Your Logo

Your Company Name

QUALITY HANDBOOK

Origination Date: XXXX

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Abstract:
This document describes the quality management system policies and procedures that achieve conformance with aerospace standard SAE AS9100D.

REVISION LOG

Issue	Date	Comment	Author
Orig			

DOCUMENT CHANGE RECORD

Issue	Item	Reason for Change

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Section 1: Scope

(Your Company's) quality management system (QMS) policies and procedures summarize top management's strategic view to improve the QMS, enhance Customer satisfaction and assure consistent delivery of products and services that achieve conformance with Customer and applicable statutory and regulatory requirements.

Section 2: Normative References

Documents that are referenced herein are indispensable and their title's are displayed in Bold Italics.

Section 3: Terms and Definitions

Unless otherwise noted, the Company applies the definitions of key terms according to ***AS9100D*** and the ***QMS-16 Definitions and Abbreviations Procedure***.

Section 4: Context of the Organization

4.1 Understanding the organization and its context

The Company [redacted] according to the ***QMS-04 Management Process Procedure***.

4.2 Understanding the needs and expectations of interested parties

The Company considers [redacted] according to the ***QMS-04 Management Process Procedure***.

4.3 Determining the scope of the quality management system

The Company's quality management system applies to all employees within all functional areas of the business operation.

The Company provides the following products and/or services:

Producer/Provider of [Your text]

NAICS code: [Your code(s)]
SIC code: [Your code(s)]

QMS policies and/or procedures outline [redacted]

The primary purpose of the Quality Handbook and QMS Procedures is to [redacted]

Copies of the handbook are controlled by [redacted]

This Quality Handbook has been developed by top management to [redacted]

Additional procedures and work instructions have been developed to [redacted] Where subordinate documents are referenced, they are shown in ***bold italics***.

4.3.1 Non-Applicable provisions of the QMS

The Company cites [redacted]

4.4 Quality management system and its processes

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

The Company uses [redacted] which emphasizes the importance of:

- [redacted]

During Management Review (see 9.3), process resources are [redacted]

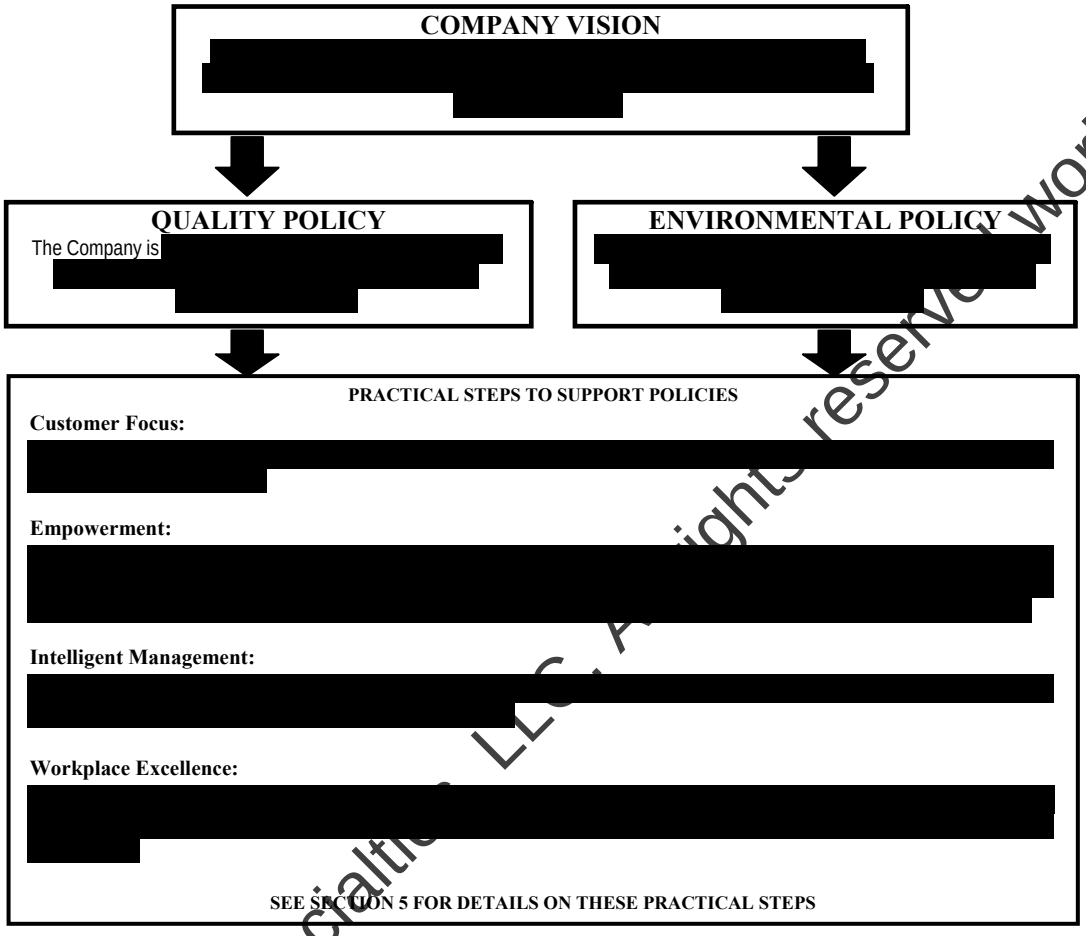
Every process has at least one QMS Procedure that defines it in greater detail that may [redacted]

For each process identified in use by the Company, the sequence and interaction of processes has been determined (see ***Process Orientation Checklist***) and the process controlled by [redacted]

Process maps define the details of each process, which includes [redacted] The relationship between QMS procedures and their applicable ***AS9100D*** clauses is shown in *Appendix A*. See *Appendix B* for applicable Company processes and documents. Outsourced processes and their controls are defined in *Appendix C*. See *Appendix E* for identification of key realization processes.

The Company maintains all required documentation to [redacted]

4.4.1 Vision and governing policies



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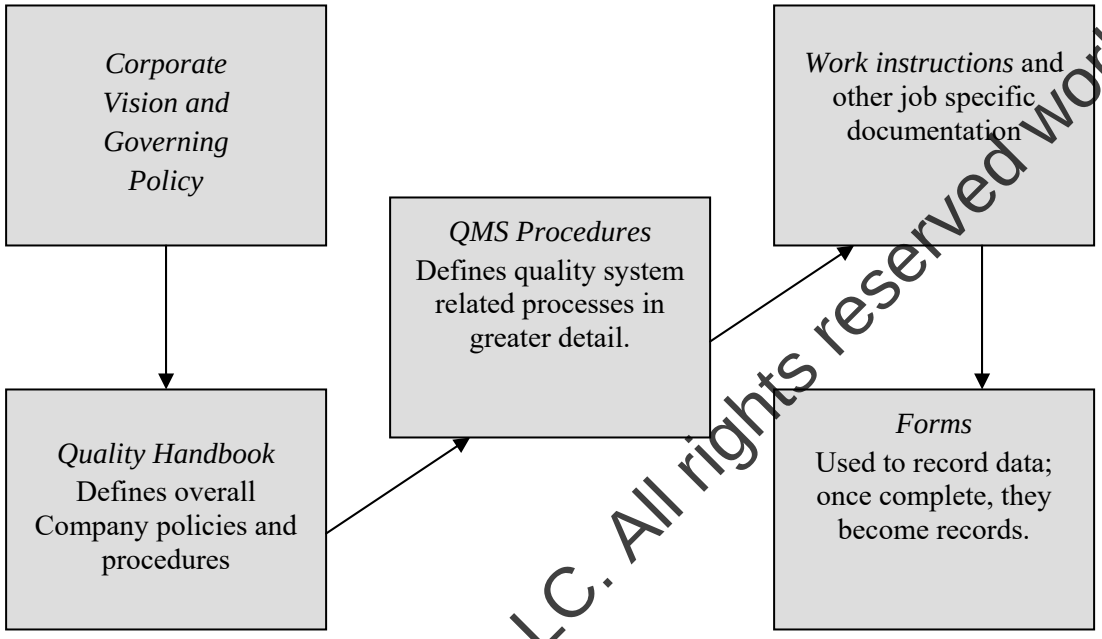
4.4.2 Overview of documentation

The quality system documentation is comprised of a hierarchy of documents that flow from this Quality Handbook.



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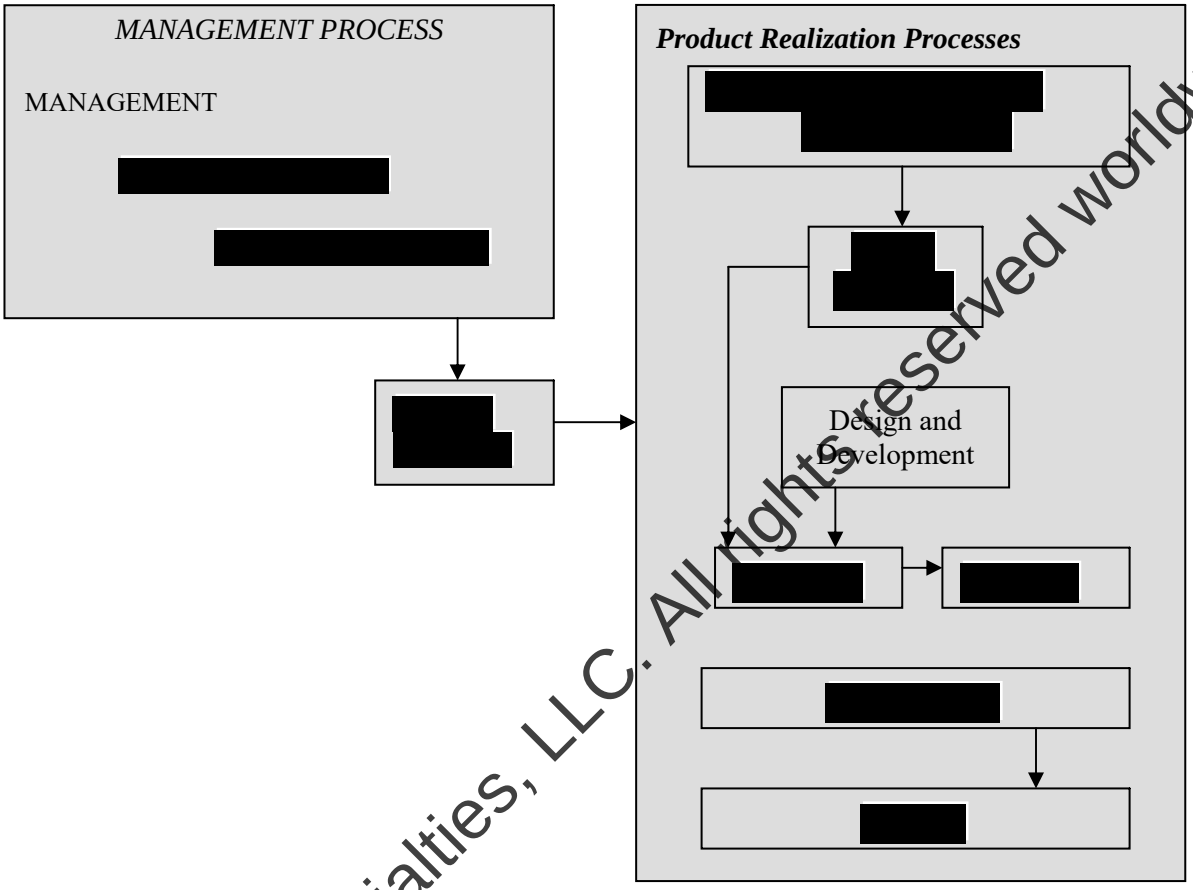
4.4.3 Overall process sequence and interaction



Section 5: Leadership

5.1 Leadership and commitment

The Company's Management is [redacted]

5.1.1 General

The Company uses the quality management system to guide and validate its decisions and to [redacted] Management participation in the QMS is described in the ***QMS-04 Management Process Procedure***.

5.1.2 Customer focus

The Company demonstrates leadership and commitment with respect to Customer focus by [redacted]

[redacted] according to the ***QMS-04 Management Process Procedure***.

5.2 Policy

5.2.1 Establishing the quality policy

The Company's quality policy defines [redacted]

5.2.2 Communicating the quality policy

The Company's quality policy is available to interested parties and is maintained as documented information that is [redacted]

5.3 Organizational roles, responsibilities and authorities

Assignment of responsibilities and authorities for relevant roles are communicated and understood throughout the organization according to the ***QMS-05 Responsibilities and Authorities Procedure*** to ensure [redacted]

The organization chart below describes the basic management structure of the Company. In all cases, the appropriate person has [redacted], which is further defined in the ***QMS-05 Responsibilities and Authorities Procedure***.

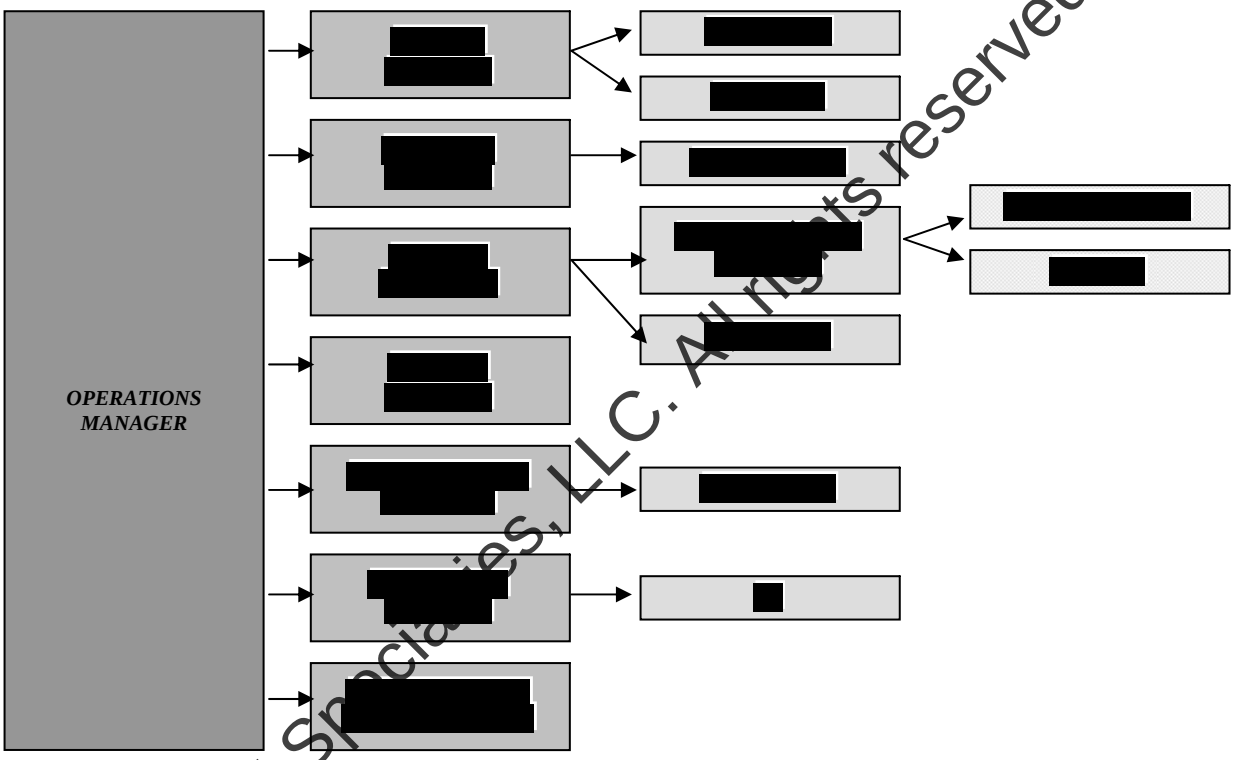
All employees are empowered to [redacted]

The Quality Manager has been assigned the role of Responsible Quality Authority (RQA). As RQA, the Quality Manager is responsible for:

- [redacted]

The Quality Manager has the responsibility and authority to [redacted]

5.3.1 Organization chart



Section 6: Planning

This quality system was planned in advance and its documented policies and procedures were reviewed prior to implementation. Management affirms the QMS is [redacted]

The QMS documentation acts as the overall quality plan for the Company. As required, specific quality processes [redacted]

Quality system planning and control is treated as a process (called the Management Process) and is defined in the ***QMS-04 Management Process Procedure***.

6.1 Actions to address risks and opportunities

6.1.1 Planning for the QMS

Planning for the quality management system includes [redacted]

6.1.2 Planning requirements

The Company determines the effectivity of actions taken to establish process controls that [redacted] according to the ***QMS-04 Management Process Procedure***.

6.2 Quality objectives and planning to achieve them

6.2.1 Establishing quality objectives

The Company establishes and maintains documented information for quality objectives at relevant functions, levels and processes according to the ***QMS-04 Management Process Procedure***. Quality objectives are [redacted]

6.2.2 Achieving quality objectives

The Company determines how to achieve its quality objectives according to [redacted]

6.3 Planning of changes

Changes to the quality management system are performed according to the ***QMS-02 Configuration Management Procedure***, which considers [redacted]

IMPORTANT:

The quality management system is maintained at its authorized revision level until planned changes are implemented.

Section 7: Support

7.1 Resources

7.1.1 General

The Company determines and provides the resources needed for [redacted]

7.1.2 People

The Company determines and provides the people necessary for [redacted]

7.1.3 Infrastructure

The Company determines, provides and maintains the infrastructure necessary for [redacted]

The Company has determined and provides [redacted] and include a review of:

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

The Company utilizes maintenance practices and skilled maintenance personnel to [redacted]

The Company utilizes corrective maintenance and skilled maintenance personnel to [redacted]

7.1.4 Environment for the operation of processes

The Company determines, provides and maintains the environment necessary for the operation of its processes to achieve conformity of products and services. The work environment is [redacted]

7.1.5 Monitoring and measuring resources

7.1.5.1 General

When monitoring or measuring is used to verify the conformity of products and services, the Company determines [redacted]

7.1.5.2 Measurement traceability

All measuring and test equipment instruments and devices used to determine an item's conformance to specified requirements are [redacted] according to the ***QMS-15 Calibration Procedure***.

Measuring equipment is [redacted] according to the ***QMS-15 Calibration Procedure***.

7.1.6 Organizational knowledge

The Company determines [redacted] The Company considers [redacted] according to the ***QMS-07 Proposal Development and Contract Review Procedure***.

7.2 Competence

The Company determines and periodically reviews the necessary competence for Employees whose work affects the performance and effectiveness of the quality management system. The Company affirms [redacted]

All Company personnel are [redacted]

The Company has implemented a training program that:

- [redacted]

Management conducts [redacted]

7.3 Awareness

The Company affirms [redacted]

7.4 Communication

Internal and external communications that are relevant to the QMS are [redacted] according to the ***QMS-04 Management Process Procedure***.

To ensure proper communication [redacted] which is documented in the ***QMS-04 Management Process Procedure***.

Management periodically [redacted]

Employees are encouraged to use the ***Request for Support (RFS)*** to submit suggestions for improvements. This system requires management to take action on quality related issues within the Company.

7.5 Documented information

7.5.1 General

The Company's quality management system includes documented information required by ***AS9100D*** and records necessary for the effectiveness of the quality management system.

The Company maintains all required documentation to [redacted]

All Managers are responsible for [redacted]

The quality system documentation is comprised of a hierarchy of documents that flow from this Quality Handbook (see 4.4.2).

All documents must [redacted]

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

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

7.5.2 Creating and updating

During creation and update of documented information, the Company reviews and approves documents [redacted] according to the ***QMS-01 Control of Documented Information Procedure***.

The Company has developed a secure web-based document portal that enables [redacted] according to the ***QMS-02 Configuration Management Procedure***.

7.5.3 Control of documented information

7.5.3.1 Documents required by QMS and international standard

Documents are controlled so that the information on them is [redacted] For details, see ***QMS-01 Control of Documented Information Procedure*** and ***QMS-02 Configuration Management Procedure***.

7.5.3.2 Activities for control of documented information

The Company controls [redacted] according to the ***QMS-01 Control of Documented Information Procedure***. Superseded and/or obsolete documents may [redacted] according to the ***QMS-02 Configuration Management Procedure***. Management provides guidelines for managing [redacted] according to the ***QMS-04 Management Process Procedure***.

Section 8: Operation

8.1 Organizational planning and control

Processes that are used to achieve compliance with requirements for deliverable products and services are [redacted]

The Company applies the ***QMS-07 Proposal Development and Contract Review Procedure*** to engage Responsible Authorities and [redacted]

The ***QMS-02 Configuration Management Procedure*** is used to approve processes and control changes. Consequences of unintended changes are [redacted]

Inspection, testing and "on-time delivery" requirements are [redacted]

Project management is used to [redacted]

Key product realization processes include the following procedures:

- [redacted]

Quality objectives have been established for each key process. At times, additional quality objectives and measurements may [redacted]

Suppliers used for outsourced processes are approved according to 8.4 herein and the ***QMS-08 Purchasing Procedure***. When the Company provides supplies for outside processing, such as acceptance testing, the work is performed under the following conditions:

- [redacted]

8.1.1 Operational risk management

Risk management for operational processes is conducted according to ***QMS-18 Risk Mitigation and Planning Procedure.*** Proportionate actions are [redacted]

8.1.2 Configuration management

The configuration of products and services is controlled [redacted] according to the ***QMS-02 Configuration Management Procedure***.

8.1.3 Product safety

The Company plans, implements and controls the processes [redacted] according to the ***QMS-10 Manufacturing Procedure***.

8.1.4 Prevention of counterfeit parts

The Company [redacted] according to the ***QMS-03 Counterfeit Parts Prevention Procedure and QMS-04 Management Process Procedure***.

8.2 Requirements for products and services

8.2.1 Customer communication

The Company communicates with its Customers by [redacted]

8.2.2 Determining the requirements related to products and services

The Company determines it can meet the claims for products and services it offers and affirms [redacted] according to the ***QMS-07 Proposal Development and Contract Review Procedure***.

The Company captures all contractual and special requirements of the Customer as well as [redacted]

8.2.3 Review of requirements related to products and services

8.2.3.1 Ability to meet requirements

Applicable functions within the Company review Customer requirements according to the ***QMS-07 Proposal Development and Contract Review Procedure*** [redacted]

The Company pays particular attention to [redacted]

8.2.3.2 Retain documented information of review

The Company establishes and maintains a record for each contract review that includes [redacted]

8.2.4 Changes to requirements for products and services

When the requirements for products and services are changed, the Company affirms [redacted]

8.3 Design and development of products and services

8.3.1 General through 8.3.6 design and development changes

The Company's design and development process is conducted in a controlled manner according to [redacted] which are defined in the ***QMS-17 Design and Development Procedure*** that includes policies for:

- 8.3.2 Design and development planning
- 8.3.3 Design and development inputs
- 8.3.4 Design and development controls
- 8.3.4.1 Validation and verification tests
- 8.3.5 Design and development outputs
- 8.3.6 Design and development changes

8.4 Control of externally provided processes, products and services

The Company [redacted] does not [redacted]

8.4.1 General

The Company affirms externally provided processes, products and services conform to requirements according to the ***QMS-08 Purchasing Procedure*** and ***QMS-09 Receiving Procedure***. The Company determines the controls to be applied to externally provided processes, products and services when [redacted]

8.4.1.1 External provider abilities

The Company determines and applies criteria for the evaluation, selection, monitoring of performance and re-evaluation of external providers that is based upon [redacted]

processes or products and services according to requirements and ***QMS-08 Purchasing*** [redacted]

8.4.2 Type and extent of control

The Company affirms externally provided processes, products and services [redacted]

8.4.3 Information for external providers

The Company affirms mandatory requirements are [redacted]

8.5 Production and service provision

8.5.1 Control of production and service provision

The Company implements production and services under controlled conditions according to the ***QMS-04 Management Process Procedure*** and ***QMS-10 Manufacturing Procedure***, which includes provisions for:

- 8.5.1.1 Control of Equipment, Tools and Software Programs
- 8.5.1.2 Validation and Control of Special Processes
- 8.5.1.3 Production Process Verification

The Company plans and carries out processes for product realization. In general, this includes assurances that:

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

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

In-process inspection is conducted according to [redacted] the ***QMS-10 Manufacturing Procedure*** and ***QMS-02 Configuration Management Procedure***.

8.5.2 Identification and traceability

The Company uses suitable means to identify outputs when it is necessary to ensure the conformity of products and services, and identifies the status of outputs with respect to [redacted]

QC stamps or registered names and initials of inspectors may [redacted]

8.5.3 Property belonging to Customers or external providers

When outside sources provide property for processing or use, it is suitably identified as such to [redacted]

Property is controlled according to the ***QMS-10 Manufacturing Procedure***, [redacted]

8.5.4 Preservation

According to contractual directives, instructions are detailed in the applicable job documentation [redacted] according to the ***QMS-10 Manufacturing Procedure*** and ***QMS-11 Shipping Procedure***.

8.5.5 Post-delivery activities

The Company meets requirements for post-delivery activities associated with the products and services according to [redacted]

The Company provides as applicable:

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

8.5.6 Control of changes

To ensure continuing conformity with requirements, the Company reviews and controls [redacted]

8.6 Release of products and services

In-process inspections are conducted during production and service activities to ensure ongoing quality of work according to the ***QMS-10 Manufacturing Procedure***. Products and services are released for delivery to Customers only [redacted]

8.7 Control of nonconforming outputs

8.7.1 Identify and control nonconforming outputs

The Company affirms outputs that do not conform to requirements are [redacted]

Nonconforming outputs may be identified by
The Company takes appropriate actions based on

Nonconformances are corrected then reverified to confirm outputs are in compliance with requirements. When appropriate, the Company [redacted]

8.7.2 Retain documented information for nonconformities

Records used to disposition nonconformities clearly describe each nonconformance and includes [redacted]

Section 9: Performance Evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

The Company's determines methods for monitoring, measurement, analysis and evaluation to ensure valid results by [redacted]

Documented information that is used for determining the acceptability of this quality management system may include, but are not limited to:

- [redacted]

- [redacted]

9.1.2 Customer satisfaction

To monitor and measure Customer satisfaction and [redacted] the Company collects information about: (adjust "your list" as required - retain mandatory items - delete this note prior to release of quality handbook)

- [redacted]

The Company continuously improves Customer satisfaction according to the ***QMS-04 Management Process Procedure***.

9.1.3 Analysis and evaluation

The Company evaluates [redacted] according to the ***QMS-04 Management Process Procedure***.

9.2 Internal audit

9.2.1 Conduct internal audits at planned intervals

The Company conducts internal audits at planned intervals to provide [redacted]

9.2.2 Audit requirements

The Company assigns Responsible Authorities to perform internal audits and report audit results to management according to the ***QMS-12 Internal Auditing Procedure***.

9.3 Management review

9.3.1 General

Top management reviews the Company's quality management system at planned intervals to [redacted]

9.3.2 Management review inputs

Management review is planned and carried out according to the ***QMS-04 Management Process Procedure***, which takes into consideration [redacted]

9.3.3 Management review outputs

Results from management reviews include [redacted]

Section 10: Improvement

It is the goal of all employees to [redacted]

10.1 General

[redacted]

10.2 Nonconformity and corrective action

10.2.1 Required actions for nonconformities

When nonconformity occurs in products and processes, including [redacted], the Company takes action and [redacted]

The Company affirms corrective actions are appropriate to the effects of nonconformities, and:

- [redacted]

- [redacted]

10.2.2 Required records for nonconformities

The Company retains and maintains records regarding the nature of nonconformances, subsequent actions and [redacted]

10.3 Continual improvement

The Company continually improves [redacted]

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Appendix A: Company Processes and Applicable *AS9100D* Clauses

Process	Applicable ***AS9100D*** Clauses
Configuration Management	8.5.6 Control of Changes (was [redacted])
Control of Documented Information	7.5.2 Creating and Updating (was [redacted]) 7.5.3 Control of Documented Information (was [redacted])
Control of Nonconformities	8.7 Control of Nonconforming Outputs (was 8.3 [redacted])
Corrective Action	10.2 Nonconformity and Corrective Action (was [redacted])
Design & Development	8.3 Design and Development of Products and Services (was [redacted]) 8.5.1 Control of Production and Service Provision (was [redacted])
Internal Auditing	9.2 Internal Audit (was [redacted])
Management	4.1 Understanding the organization and its context (was [redacted]) 4.2 Understanding the needs and expectations of interested parties (was [redacted]) 4.3 Determining the scope of the quality management system (was [redacted]) 4.4 Quality Management System and its Processes (was [redacted]) 5.1.1 Leadership and commitment: General (was 5.1 [redacted]) 5.2.1 Establishing the Quality Policy (was [redacted]) 5.3 Organizational Roles, Responsibilities and Authorities (was [redacted]) 6.1.1 Determine risks and opportunities when planning for the QMS (new), 6.1.2 Planning actions (new) 6.2.1 Establishing quality objectives (was [redacted] (new) 6.3 Planning of changes (was [redacted]) 7.1.1 Support: Resources: General (was [redacted]), 7.1.2 People (was [redacted]), 7.1.3 Infrastructure (was [redacted]), 7.1.4 Environment for the Operation of Processes (was [redacted], 7.1.5.1 Monitoring and measuring resources: General (was [redacted]) 7.1.6 Organizational knowledge (new) 7.2 Competence (was [redacted]) 7.3 Awareness (was [redacted]) 7.4 Communication (was [redacted]) 7.5.1 Documented Information: General (was [redacted]), 7.5.2 Creating and updating (was [redacted]) 7.5.3.1 Control of documented information required by International Standard (new) 8.1 Operational planning and control (was [redacted]), 8.1.1 Operational risk management (new), 8.1.2 Configuration management (was [redacted]), 8.1.3 Product safety (new), 8.1.4 Prevention of counterfeit parts (new) 8.2.1 Customer Communication (was [redacted]) 8.5.6 Control of changes (was 7.3.7 [redacted]) 9.1.1 Monitoring, measurement, analysis and evaluation: General (was [redacted]), 9.1.2 Customer Satisfaction (was [redacted]), 9.1.3 Analysis and evaluation (was [redacted]) 9.2 Internal audit (was [redacted]) 9.3.1 Management Review: General (was [redacted]), 9.3.2 Management review inputs (was [redacted]), 9.3.3 Management review outputs (was [redacted]) 10.1 Improvement: General (was [redacted]) 10.2.1.e,h Required actions for nonconformities (was [redacted])

Process	Applicable ***AS9100D*** Clauses
	10.3 Continual Improvement (was [redacted])
Manufacturing	8.1 Operational Planning and Control (was [redacted]) 8.5.1.3 Production Process Verification (was [redacted]) 8.1 Operational Planning and Control (was [redacted]) 8.5.1.1 Control of Production Equipment, Tools and Software Programs (was [redacted]) 8.5.5 Post-Delivery Activities (was [redacted]) 8.5.2 Identification and Traceability (was [redacted]) 8.5.3 Property Belonging to Customers or External Providers (was [redacted]) 8.5.4 Preservation (was [redacted]) 8.6 Release of Products and Services (was [redacted]) 8.7 Control of Nonconforming Outputs (was [redacted])
Proposal Development & Contract Review	8.2.2 Requirements Related to Products and Services (was [redacted]) 8.2.3 Review of Requirements Related to Products and Services (was [redacted]) 8.2.4 Changes to Requirements for Products and Services (was [redacted])
Purchasing	8.4.1 Control of Externally Provided Processes, Products and Services: General (was [redacted]) 8.4.3 Information for External Providers (was [redacted])
Receiving	8.4.3 Information for External Providers (was [redacted]) 8.5.2 Identification and Traceability (was [redacted]) 8.5.3 Property Belonging to Customers or External Providers (was [redacted]) 8.5.4 Preservation (was [redacted]) 8.6 Release of Products and Services (was [redacted]) 8.7 Control of Nonconforming Outputs (was 8.3 [redacted])
Shipping	8.2.2 Determining Requirements Related to Products and Services (was [redacted]), 8.5.1, 8.5.5 Control of Production & Service Provision, Post Delivery Support (was [redacted]), 8.5.2 Identification and Traceability (was [redacted]) 8.5.4 Preservation (was [redacted]) 8.7 Control of Nonconforming Outputs (was [redacted])

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Appendix B: Company Processes and Applicable Documents

Process	Applicable Company Procedures	Applicable Company Records
Corrective Action	QMS-13 Corrective Action	Nonconformity and Corrective Action 10.2 (was [redacted])
Design & Development	QMS-17 Design & Development	Operational Planning and Control 8.1.e.1 (was [redacted]) Design and Development Inputs 8.3.3 (was [redacted]) Design and Development Controls 8.3.4 (was [redacted]) Design and Development Changes 8.3.6 (was [redacted])
Internal Auditing	QMS-12 Internal Auditing	Internal audit 9.2 (was [redacted])
Management	QMS-00 Quality Handbook QMS-01 Control of Documented Information QMS-02 Configuration Management QMS-04 Management Process QMS-05 Responsibilities & Authorities QMS-06 Training QMS-15 Calibration QMS-16 Definitions and Abbreviation	Management Review: General 9.3.1 (was [redacted]) Competence 7.2 (was [redacted]) Awareness 7.3 (was [redacted]) Monitoring and Measuring Resources 7.1.5, 7.1.5.1, 7.1.5.2 (was [redacted])
Manufacturing	QMS-10 Manufacturing QMS-14 Control of Nonconformities Procedure	Identification and Traceability (if required) 8.5.2 (was [redacted]) Property Belonging to Customers or External Providers 8.5.3 (was [redacted]) Release of Products and Services 8.6 (was [redacted]) Control of Nonconforming Outputs 8.7 (was [redacted])
Proposal Development & Contract Review	QMS-07 Proposal Development & Contract Review	Review of Requirements Related to Products and Services 8.2.3 (was [redacted])
Purchasing	QMS-08 Purchasing	Control of Externally Provided Processes, Products and Services: General 8.4.1 (was [redacted])
Receiving	QMS-09 Receiving QMS-14 Control of Nonconformities Procedure	Property Belonging to Customers or External Providers 8.5.3 (was [redacted]) Control of nonconforming product 8.7 (was [redacted])
Shipping	QMS-11 Shipping QMS-14 Control of Nonconformities Procedure	Property Belonging to Customers or External Providers 8.5.3 (was [redacted]) 8.5.4 Preservation (was [redacted]) Control of Nonconforming Outputs 8.7 (was [redacted])

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Appendix C: Outsourced Processes

The following processes are outsourced and controlled as indicated:

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

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Appendix D: Quality Objectives

Process	Quality Objective	Metric
Corrective Action	[redacted]	[redacted]
Design & Development	[redacted]	[redacted]
Internal Auditing	[redacted]	[redacted]
Management	[redacted]	[redacted]
Manufacturing	[redacted]	[redacted]
Proposal Development & 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 Company, and match the list of procedures displayed in paragraph 8.1 and highlighted in Appendix E. The objectives that are listed above are [redacted]

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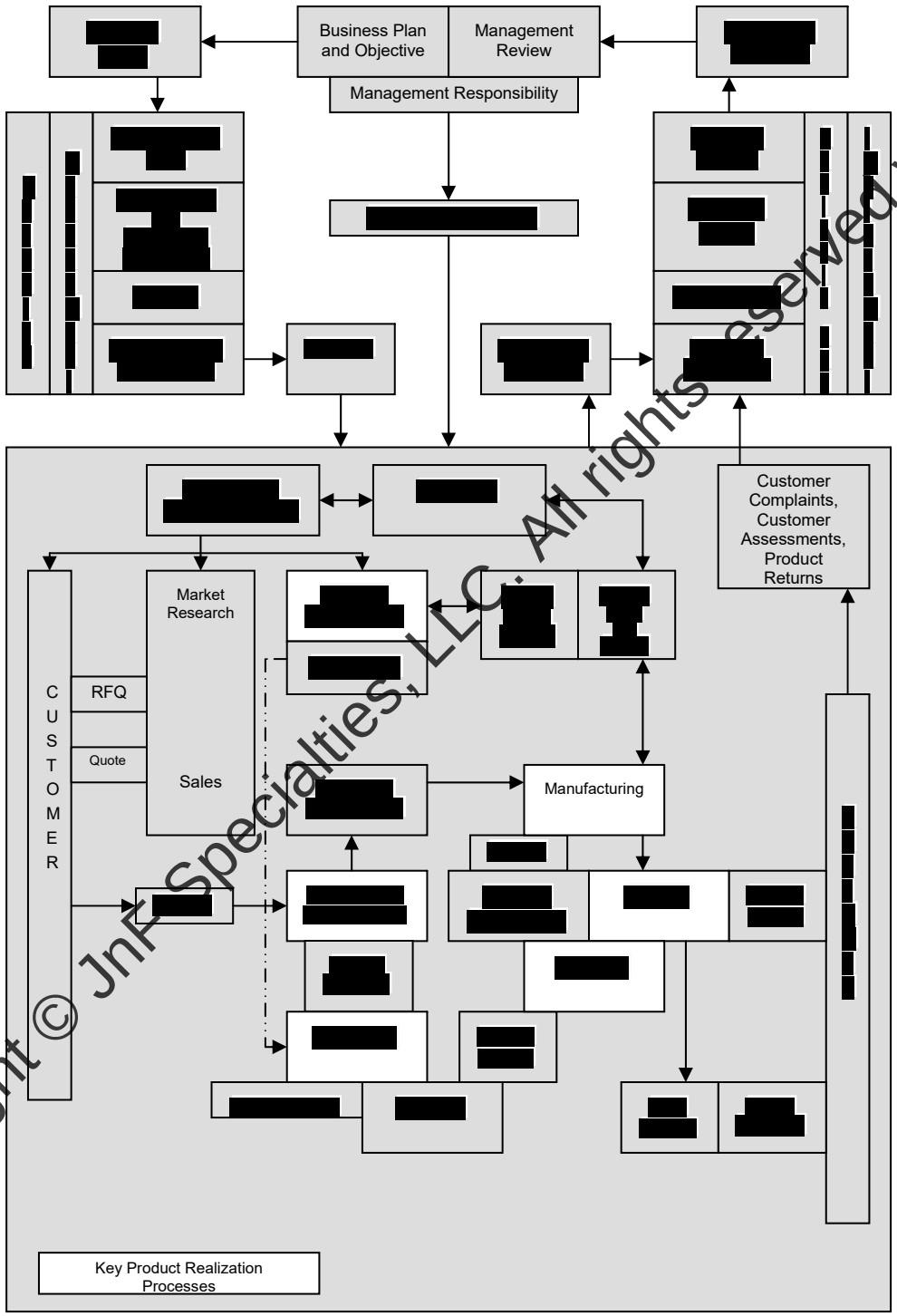
Appendix E: Identification of Key Product Realization Processes



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(paragraph numbers in parentheses are from the AS9100D standard)

Mandatory Procedures:

- [redacted]

Recommended Procedures:

- [redacted]

Applicable Records:

- [redacted]

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(paragraph numbers in parentheses are from the AS9100D standard)

Applicable Records continued…

- [redacted]

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MANAGEMENT PROCESS PROCEDURE

Origination Date: XXXX

Document Identifier:	QMS-04 Management Process Procedure
Date:	Latest Revision Date
Project:	Customer, Unique ID, Part Number
Document Status:	Draft, Redline, Released, Obsolete

Abstract:
This document describes the management review process.

REVISION LOG

Issue	Date	Comment	Author
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DOCUMENT CHANGE RECORD

Issue	Item	Reason for Change

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 processes identified in the quality handbook; however, management itself is also treated as a process. This means [redacted]

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

Management is responsible for implementation and application of the following QMS requirements:

- [redacted]

- [redacted]

4.0 PROCEDURE: MANAGEMENT REVIEW

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

Minimum attendance for Management Review: [redacted]

4.2 This review includes [redacted]

The Company pays particular attention to [redacted]

4.3 Minutes of the meetings are taken and maintained, which includes [redacted]

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

- [redacted]

- [redacted]

4.5 Management uses action items or the corrective action system to take recorded actions as a result of [redacted]

4.6 Management determines internal issues that affect its ability to achieve intended results, which may include, but are not limited to:

- [redacted]

- [redacted]

4.7 Management determines external issues[36] that affect its ability to achieve intended results, which may include, but are not limited to:

- [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 is [redacted]

5.3 Top management [redacted]

5.4 Throughout the year, assigned managers and staff [redacted]

5.5 During Management Review, [redacted]

5.6 When a process [redacted]

5.7 The current metrics, [redacted]

5.8 Over time, management [redacted]

6.0 PROCEDURE: INTERNAL and EXTERNAL COMMUNICATION

[redacted]

The following methods are used for internal communications:

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

6.2 External communications that are relevant to the quality management system are [redacted]

6.2.1 Confidential Company Information

Company Employees do not reveal Confidential Company Information to External Parties except [redacted]

[redacted]

6.2.1.1 Basic Company Information

Company Employees do not communicate Basic Company Information to External Parties except [redacted]

Only Authorized Responsible Authorities may communicate about the Company or its business, or communicate as a representative of the Company, with any of the following External Parties:

- [redacted]

Only Authorized Responsible Authorities may communicate about the Company or its business or communicate as a representative of the Company [redacted]

6.2.1.2 Written Company Information

All Written Company Information conforms to [redacted]

All Written Company Information is approved by [redacted]

With respect to any Written Company Information regarding [redacted]

Written Company Information regarding [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 includes:

- [redacted]

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

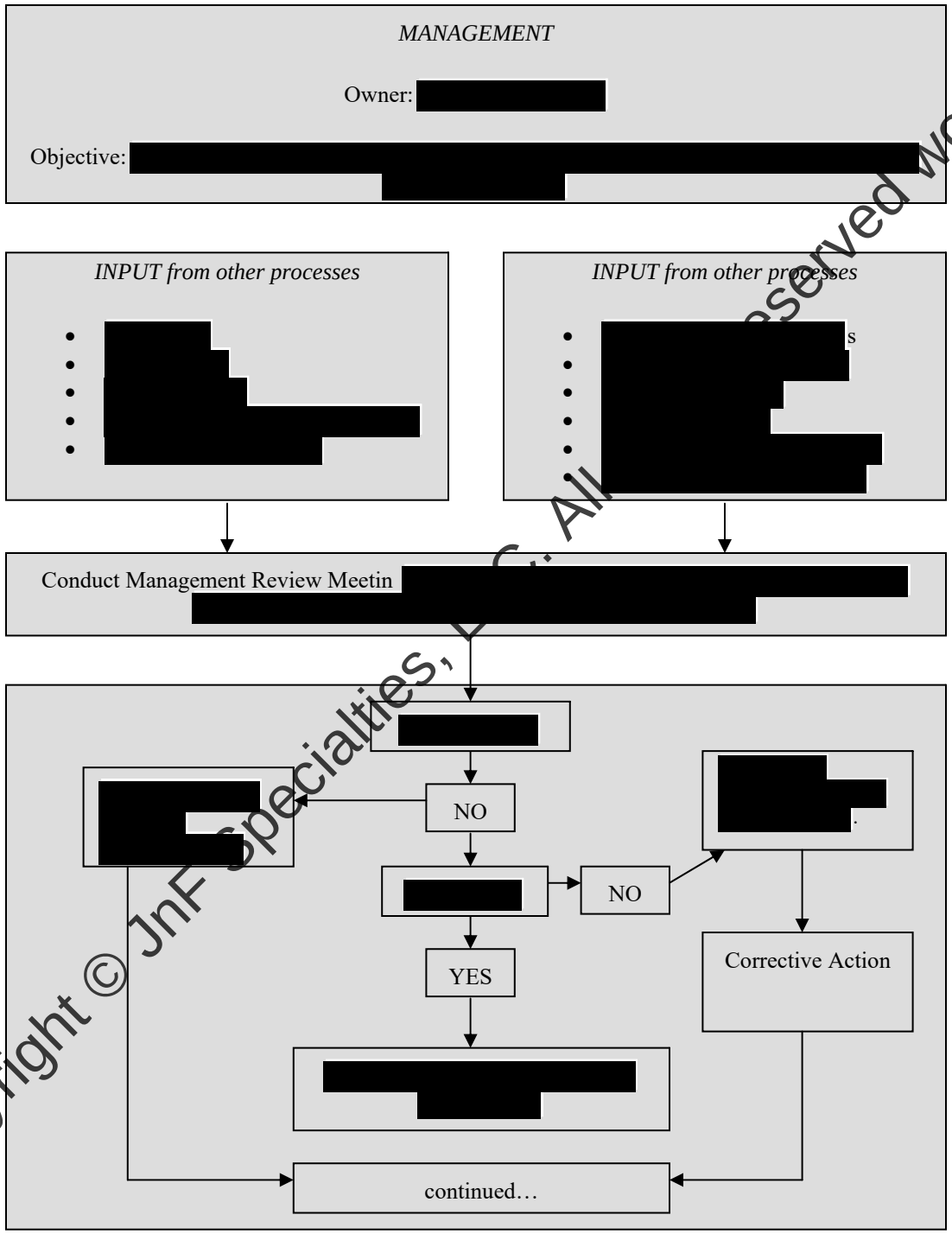
7.3 To manage resources, top management [redacted]

7.4 During Management Review, managers [redacted]

7.5 [redacted]

Left blank intentionally

Appendix A: Process Map



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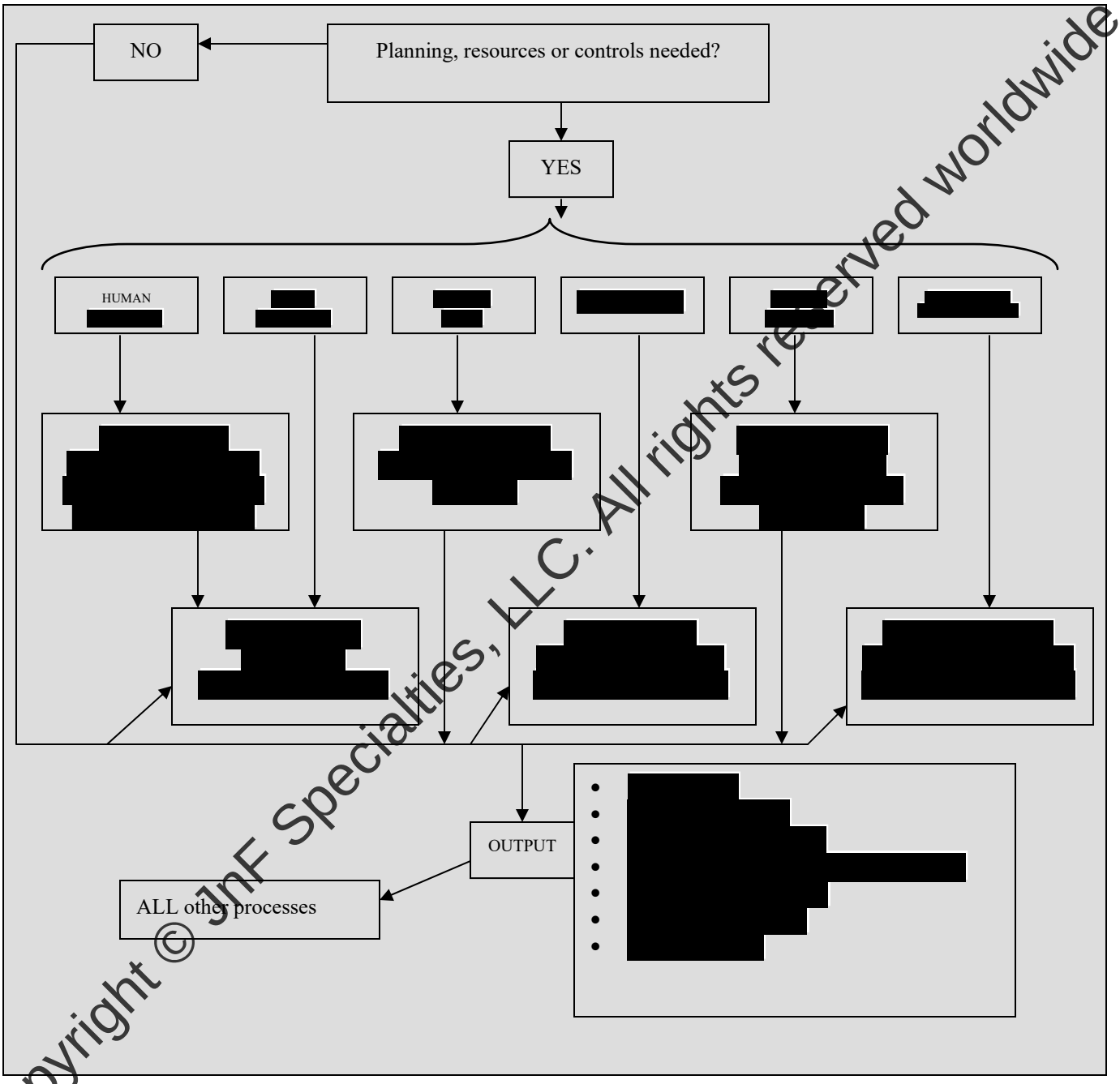

ACTION ITEM

Form Rev: Orig

Signature: _____

Date: _____

Your Logo

ACTION PLAN

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

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

Form Rev: Orig

Your Logo

Quality System Impact Analysis		
Auditor(s):	Procedure Name and # under Audit:	
Date:	Supervisor Affected:	Areas Audited:
Brief Description of Practice:	[redacted]	
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	
[redacted]		

Form Rev: Orig

MANAGEMENT REVIEW REPORT

Origination Date: XXXX

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

Abstract:
This document provides the management review report.

CREATION LOG

Issue	Date	Comment	Author
0-0			

REVISION RECORD

Issue	Item	Reason for Change

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]

☐ [redacted]

☐ [redacted]

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

ITEM 3: Status of corrective actions. *Review* [redacted]

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

ITEM 5: Review the effectiveness of current training programs and the effectiveness of additional training for designated individuals. *Include* [redacted]

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

ITEM 7: Review of quality objectives, data and goals. *Review* [redacted]

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

ITEM 8: Discuss Customer feedback and complaints not already discussed as part of the corrective action review. *Develop* [redacted]

ITEM 9: Discuss the overall performance of the quality system, any changes to the Company that may affect the quality system or vice-versa. *Include* [redacted] *IMPORTANT:* [redacted]

ITEM 10: Note other recommendations for management to demonstrate leadership and commitment to the strategic direction and context of the Company with respect to the quality management system according to *QMS-04 Management Process Procedure* paragraph 3.0.

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]
1		
2		
3		
4		
5		
6		

ITEM 14. OTHER ACTION ITEMS ASSIGNED:

[redacted]	[redacted]	[redacted]

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

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

Defined properly, a quality management system is viewed as [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 properly identified and defined, the PDCA cycle can then be effectively applied to drive improvement in the processes and in the QMS.

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]	
Support Process Question With Who - training, knowledge, skills	
What criteria have been established for Operator competency?	
Support Process Questions With What - equipment, installations	
What machines, materials, safety equipment, test equipment, computer systems and software are used in the process?	
[redacted]	
Support Process Questions With What Key Criteria - measurements, assessments	
What in-process/final verification criteria are associated with the output?	
[redacted]	
Input - what should be received	
Upon what inputs does the process operate, e.g., document(s), materials, tooling, schedule, etc?	
[redacted]	

Process Name:	
Question	**Answer** (N/A if not applicable)
[redacted]	
Output - what should be delivered	
What output does the process produce?	
Is the output used to measure effectiveness?	
[redacted]	
Support Process Questions **Performance indicators**	
How is the process identified throughout the process?	
How is inspection status identified throughout the process?	
Does the process approach or meet its goal?	
[redacted]	
Support Process Question **How - instructions, procedures, methods**	
What instructions are available to Operators?	
Are documents/work instructions approved?	
[redacted]	
Workmanship	
Process Map Step 1: (name)	
Is this a key characteristic in the process?	
If so, what happens to the defectives?	
[redacted]	
Process Map Step 2: (name)	
Is this a key characteristic in the process?	
If so, what happens to the defectives?	

Process Name:	
Question	**Answer** (N/A if not applicable)
[redacted]	
Process Map Step 3: (name)	
Is this a key characteristic in the process?	
If so, what happens to the defectives?	
[redacted]	
Process Map Step 4: (name)	
Is this a key characteristic in the process?	
If so, what happens to the defectives?	
[redacted]	
Repeat questions listed above for each remaining Steps in the process map	

Improvement Resources	
[redacted]	[redacted]
Process Cards	(Adjust this list to identify applicable resources used by your Company.)
Process Flow Diagram	
Process Mapping	
Process Model	

Add to Cart