	7.1 Planning of Product Realization 7.5.1.1 Production Process Verification 7.5.1.2 Control of Production Process Changes 7.5.2 Identification and Traceability 7.5.3 Preservation of Product 8.1 Monitoring and Measurement of Product 8.2 Control of Nonconforming Product
Proposal Development and Contract Review	7.2 Customer Related Processes
Purchasing	7.4.1 Purchasing Process 7.4.2 Purchasing Information
Receiving	7.4.3 Verification of Purchased Product 7.5.2 Identification and Traceability 7.5.3 Preservation of Product 8.1 Monitoring and Measurement of Product 8.2 Control of Nonconforming Product
Shipping	7.5.2 Identification and Traceability 7.5.3 Preservation of Product 8.3 Control of Nonconforming Product

[redacted]

Appendix B: Company Processes and Applicable Documents

Process	Applicable Company Procedures	Applicable Company Records
Corrective Action	Corrective Action	[redacted]
Internal Auditing	Internal Auditing	
Management	Quality Manual Document Control Configuration Management Record Control Management Process Responsibilities and Authorities Training Calibration Definitions and Abbreviation	[redacted]
Production	Production Control of Nonconforming Product	[redacted]
Proposal Development and Contract Review	Proposal Development and Contract Review	[redacted]
Purchasing	Purchasing	[redacted]
Receiving	Receiving Control of Nonconforming Product	[redacted]
Shipping	Shipping Control of Nonconforming Product	[redacted]

Appendix C: Outsourced Processes

The following processes are outsourced and controlled as indicated:

- [redacted]
- [redacted]
- [redacted]

When the Company provides supplies for outside processing, such as acceptance testing, the work is performed under the following controls:

- [redacted]
- [redacted]
- [redacted]
- [redacted]

[redacted]

Appendix D: Quality Objectives

Process	Quality Objective	Metric
Corrective Action	[redacted]	[redacted]
Internal Auditing		[redacted]
Management		[redacted]
Production	[redacted]	[redacted]
Proposal Development and Contract Review	[redacted]	[redacted]
Purchasing	[redacted]	[redacted]
Receiving	[redacted]	[redacted]
Shipping	[redacted]	[redacted]

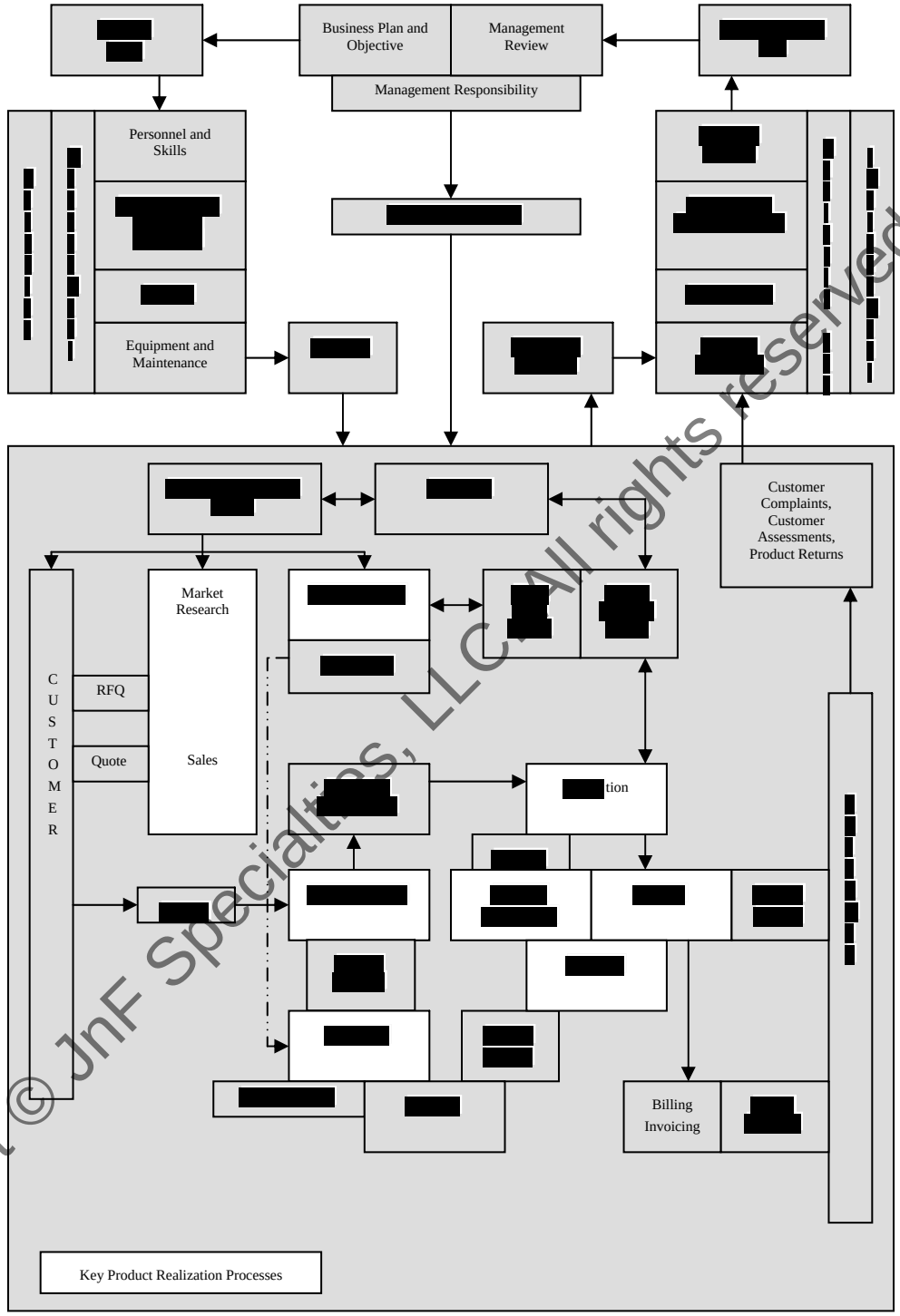
COMMENT:

The quantity of quality objectives listed above should be evaluated and adjusted to meet actual value-added goals of the business operation. The objectives that are listed above are typical for manufacturers but there may be too few or too many for your business.

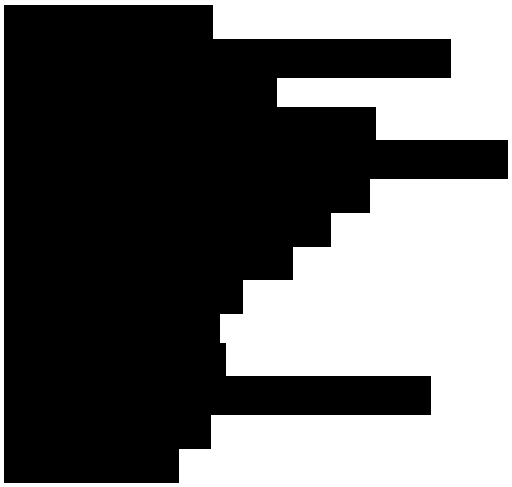
Delete above COMMENT prior to release of quality manual.

[redacted]

Appendix E: Identification of Key Product Realization Processes



Applicable Company Procedures:



Applicable Company Records:

Delete this page prior to release of quality manual.

Your Logo

Your Company Name

MANAGEMENT PROCESS

Origination Date: XXXX

Document Identifier:	Management Process
Date:	Latest Revision Date
Project:	Customer, Unique ID, Part Number
Document Status:	Draft, Redline, Released, Obsolete
Document Link:	Location on Server (if used)

Abstract:
This document describes the management review process.

REVISION LOG

Issue	Date	Comment	Author
0-0			

DOCUMENT CHANGE RECORD

Issue	Item	Reason for Change

[redacted]

TABLE OF CONTENTS

1.0 PURPOSE

This document defines the Management process, including or making reference to procedures for the various activities within the Management process.

2.0 THEORY

The Company believes in “intelligent management,” which enables the Company to make decisions based on facts, data and verifiable evidence. Intelligent management reduces the need to make decisions based on personal opinion, whims or mood and ensures results of decisions are measurable.

3.0 MANAGING AS A PROCESS

The Company recognizes that it has to manage its processes. Those processes are identified in the Quality Manual; however, management itself must also be treated as a process.

This means that the management activities must have [redacted]

The process map in the Appendix of this document identifies how Management is treated as a process and provides an overview of how management is performed.

4.0 PROCEDURE: MANAGEMENT REVIEW

4.1 The management of the Company performs formal management review of the Quality Management System a minimum of [redacted] per year to ensure [redacted]

4.2 This review shall include [redacted]

4.3 Minutes of the meetings are taken and maintained. The Management Review Report Template may be used as a guide for the records or may be completed and retained as the record.

4.4 The Management Review meeting should include analysis of the following inputs:

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

4.5 Management shall use action items or the corrective and preventive action system to take recorded actions as a result of [redacted] This includes [redacted]

5.0 PROCEDURE: MEASURING AND MONITORING PROCESS OBJECTIVES

5.1 Each process identified in the Quality Management System has at least one objective. The objective is [redacted]

5.2 Each process objective must be measurable in some fashion. The means of measurement are called "metrics" and the metrics are defined in the Management Review minutes.

5.3 Top management will assign goals to each process metric.

5.4 Throughout the year, assigned managers and staff will gather data according to the defined metrics.

5.5 During Management Review the data will be presented and recorded and an assessment made on whether [redacted]

5.6 When a process does not or will not meet a goal, corrective action shall be taken according to the ***QMS-13 Corrective and Preventive Action Procedure***. Such action may be taken to [redacted]

5.7 The current metrics, standings, previous goal and revised goals shall be recorded in the management review records. (See section 4.0 above.)

5.8 Over time, management shall [redacted]

6.0 PROCEDURE: INTERNAL COMMUNICATION

6.1 Internal communication is an important facet of the way the Company does business. By this we mean [redacted]

6.2 The following methods are used:

6.2.1 [redacted]

6.2.2 [redacted]

6.2.3 [redacted]

6.2.4 [redacted]

7.0 PROCEDURE: RESOURCE MANAGEMENT

7.1 The management of resources is a critical component to the management activities of the Company. Resources requiring such management include:

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

7.2 Like other management activities, resource management must [redacted]

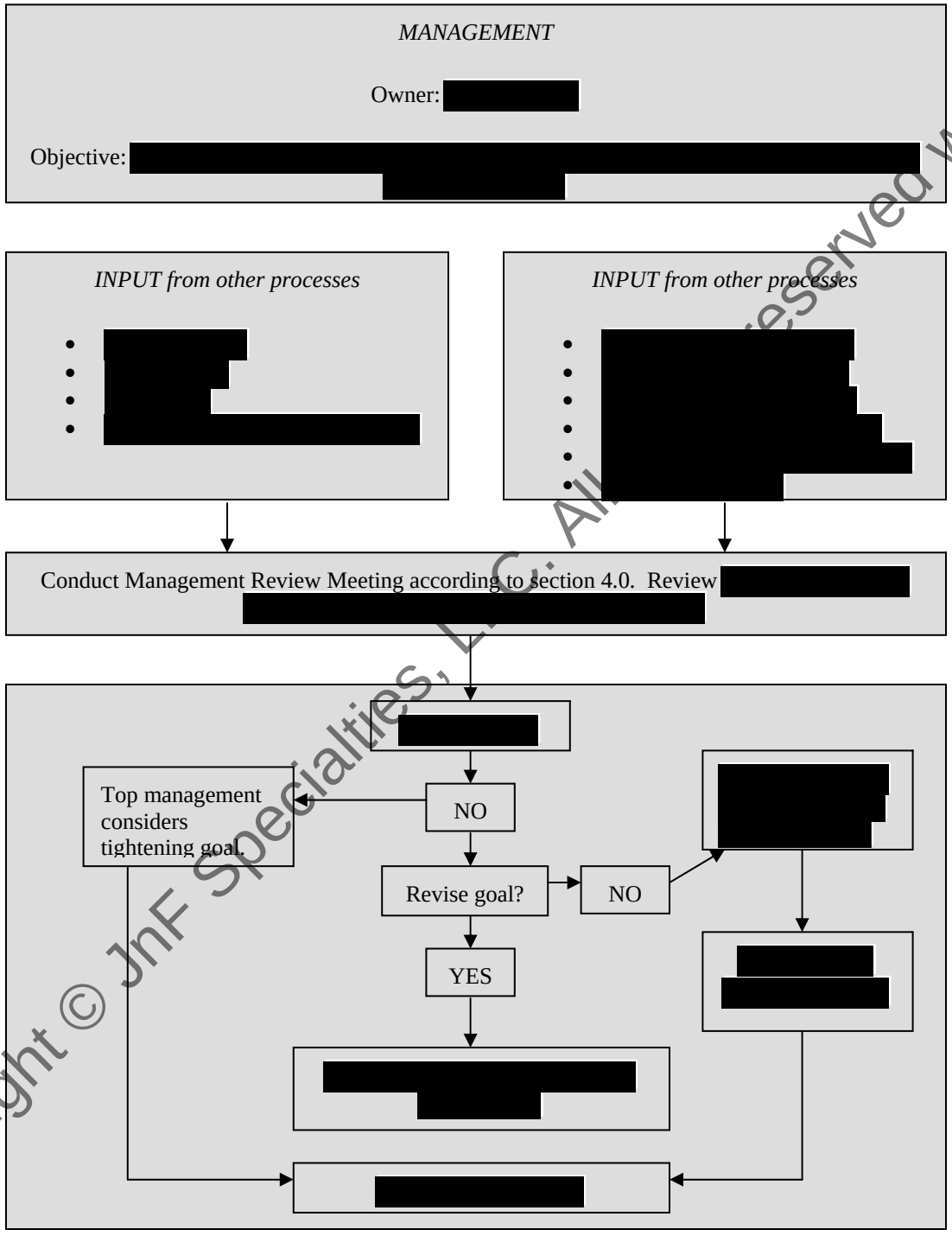
7.3 To manage resources, top management must [redacted]

7.4 During Management Review, managers shall present a resource report for their affected areas and processes, ensuring that [redacted]

7.5 From that data, top management can allocate, revise, retract or otherwise manage the necessary resources.

[redacted]

Appendix A: Process Map



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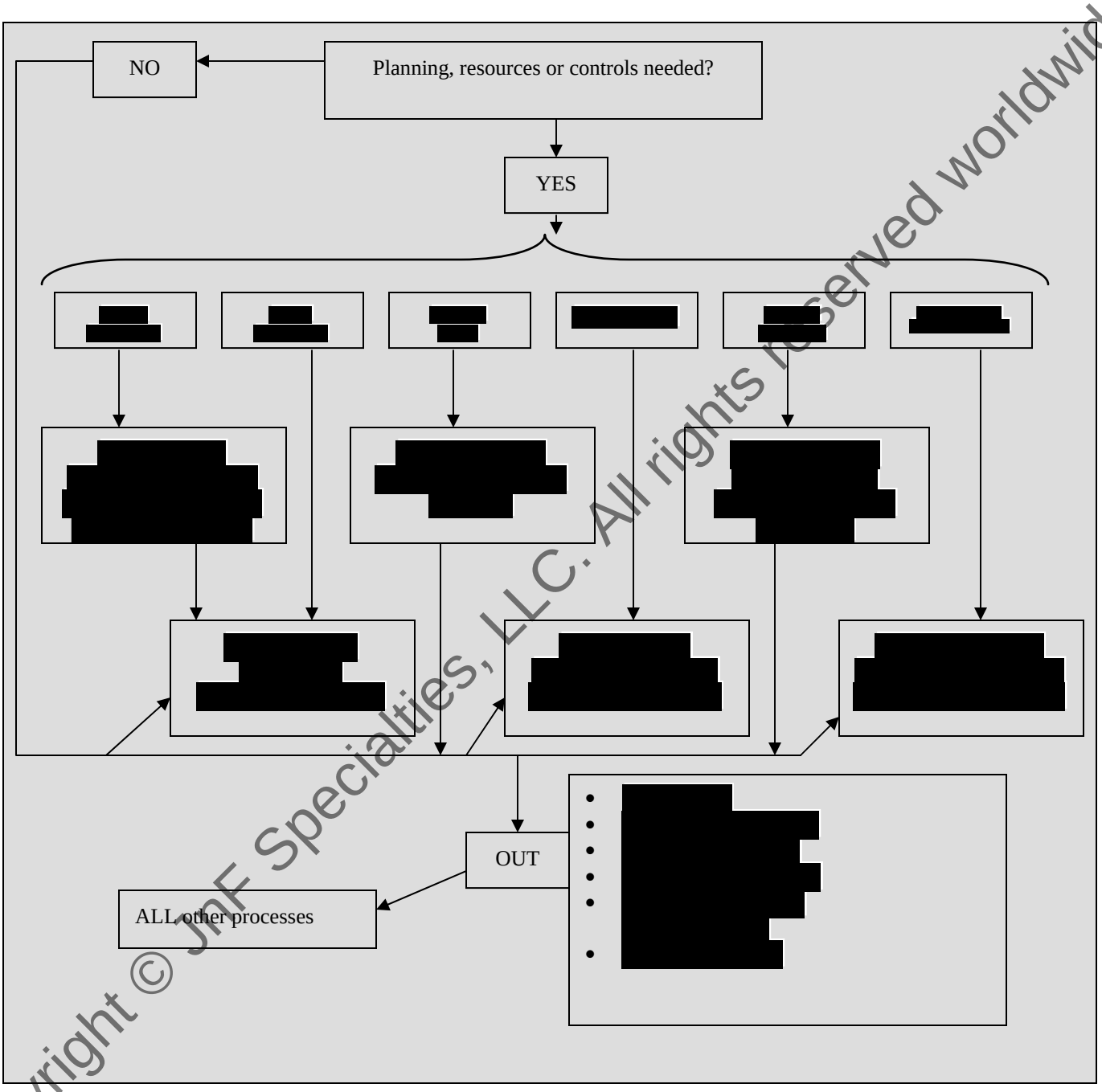

Your Logo

Your Company Name

Quality Management System Overview

Origination Date: XXXX

Document Identifier:	Quality Management System Overview
Date:	Latest Revision Date
Project:	Customer, Unique ID, Part Number
Document Status:	Draft, Redline, Released, Obsolete
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Abstract:
This document describes the Company's quality management system.

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0-0			

DOCUMENT CHANGE RECORD

Issue	Item	Reason for Change

[redacted]

The Company will perform all project management functions including demonstration of product/service compliance according to [redacted]

The Company's quality management system (QMS) links numerous activities to transform inputs into outputs. The output from one process directly forms the input to the next process.

The application of a system of processes together with the identification and interaction of these processes and their management has become the Company's **"process approach"**.

An advantage of this approach is [redacted]

The Company's process approach emphasizes the importance of:

a) [redacted]
b) [redacted]
c) [redacted]
d) [redacted]

The Company's process approach was achieved by [redacted]

The Company's previous quality management system created an elemental structure of policies, procedures and work instructions but failed to show process interaction between inputs, outputs and their overall effectiveness. The process approach has enabled:

a) [redacted]
b) [redacted]
c) [redacted]
d) [redacted]
e) [redacted]
f) implementation of actions necessary to achieve: [redacted]

The Company's quality management system (QMS) is fundamentally ISO 9001 and integrates [redacted]

The Company has created a modular system of management that integrates Customer requirements from a wide variety of industries. The Company's primary tool for quality management is [redacted]

Key functions of the QMS include: [redacted]

[redacted]

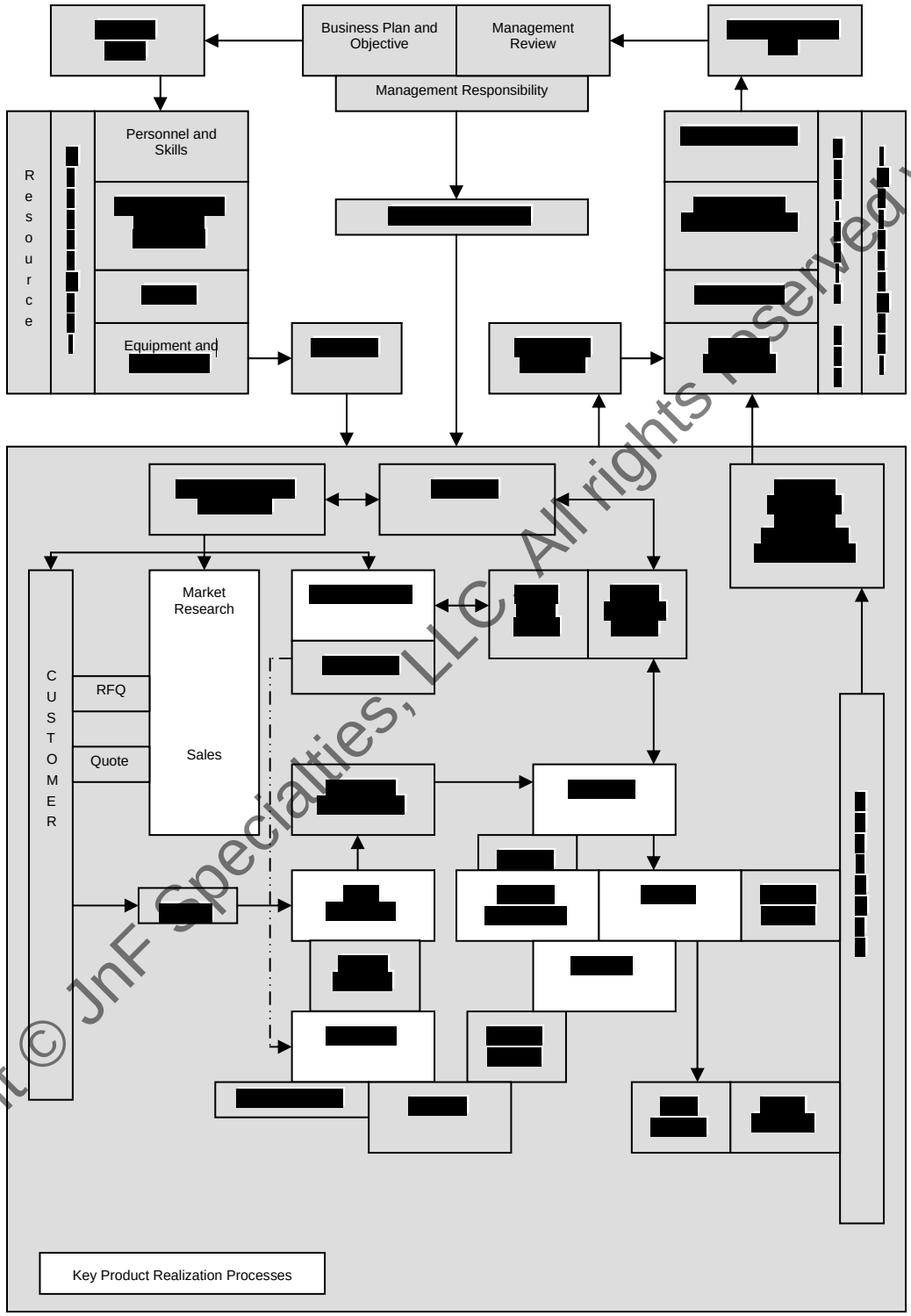
Another key function of the QMS is its [redacted]

The QMS provides Users with access to controlled procedures and support documents as well as controlled forms that are needed to record process inputs, outputs and product performance. Users can access records and perform functions required by [redacted]

The QMS is automated to send email notifications to key program personnel to [redacted]

[redacted]

Attachment I



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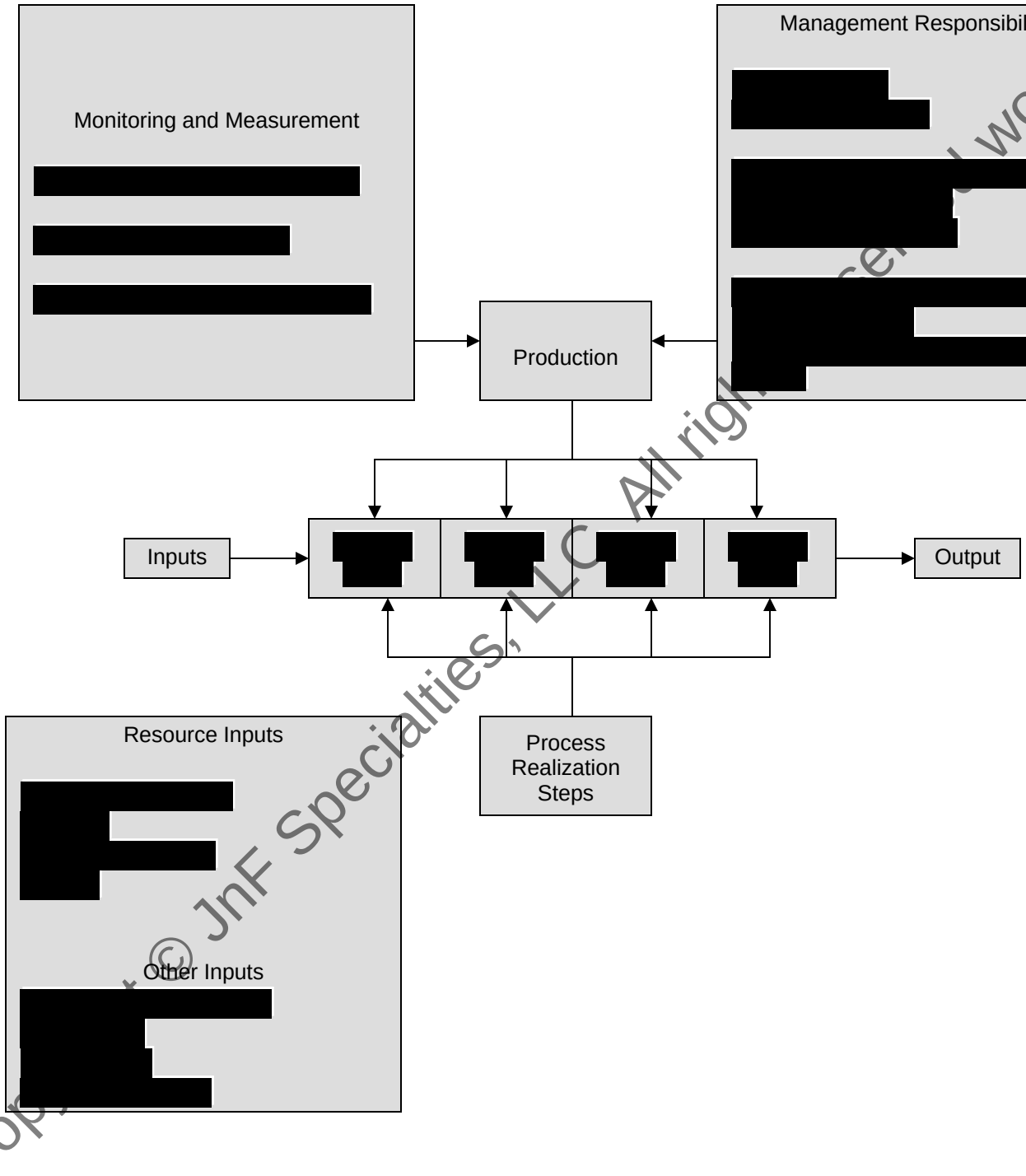
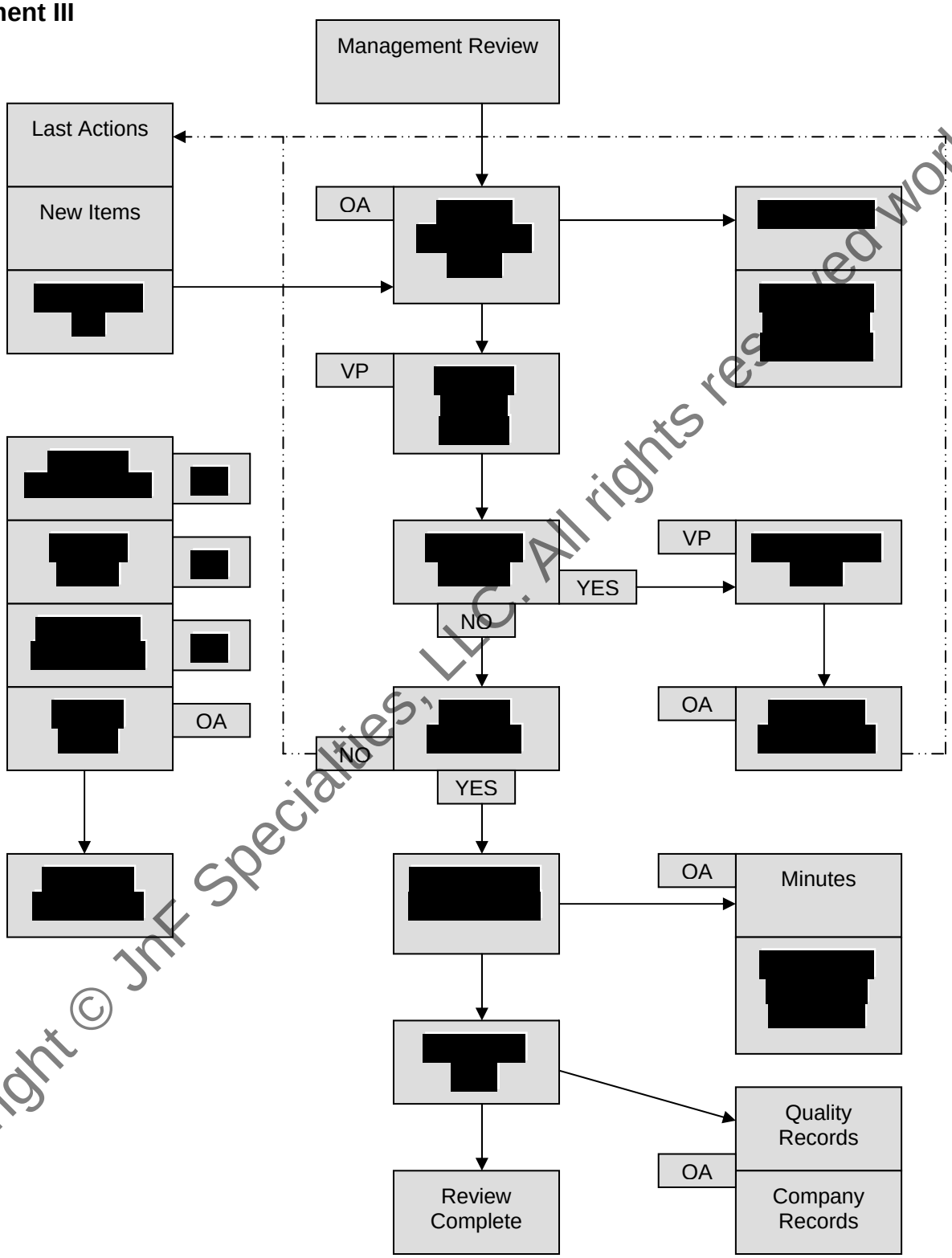


Attachment III



The following functions are performed and recorded according to a documented procedure:
APQP, Advanced Product Quality Planning according to AIAG APQP-2
[redacted]
Calibration according to ISO 10012 and QMS-15
[redacted]
Configuration Management according to ISO 10007, MIL-STD-973 and QMS-02
[redacted]
Contract Review according to in-house procedure QMS-07
[redacted]
ESD, Electro-Static Discharge Control according to ANSI ESD S20.20 and MIL-HDBK-263
[redacted]
FMEA, Failure Mode Effect Analysis according to AIAG FMEA-3 and MIL-STD-1629
[redacted]
Handling and Shipping according to in-house procedure QMS-11
[redacted]
Improvement Opportunities according to in-house procedure QMS-14
[redacted]
Management Reviews according to in-house procedure QMS-04
[redacted]
MSA, Measurement System Analysis according to in-house procedure ASQ GR&R
[redacted]
Nonconformance Management according to SAE AS9131, SAE AS7106/2 and QMS-14
[redacted]
Process Control according to in-house procedure QMS-10
[redacted]
Property Management according to FAR Part 45 and QMS-10
[redacted]
Quality Management according to AS9003 and QMS-00
[redacted]
Records according to QMS-03
[redacted]
Servicing according to AS9003 and QMS-00
[redacted]
Supplier Management according to QMS-08
[redacted]
Training according to ISO 10015 and QMS-06
[redacted]
Variation Management of Key Characteristics according to SAE AS9103
[redacted]
Work Instructions according to in-house procedures
[redacted]

[redacted]

Your Logo

Your Company Name

METRICS

Origination Date: XXXX

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This document describes the process to develop a useable metric.

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Issue	Item	Reason for Change

[redacted]

TABLE OF CONTENTS

1.0 SCOPE

Explain the relationship between organizational objectives and metrics and provide some examples of the tools and techniques for collecting metric data.

2.0 THEORY

Nothing gets improved unless it is measured and a metric that is not tied to an objective is worthless.

3.0 OBJECTIVES

3.1 [redacted]

3.2 [redacted]

3.3 [redacted]

3.4 [redacted]

3.5 Allow for measurement

4.0 OVERVIEW

4.1 [redacted]

4.2 [redacted]

4.3 Attributes of a metric

4.4 Example of a metric

4.5 [redacted]

5.0 DEFINITIONS

5.1 Measurement

The act or process of quantitatively comparing results to requirements to arrive at a quantitative estimate of performance.

5.2 Metric

A measurement taken over a period of time that communicates vital information about a process or activity. A metric should drive appropriate leadership or management action.

6.0 TOOLS

6.1 Sampling

Sampling instead of 100% measurement is useful when there are [redacted] Acceptable sampling plans are based on Society Standards such as ANSI Z 1.4 for Attributes or ANSI Z1.9 for Variables. Administrative costs and difficulties can [redacted]

6.2 Check Sheet

The results of a measurement sample can be presented on a check sheet to establish a trend.
The check sheet can list attributes or variables type data:

Attributes type data		
Standard	Quantity	
[redacted]	𝍸 ||	
[redacted]	|||	
[redacted]	||	
[redacted]		
[redacted]		
[redacted]	𝍸 𝍸 𝍸	

Variables type data		
Time Study	Quantity	
[redacted]	𝍸 ||	
[redacted]	𝍸 𝍸	
[redacted]	𝍸	
[redacted]	||	
[redacted]	𝍸 𝍸 ||	
[redacted]	𝍸 𝍸	

6.3 Frequency Table

The check sheet is useful as a snapshot of the counts of an activity but [redacted]
The check sheet can be improved by converting it [redacted]

Attributes type data		
Standard	Quantity	Frequency
[redacted]	𝍸 ||	7
[redacted]	|||	3
[redacted]	||	2
[redacted]		0
[redacted]		0
[redacted]	𝍸 𝍸 𝍸	15

[redacted]

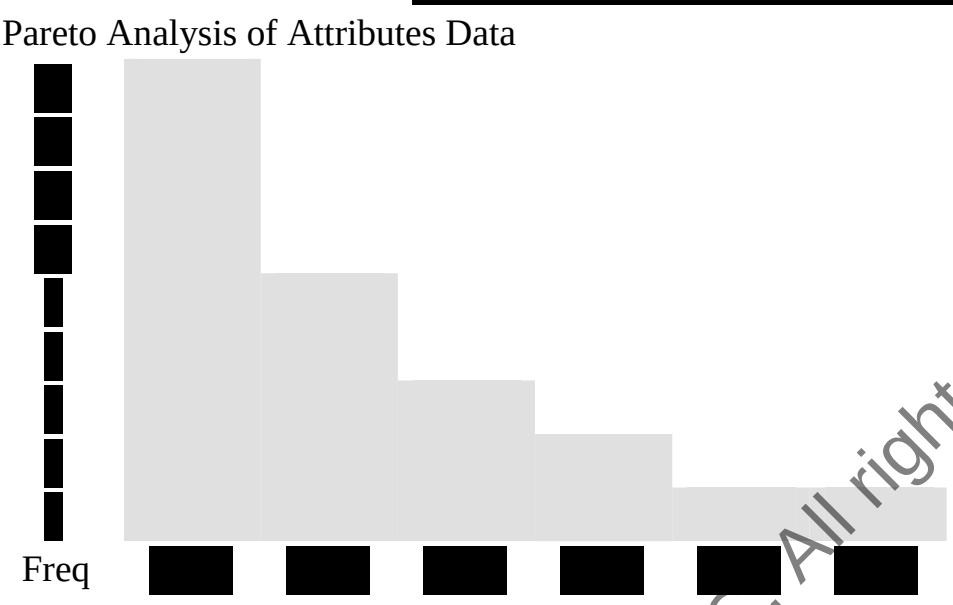
Variables type data		
Time Study	Quantity	Frequency
[redacted]	𝍸 ||	7
[redacted]	𝍸 𝍸	10
[redacted]	𝍸	5
[redacted]	||	2
[redacted]	𝍸 𝍸 ||	12
[redacted]	𝍸 𝍸	10

6.4 Histogram

The frequency table helps to quantify the cumulative number of recurring events but [redacted] Converting the frequency data to a Histogram is useful to display the central tendency of the data:

6.5 Pareto Analysis

The frequency table helps to quantify the cumulative number of recurring events but [redacted] Converting the frequency data to a Pareto Chart is [redacted]



6.6 Miscellaneous Charts, Diagrams and Statistics

Trend and control charts accumulate data over time so they are more than a snapshot of events but [redacted]

A process flowchart defines the sequence of operations that supports a system of activities but [redacted]

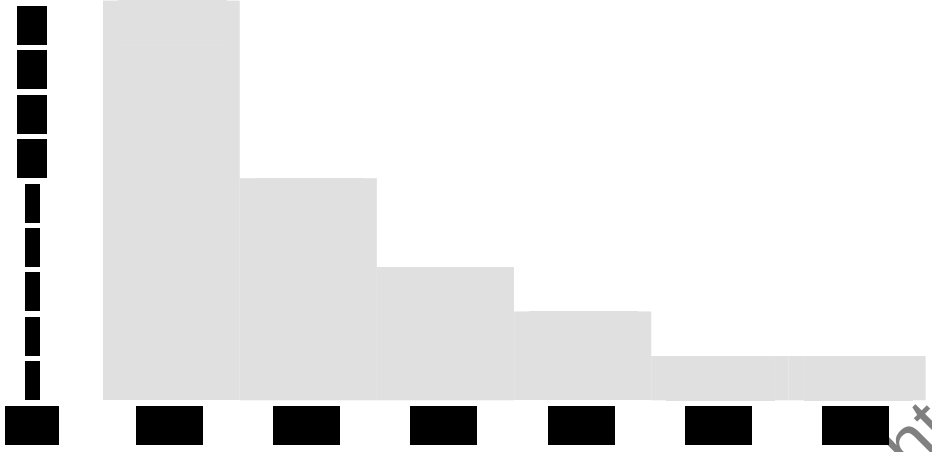
7.0 ATTRIBUTES OF A METRIC

7.1 [redacted]
7.2 [redacted]
7.3 [redacted]
7.4 Shows a trend
7.5 [redacted]
7.6 [redacted]
7.7 Timely
7.8 [redacted]
7.9 Metrics are not [redacted]

[redacted]

8.0 EXAMPLE OF A METRIC

Lets examine the Pareto Analysis of the Attributes Data



The chart has value because it identifies the <few> from the <many> but it is not a metric by itself unless [redacted]

The chart has been modified to define the objective for defect reduction:

The modified chart is still not a metric because [redacted]

The following chart is the best representation of a metric:

The chart now meets the objectives of a metric because

The metric is now more than

METRICS DEVELOPMENT WORKSHEET

Organization Objective:
Customer(s):
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]

[redacted]

Your Logo

Your Company Name

PROCESS ORIENTATION CHECKLIST

Origination Date: XXXX

Document Identifier:	Name, Number, Unique ID
Date:	Latest Revision Date
Project:	Customer, Unique ID, Part Number
Document Status:	Draft, Redline, Released, Obsolete
Document Link:	Location on Server (if used)

Abstract:
This document describes an orientation checklist to understand a process.

REVISION LOG

Issue	Date	Comment	Author
0-0			

DOCUMENT CHANGE RECORD

Issue	Item	Reason for Change

[redacted]

Defined properly, a quality management system is viewed as [redacted] After identifying organizational support and process realization processes or departments that affect quality, a documented procedure or process map is [redacted] Procedures will then satisfy the intent of [redacted] The traditional approach to quality management has confused practitioners that are used to "compliance to requirements". The traditional standards-based approach will prevent proper application of the quality system and diminish the return on investment in the PDCA cycle to continuously improve the QMS and its processes. Once processes are [redacted]

Process Name:	
Question	**Answer** (N/A if not applicable)
Process Characteristics	
Who owns the process?	
Who is responsible for performing and overseeing the process?	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
Where are records of processing and verification maintained?	
Support Process Question **With Who - training, knowledge, skills**	
[redacted]	
Support Process Questions **With What - equipment, installations**	
[redacted]	
[redacted]	

Process Name:	
Question	**Answer** (N/A if not applicable)
Support Process Questions With What Key Criteria - measurements, assessments	
[redacted]	
[redacted]	
Input - what should be received	
[redacted]	
[redacted]	
Output - what should be delivered	
[redacted]	
[redacted]	
[redacted]	
Support Process Questions Performance indicators	
[redacted]	
How is inspection status identified throughout the process?	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	

Process Name:	
Question	**Answer** (N/A if not applicable)
Support Process Question **How - instructions, procedures, methods**	
What instructions are available to Operators?	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
Are business objectives understood by all personnel?	
Workmanship	
Process Map Step 1: (name)	
Is this a key characteristic in the process?	
If so, [redacted]	
[redacted]	
[redacted]	
Process Map Step 2: (name)	
Is this a key characteristic in the process?	
If so, [redacted]	
[redacted]	
[redacted]	
Process Map Step 3: (name)	
Is this a key characteristic in the process?	

Process Name:	
Question	**Answer** (N/A if not applicable)
If so, [redacted]	
[redacted]	
[redacted]	
Process Map Step 4: (name)	
Is this a key characteristic in the process?	
If so, [redacted]	
[redacted]	
[redacted]	
Repeat questions listed above for each remaining Step in the process map	

Continuous Improvement Resources	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
[redacted]	
Add continuous improvement resource names as required	

[redacted]

ACTION ITEM

Date:		Action Item Number:
Meeting:		Due Date:

[redacted]

Form Rev: Orig

[redacted]

[redacted]

[redacted]

Your Logo

ACTION PLAN

			Page: _____ of _____
			Date: _____
Department:		Responsible Authority:	
Team Designation:			
[redacted]			
[redacted]	[redacted]		[redacted]
Start:			
Complete:			

[redacted]	[redacted]	[redacted]		[redacted]		[redacted]

Form Rev: Orig

[redacted]

Your Logo

Quality System Impact Analysis		
Auditor(s):	Procedure Name and # under Audit:	
Date:	Supervisor Affected:	Areas Audited:
Brief Description of Practice: Major __ Minor __ System Gap Yes ____ No ____ Operator Error Yes ____ No ____ Training Needed Yes ____ No ____	Audit Record: (Describe what you were doing, what you learned, who you spoke to, what records you examined, etc.)	
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	
[redacted]		
[redacted]		

Form Rev: Orig

[redacted]

Your Logo MANAGEMENT REVIEW REPORT

Form Rev: Orig

Please complete each section - this form may [redacted]

Date of Review: **Recorded by:**

In Attendance:

NAME	TITLE

Absent:

NAME	TITLE

ITEM 1: Review of the Quality Policy for current adequacy and the need for changes to it. *Review* [redacted]

☐ Quality Policy reviewed and accepted as is.

☐ Quality Policy needs revision. Following changes recommended:

ITEM 2: Internal audit results. *Report* [redacted]

ITEM 3: Status of RFS System corrective and preventive actions. *Review* [redacted]

[redacted]

ITEM 4: Review of resources needed to maintain and improve the effectiveness of the ISO 9001 / AS9100 quality management system. *Discuss* [redacted]

[redacted]

ITEM 5: Review of [redacted]

ITEM 6: Review of Suppliers and Subcontractors. *Discuss* [redacted]

ITEM 7: Review of quality objectives, data and goals. *Review the current Quality Objectives as outlined in the Quality Manual and modify goals accordingly.*

Process	Quality Objective	Data Metric	Current Standing	Goal
Management	[redacted]			
Corrective & Preventive Action	[redacted]			
Internal Auditing	[redacted]			
Proposal Development and Contract Review	[redacted]			
Design & Development	[redacted]			
Purchasing	[redacted]			
Receiving	[redacted]			
Production	[redacted]			
Shipping	[redacted]			

ITEM 8: Discuss [redacted]

ITEM 9: Discuss [redacted]

[redacted]

ITEM 10: Note other recommendations for improvement to the quality management system and/or the Company.

ITEM 11. Note follow-up activities from prior Management Review issues.

ITEM 12. Set date for next Management Review:

ITEM 13. RFS's FILED AT THIS MEETING:

[redacted]	[redacted]	[redacted]
[redacted]		
[redacted]		
[redacted]		
[redacted]		
[redacted]		
[redacted]		

ITEM 14. OTHER ACTION ITEMS ASSIGNED:

Action Item	Assigned to:	Required Response Date

ITEM 15. ITEMS FOR FOLLOW-UP AT NEXT MEETING:

[redacted]