Quality Operating Procedures (QOPs)

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# Quality Operating Procedure (QOP) 001

Contract Review

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Procedure

The Administrative Secretary shall

The Account Holder shall

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Procedure

The Administrative Secretary shall

The Quality Engineer shall

Engineering shall

The Production Manager shall

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Purpose / References

Procedure

The Administrative Secretary shall

The Account Holder shall

The Quality Engineer shall

The Production Manager shall

The Production Manager and Quality Engineer shall

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## Section I

1. **Purpose**

Evaluate “Request for Quote” (RFQ) in order to determine cost and capability.

1. **References**

RFQ Log – *A-005*

Quotation Form – *A-004*

1. **Procedure**

**3.01 The Administrative Secretary shall:**

1. Log in on the RFQ log *(ie: A-005)* the company’s name, the RFQ number, and date.

2. Create RFQ folder it. Place it in RFQ documents along with quote form *(ie: A-004)*.

3. Give folder to *…(Account Holder? This is if you have sales people under you, Scott)*

**3.02 The Account Holder shall:**

Reviews RFQ content and determines whether the quote is in the company’s interest. If not, decline the RFQ and return folder.

**3.03 The Administrative Secretary shall:**

Log out the RFQ on form A-005 by indicating the RFQ was declined. Notify the customer and file the RFQ folder.

**3.04 The Account Holder shall:**

1.Determine the quote process through involvement of manufacturing and engineering to help determine costs where necessary.

2. Fill out the quote form *A-004.*

3. Review the quote and make adjustments as needed.

4. Places contents back in folder and return it to the Administrative Secretary.

**3.05 The Administrative Secretary shall:**

1. Send the RFQ response to the customer.

2. Fill out the RFQ log *(ie: A-005).*

3. Place all documents that relate to this transaction in the RFW folder and file it. These files shall include: quote document, technical drawings, and any miscellaneous items.

## Section II

1. **Purpose**

Make sure that the Purchase Order (PO) content information matches the tender. And to determine and document quality requirements imposed in the PO.

1. **References**

Purchase Order Review Sheet – *A-001*

Quotation Form – *A-004*

RFQ Log – *A-005*

Control of Customer Documents – *A-011*

Issue and Traceability of Drawings – *A-031*

1. **Procedure**

(From what I could tell engineering and production should not have direct access to technical drawings. To aid quality problems relating to revision numbers. If they do (because Sigma 6 Electronics is a split facility) then sales needs to maintain the online folder and make sure that the only drawings that can be downloaded are the most recent as per the Issue and Traceability of Drawings form *(ie: A-031).* A-031 needs to be updated as new drawings and revisions come in. It should contain columns with “obsolete date” “date destroyed” “date issued” and “area issued”.)

**3.01 The Administrative Secretary shall:**

1. Input the receipt of the PO on the RFQ Log *(ie: A-005)*.

2. Review and determine accuracy against the tender.

3. Make up the PO folder and include the customer’s name and PO number

4. Fill out Control of Customer Documents *(ie: A-011)* and attach to folder.

5. Make copies of PO and send it to Engineering, Production, and Quality.

6. Fill out Issue and Traceability of Drawings *(ie A-031)*.

7. Place the “Accepted” PO and the Form A-031 in the folder and file it back in the RFQ file.

8. Record the “Accepted” PO status on the RFQ log.

**3.02 The Quality Engineer shall:**

1. Review the PO sent from Sales to determine quality requirements.

2. Fill out requirements on the Purchase Order Review *(ie: A-001)*. *(Note: Scott, this section has to do with quality requirements. There might be some requirements such as special-care needs for a specific process. As an example a customer might require a specific tolerance requirement (in terms of minimal variation). These requirements noted also MUST be inspected at the end of production, or after the process that the requirements are applicable).*

3. Send out email with requirements to Engineering and Sales.

4. Make up the Inspection Product Folder.

**3.03 Engineering shall:**

1. Review the PO and the Purchase order Review Sheet *(ie: A-001)*.

2. Plan the processing layouts to fulfill PO requirements.

3. Prepare, review, and approve the Job Traveler and Operation Sheets.

4. Maintain master documents in Engineering Folder

5. Prepare Production Folder.

**3.04 The Production Manager shall:**

1. Issue the Production Folder.

2. Describe any special-case processes listed on the Job Traveler to the floor operators.

## Section III

1. **Purpose**

Establish documented procedures for implementing contract amendments. Initiate processing and quality planning, based on the pending issuance of a formal Purchase Order (PO).

1. **References**

Document and Data Control – QOP 002

Control of Non-conforming Products – QOP 009

Performance Standard, Processing Control – QOP 012

Purchase Order Review Sheet – *A-001*

Blank Verbal Agreement Document – *A-003*

Quotation Form – *A-004*

RFQ Log – *A-005*

Non-Conforming Material Report – *A-006*

Amendment to Procedures – *A-009*

Control of Customer Documents – *A-011*

Issue and Traceability of Drawings – *A-031*

1. **Procedure**

**3.01 The Administrative Secretary shall:**

1. Input the receipt of the PO amendment on the RFQ Log *(ie: A-005)*.

2. Review the amendment for critical action items.

3. Prepare the Amendment Folder and attach it to the existing PO and RFQ folders.

4. Give Folders to Account Holder.

* 1. **The Account Holder shall:**

1. Review the amendment against the customer’s PO in order to determine the cost impact to processing and product quality.

2. If no impact is found, record information on the amendment document and sign and date. Return the documents to the Administrative Secretary.

**3.03 The Administrative Secretary shall:**

1. Declares amendment “Accepted” and signs and dates it.

2. Send copy of amendment to Engineering, Quality, and Production

3. File the Amendment, RFQ and PO folders.

4. Fill out Form A-005

**3.04 The Account Holder shall**: When the amendment impacts processing and/or quality, do:

1. Figure out the cost.

2. Update the quote form *(ie: A-004)*.

3. Note that the amendment affected processing and/or quality and sign and date. Attach form A-004.

4. Plan customer’s amendment. Note action items on a blank form *(ie: A-003)* and plan a meeting to address changes with production and engineering.

5. Return all documents to the Administrative Secretary.

**3.05 The Administrative Secretary shall:**

1. State the cost on company letterhead and have it signed by the Account Holder

2. Send the email to the customer. Place active folders on hold pending the customer.

**3.06 The Administrative Secretary shall:** After the receipt of cost is approved:

1. Stamp on the front of the amendment document “Accepted”.

2. Update: Control of Document form *(ie: A-011)* and Issue of Traceability of Drawings *(ie: A-031)*.

3. Send amendment and its attachments to Engineering, Quality and Production

4. Place quote form back into the RFQ folder

5. File the RFQ, PO and Amendments folders and input the amendment activity on RFQ Log.

**3.07 The Quality Engineer shall:**

1. Review the amendment documents.

2. Determine Quality’s action items and the impact on processing.

3. If impact occurred, revise the Purchase Order Review *(ie: A-001)*. *(Note: Scott, this section has to do with quality requirements. There might be some requirements such as special-care needs for a specific process. As an example a customer might require a specific tolerance requirement (in terms of minimal variation). These requirements noted also MUST be inspected at the end of production, or after the process that the requirements are applicable).*

4. Make copies of the Purchase Order Review and send to Engineering and Sales.

**3.08 The Production Manager shall:**

1. Review amendment documents and Purchase Order Review.

**3.09 The Production Manager and Quality Engineer shall:**

1. Draw up action items according to amendment requirements.

2. Discuss action items with Production Planning, Engineering, and Quality.

3. Implement all action items affecting PO amendments.

4. Carry out all internal document changes on the Amendment to Procedure Revision Change Log *(ie: A-009)* As per QOP 002 Section II.

# Quality Operating Procedure (QOP) 002

Document and Data Approval and Issue

**Contents Page**

**Section I Document and Data Approval and Issue 14**

Purpose / References

Procedure

Maintain the Quality System Manual (QSM)

Maintain the Quality Operating Procedures (QOPs)

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Reporting Errors

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## Section I

**1.0 Purpose**

To control the planning, approval, and issuance of the quality system’s documents.

**2.0 References**

Revision Change Log (RCL)

Quality System Manual (QSM, QM)

**2.0 Procedure**

**The Management Representative Shall:**

Maintain all documentation relating to the Quality Management System and assign responsibilities under delegated authority. He/she shall enforce the following:

**2.01 Maintain the Quality System Manual (QSM)**

*(Scott, similar to how the section after this is written is how this section must be written. It should be a step-by-step list on how to maintain the quality manual)*

**2.02 Maintain the Quality Operating Procedures (QOPs)**

1. Each page in the Quality Operating Procedures (QOPs) shall have a header that must be updated when updating information within the QOPs. The header must include: subject, issue date, revision date and number, page number, and approval sign-off.
2. The QOP paragraphs must be structured in chronological order and the QOP sections must be constructed as work processes are sequenced.
3. Tasks that share similar characteristics shall be combined under one procedure. Each combined section shall be given a new paragraph header.
4. Links between the Quality Manual (QM or QSM) and the QOPs can be found through in-text citations and the reference document listed in paragraph 2.0 in each QOP section.
5. All QOP sections shall be reviewed and approved before release. QOPs are proprietary documents.
6. Change to a QOP shall be recorded and controlled on the specific Revision History page. Also, the Revision Change Log (RCL) should reflect any changes in the QOP sections.
7. Obsolete sections shall be removed and disposed, and replaced by the changed sections.

**2.03 Maintain the System’s Forms**

1. Each form shall have a similar company-wide look with a clear title to represent the record. Signature and date lines are required on form proposals for sign off by those responsible to review and approve the work. All changes to forms should be highlighted and detailed.
2. Each form shall have its own unique reference number.
3. Change to a form shall be recorded and controlled on the specific Revision History cell. Also, the Revision Change Log (RCL) should reflect any changes to controlled forms.

**2.04 Responsibility**

The Quality Management System, which includes both the QSM and the QOPs, shall be maintained by the \_\_\_\_ *(often the Quality Manager)* assigned by the Management Representative.

## Section II

**1.0 Purpose**

To maintain control over document and data changes.

**2.0 References**

Revision Change Log (RCL)

Quality System Manual (QSM, QM)

QOP 001, Contract Review

Blank Verbal Agreement Document – *A-003*

Amendment to Procedures – *A-009*

**3.0 Procedure**

**Reporting Errors**

Errors, either mistakes or misleading information, directly influence product quality. Therefore, this system is designed to remove them where they occur. Process owners are required to report errors to their immediate supervisors when discovered.

**3.01 Customer Controlled Documents**

Purchase Order amendments shall be implemented as defined in QOP 001 Section I. Customer initiated verbal changes shall be prohibited without proper documentation on a Blank Verbal Agreement Document *(ie A-003).*

**3.02 Process Change Documents**

Processing documentation and data changes must be carried out through the Amendment to Procedures form *(ie: A-009).* These changes must be signed and dated and documented in the Revision Change Log when the change takes effect.

**3.03 Types of Processing Related Changes**

**3.03.1 Immediate and Provisional Document Changes**

**Explanation of Immediate and Provisional Document Changes**

**Overview**

*This section talks about the process of documentation changes. An example of the process can be found in the next paragraph. This section details the exact steps an employee (typically of the title “Quality Engineer”) would make changes to documentation. These steps include both approval and un-approved.*

**Example of Immediate and Provisional Document Changes**

1. The Process Engineer fills out a Process Amendment form *(ie: A-009)* and submits it to the supervisor. The supervisor reviews the change and signs and dates the “Reviewed By” section. The supervisor then forwards the document to the Quality Engineer.
2. The Quality Engineer Reviews the proposed change. If the Quality Engineer agrees with the supervisor and the Process Engineer he/she signs and dates “Accepted By”. If the Quality Engineer does not agree he/she sends back notes for correction(s).
3. The Process Engineer now changes the master document(s), including revision levels. Submits the revised document(s) for review and approval to supervision. After approval he/she makes copies and returns the files. Then the Process Engineer:
   1. attaches one copy of the master document(s) to the Process Amendment *(ie: A-009)* form and submits said form to the Quality Engineer.
   2. distributes the copies to the affected departments.
   3. removes printed obsolete documentation while keeping one stamped “Obsolete” as background information.
   4. updates production folder(s)
   5. maintains both the Engineering and Production Folders
4. The Quality Engineer reviews documents sent by the Process Engineer and completes Process Amendment Form *(ie: A-009)*.

**3.03.2 Software Changes**

Software changes are controlled as documents. Changes to these documents should be noted in the Revision Change Log

**4.0 Change Control of The Quality System’s Documents**

**General**

Processing related documentation (Travelers, Operation Sheets, Software, and other set-up documents) have their changes applied through the Process Amendment form *(ie: A-009)*. The quality system documents (QOPs, QSM, or Quality Policy) should be changed independently within its own structural system, through the individual revision history pages and the Revision Change Log. Typing and syntax errors can be corrected without formal change only if they do not impact quality and/or processing.

**4.01 Changes to the Quality System’s Documents**

**4.01.1 Direct Changes to the Quality System’s Documents**

*\*\* See Next Paragraph\*\**

**4.01.2 Indirect Changes to the Quality System’s Documents**

*(Not sure how to handle this section, this is different on a business-by-business case. Scott, determine how you would like to handle changes to this document and the QSM document. These changes will become necessary as both internal and external audits occur. Further, these changes are typically related to customer satisfaction, performance, or flow-down requirements. I will also note here that after further reading I think that you could remove indirect changes (as they are results in changes of Travelers, Operation Sheets etc... that impact the quality system) and just have a section titled “Changes to the Quality System’s Documents”. Also, these QOP sections are high on documentation and quality so please be advised that there should be a process of documentation involved with these changes.)*

**5.0 Revision Change Control of the Quality System’s Documents**

**General**

The quality system’s documents are grouped in three separately controlled entities: the Quality Manual (QSM), the Quality Operating Procedures (QOPs), and the documentation forms. While each individual aspect is controlled in their respective revision history section, changes should also be reflected in the master Revision Change Log (RCL) that details all changes throughout the organization.

**5.01 Revision Change to the Quality System Manual**

*(Again, Scott please determine how you would like to handle the process to make changes to the Quality System Manual. The steps should be listed here in a numbered format to match the style that we have been using here. I wrote sections 5.02 and 5.03 as “management representative” because it is possible that it would be someone in Michael’s position who would be in charge of it, though it could be a Quality Engineer – this is something I would ask Israr to weigh in on.)*

**5.02 Revision Change to the Quality Operating Procedures**

**The Management Representative shall:**

1. Make a copy of the “Revision History” page from the master of the affected Quality Operating Procedure. Cross out the current revision date on the copy and write the new revision number and date. Note the reason for revision.
2. Make necessary changes to the form.
3. Sign the document and then update the old version.
4. Locate the master Revision Change Log at \_\_\_\_ *(where is it kept?)*. Note the QOP number, date, revision number, signature, and nature of change.
5. Update the master copy with the new revision found at \_\_\_ *(where is it kept?)*.

**5.03 Revision Change to the System’s Forms**

**The Management Representative shall:**

1. Make a copy of the “Revision History” page from the master of the affected form. Cross out the current revision date on the copy and write the new revision number and date. Note the reason for revision.
2. Make necessary changes to the form.
3. Sign the document and then update the old version.
4. Locate the master Revision Change Log at \_\_\_\_ *(where is it kept?)*. Note the QOP number, date, revision number, signature, and nature of change.
5. Update the master copy with the new revision found at \_\_\_ *(where is it kept?)*.

## Section III

**1.0 Purpose**

Summarize the retention, maintenance, and responsibility in managing the Quality System’s records.

**2.0 References**

All documents relating to the manufacturing quality parts.

**2.0 Procedure**

*(Scott, this section is left open because it references all documents that are required to make a part. Job travelers, SCARs, NCMR, inspection etc.. These documents must be maintained by individuals. This section lists their job title and then lists what forms they are responsible to maintain. For example:*

*The Contract Administrative Secretary shall:*

1. *Maintain and retain Form A-004 – RFQ Worksheet – under separate folder, identified by the prospective customer’s name. The “RFQ Folder” shall contain all the documents that relate to the specified transaction.*
2. *Maintain and retain form A-005 – RFQ, PO, and Amendment Register under separate folder, identified by the same title. When the form is full, the next one shall be consecutively numbered. To avoid mixing the RFQ, PO, and Amendment entries on one form, it is expected that each title will have its own entry carried out separately on duplicates of the same form.*
3. *Etc…*

*This should be listed for all documents used in the process stream, including sales and post-manufacturing forms)*

# Quality Operating Procedure (QOP) 003

Control of Purchases (Internal)

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Issuance of Internal Purchase Orders

Review and Approval of Purchase Order by the Quality Engineer

Releasing Purchase Orders

Maintenance of Supplier Product Folder

Control of Purchase Order Amendments

Issuance of Amendments

Review and Approval of the PO Amendments by the Quality Engineer

Releasing the Amended Purchase Orders

**Section II** **Evaluation of Subcontractors 29**

Purpose / References

Procedure

Selection of Suppliers (Subcontractors)

Evaluation of Suppliers (Subcontractors)

On-site Survey

Mail-in Survey

Subcontractor Rating

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## Section I

**1.0 Purpose**

Design requirements for “good quality” that aid in reviewing and approving the issuance of product related internal Purchase Orders.

**2.0 References**

Blank Verbal Agreement Document – *A-003*

Nonconforming Material Report – *A-006*

Purchase Order – *A-017*

Supplier Survey Long – *A-026*

Supplier Survey Short – *A-035*

Incoming Inspection – *A-036*

Supplier Corrective Action Request – *A-037*

**3.0 Procedure**

Give specific directions that may be replicated by someone who doesn’t know process.

**3.01 Issuance of Internal Purchase Orders**

**Explanation of Issuance of Internal Purchase Orders**

**Overview**

*This section details the issuance of internal purchase orders and the process that it follows. The process involves the purchasing agent placing a purchase order (PO) and sending the PO to the Quality Engineer who reviews it for accuracy.*

**Key Points and Important Steps**

*Maintaining organization of purchase orders can be critical. It is important that the Quality Engineer become involved early on in the process to assure proper revision number in section 2.02, Review and Approval of Purchase Orders. This section also includes AS9000 quality checkpoints.*

**Example of Issuance of Internal Purchase Orders**

**The Purchasing Agent Shall:**

1. Adhere to customer requirements such as subcontractor activities. Document on Purchase Order Review Sheet, which is given by the quality engineers at each quality check of the process. *(where are the files physically located? And how are they organized?)*
2. Give control number to the purchase order
3. Fill in info (phone number, address, ect.)
4. Give line item description and make sure all forms are accurate
5. Sign and Date purchase order
6. Forward to Quality Engineer

Note: Aerospace specifications require extra documentation including “Right of Entry” provision (AS9000, par. 4.6.2). Also maintaining document flow-down to ensure subcontractors control the special processes that cannot be verified on the completed product. (ie. Internal components) (AS9000, par. 4.6.5). Decide responsible party regarding product verification and listing (AS9000, par. 4.6.4.4).

**3.02 Review and Approval of Purchase Order by the Quality Engineer**

**Explanation of Review and Approval of Purchase Order by the Quality Engineer**

**Overview**

*This section details the process of reviewing a purchase order (PO). If something is incorrect this section describes who should be contacted (by title). If there are no incorrect items then the PO is signed and a copy is kept.*

**Key Points and Important Steps**

*The Quality Engineer must review and approve all line items and must be clear as to the contents of all POs. Furthermore, it is important for the Quality Engineer to both sign and retain a copy to eliminate any possible mistakes.*

**Example of Review and Approval of Purchase Order by the Quality Engineer**

**The Quality Engineer Shall:**

1. Verify accuracy, clarity, and completeness of the technical information for each item issued by the purchasing agent. Confirm latest revision levels of the noted document. If incorrect, return order to Purchasing Agent for correction
2. When the content information is completely filled out, record the Purchase Quality Provisions for each item in the purchase order. (Include Source inspection as required). Sign and Date
3. Keep the “Quality” copy of the purchase order and return the rest to the purchasing agent
4. File the retained copy in the Supplier Product Folder

Note: The above steps apply to any purchase order amendments as well. Special Processes must comply with the customer imposed purchase order requirement (AS9000, par. 4.6.2d)

**3.03 Releasing Purchase Orders**

**Explanation of Releasing Purchase Orders**

**Overview**

*This section details the process of releasing purchase orders. Release to subcontractor and the maintenance of a personal filing system.*

**Key Points and Important Steps**

*Maintaining a clean and organized workspace should be a key goal and 5-S projects are a way to help fix unorganized workspaces. However, each individual step, like keeping files organized, helps.*

**Example of Releasing Purchase Orders**

**The Purchasing Agent Shall:**

1. Send “Vendor” copy of purchase order to subcontractor with specified documents listed in the purchase order included.
2. Allocate other copies accordingly (Accounting, receiving, etc.)
3. Maintain individuals own purchase order to ensure document control on subcontractors
4. Keep contact and review Production Planning, Engineering, and Quality as required.

Note: The above steps apply to any purchase order amendments as well.

**3.04 Maintenance of Supplier Product Folders**

**Explanation of Maintenance of Supplier Product Folders**

**Overview**

*This section details the process of maintaining supplier product folders. These folders contain specific documents and should detail the relationship between the company and the supplier. Any purchase orders, CAR forms, or supplier score cards should be kept in the individual company folders.*

**Key Points and Important Steps**

*Maintaining a clean and organized workspace should be a key goal. Purchase order copies should be placed in supplier product folders immediately and CAR/score cards should also be placed in supplier folders. While this folder ‘could’ be online it is highly suggested that physical records are kept.*

**Example of Maintenance of Supplier Product Folders**

**The Quality Engineer Shall:**

1. For subcontractors that have a contractual relationship with the Company (Sigma 6 Electronics) a folder of suppliers’ products should be set up.
2. Keep up to date suppliers’ product folders
3. Records included in the suppliers’ product folders:
   1. Self-survey, reviewed and approved *(Forms A-026 or A-035)*
   2. Copy of purchase orders and amendments *(Form A-017)*
   3. Subcontractors sent inspection reports
   4. NCMR related documents *(copy of Form A-006)*
   5. Supplier Corrective Action Request report *(Form A-037)*
   6. Product and quality related correspondence
   7. Source Inspection Reports *(Form A-036)*

Note: AS9000, paragraph 4.6.1 “Note,” provision is a standard requirement.

1. **Control of Purchase Order Amendments**

**4.01 Issuance of Amendments**

**Explanation of Issuance of Amendments**

**Overview**

*This section details the process of the issuance of purchase order amendments. The process in which the amendments are handled should not vary between POs. It is possible that these amendments are returns from the Quality Engineer who found a mistake, or from the customer.*

**Key Points and Important Steps**

*It is important that the revision is communicated quickly and with urgency to the Quality Engineer and the shop floor. This section can mention (dependent on the stage of the process) who needs to be notified and by when.*

**Example of Issuance of Amendments**

Note: Preliminary assessment of terms and conditions should be discussed with subcontractors prior to releasing purchase order amendments.

Purchasing Agent Instructions:

1. Obtain current purchase order package from subcontractor’s file
2. Review purchase order and decide which line item has been impacted by the required amendment
3. Revise text in purchase order and ensure it is in line with amendment requirements. Ensure technical data is accurate. Sign and date the revisions.
4. Send revised purchase order with all technical documents attached to Quality Engineer.

**4.02 Review and Approval of the PO Amendments by the Quality Engineer**

**Explanation of Review and Approval of the PO Amendments by the Quality Engineer**

**Overview**

*This section details the process of review and approval of purchase order amendments. This should be conducted in the same manner as normal PO approval.*

**Key Points and Important Steps**

*Standard work (or standardized work) should be instituted in many facets of business. However, this is an exact copy of the previous approval section and should not require any unique steps. Addition of unique steps would cause unnecessary burden.*

**Example of Review and Approval of the PO Amendments by the Quality Engineer**

**The Quality Engineer Shall:**

1. Review and approve purchase order amendments in the same way as done previously in 2.02
2. Maintain Suppliers’ Product Folders regarding purchase order amendments the same way as done previously in Section I, 3.04.

**4.03 Releasing the Amended Purchase Orders**

**Explanation of Releasing the Amended Purchase Orders**

**Overview**

*This section details the process of releasing the amended purchase order. This should be conducted in the same manner as normal release.*

**Key Points and Important Steps**

*Standard work (or standardized work) should be instituted in many facets of business. However, this is an exact copy of the previous approval section and should not require any unique steps. Addition of unique steps would cause unnecessary burden.*

**Example of Releasing the Amended Purchase Orders**

**The Purchasing Agent Shall:**

1. Release the amended purchase orders by following the release steps of the standard purchase orders as defined under 3.03
2. Follow up implementation schedule and related communication with subcontractors
3. Update subcontractors’ file regarding amendments as needed
4. Keep in contact with Production Planning, Engineering, and Quality, as required.

## Section II

**1.0 Purpose**

Define the quality requirements regarding evaluation of subcontractors (Suppliers).

**2.0 References**

Blank Verbal Agreement Document – *A-003*

Nonconforming Material Report – *A-006*

Purchase Order – *A-017*

Supplier Survey Long – *A-026*

Supplier Survey Short – *A-035*

Incoming Inspection – *A-036*

Supplier Corrective Action Request – *A-037*

**3.0 Procedure**

Give specific directions that may be replicated by someone who doesn’t know process.

**3.01 Selection of Suppliers (Subcontractors)**

**Explanation of Selection of Suppliers (Subcontractors)**

**Overview**

*This section details the process of selecting suppliers. It is important to partner with companies that have a similar goal. If a supplier has a stake in you doing well then there is a mutual level of commitment. A supplier like Form-X that has a high quality of work and a low-moderate lead time is a good supplier. However, a supplier that has a low quality of work with a long lead-time is not beneficial.*

**Key Points and Important Steps**

*It is important to have the Quality Engineer review the supplier and survey the process that the products will be taking. Also, it is important to establish lead times and scheduling requirements early on.*

**Example of Selection of Suppliers (Subcontractors)**

**The Purchasing Agent Shall:**

1. Select suitable contactors.
   1. Established contractors: base suitability on the already existing quality records from the Supplier Product Folders located in Quality. Observe previously demonstrated capability, product quality and delivery history and act accordingly;
   2. New subcontractors: base the initial suitability by reviewing their availability background profiled on the Internet, or any records available from local Better Business Bureau, or recommendations from customers, and business associates.
2. Request Quality Engineering to determine subcontractors’ capability by survey
3. Ensure procurement activities are in line with production scheduling requirements

Note: In urgent situations: Purchasing Agent should interact with Quality to evaluate and approve subcontractors at the same time internal purchase orders are received for approval. “Blind” approval should not be accepted.

**3.02 Evaluation of Suppliers (Subcontractors)**

**Explanation of Evaluation of Suppliers, On-site Survey, Mail-in survey, and Subcontractor Rating**

**Overview**

*This section details the process of evaluating suppliers. It is important to always monitor the supplier output and quality. As-per Zodiac Aerospace’s supplier requirements a Supplier Score Card must be filled out. This is a baseline metric card that details timeliness and quality (in terms of defects). This card must be mailed, or emailed, to each supplier on a regular interval. On-site surveys should be conducted on a timed schedule and evaluated and compared to previous visits.*

**Key Points and Important Steps**

*It is important to maintain good relationships to all customers and suppliers. Through the evaluation of companies and the ability to build stake relationships can be built. It is important to discuss and define what a corrective action report/request looks like and what requires a corrective action.*

**Example of Evaluation of Suppliers, On-site Survey, Mail-in survey, and Subcontractor Rating**

**The Quality Engineer Shall:**

1. Review chosen subcontractors selected by the purchasing agent for evaluation and approval
2. Determine if selected subcontractors are either established or new suppliers.
3. Prepare for evaluation and approval process and carry out requirements
   1. Do on-site survey
   2. Or mail-in survey

**3.02.1 On-Site Survey**

The Quality Engineer Shall:

1. Contact subcontractor’s Quality and arrange the date for the on-site survey
2. Review project specifics that are required for capability determinations in doing survey at the subcontractor.
3. Prepare necessary documents to take for conducting survey (Form-A026 or A-035). Go to subcontractor as scheduled
4. Conduct quality survey by following the forms and questions listed. Check off each item as found and note anything extra found
5. Review results with subcontractor’s Quality Representative. Identify areas of improvement where there is non-conformance to standards and approval will not be achieved until these problems are fixed. If no violations have been found, inform the subcontractor.
6. Sign and Date survey and give a copy to subcontractor
7. After leaving subcontractor, submit completed survey form for final approval or auditing and include trip report on survey results to purchasing.
8. Make the Supplier Product Folder as required and file in the relevant survey and other related documents, including the trip report.

Note: Issuance and approval of purchase orders to subcontractors with outstanding corrective action requirements should not be done until the identified noncompliance has been corrected and implemented. Issue Form A-037 (Supplier Corrective action request) in order to verify compliance.

**3.02.2 Mail-in Survey**

The Quality Engineer Shall:

1. Send Survey Request (Form A-026) to the desired subcontractor. Attach a cover letter with the reason and importance for the survey requirements.
2. Review the returned survey request. Sign and Date
3. Forward signed Survey request to supervision for approval
4. Notify purchasing on approval or disapproval (on Form A-003)
5. File the approved Survey Request in the Supplier Product Folder

Note: Issuance and approval of purchase order(s) to subcontractors with outstanding corrective action requirements should not be done until the identified noncompliance has been corrected and implemented. Issue Supplier Corrective Action Request Form (Form A-037) in order to verify compliance.

**3.03 Subcontractor Rating**

Implementation

Quality Engineer Instructions:

1. Compile list of all the active subcontractors
2. Design a form with only two entries:

**Vendor Rating**

Vendor’s Name Violations

1. Zodiac Aerospace 1 2 3 4 5 6 7 8 9 10

1. Circle Number of violations each time the same vendor had been issued a Supplier Corrective Action Request (SCAR).
2. Keep contact with management in order to determine when it is necessary to “pull the plug”.
3. Document the result of management’s decision on *Form A-003.*
4. Notify subcontractor of final decision.
5. File all related papers in Supplier Product Folder.

Note: Consider alternative suppliers before disqualification of subcontractors.

# Quality Operating Procedure (QOP) 004

Control of Customer Supplied Product

**Contents Page**

**Section I Control of Customer Supplied Product 35**

Purpose / References

Procedure

Receiving

Receiving Inspection

Product Rejection

Miscellaneous Products Supplied by the Customer

Interaction by Contract Administration

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## Section I

**1.0 Purpose**

To control customer supplied products in accordance with the quality provisions of the Purchase Order and this procedure

**2.0** **References**

**3.0** **Procedure**

*(Scott, this section should detail the process that the person receiving the delivered product should follow. They should receive the delivered product and sign delivery papers as required. And insure that the packing slip is true to the order. There should be a record (ie: Form A-015, Record of Received Materials) that is signed and dated. The product should be identifited with some marking, like a sticker or tag. Perform inspection based off an inspection form. This section should also contain the means/method for rejecting anything within that shipment.. Please review the table of contents for this section to see what the subsections should be.)*

# Quality Operating Procedure (QOP) 005

Product Identification and Traceability

**Contents Page**

**Section I Product Identification and Traceability 38**

Purpose / References

Procedure

Internal Control

Issuance of Product Related Documents

Quality Provisions for Support Requirements

Customer Flow-down Requirement

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## Section I

**1.0 Purpose**

To maintain control over the process of product identification and traceability.

**2.0** **References**

Contract Review – QOP 001

Purchase Order Review Sheet – *A-001*

**3.0** **Procedure**

Product identification and traceability is enforced for:

1. internal document control for product traceability

2. implementation of customer flow-down requirements.

**3.01 Internal Control**

**General**

**3.01.1 Issuance of Product Related Documents**

**Contracts, Engineering, Purchasing, Planning, and Manufacturing shall:**

1. Record the applicable document prior to issuance, the customer’s name, the products part number and revision level, and the serial, batch or lot identifying numbers.

2.Update all the documents affecting the product when the customers issue Purchase Order Amendments as defined in QOP 001 Section Four.

**3.01.2 Quality Provisions for Support Requirements**

**The Quality Engineer shall:**

1. Ensures that the product-related inspection documents have been correctly identified.

2. Ensure the NCMR serial number has been recorded on every product related document. Identify the individual rejects.

**3.02 Customer Flow-down Requirement**

**The Quality Engineer shall:**

1. Define product traceability and marking requirements from the Purchase Order Review (Form A-001).
2. Place the flow-down description of product traceability and marking into the Job Traveler ad Operation Sheets.

**Engineering shall:**

1. Define product traceability and marking requirements in the Job Traveler and Operation Sheets as required by the customer’s PO and Form A-001.
2. Include any PO Amendments impacting product marking into the Job Traveler and Operation Sheets.
3. Create detailed product drawings that show the critical dimensions that impact the drawing. If applicable, include: overlay, membrane, or PC board drawings.

# Quality Operating Procedure (QOP) 006

Inspection and Test Control

**Contents Page**

**Section I First Piece Inspection 42**

Purpose / References

Procedure

**Section II First Article Control 42**

Purpose / References

Procedure

**Section III Process Control (Performance Surveillance) 42**

Purpose / References

Procedure

**Section IV Final Inspection and Testing 42**

Purpose / References

Procedure

**Section V Receiving Inspection and Testing 43**

Purpose / References

Procedure

**Section VI Customer Source Inspection 43**

Purpose / References

Procedure

**Section VII Source Inspection at the Subcontractor 43**

Purpose / References

Procedure

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## Section I

*This Section details the process of first piece production approval. This occurs when a new batch is started. The purpose of this is to allow for the production manager to note that a part is produced the correct error and problems can be preemptively prevented. There should be a section that details who is responsible for this approval and how they note it (probably through a Quality Control check or a CQ check). There should also be a section describing what happens when there are issues with the first production piece. Finally, there should be a short segment about how you approve first production pieces from subcontractors.*

## Section II

*First, First article quality requirements should be detailed in the Purchase Order Review Sheet (ie: Form A-001). The quality engineer should determine project specific quality requirements. The information generated through determining quality requirements (form A-001, and a blank multipurpose A-003 form etc..). Then the first article production folder should be issued to the floor by the production manager. Engineering and the production manager need to interact to make sure that the production is executed as per the quality requirements laid out by the quality engineer (these requirements are direct flow-down from the customer typically). There should also be an inspection report generated when the first article piece has passed through all of the steps of production. If the customer requires inspection of a first article note how you will arrange such an inspection (ie: visit at the facility or via mail). First article documentation should be stored in a separate location by the quality engineer to promote organization.*

## Section III

*Performance Surveillance: Supervision shall be responsible for processing review performance results activities. Spot Corrective Action needs to be administered when the supervisor sees the process owners (or manufacturers) preforming the task in a different manor than that which is on standard work articles. This section should state all of the supervisor’s locations s/he needs to check. For example, the supervisor must check all processing related documents (did the information get filled out? What information? And when?). Or (review that workmanship and other processing related requirements have been completed, verified and documented as per work instructions in the Job Traveler and operation sheet).*

## Section IV

*The main propose of this section is focused on the final inspections and testing. Thorough documentation of every process, including past performance product’s processing is needed for verification and acceptance. This mainly applies to completed parts that adhere to the customer’s Purchase Order requirements. Ensuring quality of each product makes this step crucial. The main steps include: Document Review, Final Product Verification, and Product Delivery. Each section in the process is conducted by the Quality Inspector who will gather the appropriate documents (such as the PO, job travelers, etc.) to review and approve. The inspector will also ensure are calibrated accordingly in order for acceptance then finally sent to the customer.*

## Section V

*This section gives detailed instructions on what to do when products are returned due to defects/nonconformance. QOP’s 004 and 009 are referred to frequently so it is useful to have them present when following through with the operations and forms. Documents for receiving should be signed and passed on to the Inspector. The customer-supplied product will be inspected to see if the reason for return matches the product non-conformance (as stated in QOP 004). A recall of the product may be necessary if non-conformance is present in the production process.*

## Section VI

*Customer source inspection is addressed in this section. This applies to the presentation of documents and accepted final products that are made available for customers to review at either the Suppliers or the Subcontractor site. Folders should be organized for easy access. Products should be reviewed with the customer’s Quality Department to verify Process controls.*

## Section VII

*The last section of this Quality Operating Procedure is used for source control activities of subcontracted products. The steps involved are; Preparation for Source Inspection, Source Inspection Performance, and Product Handling After Source Inspection, which are all carried out by the quality engineer.*

# Quality Operating Procedure (QOP) 007

Control of Inspection, Measuring, and Test Equipment

**Contents Page**

**Section I Control of Inspection, Measuring, and Test Equipment 46**

Purpose / References

Procedure

General Requirement

Controlling the Identification of Gages

Controlling the Handling, Preservation, and Storage of Gages

Controlling the Calibration of Gages

Controlling the Documentation of Gages

Controlling the Calibration Records

Inspection, Measuring, and Test Equipment Release

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## Section I

**1.0 Purpose**

Maintain control over inspection, measuring, and test equipment.

**2.0 Procedure**

**General Requirement**

Are tolerances known? The tolerances need to be confirmed before the equipment should be used. Tolerance also should be extended to any software that might be doing measurement calculations as well; such as, a laser cutter. This section should detail the understanding of the previous mentioned notions.

Accuracy of the tools should be traceable to standards (national, international, or documented “house standards”). The calibration of these tools should be based on some specified requirement (either: the manufacturer of the tool, or an internal assignment). This section should detail the understanding of the previous mentioned notions.

Calibration records are documented in \_\_\_\_\_\_\_ *(form? or location of record?)* the frequency of calibration of all identified measuring equipment shall be upheld and demonstrated. This section should detail the understanding of the previous mentioned notions.*(required to fulfill SAE AS 9000, par. 4.11.1.1) The calibration records shall be made available to customers or their representatives upon request* ***(SAE AS 9000, par. 4.11.1.1)****.*

**2.01 Controlling the Identification of Gages**

**The Calibration Technician shall:** *(or insert another title)*

1. Label all inspection, measuring, and test equipment. (*Explain how ie: on the equipment container?, on the equipment?, etch into the metal or label the case? etc...)*
2. Uniquely identify the employee owned measuring and test equipment which they use to verify and accept the Company’s product(s);
3. *(How do you control the inventory of the measuring and test equipment? What form(s) need to be filled out to obtain said test equipment and where is the “users” name documented?)*
4. Maintain correct and unique numbering for inspection, measuring, and test equipment and on all related documents. *(suggest listing all locations of said unique ID number)*
5. Do not reassign any issued ID number to any other equipment. New equipment should be given a new unique ID.
6. *(How do you identify equipment no longer suitable for measuring and test requirements, and: do you mark said test equipment or scrap it?)*

**2.02 Controlling the Handling, Preservation, and Storage of Gages**

**The Calibration Technician shall:** *(or insert another title)*

1. Maintain all the measuring and test equipment as well as document: comparative differences, unique ID, and insure integrity to;
2. Maintain the environmental condition in order to provide a suitable area for calibration, preservation and storage for measuring and test equipment. Manufacturer specifications on storage and handling should be maintained.
3. Maintain master document as per section 3.01.3. Maintain accurate “sign-in” and “return” logs with the unique ID number.
4. Provide instructions (documented or verbal) to employees demonstrating a lack of skill in handling or applying equipment.
5. Keep the Cross-Training document up to date, especially when instructions have been given.
6. *(How do insure that proper handling occurs? Supervision? Are the employees corrected on the spot (spot corrective action) or is there another method?)*

**2.03 Controlling the Calibration of Gages**

**The Calibration Technician shall:**

*(How does the technician calibrate the gages and when? Does the technician do this task only monthly? or yearly? What forms or reports are generated when this occurs? This information should be available for other companies to view as per AS9000. Where are the previously mentioned cycle time, or when is the review period?)*

**2.04 Controlling the Documentation of Gages**

**The Calibration Technician shall:**

1. *(what form should be maintained? for the control of documentation? ie: “Employee Gage Calibration Record”)*
2. Place a signed and dated calibration sticker on each measuring and test equipment according to the calibration and due date recorded on the Employee Gage Calibration Record *(ie: Form A-020)*. The following should be observed:
   1. do not place calibration stickers on an individual unit that belongs to a set. Do place the sticker on the box containing the equipment. *(Where is the document kept? How? Do you place the document in a sheet protector and then place in in a binder? What is the title on the binder? How are they organized?)*
   2. If a gage is to be used for reference only mark unit as “For Reference Only - Verify Before Use - Not for Product Acceptance”. If any flat measuring surface is also used for measurement it must be calibrated and verified, or it also must be marked as “For Reference Only - Verify Before Use - Not for Product Acceptance”.

**2.05 Controlling the Calibration Records**

**The Calibration Technician shall:**

1. Group the calibration records into three categories:
   1. company owned measuring and test equipment;
   2. employee owned measuring and test equipment;
   3. customer and/or loaned measuring and test equipment;
2. *(Where is the document kept? How? Do you place the document in a sheet protector and then place in in a binder? What is the title on the binder? How are they organized?)*
3. Maintain document order within your established filing system at all times.

**2.06** **Inspection, Measuring, and Test Equipment Release**

Release any measuring and test equipment as required by the process owners.

# Quality Operating Procedure (QOP) 008

Inspection and Test Status

**Contents Page**

**Section I Inspection and Test Status 51**

Purpose / References

Procedure

The Control of Inspection Stamps

The Control of Electronic Passwords and Content Access

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## Section I

**1.0 Purpose**

Maintain control over inspection and testing indication through physical and electronic means.

**2.0 References**

Job Traveler – *A-013*

**3.0 Procedure**

Test indication shall be applied to products during the processing cycle. Products awaiting further processing are required to have inspection and testing clearly indicated on the Job Traveler *(form name ie:A-013)*.

**Explanation of The Control of Inspection Stamps**

*This section should discuss the stamps used for quality control. The quality engineer, or representative that is in charge of said position needs to (as per previous QOP sections) inspect parts as part of his/her job. When the inspection is complete then that segment of work (either that process or the final product) receives a ‘Stamp’. This can be seen on some other products, some as a sticker that might say “QC, OK” or something along those lines. 3.01 defines WHERE the list of stamp owners is located and who is responsible for maintaining that list of stamp owners. Further, it reassures that security over the stamps must be maintained by the quality engineer. It is also noted that at given times the quality engineer can give his/her own signature to replace the stamp.*

**3.01 The Control of Inspection Stamps**

**The Quality Engineer shall:**

**Explanation of the Control of Electronic Passwords and Content Access**

*This section should discuss the distribution of a “Communication Directive” which should detail basic information about requirements and conduct. It should further reinforce password ownership and the responsibility of that ownership. This section should slightly mirror the control of inspection stamps. It should note WHERE the list of password owners and their passwords are, the location that the passwords unlock and the importance of the information accessible. This section also should address the maintenance of the computer system with respect to the following information: virus protection, information backup, and file management.*

**3.02 The Control of Electronic Passwords and Content Access**

**The Quality Engineer shall:**

# Quality Operating Procedure (QOP) 009

Control of Non-conforming Products

**Contents Page**

**General Requirements 55**

**Section I 56**

Purpose / References

Procedure

Internal Reporting

NCMR Issuance Control

**Section II**  **59**

Purpose / References

Procedure

Performance Requirement

Processing Non-conforming Material ReportsThrough Form *A-006*

Cause Determination

MRB Disposition

Compliance Activities Regarding Disposition(s)

Rework

Accept

Return to Vendor

Scrap

Waiver

Regrading Material

Handling Corrective/Preventative Action

Follow-up of corrective/Preventative Action Implementation

NCMR Close-out

Document Retention

**Section III 63**

Purpose / References

Procedure

Customer Complaints

Reporting, Documentation, and Resolution

Product Return

Cause/Corrective Action Request by the Customer (SCAR)

Customer Satisfaction Reporting

Handling and Controlling Customer Evaluation Reports

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**1.0 Purpose**

Keep control over non-conforming products, documents, and actions that have an affect on product quality.

**2.0 Procedure**

Apply to handling, reporting, and documentation of non-conforming products, documents, and actions affecting product quality.

### General Requirements

Are the non-conformance in products verified? Are they documented? Documented evidence is needed to prove the indication of non-conformance. (Form A-018 and A-009).

The Materials Review Board (MRB) should have a unanimous decision on non-conformance. If conflict arises, the management makes the final decision.

A minimum of two members of the reviewing authority (MRB) shall be required to make a decision binding. One member shall always be a quality representative. The customer has final authority over non-rework products.

## Section I

**1.0 Purpose**

The purpose is to keep control of continuous reporting of non-conformance and maintaining records.

**2.0 References**

QOPs: 002, 004, 009

Forms: A-006, A-007, A-009

**3.0 Procedure**

This section applies to the process of reporting non-conformance

1. Internally
2. To customers
3. To subcontractor

**3.01 Internal Reporting**

**Explanation of Internal Reporting**

**Overview**

*In this section the problem or defect with a product is looked into further. The idea is to identify what the underlying cause of non-conformance is in a given product.*

**Key Points and Important steps**

*Maintain documentation and reporting of non-conformance products is important to finding root causes. Non-conformance mainly comes from error in documenting procedures and rejected materials but there are other causes outlined below.*

**Example of Internal Reporting**

**The Reporting Authority shall:**

1. Determine whether the non-conformance is:
   1. Error in documented procedures
   2. Rejected materials (used collectively)
   3. Other
      1. Correct the error in documented procedures in accordance with QOP 002, Section 2, paragraph 3.03.1 by the application of Amendment to Procedures (Form A-009)
      2. Process the rejected materials in accordance with this QOP 009 section 2 or 3 by the application of Non-conforming Materials Report (Form A-006)

Note: Notification of non-conformance to the affected parties shall be a requirement for Aerospace application (SAE AS9000 par. 4.13.1)

* + 1. When there is an error in documentation and rejected materials, follow step b above.
    2. When corrective action is needed from lack of compliance with written procedures, or with audit results, or any other major violation, process it by the application of Non-conforming Materials Report (NCMR; form A006)

**3.02 Customer Supplied Products**

**The Reporting Authority shall:**

Follow instructions of QOP 004, (Product Rejection)

**3.03 Reporting Non-conformance to Subcontractors**

**Explanation of Reporting Non-conformance to Subcontractor**

**Overview**

*If the product shows non-conformance due to the work of the subcontractor, a report is ordered and the product is sent back to the vendor.*

**Key Points and Important Steps**

*A Return to Vendor form may be used by the “Reporting Agent” to send back the product. This process takes time and must be done as non-conformance products are found.*

**Example of Reporting Non-conformance to Subcontractor**

**The Reporting Agent shall:**

Refer to QOP 009 Section 2, paragraph 2.01.4.4 Return to Vendor (RTV), regarding subcontractor rejects.

**3.04 Non-conforming Material Report Issuance Control**

**Explanation of Non-conforming Material Report Issuance Control**

**Overview**

*This section is about the organization of any NCMR forms.*

**Key Points and Important Steps**

*Maintaining organization of these forms is important for repeat non-conformance and it can also be used to reduce time to filling out new forms.*

**Example of Non-conforming Material Report Issuance Control**

**The Reporting Agent Shall:**

Enter the NCMR serial number on the Non-conforming Materials Report Form (A-007) before issuing an NCMR then follow instructions in QOP 009, Section 2, paragraph 3.01.1 in regards to the processing of NCMRs.

## Section II

**1.0 Purpose**

The purpose is to control process reporting, determining the cause, disposition, come up with corrective/preventative action, follow-up of non-conforming products and process. Section 2 is an application of NCMR. This is a process to submit the NCMR forms.

**2.0 References**

QOP’s: 002, 005, 006

Forms: A-003, A-006, A-007, A-018, A-024, A-028, A-037, A-039

**3.0 Procedure**

**Evaluate the Problem**

Apply the process of Non-conforming Materials Report (Form A-006) to determine the above purpose statement.

**3.01 Performance Requirements**

**Explanation of Performance Requirements**

**Overview**

*This section is extensive and detailed because all processes must be documented and organized appropriately.*

**Key Points and Important Steps**

*Maintaining organization of documents and processes is key to adhering to the Performance Requirements.*

**Example of Performance Requirements Process**

**3.01.1 Processing Non-conforming Material Reports Through Form A-006**

**The Reporting Authority shall:**

1. Obtain blank Non-conforming material report form (A-006)
2. Assign the document the next sequential serial number for organization and easy location when needed
3. Transfer the product data from the Inspection Report (Form A-018) onto the NCMR. Sign and date under “inspector” and turn over to the supervisor for approval.

**3.01.2 Cause Determination (Section three of Form A-006)**

**The Supervisor shall:**

1. Review the reported non-conformance and identify the causes to why the problem happened
2. Describe the contributing reasons for the non-conformance
3. Sign and date under “supervisor” and send the form A-006 and all related documents with the product to the Material Review Board.

**3.01.3 Material Review Board (MRB) Disposition (Section four of Form A-006)**

**Material Review Board shall:**

* + - 1. Review and evaluate inspection results and the causes of non-conformance.
      2. Identify the appropriate actions to correct the problem and indicate it. Add comments and instructions with the affected item.
      3. Decide whether the corrective/preventative action is required and note it. Sign and date.
      4. Describe in detail what the corrective action should be and who, where, and what should enforce it. Enter the “required by” date so that there is a deadline to be followed.
      5. Distribute copies of the NCMR to the affected parties.

**3.01.4 Compliance Activities Regarding Disposition(s)**

**3.01.4.1 Rework (RWK)**

**The Responsible Department or Individual shall:**

* + - 1. Rework the product, as required:
         1. if process is still in progress, use job traveler to isolate batch
         2. if it is an isolated unit, start rework on the unit or batch and setup process so that the problem is fixed
         3. if the rework is a document change requirement, carry it out in accordance with QOP 002, Section 2.

**3.01.4.3 Accept (ACC)**

**The Process and Quality Engineer shall:**

Compare purchase order of customers request to the acceptance of non-conforming products.

**3.01.4.4 Return to Vendor (RTV)**

**The Quality Engineer shall:**

1. Inform the Purchasing and Planning Departments with a copy of the NCMR.
2. Request Packing Slip (Form A-028)
3. Keep together all documentation; Packing Slip, Inspection Report (Form A-018), a copy of the NCMR (Form A-006), and the completed Supplier Corrective Action Request (SCAR, Form A-037)
4. Send product to the Shipping Department for return to subcontractor
5. Maintain the Supplier and Inspection Product Folders regarding documentation
6. Check with the subcontractor’s “SCAR” response and follow up with the Management representative regarding corrective action responses.

**3.01.4.5 Scrap (SCR)**

**The Quality and Process Engineers shall:**

Dispose of scrap product as instructed by the customer

**3.01.4.6 Waiver**

**The Quality Engineer shall:**

Issue Waiver Request (Form A-024) to the customer and fill out according to the instructions under paragraph 3.01.4.2.1

**3.01.4.7 Regrading Material**

**The Quality Engineer shall:**

1. Identify the products traceability and documentation requirements. Follow customers instructions that fall in line with what is described in QOP 005, paragraph 3.02.

**3.01.5 Handling Corrective and Preventative Action**

1. Figure out the extent of the corrective action requirements so that there is an estimated time for response on the SCARs from suppliers.
2. Summarize the implementation plan on a new Form A-003 and send it to the responsible agent and keep a copy.
3. Determine if the corrective action will involve change to the Quality Systems Documents. If so, refer to QOP 002 for implementing.
4. After any corrective action, training requirements should be considered and then refer to the Training Metrics. Evaluation of training results should be documented on Form A-039. A score of less than 70% means there should be retraining. Maintain a Training Log.

**3.01.6 Follow-up of Corrective/Preventative Action Implementation (on NCMR)**

**The Management Representative shall:**

1. Locate the original NCMR according to the scheduled follow up for implementation of corrective action.
2. Review the C/A implementation summary previously issued by you on Form A-003 to the responsible individual.
3. Confirm the effective implementation of the required C/A.
4. Indicate unsatisfactory implementation under “no” and note action taken.
5. If satisfactory, indicate “yes.” Sign and Date.
6. Return completed NCMR to its binder under sequential serial number.

**3.01.7 NCMR Close-out**

**The Management Representative shall:**

1. Open latest NCMR and locate the NCMR register (Form A-007)
2. The right side of the page should say “CLOSEOUT” if all NCMRs that were issued and registered under sequential serial number listing. This will show the effective compliance with the MRB.
3. Apply the correct NCMR serial number and close it out after the corrective action implementation is satisfactory. Note: do not close out any NCMR without effective follow-up.

**3.01.8 Document Retention**

**The Management Representative and Quality Engineer shall:**

Follow QOP 002, Section 3 for correct document retention.

## Section III

**1.0 Purpose**

Keep documented reporting of customer complaints, product returns, and customer satisfaction.

**2.0 References**

Document and Data Control – QOP 002

Inspection and Test Control – QOP 006

Job Traveler – *A-008*

Rejected Material Ticket – *A-018*

Customer Complaint and Evaluation Report – *A-038*

**3.0 Procedure**

The process should address each section of customer interaction;

* Customer Complaints
* Product Returns
* Customer satisfaction reporting

**3.01 Customer Complaints**

**Explanation of Customer Complaints**

**Overview**

*The Quality Assurance Manager should mainly carry out this section and all problems should be documented and treated with the same importance/urgency. All inquiries of customer complaints should be directed toward the Quality Assurance Manager. It is an important business practice to remember, “the customer is always right.”*

**Key Points and Important Steps**

*At first, all customer complaints should be reported to the Quality Assurance Manager where any problem gets documented. Steps are then taken to reach a solution to the problem so that the customer is not dissatisfied.*

**Example of Customer Complaints**

**3.01.1 Reporting, Documentation, and Resolution**

**The Quality Manager shall:**

1. Record the customer and product information in the Form A-038 under the first section. Note: The second section of this form is for reporting investigation and corrective action into the matter of the customer complaint.
2. Start Investigation:
   1. Go over the Product Folder to determine processing and final inspection. Review NCMR and Supplier Product Folders for additional information.
   2. Decide on the course of action to take. If necessary, recall the defective product to resolve the issue. Use sections 1 and 2 of QOP 009 because the NCMR process applies to non-conforming products found in the field.
3. Fill out the second half of Form A-038 by identifying “cause of the problem” and “corrective action taken.” Then sign and date. Send a copy to the customer for an update.
4. Create a folder of “Customer Complaints” and leave relevant documents in them.

**3.02 Product Return**

**Explanation of Product Return**

**Overview**

*The Product Return Process is straightforward in that the product is received by the “Receiver” and documented then sent to the Quality Engineer for further evaluation of the non-conformance of the product. It is then decided if the product should be returned or reworked.*

**Key Points and Important Steps**

*It is important to document the Product Return and why it was returned in order to avoid future returns. Remember, a returned product means it is a defect and the ultimate goal is to eliminate defects in products.*

**Example of Product Return**

**3.02.1 Receiving**

**The Receiver shall:**

1. Sign shipping document to accept the returned product
2. Fill out Rejected Material Ticket (Form A-012) and keep it with the returned product.
3. Take all documents and send them to the Engineering Department
4. Place returned product in incoming shipments and wait for Receiving Inspection

**3.02.2 Identification, Verification, and Resolution**

**The Quality Engineer shall:**

1. Review customer NCMR, or other documentation.
2. Identify returned product through the final inspection records
3. Inspect product for packaging and/or handling damage.
4. Record what is seen on an Inspection Report (Form A-018)
5. Conduct an evaluation of the verification against the customer’s Rejection Report.
6. Decide the next action to take from the results. Including engineering and GM.

Note: The NCMR process also applies to non-conforming products identified in the field including all returned products.

1. Decide to return or replace product and follow the “Product Delivery” instructions from QOP 006, Section 4 if need to return.
2. Maintain control over the document retention using QOP 002, Section 3.

**3.03 Cause/Corrective Action Request by the Customer (SCAR)**

**Explanation of Cause/Corrective Action Request by the Customer (SCAR)**

**Overview**

*SCAR stands for Supplier Corrective Action Request or Report. This document is used to address any non-conformance that a product may have. It also gives specific instructions on what needs to be fixed.*

**Key Points and Important Steps**

*The SCAR comes from the customer. Generally a recall of the product is needed to assess the problem and the customer is refunded or given a new product.*

**Example of Cause/Corrective Action Request by the Customer (SCAR)**

**The Quality Engineer shall:**

1. Review the SCAR sent by the customer and determine the correct action to take that complies with the document.
   1. Use the Product Folder and find the customers file.
   2. Review contents such as the Job Traveler (Form A-008) and the Final Inspection Report (Form A-018)
2. Address the SCAR according to what was found in the records. Respond to the SCAR or recall the product or skip to step 3.

\*Note: Do not respond to SCAR before all the internal cause/corrective actions have been done from section 2 of QOP 009

1. Decide on appropriate corrective action that corresponds to the answer in the SCAR.
2. Send the completed SCAR to the customer
3. Keep control over the documents that are related to the product following QOP 002, section 3 using Form A-037.

**3.04 Customer Satisfaction Reporting**

**Explanation of Customer Satisfaction Reporting**

**Overview**

*Customer satisfaction is vitally important to any company that is dealing with repeat customers. Customer Complaint and Evaluation Reports are used only when the customer asks for it. It is useful to ultimately ensure customer satisfaction by documenting more than what is asked in the customer purchase order. The supplier should set up quality provisions so the customer is not responsible for coming up with the standards.*

**Key Points and Important Steps**

*The main document used is the Form A-038. This document is used to handle customer complaints reported outside the SCAR provisions of the customer’s Purchase Order. It is also designed to process the customer’s product evaluation when they receive a product.*

**Example of Customer Satisfaction Reporting**

**3.04.1 Handling and Controlling Customer Evaluation Reports (Form A-038)**

**3.04.1.1 The Final Inspector shall:**

1. After final inspection, obtain a new Form A-038
2. Add in the shipping documents to the “Documents Enclosed” envelop for the customer

**3.04.1.2 The Management Representative shall:**

1. Review customer responded Evaluation Report (Form A-038)
2. Decide the importance of quality of the product
3. Start corrective action as stated earlier in QOP 009, section 2.
4. Report the “Customer Satisfaction Measurement” at the Management Review
5. Update and control the documents in the Customer Complaint Folder.

# Quality Operating Procedure (QOP) 010

Internal Quality Audit

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## Section I

# Quality Operating Procedure (QOP) 011

Management Review

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## Section I

# Quality Operating Procedure (QOP) 012

Performance Standard, Processing Control

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## Section I

*Processing Control*

*This section requires documenting the methods used to determine what the process steps are to create a quality part. What sources are drawn from? As an example, who plans the layout? What operations come first, second, third etc. Example:*

**1.0 Purpose**

Evaluate “Request for Quote” (RFQ) in order to determine cost and capability.

**2.0 References**

Maintenance Record – *A-002*

Contract Review – QOP 001

Control of Purchases (Internal) – QOP 003

Inspection and Test Control – QOP 006

Control of Non-conforming Products – QOP 009

**3.0 Procedure**

**3.01 The Administrative Secretary shall:**

Sends copy of the customer’s Purchase Order and Product Specifications to Engineering, Planning, and Quality. **Requirement:** QOP 001, Section Two

**3.01.1 The Quality Engineer shall:**

Reviews the customer’s Purchase Order and Product Specification to determine the product quality requirements for the whole production cycle. Fills out Form A-001 (Purchase Order Review Sheet). Distributes Form A-001. **Requirement:** QOP 1, Section Two

**3.01.2 Engineering shall:**

Reviews the customer’s Purchase Order, the Product Specifications and Form A-001 (sent by the Quality Engineer) in order to plan the production layout and the technical and equipment requirements. **Requirement:** QOP 001, Section two

**3.01.2 The General Manager shall:**

Holds contract review meeting in order to determine process evolution and direction. Issues summary of commitments, action items, and target dates on *Form A-003*. Distributes to the attendees. **Requirement:** QOP 001, Section Two

**3.02 Enacting the Planning Provisions for the Product Realization Processes**

**3.02.1 The Process Engineer shall:**

Prepares, reviews, approves releases the Job Traveler with overview drawings, including (if applicable) overlay film, membrane film, etc. to the Production Manager.

**3.02.2 The Purchasing Agent shall:**

Carries out the procurement activities.

**Requirement:** QOP 003, Sections One and Two

**3.02.3 The Production Manager**

Interacts regularly with all departments to maintain schedule. **Requirement:** QOP 001, Section Two

**3.03 The Product Realization Process**

**3.03.1 The Production Manager shall:**

Issue the Job Traveler. **Requirement:** QOP 001, Section two

**3.03.2 The Production Manager shall:**

Review the Job Traveler and production scheduling and carry out process controls before setting up operations.

Requirements:

1. Material identification as per QOP 006, Section Five
2. Tooling, fixture, special gages as per QOP 001, Section Two
3. Equipment maintenance on *Form A-002*
4. Availability of standard gages as per QOP 007

**3.03.3 The Operator shall:**

Sets up the job as required. Make first production piece. **Requirement:** QOP 006, Section One

**3.03.4 The Production Manager, Engineering, or the General Manager shall:**

Determines production continuation. Reviews product completion on Job Traveler and signs *Form A-033* under “Audited”. **Requirement:** QOP 006, Section One

**3.03.5 The Quality Inspector does:**

Verifies and approves the first production piece. **Requirement:** QOP 006, Section One

**3.04 Final Inspection, Product Release and Delivery**

**3.04.1 The Quality Engineer shall:**

Carry out final inspection and controls product release and delivery. **Requirement:** 1. QOP 006, Section Four, QOP 009, Section Two

## Section II

*Handling Non-conformities in the Process Cycle*

*Example:*

**1.0 Purpose**

Integrate the handling and control of non-conformities as part of process control during the product’s overall processing cycle.

**2.0 References**

Non-conforming Material Report – *A-006*

Inspection Report – *A-018*

Rejected Material Ticket – *A-012*

Customer Complaint and Evaluation Report – *A-038*

Contract Review – QOP 001

Document and Data Control – QOP 002

Inspection and Test Control – QOP 006

Control of Non-conforming Products – QOP 009

**3.0 Procedure**

**3.01 Hardware related nonconforming products identified during production**

**3.01.1 The Operators shall:**

Notify supervisors if product is nonconforming.

**Requirement:** QOP 006, Section One

**3.01.2 The supervisor shall:**

Review the Operator has properly verified the product nonconformance. Take the necessary corrective action to continue production. Process NCMR through the Quality Engineer. **Requirement:** QOP 006, Section One

**3.01.3 The Quality Engineer shall:**

a) Verify the product nonconformance and document it on the Inspection Report *(ie: Form A-018)* **Requirement:** QOP 006, Section One;

b) Process Nonconforming Material Report *(ie: Form A-006)* **Requirement:** QOP 009, Section Two.

**3.02 Hardware related nonconforming products identified at any point during the processing cycle of a product.**

**3.02.1 The Quality Engineer shall:**

a) Document the nonconforming product’s results onto Form A-018. Tag the nonconforming product with Rejected Material Ticket *(ie: Form A-012)* and segregate it.

b) Fill out Form A-006, Non-conforming Material Report. **Requirement:** QOP 009, Section Two

**3.02.2 The Quality Engineer/Supervisor shall:**

ReviewNCMR for completeness and accuracy. Sign and dates NCMR. **Requirement:** QOP 009, Section Two

**3.02.3 The Production Manager shall:**

Determines the cause of the nonconformance. **Requirement:** QOP 009, Section Two

**3.03 Handling Corrective Action**

**3.03.1** **The Management Representative shall**:

Carry out corrective preventive action planning and determine an action plan with the individual responsible. Document the planning results**. Requirement:** QOP 009, Section Two

**3.03.2** **The Management Representative shall:**

Follow up the corrective preventive actions effective implementation.

**3.04** **Production related document change requirement identified by process owners throughout the product’s life cycle**

**3.04.1** **The Process Owners shall:**

If any errors, mistakes, or misleading instructions are found in any document by the process owner, they must report the problem immediately to their immediate supervisor. **Requirement:** QOP 002, Section Two

**3.04.2** **The Supervisor shall:**

Review the document. If quality is impacted, stop production. If not, continue production. Regardless, call over the Quality Engineer to point out the documented problem. **Requirement:** QOP 002, Section Two

**3.04.3** **The Supervisor and Quality Engineer shall:**

a) carry out the “immediate and provisional” change requirements.

**Requirement:** QOP 002, Section Two

b) carry out the “standard document changes” when the process is not immediately impacted.

**Requirement:** QOP 002, Section Two

c) carry out “software changes”.

**Requirement:** QOP 002, Section Two

**3.05** **Document change requirements affecting the Quality System Manual and the Quality Operating Procedures.**

**3.05.1** **The Management Representative shall**:

a) review the type of change requirements.

**Requirement:** QOP 002, Section Two, 4.0

b) carry out the indirect changes to the procedures.

**Requirement:** QOP 002, Section Two, 4.01.1

c) carry out the direct changes to the procedures

**Requirement:** QOP 002, Section Two, 4.02

d) carry out the revision indication changes to the Quality System Manual.

**Requirement:** QOP 002, Section Two, 5.01

e) carry out the revision indication changes to the Quality Operating Procedures.

**Requirement:** QOP 002, Section Two, 5.02

**3.06** **Handling non-conforming products resulting from document changes**

**3.07 Customer initiated contract (PO) amendments:**

**3.07.1 The Contract Administrator shall**:

Handle the amendment related documents to maintain administrative control.

**3.07.2 The Contract Administrator shall**:

Determine the impact the customer’s amendment has on the current contract and takes action **Requirement:** QOP 001, Section Four

**3.07.3** **Engineering shall:**

Implement, internally, the processing related document changes through form A-009, Amendment to Procedures Revision Change Log.

**3.07.4** **Engineering shall:**

Implement the customer’s amendment. **Requirement:** QOP 001, Section Four

**3.08** **Customer complaints, product returns, and customer evaluation (satisfaction) reporting.**

**3.08.1** **Customer Complaints**

**3.08.1.1** **The Complaint Receiver shall:**

Direct the complaint reporter to the Quality Manager. **Requirement:** QOP 009, Section Three.

**3.08.1.2** **The Quality Manager shall:**

Investigate the complaint to resolve the problem. **Requirement:** QOP 009, Section Three.

**3.08.2** **Product Return**

**3.08.2.1** **The Receiver of the Product shall:**

Receive the customer returned products and alerts the Quality Engineer. **Requirement:** QOP 009, Section Three, 3.02.1

**3.08.2.2** **The Quality Engineer shall:**

Investigate the customer returned product, finds out cause determination and follow up with corrective action. **Requirement:** QOP 009, Section Three, 3.02.2.

**3.08.3** **Customer Satisfaction Reporting**

**3.08.3.1** **Everyone shall:**

Understand Sigma 6 Electronics’ stance on customer satisfaction reporting. **Requirement:** QOP 009, Section Three, 3.04

**3.08.3.2** **The Final Inspector shall:**

Initiate the customer evaluation and satisfaction report (Form A-038) **Requirement:** QOP 009, Section Three, 3.04

**3.08.3.3** **Management shall:**

Handle the filled-out Form A-038 and files it. **Requirement:** QOP 009, Section Three, 3.04

## Section III

*Processing Control for New Jobs*

*Following the guidelines from the previous two sections construct a similar flow for the same processing control (as section I) but for new jobs.*